Town of Hebron, Maryland
Comprehensive Plan

2006
# Town of Hebron, Maryland
## Comprehensive Plan
### Version March 30, 2007
#### Table of Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>THE FRAMEWORK FOR PLANNING</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>LEGAL BASIS FOR COMPREHENSIVE PLANNING</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>COMPONENTS OF A GROWTH MANAGEMENT PROGRAM</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>HOUSE BILL 1141</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>COMMUNITY PROFILE</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>SOCIO-ECONOMIC CHARACTERISTICS</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Population Growth</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Population Projections</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Sex, Race and Hispanic Origin</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Age Distribution</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Family Characteristics</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Educational Attainment</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Employment and Labor Force Characteristics</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Income and Poverty</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Housing Characteristics</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>GOALS AND OBJECTIVES</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>GOALS</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Overall Development Concept Principles</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Sensitive Areas Goals</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Transportation Goals</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Community Facilities Goal</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Implementation Goal</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>THE TOWN VISION</td>
<td>19</td>
</tr>
<tr>
<td>4</td>
<td>LAND USE PLAN</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>INTRODUCTION</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>EXISTING LAND USE</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>LAND USE OBJECTIVES</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Overall Land Use Objectives</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Residential Land Use Objectives</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Commercial Land Use Objectives</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Industrial Land Use Objectives</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Conservation Objectives</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>PLANNING AREAS</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Town Center</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>Planned Redevelopment</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Neighborhood Commercial</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Industrial</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Public/Semi-Public</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Planned Neighborhood Development</td>
<td>32</td>
</tr>
<tr>
<td>Section</td>
<td>Page</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Conservation/Open Space</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Designated Growth Area</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>RECOMMENDATIONS</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Town Center</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Neighborhood Conservation</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Planned Redevelopment</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Industrial</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Conservation/Open Space</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Planned Growth</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>SENSITIVE AREAS</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>Streams and Stream Buffers</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Wetlands</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Floodplains</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>Steep Slopes</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Forest Conservation</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>MINERAL RESOURCES</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>HISTORIC FEATURES</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>Historic Preservation Program Recommendations</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Protection and Preservation Programs</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>National Register of Historic Places</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Maryland Historical Trust</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Maryland Historic Preservation Easement</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Local Historic Overlay Zone</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Adaptive Re-Use</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Support Owners</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Development Proposal Review</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Chapter 6 TRANSPORTATION PLAN</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>HIGHWAYS</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>General Conditions</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>Functional Classification System of Streets</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>Arterial Highway</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>Collectors</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>Local Streets</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>Level of Service</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>TRANSPORTATION OBJECTIVES</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>TRANSPORTATION POLICIES</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>THE TRANSPORTATION PLAN</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>RECOMMENDATIONS</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Improvements</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>New Streets</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td>70</td>
<td></td>
</tr>
</tbody>
</table>

Hebron, Maryland Comprehensive Plan
Version March 30, 2007
List of Figures

Figure 1  MHT Proposed Historic District Boundary ........................................................................ 50
Figure 2  Hebron Parkway Concept ......................................................................................... 66
Figure 3  Trends in Median Household Income and Median Home Price ............................... 87
Figure 4  Wicomico County Homebuyer Indices .................................................................... 88

List of Tables

Table 1  Population Trends 1930 to 2000 ................................................................................. 6
Table 2  Population Projections ............................................................................................... 7
Table 3  Sex, Race and Hispanic Origin - 2000 ................................................................. 8
Table 4  Population by Age - 2000 ....................................................................................... 9
Table 5  Household and Family Characteristics - 2000 ....................................................... 9
Table 6  Educational Attainment - 2000 ........................................................................... 10
Table 7  Employment and Unemployment - 2000 ........................................................... 10
Table 8  Industry of Employment - 2000 ........................................................................... 11
Table 9  Household Income 1999 ....................................................................................... 12
Table 10 Housing Tenure by Year Structure Built - 2000 .................................................... 13
Table 11 Housing Structural Characteristics - 2000 ........................................................... 13
Table 12 Housing Tenure and Vacancy - 2000 .................................................................... 14
Table 13 Structural, Plumbing and Equipment Characteristics - 2000 ................................. 14
Table 14 Value of Selected Owner Occupied Housing - 2000 ............................................. 15
Table 15 Existing Land Use Summary - 2005 ...................................................................... 23
Table 16 Planned Land Use Classifications ........................................................................... 40
Table 17 Potential Growth Capacity Estimates ..................................................................... 41
Table 18 Annual Average Daily Traffic ............................................................................... 56
Table 19 Public School Capacity versus Enrollment - 2005 .................................................. 74
Table 20 Median Year Built and Median Value of Housing .............................................. 82
Table 21 Selected Characteristics of Occupied Housing Units .......................................... 83
Table 22 Housing Structural and Vacancy Characteristics .................................................. 83
Table 23 Year Built and Selected Characteristics of Housing ............................................ 84
Table 24 Total and Renter Occupied Housing Units ............................................................ 84
Table 25 Workforce Housing Affordable Price Range ......................................................... 85
Table 26 Existing Home Sales and Median Home Prices, Feb-Mar 2006 ............................. 86
Table 27 Wicomico County Rent and Renter Household Statistics, 2003 ............................. 89
Table 28 Housing Cost Burden for Low Income Families, 2000 ........................................... 89
List of Maps

Map 1 Existing Land Use 2005 .......................................................... 24
Map 2 Land Use Plan................................................................. 29
Map 3 Priority Funding Areas ..................................................... 43
Map 4 Water and Sewer Priorities ............................................ 40
Map 5 Resource Protection Areas ........................................... 46
Map 6 Highway Functional Classification ................................. 61
Map 7 Transportation Plan ....................................................... 65
Map 8 Pedestrian and Bicycle Systems Plan ............................ 67
Map 9 Community Facilities .................................................... 81
Chapter 1 INTRODUCTION

The Comprehensive Plan is the official statement of the Town Commissioners of Hebron, setting forth policies concerning desirable future growth which serve as a general guide to public and private development decisions. Once adopted, it becomes the basis for the preparation of specific policies, programs and legislation, such as zoning and subdivision regulations, and other actions which implement the growth policies set forth in the Plan.

The Plan is comprised of several major elements that are prepared in such a manner that they form an integrated, unified document for guiding future growth and development. As a policy document it is general, comprehensive, and long range in nature. It is comprehensive in that it encompasses the entire geographic area of the Town and includes all functional elements that bear upon its physical development, such as transportation, land use, and community facilities. It is general in that it summarizes policies and proposals but does not establish detailed regulations or indicate specific locations. It is long range in that it looks beyond current issues to problems and opportunities related to future growth over the next twenty years and beyond.

THE FRAMEWORK FOR PLANNING

As Hebron and the surrounding environs grow and change over the next twenty years, this Comprehensive Plan will serve as a guide for making public and private decisions regarding the Town's growth and development. This Plan presents a future vision of Hebron into the year 2025 along with recommendations for bringing that vision to fruition. The ideas of the Plan are a distillation of the community's many desires, tempered by what seems feasible and reasonable.

This Plan is not intended to be a static document. It will be reviewed and updated periodically to reflect new development trends, shifts in the economy, or changes in the community's goals and objectives.

Hebron is a special place with a unique character, culture and history that distinguishes this community from other towns throughout the country. This Comprehensive Plan particularly addresses the preservation and enhancement of these special qualities and that distinctive personality felt by the citizens who live and work here. This sense of uniqueness and pride of place are the guiding forces and strongest motivation for those who have contributed to the realization of this document.
LEGAL BASIS FOR COMPREHENSIVE PLANNING

Article 66B of the Annotated Code of Maryland is the Zoning and Planning Enabling Legislation from which the Town of Hebron derives its powers to regulate land use. Section 3.05 sets forth the minimum requirements for a comprehensive plan which shall include, among other things:

- A statement of goals and objectives, principles, policies, and standards;
- A land use plan element;
- A transportation plan element;
- A community facilities plan element;
- A mineral resources plan element, if current geological information is available;
- An element which shall contain the planning commission's recommendations for land development regulations to implement the plan; and
- Other elements, such as a community renewal, housing, conservation, natural resources, at the discretion of the commission.

The context for planning in the Town of Hebron must also take into consideration the role that the Town will play in implementing the overall growth management policies established by the State of Maryland in the Planning Act of 1992. These policies, stated as "visions" for the future, are:

1. Development is concentrated in suitable areas;
2. Sensitive areas are protected;
3. In rural areas, growth is directed to existing population centers and resources are protected;
4. Stewardship of the Chesapeake Bay and the land is a universal ethic;
5. Conservation of resources, including a reduction in resource consumption is practiced;
6. Economic growth is encouraged and regulatory mechanisms are streamlined;
7. Adequate public facilities and infrastructure under the control of the Town are available or planned in areas where growth is to occur; and
8. Funding mechanisms are addressed to achieve these “Visions.”

The Maryland Economic Growth, Resource Protection and Planning Act of 1992 also added the requirement that the comprehensive plan contain a Sensitive Areas Element which describes how the jurisdiction will protect the following sensitive areas:

- Streams and stream buffers,
- 100-year floodplains,
- Endangered species habitats,
- Steep slopes, and
- Other sensitive areas the Town wants to protect from the adverse impacts of development.

COMPONENTS OF A GROWTH MANAGEMENT PROGRAM

This Comprehensive Plan provides the basic framework and direction for all components of what may be considered the Town's overall Comprehensive Planning Program. It is not a stand-alone document but is supported and, in turn, supports related planning program documents such as the ones listed below.

- Hebron Zoning Ordinance
- Subdivision Ordinance
- Capital Improvements Budget
- Sewer and Water Facilities Plans

These documents and others, when used concurrently, are the basis for directing and managing growth in Hebron.

HOUSE BILL 1141

Significant changes have occurred since the last Comprehensive Plan was prepared in 1995. Hebron has annexed over 425 acres, including one annexation of nearly 400 acres. The Town’s borders now extend to US Route 50. The Planning Commission is currently considering development concepts potentially involving over 1,400 residential units and several thousand square feet of retail commercial, business and office space. Growth of this magnitude will require major upgrades of the existing water and sewer facilities, which currently have little excess capacity.

When considered in the context of the existing Town area, population, built environment and community facilities and services, these developments represent potentially dramatic changes for the Town’s future. Growth of this scale will present both challenges and opportunities to the Town and the County that will need to be addressed in the Comprehensive Plan and elsewhere. Of particular importance is coordination with Wicomico County.
Municipal/County coordination was a much debated topic in the 2006 Maryland General Assembly session. The resulting legislation, House Bill 1141, established additional substantive and procedural requirements for municipalities preparing comprehensive plans, including minimum municipal/county coordination requirements. These requirements include:

- The Town include in the comprehensive plan a growth element that specifies where Hebron intends to grow outside its existing corporate limits and discusses how the Town intends to address service, infrastructure and environmental protection needs for the growth area and surrounding environs.

- The Town and County must include in their comprehensive plans water resources plan elements that identify drinking water and other water resources to meet current and future needs and to identify suitable water and land areas to receive stormwater and wastewater derived from development.

- The Town must consult with Wicomico County when developing a municipal growth element. Prior to approving the Town’s growth element, the Town must provide a copy of the growth element to the County, accept comments from the County on the growth element, meet and confer with the County regarding the growth element, and on request of either party engage in mediation to facilitate agreement on a growth element.

- In order for land annexed after September 30, 2006 to qualify for State assistance as a priority funding area, the Town must complete an analysis of land capacity available for development, including infill and redevelopment and an analysis of the land area needed to satisfy demand for development at densities consistent with its master plan.

- The bill gives affected local governments until October 1, 2009 to update their comprehensive master plans to include these and other elements required by existing law with the possibility of one to two six-month extensions for good cause. Local governments that have not updated their plans by that time may not change the zoning classification of a property until their updates are complete.

- The Town must develop and share with other planning agencies an annexation plan that is consistent with its growth element in the comprehensive master plan.

House Bill 1141 also requires the Department of the Environment to provide technical assistance to a local government regarding the development of a water resources element. The Department of Planning also is required to provide technical assistance to a municipality regarding the development of a municipal growth element. HB 1141 encourages municipalities and counties to participate in joint planning processes and agreements.
House Bill 1141 changes the current comparison that allows Wicomico County to delay for 5 years in a newly annexed area land uses under a proposed municipal zoning designation that are substantially different from the land uses specified for the annexed area in a county comprehensive plan. Instead the standard will be whether a substantial difference exists between the land uses and densities permitted under the proposed Town zoning and the land uses for the annexed area and densities permitted under the current county zoning for the annexed area.

The Hebron Comprehensive Plan addresses most requirements of House Bill 1141. The Town’s growth plan, including an analysis of existing and planned development capacity, is discussed in Chapter 4, Land Use Plan. Chapter 7, Community Facilities, includes a discussion of the Town’s strategies for addressing water resources, wastewater disposal and stormwater management. Chapter 9, Implementation, outlines the Town’s annexation policies, including eligible properties and requirements for appropriate study and consideration of potential fiscal, environmental and facility impacts. Comprehensive Plan revisions and/or additional elements will likely be required when the State adopts specific regulations to implement the requirements of HB 1141.
Chapter 2 COMMUNITY PROFILE

SOCIO-ECONOMIC CHARACTERISTICS

Population Growth

In 2000, Hebron had a population of 807, an increase of 21.4 percent over 1990 and a significant change in trend over the past several decades, which saw little or negative growth from decade to decade and an overall decline in population of about 17 percent between 1930 and 1990.

Table 1 shows the changes in population for various periods from 1930 through 2000. Annexation of an adjacent subdivision accounted for most of the growth between 1973 and 1975. Factors which seemed to account for Hebron's decrease in population were the decline of the railroad, deaths, and out-migration of inhabitants caused by the lack of a public sewer and the long-standing problem of failing septic systems. The installation of a Town sewer system in the 1990s was predicted to change the negative trend in population, and as the 2000 population figure indicates, that prediction was accurate.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>% Change From Previous Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>1930</td>
<td>805</td>
<td>-0.1%</td>
</tr>
<tr>
<td>1940</td>
<td>804</td>
<td>-10.1%</td>
</tr>
<tr>
<td>1950</td>
<td>723</td>
<td>4.3%</td>
</tr>
<tr>
<td>1960</td>
<td>754</td>
<td>-6.5%</td>
</tr>
<tr>
<td>1970</td>
<td>705</td>
<td>1.3%</td>
</tr>
<tr>
<td>1980</td>
<td>714</td>
<td>-6.9%</td>
</tr>
<tr>
<td>1990</td>
<td>665</td>
<td>21.4%</td>
</tr>
<tr>
<td>2000</td>
<td>807</td>
<td></td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

Population Projections

The 1985 Comprehensive Plan suggested that by 1990 the Town would reach a population of 800. This did not occur, and in fact, the population continued to decline between 1980 and 1990. However there are a number of factors that would indicate that the Town can expect to grow in the future. These include large undeveloped tracts in Town, the general growth trend of the County and the recent emphasis being placed on concentrating growth in designated centers, such as Hebron. This latter factor is reinforced in the 1992 Planning Act’s “Visions” and the recommendations of the Wicomico County Quarter Century Committee concerning regulating growth in rural areas.
As concerns the sewer system, the Town has the capacity (on paper) to accommodate about approximately 84 new residential units. Accommodating expected growth within corporate limits, and later within designated growth areas, will require substantial increases in the capacity of existing water and sewer facilities.

Population projections are based on assumptions that rely heavily on recent market and development trends in the region. They assume that currently pending development projects will proceed to final approvals and will build out in a five to ten-year period. They also assume that the land in the growth area will be annexed and developed in accordance with the Hebron Comprehensive Plan.

Table 2
Population Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>Dwelling Units</th>
<th>Population</th>
<th>Chg</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>325</td>
<td>807</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005*</td>
<td>414</td>
<td>1,022</td>
<td>215</td>
<td>27%</td>
</tr>
<tr>
<td>2010</td>
<td>659</td>
<td>1,600</td>
<td>578</td>
<td>57%</td>
</tr>
<tr>
<td>2015</td>
<td>1,665</td>
<td>4,000</td>
<td>2,400</td>
<td>150%</td>
</tr>
<tr>
<td>2020</td>
<td>2,138</td>
<td>5,200</td>
<td>1,200</td>
<td>30%</td>
</tr>
<tr>
<td>2025</td>
<td>2,579</td>
<td>6,400</td>
<td>1,200</td>
<td>23%</td>
</tr>
<tr>
<td>2030</td>
<td>3,054</td>
<td>7,600</td>
<td>1,200</td>
<td>19%</td>
</tr>
</tbody>
</table>

* Source: MDP population estimated

Table 2 summarizes the build-out calculation in terms of population and dwelling units. Assuming that each unit will require 250 gallons per day of sewer treatment capacity, the build-out within the existing corporate limits will require an additional 500,000 gallons per day of drinking water and sewer treatment capacity. It is estimated that the build-out of the growth area outside of the Town will require an additional 300,000 gallons per day of drinking water and sewer treatment capacity.

Sex, Race and Hispanic Origin

The race and gender characteristics of the population changed only slightly between 1990 and 2000. Over half of the population of Hebron (51 percent) were female in 2000 (See Table 2), a small decrease from 1990, when 52 percent of the population was female. About 12 percent of the population was black in 2000, a small increase from the 10 percent figure of 1990. None of the population was of Hispanic origin in 1990, but in 2000 Hispanics, as well as Asian/Pacific Islanders and American Indian/Eskimo/Aleuts were present in the population, albeit in small numbers.
### Table 3
**Sex, Race and Hispanic Origin - 2000**

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Persons</td>
<td>807</td>
<td></td>
</tr>
<tr>
<td><strong>SEX</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>394</td>
<td>49%</td>
</tr>
<tr>
<td>Female</td>
<td>413</td>
<td>51%</td>
</tr>
<tr>
<td><strong>RACE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>695</td>
<td>86%</td>
</tr>
<tr>
<td>Black</td>
<td>94</td>
<td>12%</td>
</tr>
<tr>
<td>American Indian, Eskimo, or Aleut</td>
<td>5</td>
<td>.06%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>4</td>
<td>.04%</td>
</tr>
<tr>
<td>Other Race</td>
<td>8</td>
<td>.09%</td>
</tr>
<tr>
<td>Hispanic Origin (of any race)</td>
<td>5</td>
<td>.06%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

### Age Distribution

The age distribution of Hebron’s population is comparable with only slight differences to that of the County (See Table 4). Noticeable differences can be seen in the 5 to 14 categories. The median age of the Hebron population is 32.2, a decrease from the median age in 1990, 34.6. Hebron’s median age is a few years younger than the County median age, 35.8. Interestingly, while Hebron’s median age decreased about 7 percent between 1990 and 2000, the County’s median age increased about 8 percent during the same period (from 33.2 to 35.8 years old).
Table 4
Population by Age - 2000

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Hebron Persons</th>
<th>Wicomico Persons</th>
<th>Hebron Percent</th>
<th>Wicomico Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>807</td>
<td>84,644</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 5</td>
<td>57</td>
<td>5,317</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>5 to 9</td>
<td>78</td>
<td>5,930</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>10 to 14</td>
<td>80</td>
<td>6,083</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>15 to 19</td>
<td>45</td>
<td>6,826</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>20 to 24</td>
<td>54</td>
<td>6,808</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>25 to 29</td>
<td>53</td>
<td>4,878</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>30 to 34</td>
<td>75</td>
<td>5,486</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>35 to 39</td>
<td>60</td>
<td>6,535</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>40 to 44</td>
<td>57</td>
<td>6,843</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>45 to 49</td>
<td>62</td>
<td>6,161</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>50 to 54</td>
<td>30</td>
<td>5,444</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>55 to 59</td>
<td>33</td>
<td>4,315</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>60 to 64</td>
<td>37</td>
<td>3,195</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>65 to 69</td>
<td>33</td>
<td>3,032</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>70 to 74</td>
<td>26</td>
<td>2,860</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>75 to 79</td>
<td>20</td>
<td>2,301</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>80 to 84</td>
<td>3</td>
<td>1,441</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>85 to 89</td>
<td>2</td>
<td>787</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>90 years and over</td>
<td>2</td>
<td>402</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

Family Characteristics

Hebron has a higher percentage of family households and married couple households than the County (See Table 5). At the same time, Hebron has a lower percentage of householders living alone and householders 65 years and over. Hebron’s average household size and average family size are both slightly larger than the County’s.

Table 5
Household and Family Characteristics - 2000

<table>
<thead>
<tr>
<th>Category</th>
<th>Wicomico Persons</th>
<th>Percent Of Households</th>
<th>Hebron Persons</th>
<th>Percent Of Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons in Households</td>
<td>81,500</td>
<td>807</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Households</td>
<td>32,218</td>
<td>299</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family Households</td>
<td>21,781</td>
<td>68%</td>
<td>230</td>
<td>77%</td>
</tr>
<tr>
<td>Married Couple Family</td>
<td>15,854</td>
<td>49%</td>
<td>167</td>
<td>56%</td>
</tr>
<tr>
<td>Non-family Households</td>
<td>5,927</td>
<td>18%</td>
<td>61</td>
<td>20%</td>
</tr>
<tr>
<td>Householders Living Alone</td>
<td>8,001</td>
<td>25%</td>
<td>56</td>
<td>19%</td>
</tr>
<tr>
<td>Householders 65 years and over</td>
<td>6,922</td>
<td>21%</td>
<td>61</td>
<td>20%</td>
</tr>
<tr>
<td>Average Household Size</td>
<td>2.53</td>
<td>2.70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Family Size</td>
<td>3.00</td>
<td>3.01</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census
Educational Attainment

The level of educational attainment in Hebron is comparable to that of the County (See Table 6). The notable exception is the percent of high school graduates, which is about two thirds higher for Hebron than it is for the County. This is a significant change from 1990, when the percentage of those who did not finish high school was about a third higher for Hebron than it was for the County. As it was in 1990, the percentage of the population that achieved a bachelor’s degree or higher is lower for Hebron than the County in 2000, although by a smaller margin.

<table>
<thead>
<tr>
<th>Table 6</th>
<th>Educational Attainment - 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wicomico</td>
<td>Percent</td>
</tr>
<tr>
<td>Population 25 years and over</td>
<td>53,521</td>
</tr>
<tr>
<td>Less than 5th grade</td>
<td>793</td>
</tr>
<tr>
<td>5th to 8th grade</td>
<td>2,397</td>
</tr>
<tr>
<td>9th to 12th grade, no diploma</td>
<td>7,149</td>
</tr>
<tr>
<td>High school graduate (incl. equivalency)</td>
<td>18,396</td>
</tr>
<tr>
<td>Some college credit, less than 1 year</td>
<td>3,644</td>
</tr>
<tr>
<td>1 or more years of college, no degree</td>
<td>6,732</td>
</tr>
<tr>
<td>Associate degree</td>
<td>2,692</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>7326</td>
</tr>
<tr>
<td>Master's degree</td>
<td>2,899</td>
</tr>
<tr>
<td>Professional degree</td>
<td>942</td>
</tr>
<tr>
<td>Doctorate degree</td>
<td>551</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

Employment and Labor Force Characteristics

In the decade between 1990 and 2000, Hebron’s baseline employment statistics improved significantly. In 1990, the percentage of people in the labor force was almost equal to that of Wicomico County, while in 2000, the percentage of people in the labor force in Hebron was higher than in Wicomico County by 9 percent. The percentage of unemployed in the labor force was higher in Hebron than in the County in 1990, but by 2000 Hebron had a lower percentage of unemployed in the labor force than the County.

<table>
<thead>
<tr>
<th>Table 7</th>
<th>Employment and Unemployment - 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wicomico</td>
<td>Hebron</td>
</tr>
<tr>
<td>Persons 16 years and over</td>
<td>57,915</td>
</tr>
<tr>
<td>Percent in Labor Force</td>
<td>68%</td>
</tr>
<tr>
<td>Civilian Labor Force</td>
<td>39,082</td>
</tr>
<tr>
<td>Percent Unemployed</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census
The Town of Hebron exceeded the County figures in the percentage of employment in the categories construction, wholesale trade, “other services”, and information (see Table 8). In most of the other categories the Town and the County had nearly equal distributions of employment, with the exception of “arts, entertainment, recreation, accommodation, and food services”. The percentage of people employed in this category in the County is more than four times the percentage in Hebron.

### Table 8
**Industry of Employment - 2000**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Wicomico</th>
<th>Percent</th>
<th>Hebron</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed civilian population 16 years and over</td>
<td>42,211</td>
<td>391</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting, and mining</td>
<td>937</td>
<td>2%</td>
<td>9</td>
<td>2%</td>
</tr>
<tr>
<td>Mining</td>
<td>15</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Construction</td>
<td>3,046</td>
<td>7%</td>
<td>52</td>
<td>13%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>6,130</td>
<td>15%</td>
<td>59</td>
<td>15%</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>1,617</td>
<td>4%</td>
<td>30</td>
<td>8%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>5,211</td>
<td>12%</td>
<td>47</td>
<td>12%</td>
</tr>
<tr>
<td>Transportation and warehousing, and utilities</td>
<td>1,823</td>
<td>4%</td>
<td>12</td>
<td>3%</td>
</tr>
<tr>
<td>Information</td>
<td>1,095</td>
<td>3%</td>
<td>14</td>
<td>4%</td>
</tr>
<tr>
<td>Finance, insurance, real estate, and rental and leasing</td>
<td>1,907</td>
<td>5%</td>
<td>14</td>
<td>4%</td>
</tr>
<tr>
<td>Professional, scientific, management, administrative, and waste services</td>
<td>2,437</td>
<td>6%</td>
<td>23</td>
<td>6%</td>
</tr>
<tr>
<td>Educational, health, and social services</td>
<td>10,176</td>
<td>24%</td>
<td>77</td>
<td>20%</td>
</tr>
<tr>
<td>Arts, entertainment, recreation, accommodation, and food services</td>
<td>3,612</td>
<td>9%</td>
<td>9</td>
<td>2%</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>1,866</td>
<td>4%</td>
<td>26</td>
<td>7%</td>
</tr>
<tr>
<td>Public administration</td>
<td>2,354</td>
<td>6%</td>
<td>19</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

**Income and Poverty**

In 1999, the median household income for Hebron was $36,750, about 6 percent lower than the County’s median household income. Since 1989, Hebron has narrowed the gap between Town and County median household income by 2 percent.

In 2000, the Town and County are nearly even in household income distribution with the exception of the $60,000 to $74,999 category, where Hebron leads the County by 7 percent, and the $75,000 to 99,999 category, where the County leads Hebron by 4 percent. In 1999, approximately 13 percent of all persons and 10 percent of all families were listed as having incomes below poverty.
Table 9
Household Income 1999

<table>
<thead>
<tr>
<th></th>
<th>Wicomico</th>
<th>Hebron</th>
<th>Cumulative Percent Wicomico</th>
<th>Cumulative Percent Hebron</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Households</td>
<td>32,231</td>
<td>287</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than $10,000</td>
<td>2,886</td>
<td>17</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>$10,000 to $14,999</td>
<td>2,387</td>
<td>20</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>$15,000 to $19,999</td>
<td>2,364</td>
<td>12</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>$20,000 to $24,999</td>
<td>2,406</td>
<td>25</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>$25,000 to $29,999</td>
<td>2,176</td>
<td>30</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>$30,000 to $34,999</td>
<td>2,275</td>
<td>29</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>$35,000 to $39,999</td>
<td>1,965</td>
<td>20</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>$40,000 to $44,999</td>
<td>1,881</td>
<td>21</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>$45,000 to $49,999</td>
<td>1,934</td>
<td>20</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>$50,000 to $59,999</td>
<td>3,102</td>
<td>23</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>$60,000 to $74,999</td>
<td>3,247</td>
<td>48</td>
<td>10%</td>
<td>17%</td>
</tr>
<tr>
<td>$75,000 to $99,999</td>
<td>2,914</td>
<td>15</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>$100,000 to $124,999</td>
<td>1,304</td>
<td>3</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>$125,000 to $149,999</td>
<td>505</td>
<td>2</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>$150,000 to $199,999</td>
<td>456</td>
<td>2</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>$200,000 or more</td>
<td>429</td>
<td>0</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

Housing Characteristics

The housing stock in Hebron is generally older than that of the County (See Table 10). A little over 40 percent of the housing units in Hebron were built before 1939 as compared to 12 percent for the County. The median built date of homes in Hebron was 1950, compared to 1975 for the County. These statistics indicate that emphasis should be placed on housing rehabilitation, replacement and maintenance programs.

In 2000, almost the entire owner-occupied housing stock in Hebron, 99 percent, was detached single-family units (see Table 11). This number is slightly higher than in 1990, when 95 percent of all owner-occupied housing units were single-family detached homes. The remaining owner-occupied housing units (3) are mobile homes. Single-family detached homes comprise the majority of the renter-occupied housing stock as well, a little over 90 percent. However, the renter-occupied housing stock also includes one duplex unit and two buildings of 20-units or more, in addition to five mobile homes, which provide more choices for renters than for home buyers.
### Table 10

**Tenure by Year Structure Built - 2000**

<table>
<thead>
<tr>
<th></th>
<th>Wicomico</th>
<th>Percent</th>
<th>Hebron</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner-occupied housing units</td>
<td>21,413</td>
<td>100%</td>
<td>221</td>
<td>100%</td>
</tr>
<tr>
<td>Built 1999 to March 2000</td>
<td>544</td>
<td>3%</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Built 1995 to 1998</td>
<td>1,889</td>
<td>9%</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Built 1990 to 1994</td>
<td>2,530</td>
<td>12%</td>
<td>9</td>
<td>4%</td>
</tr>
<tr>
<td>Built 1980 to 1989</td>
<td>4,012</td>
<td>19%</td>
<td>21</td>
<td>10%</td>
</tr>
<tr>
<td>Built 1970 to 1979</td>
<td>3,760</td>
<td>18%</td>
<td>14</td>
<td>6%</td>
</tr>
<tr>
<td>Built 1960 to 1969</td>
<td>2,468</td>
<td>12%</td>
<td>18</td>
<td>8%</td>
</tr>
<tr>
<td>Built 1950 to 1959</td>
<td>2,428</td>
<td>11%</td>
<td>40</td>
<td>18%</td>
</tr>
<tr>
<td>Built 1940 to 1949</td>
<td>1,205</td>
<td>6%</td>
<td>21</td>
<td>10%</td>
</tr>
<tr>
<td>Built 1939 or earlier</td>
<td>2,577</td>
<td>12%</td>
<td>90</td>
<td>41%</td>
</tr>
<tr>
<td>Median</td>
<td>1975 (X)</td>
<td></td>
<td>1950 (X)</td>
<td></td>
</tr>
<tr>
<td>Renter-occupied housing units</td>
<td>10,805</td>
<td>100%</td>
<td>86</td>
<td>100%</td>
</tr>
<tr>
<td>Built 1999 to March 2000</td>
<td>79</td>
<td>1%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Built 1995 to 1998</td>
<td>721</td>
<td>7%</td>
<td>6</td>
<td>7%</td>
</tr>
<tr>
<td>Built 1990 to 1994</td>
<td>960</td>
<td>9%</td>
<td>4</td>
<td>5%</td>
</tr>
<tr>
<td>Built 1980 to 1989</td>
<td>1,806</td>
<td>17%</td>
<td>4</td>
<td>5%</td>
</tr>
<tr>
<td>Built 1970 to 1979</td>
<td>2,301</td>
<td>21%</td>
<td>19</td>
<td>22%</td>
</tr>
<tr>
<td>Built 1960 to 1969</td>
<td>1,485</td>
<td>14%</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Built 1950 to 1959</td>
<td>1,277</td>
<td>12%</td>
<td>8</td>
<td>9%</td>
</tr>
<tr>
<td>Built 1940 to 1949</td>
<td>839</td>
<td>8%</td>
<td>9</td>
<td>11%</td>
</tr>
<tr>
<td>Built 1939 or earlier</td>
<td>1,337</td>
<td>12%</td>
<td>34</td>
<td>40%</td>
</tr>
<tr>
<td>Median</td>
<td>1972</td>
<td></td>
<td>1950</td>
<td></td>
</tr>
</tbody>
</table>

Source: U. S. Census 2000 Census

### Table 11

**Structural Characteristics - 2000**

<table>
<thead>
<tr>
<th></th>
<th>Wicomico</th>
<th>Percent</th>
<th>Hebron</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner-occupied housing units</td>
<td>21,413</td>
<td>100%</td>
<td>221</td>
<td>100%</td>
</tr>
<tr>
<td>1, detached</td>
<td>18,776</td>
<td>88%</td>
<td>218</td>
<td>99%</td>
</tr>
<tr>
<td>1, attached</td>
<td>451</td>
<td>2%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>2</td>
<td>88</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>3 or 4</td>
<td>30</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>5 or more</td>
<td>194</td>
<td>1%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Mobile home</td>
<td>1,869</td>
<td>9%</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Boat, RV, van, etc</td>
<td>5</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Renter-occupied housing units</td>
<td>10,805</td>
<td>100%</td>
<td>86</td>
<td>100%</td>
</tr>
<tr>
<td>1, detached</td>
<td>4,801</td>
<td>44%</td>
<td>78</td>
<td>91%</td>
</tr>
<tr>
<td>1, attached</td>
<td>564</td>
<td>5%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>2</td>
<td>812</td>
<td>8%</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>3 or 4</td>
<td>735</td>
<td>7%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>5 to 9</td>
<td>1,267</td>
<td>12%</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>
In 1990, Hebron had almost 10 percent more homeowners than Wicomico County and a higher number of vacant housing units (see Table 12). The vacancy rate for rental units in Hebron was substantially higher than that of homeowner units, and the vacancy rate for both homeowner and rental units was higher in Hebron than in the County.

Hebron’s housing stock, despite being significantly older than the County’s, is better equipped with kitchen and plumbing facilities than is the County’s housing stock and has fewer units without these facilities than the County.

### Table 12
#### Housing Tenure and Vacancy - 2000

<table>
<thead>
<tr>
<th></th>
<th>Wicomico</th>
<th>Percent</th>
<th>Hebron</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Housing Units</td>
<td>325</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupied housing units</td>
<td>32,218</td>
<td>100%</td>
<td>299</td>
<td>100%</td>
</tr>
<tr>
<td>Owner-occupied housing units</td>
<td>21,419</td>
<td>67%</td>
<td>223</td>
<td>75%</td>
</tr>
<tr>
<td>Renter-occupied housing units</td>
<td>10,799</td>
<td>34%</td>
<td>76</td>
<td>25%</td>
</tr>
<tr>
<td>Vacant Housing Units</td>
<td>2,183</td>
<td>7%</td>
<td>26</td>
<td>9%</td>
</tr>
<tr>
<td>Vacancy Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Home Owner Units</td>
<td>2%</td>
<td></td>
<td>2.6</td>
<td></td>
</tr>
<tr>
<td>- Rental Units</td>
<td>5%</td>
<td></td>
<td>10.1</td>
<td></td>
</tr>
</tbody>
</table>

Source: U. S. Census 2000 Census

### Table 13
#### Structural, Plumbing and Equipment Characteristics - 2000

<table>
<thead>
<tr>
<th></th>
<th>Wicomico</th>
<th>Hebron</th>
</tr>
</thead>
<tbody>
<tr>
<td>All housing Units</td>
<td>34,401</td>
<td>333</td>
</tr>
<tr>
<td>Lacking complete plumbing facilities</td>
<td>0.5%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Lacking complete kitchen facilities</td>
<td>0.9%</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

Source: U. S. Census 2000 Census

Among Census-selected owner-occupied housing in Hebron, approximately 78 percent is valued at $60,000 or higher, as compared to 89 percent in Wicomico County. Within that group, 15 percent is valued at over $100,000 in Hebron, and 52 percent is valued at over $100,000 in the County (see Table 14).
<table>
<thead>
<tr>
<th>Specified Units</th>
<th>Wicomico</th>
<th>Hebron</th>
<th>Wicomico Percent</th>
<th>Hebron Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $10,000</td>
<td>8</td>
<td>0</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$10,000 to $14,999</td>
<td>9</td>
<td>0</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$15,000 to $19,999</td>
<td>45</td>
<td>0</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$20,000 to $24,999</td>
<td>47</td>
<td>0</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$25,000 to $29,999</td>
<td>77</td>
<td>0</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$30,000 to $34,999</td>
<td>205</td>
<td>1</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>$35,000 to $39,999</td>
<td>222</td>
<td>1</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$40,000 to $49,999</td>
<td>669</td>
<td>4</td>
<td>22%</td>
<td>11%</td>
</tr>
<tr>
<td>$50,000 to $59,999</td>
<td>860</td>
<td>5</td>
<td>18</td>
<td>9%</td>
</tr>
<tr>
<td>$60,000 to $69,999</td>
<td>1,610</td>
<td>9</td>
<td>43</td>
<td>21%</td>
</tr>
<tr>
<td>$70,000 to $79,999</td>
<td>1,772</td>
<td>10</td>
<td>33</td>
<td>16%</td>
</tr>
<tr>
<td>$80,000 to $89,999</td>
<td>2,453</td>
<td>14</td>
<td>32</td>
<td>16%</td>
</tr>
<tr>
<td>$90,000 to $99,999</td>
<td>1,788</td>
<td>10</td>
<td>27</td>
<td>13%</td>
</tr>
<tr>
<td>$100,000 to $124,999</td>
<td>2,485</td>
<td>14</td>
<td>12</td>
<td>6%</td>
</tr>
<tr>
<td>$125,000 to $149,999</td>
<td>1,689</td>
<td>10</td>
<td>6</td>
<td>3%</td>
</tr>
<tr>
<td>$150,000 to $174,999</td>
<td>1,528</td>
<td>9</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>$175,000 to $199,999</td>
<td>655</td>
<td>4</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>$200,000 to $249,999</td>
<td>789</td>
<td>5</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>$250,000 to $299,999</td>
<td>291</td>
<td>2</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>$300,000 to $399,999</td>
<td>181</td>
<td>1</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>$400,000 to $499,999</td>
<td>70</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>$500,000 to $749,999</td>
<td>89</td>
<td>1</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>$750,000 to $999,999</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>$1,000,000 or more</td>
<td>9</td>
<td>0</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Median (dollars)</td>
<td>$94,500</td>
<td></td>
<td>$74,100</td>
<td></td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census
Chapter 3 GOALS AND OBJECTIVES

The establishment of Goals and Objectives is a fundamental step in preparing plans, policies and programs for guiding development. These statements are an integral part of the public planning process because once established, they represent the overall growth philosophy of the town.

Goals and Objectives provide broad direction for guiding both public actions and private activities in addressing a variety of land use activities related to growth. They establish a public policy framework for evaluating specific proposals to meet the needs of local residents while at the same time attempting to preserve the existing positive characteristics and environmental attributes of the Town. As conditions change, specific development proposals can be more consistently evaluated when compared with an established set of public policies.

In order to promote the general welfare and safety of all Town residents, the following Goals and Objectives have been established to serve as a framework for preparing specific plans and policies for guiding the development activities in Hebron.

GOALS

Goals are statements summarizing the general philosophy of the Town towards growth and related development activities. They provide direction for ensuring that development will be financially sound, environmentally sensitive and least disruptive to existing town residents.

The purpose of this Plan is to act as a guide for long term development of Hebron, in order to foster a comfortable living environment for the residents of Hebron while at the same time encouraging sufficient growth in residential and commercial uses to increase property values, provide employment, and provide for the needs of the existing and future Town residents. The Plan recognizes the need for increased employment opportunities and the need to promote commercial and limited industrial development within or near Hebron, but only to the extent that such uses will not impair or degrade the existing primary use of Hebron, which is residential.

To achieve this goal the following objectives have been developed:

- To preserve and protect existing residential areas from being adversely affected by traffic and by commercial and industrial activities.
- To provide for the sufficient movement of people and goods in and around Hebron with minimal adverse affect on Town residents.
To promote the best and most efficient use of land for residential, commercial and industrial development and preservation of natural open spaces and recreational areas for the benefit of the residents.

To insure adequate public facilities and services to meet the needs of present and future Town residents.

Overall Development Concept Principles

The following broad principles complement the overall goals for the Town and further illustrate the growth management and development concept the Town is pursuing.

- Facilitate the efficient delivery of public and private services.

This principle recognizes that the cost effective delivery of public and private services requires that the users of these services be concentrated in areas where they may be most readily served.

- Integrate land use and transportation.

This principle considers the relationship of future development to the various modes of transportation in the Town in order to maintain and promote their most effective use of existing facilities and to strengthen the Town's role as a population center.

- Respect the significant natural environment of the Hebron area.

This principle recognizes that the health, safety and general welfare of County and Town residents depends upon the proper functioning of natural systems, and that the quality of life to which we are accustomed relies, in large measure, on the prudent use and protection of our natural systems. This principal also recognizes the fourth vision from the Planning Act of 1992, namely that stewardship of the Chesapeake Bay and the land should be a universal ethic.

- Promote the development of the existing community and preserve the rural heritage.

This principle recognizes qualities, such as civic pride and cultural heritage, which cannot be measured in statistical terms. The growth and protection of the existing town center lifestyle of Hebron is important to promote.

- Preserve significant historic areas and structures

This principle recognizes that there are significant historic areas, features and structures in the County and Hebron that form an integral part of its overall attractiveness. As future development activities intensify, it is important for the image of the Town to protect and
retain these features. New development should not destroy the historic attributes which are visual remnants of the town's past.

**Land Use Goals**

- Maintain and create desirable residential (home) environments for all residents of Hebron.
- Encourage development of new, well-designed and properly located commercial facilities and maintenance and revitalization of existing commercial uses.
- Utilize the unique location advantage of the Town near the U.S. 50 corridor for development that will increase employment opportunities and improve the assessable base of the Town.

**Sensitive Areas Goals**

- Preserve the natural resources and features of Hebron and the surrounding environs to insure a balance between development and the need to protect natural resources or features.
- Minimize adverse impacts on water quality (including ground water) that result from high nutrient loadings or pollutants in runoff from surrounding lands or from pollutants that are discharged from structures and to conserve fish, wildlife, and plant habitats in the Town.

**Transportation Goals**

- Ensure the safe and efficient movement of goods and people.
- Reduce dependence on auto use, especially drive-alone vehicle use during the morning and evening commute hours.
- Achieve efficient use of energy in transportation.
- Coordinate transportation decisions regionally and locally.

**Community Facilities Goal**

- Provide an appropriate array of community facilities and services required to maintain the health, safety and welfare of the residents of Hebron.
Implementation Goal

- Establish an effective set of regulatory and program activities that will ensure achievement of the goals, objectives and policies set forth in the Comprehensive Plan.

THE TOWN VISION

The Town of Hebron endorses the “Visions” statement in the 1992 Planning Act, particularly development is concentrated in suitable areas and in rural areas, growth is directed to existing population centers and resource areas are protected. Hebron also recognizes that areas designated for growth must be provide quality neighborhoods that are places where people want to live.

The purpose of establishing goals for the community is to set a path toward a vision for the future of Hebron as a place where people want to live. That vision, although ambitious, describes the outlook for the community in the next twenty years.

The vision for the future of the Hebron will fit within the overall vision for Wicomico County. The County will provide the best mix of urban and rural living in the future. For its part, the Town of Hebron will be vibrant community where people want to live. This role will be reinforced by pedestrian-oriented streetscapes, livable and affordable neighborhoods, and safe and meaningful town life.

Hebron will accommodate growth in a sustainable manner. A sustainable community is one that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. Decades of commitment to this philosophy will pay off by maintaining Wicomico County's and Hebron's environment, healthy economic base, and healthy social and cultural systems. Hebron will view every major decision in light of the consideration, "How will this affect not just us, today, but the next generations? Are we moving toward a pattern of living that can be sustained indefinitely?"

The Town's fine new homes will fit nicely with our fine older neighborhoods. And they will be just as satisfactory as places to live. People will still know their neighbors, talking over the fence about kids, politics, gardening, sports. They will look out for each other. Neighborhoods will still be safe places to raise families, and good places to grow old.

The neighborhoods in the Hebron will offer housing for people of all ages and income. Older neighborhoods will be rejuvenated as historic homes are renovated and attractive new homes replace deteriorating structures or are built on infill sites. Existing houses and other structures will be well maintained.
Historic resources will be valued and preserved. Historic buildings will be adapted to new uses, as opposed to being torn down. New development will be designed to complement historic buildings, rather than clash with them. All citizens, young and old, will be able to see the reminders of the community's heritage, and take pride in it.

New development will fit in comfortably with existing neighborhoods. The qualities of neighborhoods that brought people to live in them will be respected and protected. Even though some parts of the area will be set aside for the healthy bustle of commerce, residential areas will remain calm, buffered by natural features, landscaping, or other means.

Trees of all kinds and sizes will be growing in all parts of the Town. Deciduous trees in the Town will mark the seasons, connecting us visually with the passage of time. Graceful branches will arch over busy thoroughfares and quiet residential streets. Shady areas will welcome citizens on a summer's day and provide shelter from the rain. These trees will help ensure that the Hebron town center of the future will remain a most livable area.

With more people living in the County, there will be more traffic on the roads. But because there will be alternatives to the auto, traffic will not be unbearable. The auto will still be with us. But it will not dominate our communities. Major roads will be designed to be more than just barren strips of asphalt, crowded with rushing cars and trucks. They will be stately, tree-lined entry-ways into Town.

Our Town will be known for healthy neighborhoods connected to one another by quiet streets with street trees, sidewalks and trails. Residents will wander across them to drop in on neighbors. Connected neighborhoods will be less isolated. There will be a greater sense of membership in the larger community. Streets, large and small, will accommodate pedestrians and bicyclists in safety and comfort.

Not every corner of the Town can support development. Places with critical environmental limitations and sensitive areas — such as wetlands, floodplains and steep slopes — will be off-limits to development. All development will incorporate appropriate measures to minimize environmental impacts. With environmental limitations directing our actions, new development will be more cost-efficient than it otherwise would be.

Continual efforts to repair our environmental damage from earlier development will also show great benefit. Improved stormwater management, less polluting vehicles, reduced garbage output per person, an ethic of resource conservation, and other advances will pay off. In spite of our increased population, the County's air and water will be cleaner than they are today. Seafood production and harvesting in the Chesapeake Bay will have returned to its former abundance, with all able to enjoy the oysters, rockfish and other once threatened species of the Bay estuary.

Providing parks for the neighborhoods will help to awaken a new neighborhood spirit in our Town. Our parks will provide for both active and passive recreational pursuits, with
playground equipment, basketball hoops, tennis courts, play areas, horseshoe pits, picnic tables, and shelters. There will be places for children and adults to play, and quiet places to just relax on a sunny day. They will become the focal point of every neighborhood.

Wicomico County and Hebron will be an increasingly united community that solves problems through full communications and community decision making. The County and the Town will work closely with each other in implementing solutions to common problems. Neighborhood groups will take an intimate role in planning and decision making affecting their neighborhoods. County-wide interest groups will be closely involved as well. Each segment of the community will understand the larger picture and help determine the best interests of the whole.

In order to grow gracefully and remain a healthy and desirable community, tomorrow's growth must also be accompanied by improved amenities for town life. We must improve our park system. We must have more beautiful streets, not just more asphalt and concrete. We must preserve enough wildlife habitat to allow diverse native species to survive. Our community will have to invest more of its resources into our traditional capital facilities: our streets, stormwater facilities, and parks. It will be difficult to strike the right balance.

The vision is an ambitious one. But if we work together — the public sector, neighborhood groups, businesses, individuals — with effort and dedication, we can achieve it.
Chapter 4 LAND USE PLAN

INTRODUCTION

The future growth and development of Hebron will be affected by several internal and external influences. It will be to Hebron's advantage to recognize trends and develop policies which make the most of and reflect these influences. These influences include:

- US 50 will play an important role in the future of Hebron as will the growth of Salisbury, Cambridge, and Ocean City which will continue as focal points of growth on the Eastern Shore. Hebron's easy access to Route 50 will permit residents of the Town of Hebron reasonable easy commuting to work in Salisbury, Cambridge or Ocean City.

- There is recognition by farmers and others at state and local levels that policies and land use restrictions are needed to prevent loss of usable farmland to urban development. Future development policies and land use decisions by the County will increasingly reflect this growing concern and development will be encouraged to occur in or adjacent to existing urban areas and small towns.

- Although there are federal and state programs to supplement financing of public facilities, for the most part these facilities will be financed through local taxes, fees and user charges. Therefore, the Town will need to insure that adequate public facilities and services are available or will be available when needed to maintain appropriate levels of service to existing uses and meet the needs of future population. Further, the Town will need to carefully consider the financial feasibility of expanding services while insuring that costs are equitability distributed among those benefiting.

- There is a national trend, at present, towards growth in small towns. This trend is expected to continue in the future and Hebron should benefit as people seek a quieter and more rural way of life.

These influences, taken together with consideration of existing land use, the extent of public facilities and the goals and objectives of the people of Hebron, were all considered in the design of this Land Use Plan.

EXISTING LAND USE

Between 1990 and 1995 Hebron’s size increased from approximately 256 acres to 337 acres. More recent annexations increased the corporate area of the Town to approximately 790 acres. As a result of recent annexations the mix of land use types has been changed dramatically since the 1998 Comprehensive Plan when the dominant land use category was residential (63.74 percent of the Town at that time).
Today the dominant existing land use categories are undeveloped land, i.e., agriculture/vacant (See Map 1). Together these two categories account 70 percent of the land area of the Town (see Table 15).

<table>
<thead>
<tr>
<th>Land Use Category</th>
<th>Acres</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>173.6</td>
<td>22%</td>
</tr>
<tr>
<td>Commercial</td>
<td>7.4</td>
<td>0.9%</td>
</tr>
<tr>
<td>Ag/vacant</td>
<td>554.1</td>
<td>70.1%</td>
</tr>
<tr>
<td>Public</td>
<td>7.9</td>
<td>1.0%</td>
</tr>
<tr>
<td>Exempt</td>
<td>12.1</td>
<td>1.5%</td>
</tr>
<tr>
<td>Vacant</td>
<td>0.8</td>
<td>0.1%</td>
</tr>
<tr>
<td>Other</td>
<td>34.0</td>
<td>4.3%</td>
</tr>
<tr>
<td>Total*</td>
<td>790</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Includes streets, roads and other rights-of-way
Source: Maryland Department of Planning, MD PropertyView©

The dominant residential type is detached single family units. According to the Maryland Department of Assessment and Taxation records, there were 419 detached single family residential units and only 32 apartment units in Hebron in 2004. The commercial land use category includes three retail stores, a barbershop and hair salon, a bank, a restaurant, two office buildings, seven warehouse and two auto service establishments.
LAND USE OBJECTIVES

The Land Use Plan concerns itself with the most favorable use of land by public and private developers, leading toward the establishment of a pattern of land use that reflects community goals and objectives. The following objectives provide the framework within which the Land Use Plan was structured:

Overall Land Use Objectives

- Plan the future build-out of Hebron by identifying town growth areas;
- Provide a guide for an efficient pattern of land use consistent with the public interest and the provision of public services;
- Reserve for the future the most appropriate land, in sufficient quantities, for residential, commercial and industrial development as well as for recreational purposes and public facilities;
- Provide for the preservation of natural features of the area consistent with the plan for land development.

Residential Land Use Objectives

- Conserve property values in existing residential neighborhoods by preventing the encroachment of incompatible land use and by permitting appropriate infill and redevelopment;
- Improve the quality of residential areas through the establishment of adequate living space appropriate for each type of dwelling in terms of standards for intensity of development.
- Protect against scattered residential development in order to permit greater efficiency in the provision of urban services;
- Require new residential development create well-planned, mixed-use neighborhoods that exhibit the following characteristics:
  - integrated mix of uses, including residential, commercial, employment/office, civic, and open space;
  - a range of housing types and densities to accommodate a diverse population of age groups and income levels;
  - compact design;
- interconnected streets designed to balance the needs of all users, with sidewalks and on-street parking;
- open spaces integral to the community; and
- location adjacent to and extending the fabric of existing development.

Commercial Land Use Objectives

- Establish commercial areas to serve both local and transient markets;
- Recognize compatible existing commercial development and channel future commercial activity into the most suitable areas;
- Promote clustering of commercial activity as opposed to strip commercial development;
- Emphasize safety, convenience, and attractiveness in all commercial development.

Industrial Land Use Objectives

- Provide attractive, safe and convenient sites suitable for industry, in terms of size, location, the physical characteristics of the lands, accessibility of transportation and availability of utilities;
- Require buffering and/or locate transitional land use areas between industrial districts and residential areas;
- Minimize undesirable effects of industry such as smoke, odor, noise, etc. in an effort to minimize hazards to public health and safety.

Conservation Objectives

- Encourage greater recognition by all citizens that land is a finite resource and its wise use and effective conservation is essential for the survival of existing and future generations (Vision 4 of the Planning Act, "stewardship of the Chesapeake Bay and the land is a universal ethic").
- Encourage the continued growth of Hebron in a manner that will preserve its significant natural features by requiring proper planning and design techniques for
future development in order to be more sensitive to environmental concerns (Vision 2 of the Planning Act, "sensitive areas are protected").

- Protect the Town’s historic structures and environmental quality.
- Encourage energy conservation in residential development through regulations that accommodate techniques that achieve greater energy efficiency.

**PLANNING AREAS**

The Hebron and Use Plan expresses the town's objectives and policies concerning the type, location, intensity and quality of public and private land use now and into the future. The Land Use Plan (see Map 2) delineates areas deemed by the Town to be appropriate locations for private land uses, such as residential and commercial uses, public uses including schools, parks and recreation facilities, and areas deemed to be appropriate for special protection due to the presence of a sensitive or important natural resource. Implementation recommendations contained in the Land Use Plan are meant to establish an agenda for a land use regulatory and resource protection scheme for the Town so as to achieve the objectives set forth herein. As such, the Land Use Plan will serve as an integral part of the day-to-day administration of land use and related regulations and codes by providing a framework and basis for adopting new regulatory provisions and ordinance interpretation.

The Town of Hebron Land Use Element includes nine (9) land use planning categories applicable to the existing corporate area and three (3) land use planning categories applicable to the Town’s “Designated Growth Area”. The following land use categories are shown on Map 2:

- Town Center
- Neighborhood Conservation
- Planned Neighborhood
- Neighborhood Commercial
- Planned Redevelopment
- Public/Semi-Public
- Park/Open Space
- Conservation
- Designated Growth Area

The “Designated Growth Area” is further differentiated as:

- Planned Mixed Use;
- Planned Employment; and
- Planned Public/Semi-Public

The principal use classifications are to be interpreted essentially as follows:
Town Center

The Town Center encompasses an area that includes a mix of residential, commercial, public and semi-public uses. Commercial activity is clustered along Main Street, and along Church Street, East Railroad Avenue and West Railroad Avenue at their intersections with Main Street. The area also includes a number of older residential structures, some no doubt historically significant. This current mix of uses and the traditional scale and type of architecture reflects the essential existing character of the Town and is important to retain. In addition to maintaining the existing commercial uses that serve the surrounding neighborhoods, the Town Center is intended to permit additional, compatible town-scale, neighborhood commercial uses provided these uses are located, designed and operated in a manner sensitive to nearby residential uses. With this in mind, the following policies are recommended:

- Development regulations and ordinances should recognize the Town businesses as essential to the economic well-being of Hebron and should allow them every opportunity to grow and prosper.

- Retail establishments locating in the Town center should be for uses that are primarily neighborhood-serving in character.

- Points of access to neighborhood centers should be minimized to avoid conflicts between vehicles and pedestrian.

- Adequate parking, street lighting, sidewalks, and other public services and amenities should be provided.

- New commercial uses should be required to adhere to minimum design standards.

- Appropriate infill and redevelopment in the Town Center is encouraged.
Neighborhood Conservation

The Neighborhood Conservation area encompasses established residential neighborhoods in the Town. Residential land use in Hebron is generally characterized as low to medium density, with a maximum density of about five (5) dwelling units per acre.

There is a limited amount of multi-family residential units in the Town. New multi-family residential should be permitted in appropriate areas to ensure a variety of housing types for Town residents.

The primary objective in the Neighborhood Conservation areas is to maintain the existing stable residential neighborhoods and property values. Development regulations for the various residential areas should that infill and redevelopment is consistent with the existing character. At the same time, development standards should be established such that non-conforming situations are minimized.

The following policies are recommended:

- Infill and redevelopment on vacant and underutilized properties should be encouraged.

- Infill and redevelopment projects should reflect traditional development patterns and should be encouraged as an extension of the existing grid street pattern to provide for future growth. Cluster development should only be permitted where the resulting open space will enhance the character of the development and the Town and where such open space areas are necessary to protect sensitive areas.

- The standard for residential areas should be a net density (after factoring in such things as open space, sensitive environmental areas, public right-of-ways) in the medium range (from 3 to 5 dwelling units per net acre) depending on the availability of sewer and water service. At a minimum, new residential subdivisions should achieve a minimum gross density of 3.5 dwelling units per acre.

Planned Redevelopment

The Planned Redevelopment area includes land adjacent the elementary school that is currently vacant or underutilized. This area may also be appropriate for a planned residential community including multi-family housing or a planned manufactured or mobile home park.

Neighborhood Commercial
The Neighborhood Commercial category recognizes existing commercial establishments outside of the Town Center that successfully co-exist with adjacent residential uses. It is anticipated that future neighborhood commercial uses will be planned and developed as part of larger-scale planned neighborhood developments and therefore limited use of this classification will be needed in the future.

**Industrial**

An objective of the Land Use Plan is to provide for expanding business and light industrial activity while maintaining environmental and esthetics quality within “Planned Employment” areas. The purpose of the Industrial area classification is to establish appropriate policies and objectives for existing and future business and light industrial uses as opposed to commercial employment uses, and necessary supporting accessory uses and facilities.

Within this category, light industrial uses include processing, manufacturing or assembling of a finished product within the confines of a building. The use has few objectionable external effects; is labor intensive; produces a product which has a high unit value; and requires small, functional sites. In addition, industrial activity may include handling or storage of materials in bulk quantities, manufacturing and operation of heavy equipment.

The industrial land use category does not show in the Land Use Plan map as there are presently no industrial uses in Hebron and no areas within the existing corporate limits that are planned for industrial use. It is recommended that future industrial development take place in or near Hebron. The most reasonable area of Town for industrial use is the old Marvil Package Company land, bordering the Town's northern boundary and extending from Old Railroad Road on the West to West Railroad Avenue. It is further recommended that zoning regulations be adopted to insure that industrial developments are adequately buffered from adjoining uses and external effects (i.e. noise, odor, traffic) are minimized, and that heavy industrial development be restricted and discouraged to protect the overwhelmingly residential character of the Town.

The following policies apply to the Industrial areas:

- The Town should do all it can to insure that adequate community facilities, particularly water and sewerage infrastructure, are available for desirable new business and industrial uses.

- Where feasible, the Town should encourage new business and industrial development to locate in planned parks of a campus-like form as opposed to a linear form that maximizes road frontage exposure.

- The Town will protect land with unique potential for economic, business and industrial development from encroachment by other land use activities.
Special consideration should be given to the potential negative impacts of proposed industrial facilities on health, safety and welfare of employees and residents of the neighborhood.

Special consideration should be given to the potential negative impacts of proposed industrial uses on existing and planned public facilities.

Special consideration should be given to the potential impact of the operation of industrial facilities on the surrounding area.

Public/Semi-Public

Areas for public use, such as schools, public buildings and utility sites, are designated on the land use map as “public”. The distinguishing characteristic of this category is that sites are owned by a public group or agency. “Semi public” lands are owned by nonprofit groups, such as the Hebron Volunteer Fire Department. For the most part, government and civic uses are a traditional component of neighborhoods and should be permitted to be located in residential areas when properly situated and designed.

Planned Neighborhood Development

There are approximately 554 acres of undeveloped land within the corporate limits. Of this total, approximately 511 acres are included in the Planned Neighborhood category. In addition, it is anticipated that any large tract of land (25 acres or larger) annexed from the Designated Growth Area shown on the Land Use Plan will be developed as a planned neighborhood community.

It is the Town’s intent that new large scale developments become linked and integral parts of the existing town area and reflect the scale and character of the existing community. This can be best accomplished by establishing a flexible design process that allows for residential densities in the 3.5 to 4 dwelling units per acre and following “smart neighborhoods” principles such as the following:

- Develop neighborhoods that accommodate and promote pedestrian travel equally as much as motor vehicle trips;
- Promote design that results in residentially scaled buildings fronting on, and generally aligned with, streets;
- Encourage the inclusion of a diversity of household types, age groups, and income levels;
Promote traditional town building and site development patterns with an interconnected and broadly rectilinear pattern of streets, alleys, and blocks, providing for a balanced mix of pedestrians and automobiles;

- Encourage creation of a functionally diverse, but visually unified, communities focused on central squares;

- Promote use of neighborhood greens, landscaped streets, boulevards, and "single-loaded" parkways woven into street and block patterns to provide space for social activity, parks, and visual enjoyment;

- Provide buildings for civic or religious assembly or for other common or institutional purposes that act as visual landmarks and symbols of identity;

- Promote the location of dwellings, shops, and workplaces in close proximity to each other, the scale of which accommodate and promote pedestrian travel for trips within the community;

- Preserve open space, scenic vistas, agricultural lands, and natural areas;

- Permit design flexibility in order to achieve an appropriate mix of residential and non-residential building uses; and

- Require efficient utilization of designated growth areas.

Large-scale planned neighborhood developments with access from and fronting on major highways may include a commercial component that serves the surrounding neighborhoods, regional markets and highway users as well. It is essential that the design of intense commercial centers be planned and executed as an integral part of a master development plan for the entire project.

Although serving an important function in the local economy, commercial uses also can create numerous problems which impair the efficient operation of highways. In order to avoid some of these problems in the future, the following policies are recommended regarding commercial development:

- Commercial centers should be designed as compact clusters as opposed to long strips to encourage shared parking and walking between stores.

- Curb cuts should be limited and entrances consolidated along with internal service streets based on a block system to connect businesses. This helps avoid or relieve traffic back-ups, accidents, and the need for expensive road widening.

- Commercial centers should unify the streetscape with continuous street trees, high-quality parking-lot landscaping and, where possible, planted medians in the main roadways to prevent unlimited left-hand turns.
Sidewalks and crosswalks should be built throughout the area to encourage shared parking, public transportation, and walking between stores and to nearby homes and offices.

The design of commercial centers should reinforce street frontage by filling in the front of large parking lots with small, closely spaced store fronts with parking behind or on the side.

Buildings should reflect attractive, place-responsive architecture, smaller signs, and include multi-story buildings.

Commercial centers should include mix of other uses, including nearby housing to begin to build a walkable neighborhood rather than a driving-only strip district.

Design standards should control signs, utility placement, landscaping and buildings styles.

The impact of intense commercial development on adjacent existing and future residential neighborhoods should be minimized.

**Conservation/Open Space**

The Conservation/Open Space land use category includes areas intended for conservation, active and passive recreation, greenbelts and scenic enhancement. It is anticipated that these areas will provide a core “green” natural system that will be supplemented with parks, commons and other open space areas set aside in new developments. The “green” concepts shown include a greenway trail system anchored by a rails-to-trail segment along the old railroad right-of-way that links the Town Center to outlying residential neighborhoods.

**Designated Growth Area**

The Land Use Plan includes areas that the Planning Commission has designated as future Town expansion areas and comprised of land located outside the corporate limits currently devoted to the agriculture or low density residential uses. These areas are a potential transitional area within the framework of the Town and County Comprehensive Plans. Although these areas are planned as future Town growth areas, more detailed analysis will be conducted to evaluate the appropriateness of the proposed development scheme in the context of the overall Comprehensive Plans for the Town and the County at such time as annexation is proposed. Close coordination with the County Planning Commission will be required to assure that development of these areas is consistent with the growth management objectives of the both jurisdictions.
Annexation policies are established by the Town of Hebron to insure a proper growth pattern. These policies provide for the most logical extension of the corporate boundaries to permit the most efficient use of public utilities and services. The Town’s annexation policies include the following:

- Annexed areas must be contiguous to the corporate limits and create a natural extension of the Town's boundaries.

- Annexation is a condition of Town services. Property owners who desire the Town's services must be annexed prior to servicing.

- Annexation will not result in public expenditures greater than anticipated revenues.

- Zoning of the annexed areas will be based on the Hebron Comprehensive Plan.

- The Town will seek to execute a memorandum of understanding with the County concerning future annexation areas and coordinate its land use policies accordingly.

RECOMMENDATIONS

Town Center

The zoning for the Town Center should provide for a mix of medium density residential development and low intensity commercial uses in appropriate locations. The purpose of the medium density classification is to provide for single family and low intensity multi-family dwellings (e.g., townhouse and multiplex) that occur at such densities as to require public sewer and water service. The medium density classification is appropriate only for areas presently or proposed to be serviced by public sewer and water facilities. The standard for Town Center areas should fall in the medium density range (from 3.5 to 4 dwelling units per net acre) depending on the surrounding neighborhood character.

The Town Center may also be the appropriate location for such new commercial activities such as a small shop, grocery store, drug store, variety store, service station, bank, or the like as well as institutional uses. The zoning for Town Center should provide for these commercial uses. These uses may be permitted by Special Exception, a process that permits the Town to review each application on a case-by-case basis and build-in safeguards to insure impacts to adjacent residential areas are minimized, e.g., adequate parking requirements, limits on signage and lighting, landscape standards, and bufferyard requirements.

Neighborhood Conservation

The development policies proposed by this Comprehensive Plan are designed to address the objectives of maintaining stabile residential neighborhoods while permitting
appropriate infill and redevelopment. The Neighborhood Conservation planning areas encompasses existing, stable residential neighborhoods. The following are recommended actions for residential development:

- The density of residential development should be based on the availability of community facilities and the prevailing character in the neighborhood.

- Adequate recreational facilities and open space should be required as part of large residential developments.

- Residential areas should be protected from incompatible land uses and be designed to insure a desirable town living environment.

- Through traffic and heavy vehicles should be prevented, where possible.

- In-fill development and redevelopment should be encouraged where appropriate.

- Land development regulations should reflect proper design standards including landscaping and street tree requirements.

**Planned Redevelopment**

The Planned Redevelopment area offers opportunities to increase the supply of affordable or work force housing in the Town. Multi-family construction at appropriate densities is one approach to reducing the cost of housing construction. Another is providing opportunities to site mobile homes or manufactured housing.

Mobile homes offer an inexpensive form of adequate sanitary shelter that is not beyond the means and meets the space requirements of many families and individuals. Allowing mobile or manufactured homes also can help meet the demand for affordable housing. However, permitting mobile homes in conventional residential areas would not be consistent with the public purpose of maintaining the existing character of these areas and minimizing incompatibility uses. To balance these needs, the Town has adopted regulations and standards to control the location of new mobile homes and permit planned mobile home parks in designated areas.

The following polices are recommended:

- The Planned Development district will permit conventional detached single family residential subdivision as a by-right use.

- Development standards and procedures that encourage appropriate infill and redevelopment will be adopted.

- Design standards and guidelines that will insure quality mobile home park or multi-family development will be adopted.
Commercial

Small-scale, low-intensity neighborhood commercial uses should be allowed to continue at their present locations. New commercial uses serving neighborhood markets should be encouraged to locate in the Town Center or included in Planned Neighborhood Developments.

More intense highway and regional commercial uses should only be permitted in planned commercial centers that are integrated into a large-scale planned neighborhood development such as those that front on US 50 and MD 347. Other considerations are addressed in the following recommendations:

- Access onto US 50 from future compacted commercial development (if any) will be restricted to current roadways, i.e., MD 347, or Porter Mill Road, or MD 670. Other current minor access points along US 50 should be consolidated when opportunities occur.

- A network of internal roadways and streets should be built to provide direct access from residential areas to a commercial center and connect businesses to businesses. Avoid using US 50 for local traffic as much as possible.

- Commercial areas should be located where they can get safe and easy access from major thoroughfares.

- Scattered strip commercial development along the highways should not be allowed. Development standards should be adopted that required commercial be clustered in planned centers

- Individual entrances should be consolidated into as few access points as possible. This should be required in the Zoning Ordinance and Subdivision Regulations. Entrance locations should be coordinated with the State Highway Administration.

- Appropriate regulations should be developed to provide adequate off-street parking and buffering to protect nearby residential areas.

- Signage should be subject to approval of a coordinated master signage plan for all commercial centers.

- Suitable landscaping and buffering measures should be required along property lines and highway frontages.

- Uses should be regulated to ensure compatibility within the highway commercial cluster and with nearby noncommercial activities.

Industrial
The Land Use Plan does not identify any dedicated industrial areas. However, future annexations may present the opportunity to create planned employment areas that permit business and light industrial uses. New industrial sites should be large enough to be designed as industrial parks that complement surrounding land uses by means of appropriate location of buildings and service areas, attractive architecture, effective buffering, and substantial site landscaping.

The most appropriate location for new light industrial uses is in areas that are currently outside the corporate limits (in the Agriculture/Open Space area) but that can be economically served with Town services. In order to plan for the eventuality that a small business or industrial park may be developed in the future the Town should include provisions in the Zoning Ordinance for a Planned Business Park (See Chapter 10 Implementation Recommendations). Such a park could be designated a State Enterprise Zone which means that industries locating in these facilities are eligible for property and income tax credits.

**Conservation/Open Space**

Protecting sensitive environmental areas, maintaining “green corridors within and surrounding the Town, and providing places for healthy exercise are as important to insuring a quality community as infrastructure planning and development regulations. For this reason the Town should adopt clear policies concerning these matters, including the following:

- Require new development provide public active and passive recreation areas, greenways and pedestrian trail links that contribute to the overall objectives of the Land Use Plan.
- Investigate the feasibility of a “rails-to-trails” link along the old railroad right-of-way.
- Coordinate the development of a Town park system with the overall County park planning program.

**Planned Growth**

Newly adopted amendments to Article 66B requires that municipalities must:

- include a growth element in the comprehensive plan that specifies where the municipality intends to grow outside its existing corporate limits; and
- complete an analysis of land capacity available for development, including infill and redevelopment and an analysis of the land area needed to satisfy demand for development at densities consistent with its master plan.
The Land Use Plan includes areas that the Planning Commission has designated as future Town expansion areas. It applies to land located outside the corporate limits currently devoted to agriculture or low density residential uses. These areas represent the currently accepted build-out limits of the Town and comprise a potential transitional area within the framework of the Town and County Comprehensive Plans.

Not including the open space/conservation category, the Planned Growth Area encompasses about 731 acres (see Table 15). The following describes each category:

Residential Infill – This land use category (98 acres) includes existing residential subdivisions in the County and small acreages. The areas may be appropriate for limited residential infill and redevelopment. This area also includes existing residential properties that may require public water and sewer at some time to address failing septic systems.

Planned Mixed Use – This land use category encompasses approximately 360* acres, the majority of which is anticipated to be developed as planned neighborhoods under the terms of the Hebron Zoning Ordinance. As such, it is the Town’s intent that development in these areas adhere to the following:

- Implement the recommendations of the Comprehensive Plan;
- Develop neighborhoods that accommodate and promote pedestrian travel equally as much as motor vehicle trips;
- Promote design that results in residentially scaled buildings fronting on, and generally aligned with, streets;
- Encourage the inclusion of a diversity of household types, age groups, and income levels;
- Promote traditional town building and site development patterns with an interconnected and broadly rectilinear pattern of streets, alleys, and blocks, providing for a balanced mix of pedestrians and automobiles;
- Encourage creation of a functionally diverse, but visually unified, communities focused on central squares;
- Promote use of neighborhood greens, landscaped streets, boulevards, and "single-loaded" parkways woven into street and block patterns to provide space for social activity, parks, and visual enjoyment;
- Provide buildings for civic or religious assembly or for other common or institutional purposes that act as visual landmarks and symbols of identity;
- Promote the location of dwellings, shops, and workplaces in close proximity to each other, the scale of which accommodate and promote pedestrian travel for trips within the community;
- Preserve open space, scenic vistas, agricultural lands, and natural areas;
- Utilize innovative design in order to achieve an appropriate mix of residential and non-residential building uses; and
- Make efficient use of designated growth areas by creating neighborhoods with densities in the 3.5 to 4.0 dwelling units per acre.
Planned Employment - Approximately 152 acres of the planned growth area are set aside for employment uses, including light industrial, commercial, office and/or business uses. Assuming that the proposed “employment” areas shown on the Land Use Plan are developed with an average floor area ratio (FAR) of at least 0.10, there is enough land set aside to support over 660,000 square feet of building to house employment uses (commercial, business, industrial).

Public/Semi-Public – This is the current site of the Town’s wastewater treatment plant. This area is planned for continued use as a location for Town utilities.

Open Space/Conservation – The Open Space/Conservation category includes existing forested areas and stream corridors and surrounding town greenbelt. It is the Town’s policy that open space and conservation areas located in the Town be preserved to the maximum extent possible. Where these areas fall under County jurisdiction, the Town encourages the County to preserve them in predominantly conservation uses unless and until they are deemed important future Town growth areas by the Town.

**Table 16**

*Planned Land Use Classifications
Designated Growth Area*

<table>
<thead>
<tr>
<th>PLANNED LAND USE CLASSIFICATION</th>
<th>ACRES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Infill</td>
<td>98</td>
</tr>
<tr>
<td>Planned Mixed-Use</td>
<td>360</td>
</tr>
<tr>
<td>Planned Employment</td>
<td>152</td>
</tr>
<tr>
<td>Public/Semi-Public</td>
<td>85</td>
</tr>
<tr>
<td>Open Space/Conservation</td>
<td>476</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,171</strong></td>
</tr>
</tbody>
</table>

Table 17 summarizes the estimated build-out capacity of the existing Town and the planned growth area. This estimate is based on assumptions about density in large-scale projects after subtracting out land for non-residential uses, e.g., commercial and civics uses, open space and recreation areas, and sensitive environmental areas. It also takes into consideration the existing overall density characteristics of the Town (about 3 dwelling units per acre) and the objective of approving planned neighborhoods that reflect the existing small town character of Hebron.

The infill category includes existing small residential lots, subdivisions and small acreages that will need to be annexed to maintain contiguity with the existing corporate boundary and/or to avoid creation of “islands” of County land within the corporate limits. Many of these lots are in older subdivisions and may benefit from access to public water and sewer considering that over ninety-seven percent are less than one acre.

Within the corporate limits there is very little “residential” land that could be considered available for infill development. According to the Department of Assessment and
Taxation data, there are seven residential lots (total area equals 1.26 acres) with improvements valued at less than $10,000. However, there are approximately 540 acres of land classified by the Department of Assessment as “agriculture”. Nearly 500 acres of this land is included in the two planned neighborhood (PND) projects currently being considered by the Town.

Table 17
*Potential Growth Capacity Estimates
Town of Hebron and Planned Growth Area

<table>
<thead>
<tr>
<th>IN TOWN GROWTH</th>
<th>ACRES</th>
<th>UNITS</th>
<th>POPULATION</th>
<th>DUS/AC</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFILL</td>
<td>44</td>
<td>140</td>
<td>346</td>
<td>3.2</td>
</tr>
<tr>
<td>PND</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Parcel 01 (Waller Farm)*</td>
<td>401</td>
<td>1,524</td>
<td>3,749</td>
<td>3.8</td>
</tr>
<tr>
<td>- Parcel 02 (Beach)**</td>
<td>54</td>
<td>205</td>
<td>505</td>
<td>3.8</td>
</tr>
<tr>
<td>- Parcel 03 (Cedar Homes, LLC)**</td>
<td>20</td>
<td>76</td>
<td>187</td>
<td>3.8</td>
</tr>
<tr>
<td>- Parcel 04 (Mattox)**</td>
<td>13</td>
<td>49</td>
<td>122</td>
<td>3.8</td>
</tr>
<tr>
<td>Subtotal</td>
<td>488</td>
<td>1,854</td>
<td>4,636</td>
<td>3.8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>532</td>
<td>1,994</td>
<td>4,982</td>
<td>3.8</td>
</tr>
<tr>
<td>PLANNED GROWTH</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MIXED-USE</td>
<td>360</td>
<td>1,032</td>
<td>2,527</td>
<td>2.9</td>
</tr>
<tr>
<td>INFILL</td>
<td>10</td>
<td>28</td>
<td>69</td>
<td>2.8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>370</td>
<td>1,060</td>
<td>2,596</td>
<td>2.9</td>
</tr>
<tr>
<td>TOTAL</td>
<td>902</td>
<td>3,054</td>
<td>7,578</td>
<td>3.4</td>
</tr>
</tbody>
</table>

* Acreage based on survey
** Acreage based on assessment records

Growth Phasing

The Priority Funding Areas (PFA) shown on Map 3 represent anticipated growth staging over a five to ten-year planning phase. This future growth phasing also is reflected in the Town’s water and sewer priorities (See Map 4). Land located in the Planned Priority Funding Area will be submitted for PFA certification when the Town has completed appropriate feasibility studies concerning public facilities and services and when construction permits are at-hand and construction phasing determined.
Chapter 5 RESOURCE PROTECTION PLAN

This chapter addresses Hebron’s natural resource protection policies and recommendations for resource protection. Resource protection includes protecting sensitive environmental areas and conserving known mineral resource deposits and historic and cultural resources.

OBJECTIVES

The following are Comprehensive Plan objectives for resource conservation in and around Hebron:

- Assess future development proposals in light of the site physical suitability to accommodate development while protecting natural resources and features.
- Provide specific protection measures for the following areas: 1) Streams and stream buffers, 2) 100-year floodplains, 3) endangered species habitats, and 4) steep slopes.
- Conserve Hebron’s historic and cultural resources.

SENSITIVE AREAS

The Maryland Economic Growth, Resource Protection and Planning Act of 1992 added the requirement to Article 66B that the comprehensive plan for Hebron contain a Sensitive Areas Element which describes how the jurisdiction will protect the following sensitive areas (see Map 5):

- Streams and stream buffers,
- 100-year floodplain,
- endangered species habitats,
- steep slopes,
- wetlands]
- forest and agriculture lands and
- other sensitive areas the jurisdiction wants to protect from the adverse impacts of development.

In addition to the “Sensitive Areas” addresses in the State Planning Act, the Town is concerned about the potential loss of its historical and cultural resources. Like the natural features, these resources help define Hebron’s essential character.
Streams and Stream Buffers

Streams and their buffers are important resources. Streams may provide drinking water for local communities, natural drainage and irrigation for farmers. Streams are prime spots for recreation, for fishing and serve as spawning areas for sport and commercial fish stock, and wildlife areas. Development near streams could be subject to flooding that could result in the loss of life and property.

Streams and adjacent areas are home to countless species of animals and transport valuable nutrients, minerals and vitamins to the Chesapeake Bay. The floodplains, wetlands and wooded slopes along streams are important parts of the stream ecosystem. Natural growth adjacent to our streams often serves as a natural screen between different types of land use.

As development activity becomes more intense, a large amount of land, forests and natural vegetation along streams is diminished. The cumulative loss of large amounts of open space and natural land has reduced the ability of remaining land along streams to buffer the effects of such intrusions as high stormwater runoff.

Buffers serve as protection areas placed adjacent to streams to preserve some of the biological and hydrological integrity of the stream basin. These areas act as run off and groundwater pollution control systems by filtering pollutants through the soil and root zone of natural growth. For example, microscopic organisms that inhabit the soils in a forested buffer assist in the decomposition of pollutants, much like microbes in a sewage treatment plant.

Rewastico Creek, a portion of which is located within the corporate limits of Hebron, is classified as a perennial stream. It is recommended that the Town define a stream corridor as all land and water areas within 100 feet of stream banks. Any development occurring within this area should be evaluated for its potential impact on adjacent streams.

The minimum stream buffer requirement for areas that are already subdivided into lots should be a vegetated buffer at least 25-foot wide. Where even this minimal buffer is not possible, every effort should be made through the use of best management practices to protect water quality in the stream. For undeveloped areas the buffer should be a minimum of one hundred (100) feet to be effective. This stream buffer should be expanded if the Town determines it to be in the best interest of protecting the stream.

Wetlands

The Department of Natural Resources publication on non-tidal wetlands (Non-tidal Wetlands: A Handbook for Maryland Local Governments) discusses two important reasons for protection of non-tidal wetlands. First, these areas are usually hazardous building sites because they are exposed to flooding, characteristically have inadequate soil support, and pose severe limitations for on-site domestic waste disposal. Second,
non-tidal wetlands should be protected for their valuable environmental functions some of which are: 1) flood conveyance and storage; 2) erosion and sediment control; 3) pollution control; 4) wildlife habitat; 5) water supply recharge; 6) natural crops; and 7) recreation and aesthetics.

Areas of nontidal wetlands can be found in within the corporate limits and the Town proposed growth area. These nontidal wetland are regulated by the U.S. Army Corp of Engineers and the State of Maryland, Department of the Environment, Non-tidal Wetland Division. This jurisdiction extends throughout the Town.

**Floodplains**

The Flood Control and Watershed Management Act, Section 8-9A-01 et seq., Natural Resources Article of the Annotated Code of Maryland requires communities subject to flooding to control floodplain development in order to protect persons and property from danger and destruction and to preserve the biological values and the environmental quality of the watersheds or portions thereof under its jurisdiction. These communities also are required to adopt and enforce floodplain management regulations in order to participate in the National Flood Insurance Program and remain eligible for federally subsidized flood insurance, federal disaster relief, and federal and State financial assistance as provided in the National Flood Insurance Act of 1968, as amended, and the Flood Disaster Protection Act of 1973, as amended. Fortunately, it appears from the most recent data that no part of the Town is located in a flood prone area.

**Endangered Species Habitat**

Based on current information it appears that there is no sensitive species habitat located in the Town. There may be a sensitive species habitat area located to the southwest of Town. If sensitive species habitat is identified within the corporate limits or is located adjacent to the corporate limits and may be adversely impacted by a proposed development in the Town, the Town will insure appropriate review and coordination with County and State agencies. To ensure the protection and continued existence of endangered species within the Town's jurisdiction, zoning and subdivision ordinances should include the following protective measures.

- Require that anyone proposing development activities must address protection of State and federally designated endangered species. The developer must determine through contact with the Town and the Maryland Fish, Heritage and Wildlife Administration (MFHWA) whether proposed activities will occur within or adjacent to identified endangered species habitats and whether the activities will affect the area.

- If it is established that an activity will occur within or adjacent to an endangered species habitat, the Town should require that the developer provide protection measures in the project design. A written environmental assessment including site design plans and a description of measures to be taken to protect the endangered
species should be submitted to the Town as part of the development review process. The developer must work with the Maryland Natural Heritage Program in establishing species/site-specific protection measures. Protection measures may include:

Designation of protection areas around the essential habitat of the designated species. Development activities or other disturbances will not be prohibited in the protection area, unless it can be shown that these activities or disturbances will not have or cause adverse impact on the habitat. The protection area designation will be made with input from the MFHWA.

Implementation of design strategies that work to protect the species and essential habitat. These strategies should include (but are not limited to) restrictions on siting of structures, use of cluster design, establishment of undisturbed open space areas, restrictive covenants, and restrictions on noise levels and timing of construction activities.

Steep Slopes

Although there are not a lot steep slopes in Hebron, development should be regulated in these areas wherever they occur. Placement of structure or impervious surfaces should be severely limited on any slope with a grade of twenty-five (25) percent or more. On slopes between fifteen (15) and twenty-five (25) percent, good engineering practices should be required to insure sediment and erosion control and slope stabilization before, during and after disturbance activities and to minimize cut and fill.

Forest Conservation

The Forest Conservation Act of 1991 (Natural Resources Article Sections 5-1601-5-1613) was enacted to protect the forests of Maryland by making forest conditions and character an integral part of the site planning process. It is regulated by the Maryland Department of Natural Resources, but implemented and administered by local governments. The Forest Conservation Act seeks to maximize the benefits of forests and slow the loss of forest land in Maryland, while allowing development to take place. The Forest Conservation Act requires that local governments adopt legislation that its requirements. The Town currently has an agreement with Wicomico County to adopt the County Program as its own and the County will implement the Program on the behalf of the Town.

MINERAL RESOURCES

There are no known significant areas underlain with mineral resources in need of conservation in the corporate limits. In addition, the Town does not currently permit mineral resource extraction within the corporate limits.
HISTORIC FEATURES

History can be kept alive through education and preservation, both of which can take many forms and vary in intensity. History is something one lives in daily and is not only a “do not touch” museum. Old homes can be restored such that they are comfortable homes of today or they could be refurbished as an office. Historic sites can honor the past while providing a place for leisure activities. An old church can still hold worship services similar to those held one hundred years ago. A number of programs exist to help individuals and groups temporarily or permanently protect sites and structures considered significant. The past is a building block for the future and, if a plan is to be comprehensive, it must incorporate that past as a key element of planning for the future.

The Maryland Historic Trust surveyed the town of Hebron in 2003 and found a significant number of resources eligible for listing on the National Register for Historic Places. Based on that survey, the Maryland Historical Trust has defined a Hebron Historic District (see Figure 1). MHT’s proposed District is composed of 230 resources, mostly residential, as well as two churches, roughly a dozen commercial structures, and several public facilities, including the fair grounds. Of the 230 resources, 212 contribute to the potential district; 18 do not. Most of the district’s resources are circa late-nineteenth and early-twentieth century, although the Maryland Historical Trust has not yet established a period of significance for the district. The vernacular style popular during this period – two and a half story, cross-gabled frame dwellings, with decorated or wraparound porches – dominate the District, along with various versions of Colonial Revival and bungalow style houses. A number of contributing commercial and residential structures date from the early half of the twentieth century. Only a few resources date from the latter half of that century. Despite latter additions of modern materials such as vinyl and aluminum siding, most of the contributing resources retain a high level of integrity.

Significant historic commercial structures located in the Town’s central business district include the Hebron passenger station, built by the Baltimore, Chesapeake and Atlantic Railroad circa 1910 and preserved today as a museum, and the Hebron Savings Bank, circa 1922, a single-story Flemish bond brick building located on Main Street. The Town’s two historic churches are Nelson’s Memorial Methodist Episcopal Church, a 1916 Gothic Revival structure, and Spring Hill Church (St. Paul’s Episcopal Church), circa 1771, Wicomico’s oldest surviving frame church and one of only a handful of pre-Revolutionary War structures still standing in the County.

Significant historic private structures in the Hebron area that are listed on the National Register of Historic Places include St. Giles, a 21/2 story, five bay long, frame Federal period farmhouse with 20th century hyphen and wing, and the Maple Leaf Farm Potato House, which stands on the property known as Western Fields.
Hebron Comprehensive Plan

Figure 1

Maryland Historical Trust
Proposed Historic District Boundary

Corporate Boundary

Proposed Historic District Boundary
Historic Preservation Program Recommendations

Historic preservation is a program which involves the inventorying, researching, restoration, and ongoing protection of sites and structures having a significant local or national historic interest. Continued historic and cultural resource preservation and enhancement through sensitive land use planning and other administrative means would provide Hebron with a number of benefits including:

- Promotion of a strong sense of community pride for Town residents;
- Community revitalization through the renovation or adaptive reuse of older structures;
- Increased property values and tax revenues as a result of renovation and restoration; and
- Increased revenues generated from tourism.

There are a number of structures and sites within the Town that may be of historic, cultural, or architectural significance. These structures, given proper concern and recognition, have tremendous potential to serve as physical reminders of the history and heritage of the Town’s past.

In recent years, there has been considerable public concern that the vestiges of our heritage will be irretrievably lost. It has been found that an active historic and architectural preservation program could have beneficial social, economic and aesthetic impacts on the area. Therefore, rather than permit demolition, destruction, or abandonment of our rich heritage, an active historic preservation program is recommended. Such a program should permit the continued use of the identified sites and structures while simultaneously discouraging inappropriate exterior alterations. The development of a Historic Preservation Program for the Town should be the result of a cooperative effort between the public and private sectors of the community.

The following programs and strategies are designed to facilitate achieving this Plan’s goal of preserving and enhancing the Town’s rich cultural and historic heritage.

Inventory

The Maryland Historic Trust, MHT surveyed the Town of Hebron in 2002. As a result of the survey the MHT identified 230 resources, the majority of which are residential, but also including a dozen commercial structures and two churches.

Protection and Preservation Programs

A number of existing programs provide assistance in protection or preservation, offer tax benefits, provide professional historical/architectural consulting, and so forth. More detailed information on programs including the National Historic Landmark, National Register of Historic Places, Conservation and Preservation Easements, and Historic
Overlay Districts can be found from various historic preservation organizations such as the Maryland Historical Trust and its local chapter in Wicomico County.

**National Register of Historic Places**

In 1966, Congress established the National Register of Historic Places as the Federal Government's official list of properties, including districts, significant in American history and culture. In Maryland, the Register is administered by the Maryland Historical Trust. Some benefits resulting from a listing in the National Register include the following:

- National recognition of the value of historic properties individually and collectively to the Nation.
- Eligibility for Federal tax incentives and other preservation assistance.
- Eligibility for a Maryland income tax benefit for the approved rehabilitation of owner-occupied residential buildings.
- Consideration in the planning for federally and state assisted projects.
- Listing does not interfere with a private property owner's right to alter, manage or dispose of property.

According to the MHT a large area within Hebron is eligible for listing in the National Register of Historic Places. The survey documentation is on file at the Maryland Historic Trust.

**Maryland Historical Trust**

The Maryland Historical Trust (MHT) surveys historic buildings, structures and archaeological sites to determine eligibility of being listed on the state register. As with being on the National Register of Historic Places, listing does not limit or regulate the property owner in what can or cannot be done with the property. In order to be considered for listing on the National Register or having an easement on the property to be accepted by the MHT, the site usually must first be listed on the Maryland Historical Trust Register.

**Maryland Historic Preservation Easement**

A state-held historic preservation easement monitored by the MHT is an excellent means of perpetually preserving a historical structure and property for future generations. Regulations state that easements may be assignable to other parties or run with the land. The benefits for a property owner to donate his land to the MHT include income, estate,
inheritance, gift and property tax benefits. In exchange, the owner gives the MHT the final word regarding proposed alterations. However, for properties whose fair market value is largely based on the value of development rights, this method of preservation may not be the most financially expedient for the property owner or for the MHT.

Local Historic Overlay Zone

A third, but separate, type of designation is the locally-zoned historic district which is an overlay on the existing zoning ordinance of a specified area. This district, legally allowed by Section 8.01 of Article 66B in the Annotated Code of Maryland is a tool a local government can use to help maintain the visual character of the community. The zone provisions allow an appointed Commission to monitor changes, alterations and demolition of buildings and structures of architectural or historic significance. The main purpose of such zoning is:

- to safeguard the heritage by preserving the Districts that reflect elements of its cultural, social, economic, political or architectural history;
- to stabilize or improve property values in such a District;
- to foster civic beauty;
- to strengthen the local economy;
- use and preservation of Historic Districts for the education, welfare and pleasure of the residents of the county or municipal corporation.

If identified historic resources qualify, property owners may be able to take advantage of Maryland historic rehabilitation tax credit program. MHT recommends that the Town consider implementing a local historic area zoning ordinance or pursue National Register designation to make these tax credits available. According to the MHT, historic district designation would help the Town achieve its objective of preserving significant historic area structures and achieving its vision.

Adaptive Re-Use

The Town should adopt zoning provisions that promote the adaptive reuse of historic structures for public and private uses including, but not limited to, bed and breakfast establishments, craft/gift shops, museums, and studio space for artisans, when such uses minimize exterior structural alteration.
Support Owners

The Town should encourage, through the use of various incentives, the preservation of historic structures. Include tax incentives for major structural or exterior renovation or the donation of protective historic easements.

Development Proposal Review

The Zoning Ordinance and Subdivision Regulations for the Town should require developers to identify cemeteries/burial grounds/archaeological sites/historical structures on a property prior to any disturbance of the site and support archaeological and historical research through preservation of significant sites.

Lower Eastern Shore Heritage Council, Inc.

The Lower Eastern Shore Heritage Council, Inc. (LESHC) was certified as a Maryland Heritage Area in 2002. The LESHC encompasses the largest physical heritage tourism area in the State – Somerset, Wicomico and Worcester counties – and funds or promotes over 800 heritage area sites and projects. The heritage sites and projects in the three-county area include museums, cultural centers, parks, historic mansions, interpretive centers, discovery centers, historic downtowns and interpretive walking tours, Indian trails and sites, African-American historic sites, waterway and cycling trails and archeological and architecturally significant sites. Notable LESHC projects include the creation of a Beach to Bay Indian Trail, the Beach and Beyond Passport Program, projects at the Ward Museum of Wildfowl Art, Pemberton Historical Park, Ocean City Life Saving Station Museum, the Chipman Cultural Center, African-American Interpretive Signage Sites, Pocomoke River Discovery Center and Teackle Mansion renovations.

On-going LESHC projects supporting regional heritage tourism include the Scenic Blue Crab Byway - connecting heritage tourism sites along a biking, hiking and driving route signed with a signature "blue crab" logo – and a $10,000 mini-grant program that supports heritage tourism projects in the region by offering community organizations strategic project planning and fundraising services.

This Plan recognizes the importance of the certification status of the Lower Eastern Shore Heritage Area, comprising heritage sites and places in Wicomico, Worcester, and Somerset Counties. This status recognizes Hebron’s unique heritage and offers the Town the opportunity for coordinated and enhanced tourism activity. Consequently, the Lower Eastern Shore Heritage Management Plan is hereby incorporated, by reference, in the Town of Hebron Comprehensive Plan.
Chapter 6 TRANSPORTATION PLAN

INTRODUCTION

“Community, like any structure, must have a framework that supports it and gives it physical form. Circulation systems, both vehicular and pedestrian, are not only the essential paths that allow movement, they are the bones, if you will, around which the organism of community grows. More than an exercise in engineering technique, roads and pathways can serve as necessary evils or as conduits for the lifeblood of the community, providing access, service, and security for residents. Superior circulation design creates the mental patterns or image of a community. It is the one element that truly creates individuality and establishes character.” (Community by Design, New Urbanism for Suburbs and Small Communities, Kenneth B. Hall and Gerald A. Porterfield, McGraw Hill, 2001)

The movement of people and goods is an important concern in any community's growth plan. To provide a safe and efficient transportation network with minimal disruption of the area can sometimes be difficult to achieve. The Transportation Plan must be closely coordinated with other elements of the Plan to assure that transportation plans and policies complement and promote those of other sections.

Too often, transportation planning begins in reaction to a problem. The Comprehensive Plan and the Planning Act of 1992 suggests that a proactive approach to mobility issues is needed. The Town of Hebron, along with Wicomico County needs to plan in a manner that defines a coordinated, evolutionary approach toward achieving less reliance on driving alone in the future in order to enhance choice, mobility and quality of life for all citizens.

This Comprehensive Plan should be accompanied with new awareness of the importance of streets to the quality of life in Hebron. Streets can no longer be considered a backdrop on the stage but must be considered a central character. The form that the streets take and the newly defined functions they serve will determine how quickly the community’s vision is achieved, or whether the vision can be achieved at all.

The future vision for Hebron is of streets that are pleasant to walk along, safe and efficient bike routes, effective incentives for carpools and vanpools, and a network of roads that moves people and goods efficiently throughout the Town. The goal must be to shift from moving vehicles, to strategies that will result in balancing the need for cars and trucks, bike riders, and walkers.
HIGHWAYS

General Conditions

Hebron enjoys good access within the region. Primary highways serving the Town and surrounding areas include U.S. Route 50, MD 347 and MD 670. Local circulation consists of Town streets and County roads. County roads include Levin Dashiell Road, Porter Mille Road, and Old Railroad Road, all considered minor roads. Because of these road and the heretofore low traffic volumes, the existing regional transportation system serving Hebron is generally adequate.

Table 18
Annual Average Daily Traffic*
Hebron Vicinity

<table>
<thead>
<tr>
<th>Route</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>Chg</th>
<th>Chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>US 50</td>
<td>22,050</td>
<td>22,725</td>
<td>21,475</td>
<td>22,575</td>
<td>23,350</td>
<td>1,300</td>
<td>5.9%</td>
</tr>
<tr>
<td>MD 347</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.2%</td>
</tr>
<tr>
<td>- North</td>
<td>1,675</td>
<td>1,750</td>
<td>2,075</td>
<td>2,150</td>
<td>2,225</td>
<td>550</td>
<td>32.8%</td>
</tr>
<tr>
<td>- South</td>
<td>2,375</td>
<td>2,450</td>
<td>2,675</td>
<td>2,750</td>
<td>2,825</td>
<td>450</td>
<td>18.9%</td>
</tr>
<tr>
<td>MD 670</td>
<td>2,575</td>
<td>2,750</td>
<td>2,925</td>
<td>2,775</td>
<td>2,950</td>
<td>375</td>
<td>14.6%</td>
</tr>
</tbody>
</table>

*Annual Average Daily Traffic (AADT) at nearest locations on roadways serving Hebron. These traffic volume data were collected from the program count stations and automated traffic recorders (ATR) located along each route. Program count data is collected on a three year cycle, while the ATR is collected on a continual basis. The AADT figures included in this table are estimates. The AADT estimates were derived by taking 48 hour machine count data and applying factors from permanent count stations.

MD 347 and MD 670 are two lane highways with an estimated capacity of between 7,200 and 6,600 vehicles per day at level of service C. During the period 2000 to 2004, average annual daily traffic (AADT) on these roads increased substantially (see Table 18) especially on MD 347 north of Hebron. Traffic increases notwithstanding, MD 347 and MD 670 continue to operate at acceptable levels of service as indicated by their rated capacity.

The main deficiencies with local streets, including a lack of off-street parking, narrow streets, inadequate signs and signals, and lack of sidewalks, curb and gutter in some parts of the Town.
Functional Classification System of Streets

The Federal Highway Functional Classification System for Hebron is shown on Map 6. The following describes the functional classifications of roads in Hebron:

**Arterial Highway**

The highest level of highway service provided to the Town is the arterial system. The primary purpose of all arterial highways is to provide continuous and efficient routes for movement of high volume traffic between towns or major traffic generators particularly that of an intra-state or inter-state nature. Direct access to adjoining land should not be provided except at certain key points. Arterial highways are designed to maintain homogeneous neighborhoods and to serve as boundaries between various neighborhoods. On-street parking should be prohibited. U.S. 50 is classified by the Maryland Department of Transportation as a principal arterial.

**Collectors**

The collector highway system is broken down into major and minor collectors. The primary function of collector streets is to expedite movement within a localized area. They provide moderate levels of service within, rather than between, regions within the County. Collectors serve a dual function between mobility and land access.

Both minor and major collectors serve a similar function though varying in volume and intensity of use. They primarily collect traffic from local residential streets and provide for the direct movement of traffic to commercial and industrial areas and higher order highways. Major collectors connect areas of relatively dense settlement with each other and with other major traffic routes. These streets are intended for inter-neighborhood and through traffic. Minor collectors are streets which, in addition to serving abutting properties intercept minor streets, connect with community facilities and are intended primarily to serve neighborhood traffic.

MD 347 and MD 670 are classified as major collectors in the State system. Old Railroad Road (CO 430) Porter Mill Road (CO 497) and Levin Dashiell (CO 416) function as minor collectors in the County system.

**Local Streets**

The most extensive part of the highway network in Hebron consists of local streets. Local streets, including cul-de-sacs, are intended primarily to provide access to abutting residential property and are designed to discourage their use by through traffic. Local roads are designed for low speed and low traffic volumes. They provide the first access link between individual properties and higher order road.
The rural residential road is similar in function to local residential streets providing a means of access to collectors. These roads connect dispersed farms, houses and outlying areas to highways of a higher order. Rural residential streets in or near Hebron are: Levin Dashiell Road (CO 418) running from the southerly end of Chestnut Street south to the Salisbury-Nanticoke Road near Salisbury; and, Rewastico Road (CO 433) running from Maryland Route 347 southwest of Town in a northwesterly direction.

Level of Service

The ability of a roadway system to carry traffic is qualitatively measured as Level of Service (LOS). LOS can be determined at any given intersection or on any given segment of road. Levels of service are often utilized as a measure of system performance and may be utilized to define public policy concerning highway performance. They are also used in traffic impact analysis to characterize local traffic impacts of proposed developments.

Highway level of service (LOS) reflects driver satisfaction with a number of factors that influence the degree of congestion, including speed and travel time, traffic interruption, freedom to maneuver, safety, driving comfort and convenience, and delays. Six levels of service are used to describe highway flow conditions (road segments and intersections). Commonly accepted definitions for each category are:

- LOS A, represents a free flow where individual users are virtually unaffected by others in the traffic stream. LOS A describes a condition with low traffic volumes and high speeds with little or no delays. There is little or no restriction in maneuverability due to the presence of other vehicles. Drivers can maintain their desired speeds and can proceed through signals without having to wait unnecessarily;

- LOS A (Signalized Intersection), describes operations with very low delay, i.e., less than 5.0 seconds per vehicle. This occurs when progression is extremely favorable, and most vehicles arrive during the green phase. Most vehicles do not stop at all. Short cycle lengths may also contribute to low delay;

- LOS B, is in the range of stable flow, but the presence of other users in the traffic stream begins to be noticeable. LOS B affords above average conditions, and is typically used for design of rural highways;

- LOS B (Signalized Intersection), describes operations with delay in the range of 5.1 to 15.0 seconds per vehicle. This generally occurs with good progression and/or short cycle lengths. More vehicles stop than for LOS A, causing higher levels of average delay.

- LOS C, is also in the range of stable flows, but marks the beginning of the range of flow in which the operation of individual users becomes significantly affected by interactions with others in the traffic stream. LOS C is normally utilized as a measure of “average
conditions” for design of facilities in suburban and urban locations. It is also considered acceptable in rural locations;

LOS C, (Signalized Intersection), describes operations in the range of 15.1 to 25.0 seconds per vehicle. These higher delays may result from fair progression and/or longer cycle lengths. Individual cycle failures may begin to appear in this level. The number of stopping vehicles is significant at this level, although many still pass through the intersection without stopping.

LOS D, represents high density, but stable flow. Speed and freedom to maneuver are severely restricted and the driver experiences a generally poor level of comfort. Small increases in traffic flow will generally cause operational problems at this level. LOS D is considered acceptable during short periods of time and is often used in urban areas to define an adequate level of service;

LOS D, (Signalized Intersection), describes operations with delays in the range of 25.1 to 40.1 seconds per vehicle. At level D, the influence of congestion becomes more noticeable. Longer delays may result from some combination of unfavorable progression, long cycle lengths, or high v/c ratios. Many vehicles stop, and the proportion of vehicle not stopping declines. Individual cycle failures are noticeable.

LOS E, represents operating conditions at or near the capacity level. Operations at this level are usually unstable, because small increases in flow or minor perturbations within the traffic stream will cause breakdowns.

LOS E, (Signalized Intersection), describes operations with delay in the range of 40.1 to 60.0 seconds per vehicle. This is considered to be the limit of acceptable delay. These high delay values generally indicate poor progression, long cycle lengths and high v/c ratios. Individual cycle failures are frequent occurrences.

LOS F, is used to define forced or breakdown flow. This condition exists wherever the amount of traffic approaching a point exceeds the amount which can traverse the point and queues form behind the point. LOS F is characterized by demand volumes greater than the roadway capacity as complete congestion occurs and, in an extreme case, the volume passing a given point drops to zero. Under these conditions motorists seek other routes in order to bypass congestion, thus impacting adjacent streets.

LOS F, (Signalized Intersection), describes operations with delay in the range of 60.0 seconds per vehicle. This is considered to be unacceptable to most drivers. This condition often occurs with over saturation, i.e., when the arrival flow rates exceed the capacity of the intersection. It may also occur at high v/c ratios below 1.00 with many individual cycle failures. Poor progression and long cycle lengths may also be major contributing causes to such delay levels.
LOS C or better is considered acceptable for rural roads. LOS C in non-peak hours and
LOS D in peak hours are considered acceptable on urban systems. The highways and
streets serving Hebron currently operate at LOS C or better.

Transit

Public transportation in Hebron is provided by Shore Transit Association (STA), the
Lower Shore's first regional public transportation network. STA connects major areas of
Somerset, Wicomico, and Worcester counties by bus, runs feeder routes into remote areas
in the region, and connects with public transit networks in Delaware and Virginia.

Riders pay $1 per ride, senior citizens and the disabled are charged 50 cents. Although
schedules vary from route to route, in Wicomico County buses generally run hourly from
6:30 a.m. to 10 p.m., Monday through Saturday.
TRANSPORTATION OBJECTIVES

The following objectives define what the Transportation Plan for Hebron intends to achieve:

- Provide a balance of transportation facilities meeting the needs of Hebron.
- Coordinate various modes of transportation so that they complement each other.
- Establish a transportation network that moves people and goods rapidly, yet safely.
- Provide an adequate transportation network with minimal Town expense.
- Coordinate Town, County, State, and Federal efforts in providing an efficient transportation system.
- Maximize the desired use of transportation systems while minimizing possible effects upon neighborhoods, the environment, and the general public.

TRANSPORTATION POLICIES

The following policies define the Town of Hebron's position on the provision of transportation facilities and services.

- The Town will promote alternatives to driving alone by informing citizens of the public and private monetary and environmental costs of continued dependence on autos.
- The Town will require developers to address all transportation impacts resulting from proposed development, including off-site impacts. This would include support for street improvements for pedestrians (sidewalks and street trees) and bicyclists (bike paths and routes, bike racks, and lockers).
- Parking standards will be set to meet the actual demand, rather than provide "ample" parking. Standards will acknowledge the need to achieve a balance, providing enough parking to meet the needs of shoppers and business, but not to continue to provide low cost and readily available parking for employees.
- The Town will support bicyclists and pedestrians by providing safe, convenient, and inviting routes and walkways, between activity centers and in areas where the use of alternatives to driving alone for commuters is encouraged.
The Town endorses adequate Level of Service standards established by the County.

The Town will accommodate the safe and efficient movement of goods and people, acknowledging the importance of both functions to the long-term economic vitality and livability.

The Town will establish street design standards that will contribute to reaching the transportation and land use goals of the area, provide safe and efficient mobility for all people, and contribute to the quality of life and civic identity in the area.

Neighborhood collector and local access streets will be built by developers according to the developer's site plan. Location of these neighborhood collector streets will be guided by the Town's Transportation Plan.

The Town will require that the lay out street connections in undeveloped areas assure connectivity.

The Town will plan for adequate rights-of-way taking into account existing and future development and proposed alternative transportation support facilities and programs.

All developments will have adequate access and circulation for public service vehicles but should be as narrow as possible to maintain a human scale.

Street design and lay-out should maintain the integrity of the land uses and streetscapes they are serving.

The Town encourages the use of recycled materials whenever possible when making right-of-way improvement.

The Town encourages the use of alternative fuels (re-refined oil, electric, and compressed natural gas powered cars) to save energy resources.

The Town will work with the adjacent jurisdictions to coordinate transportation and land use and transportation elements of the Comprehensive Plan in order to achieve the reduction in drive alone rates.

**THE TRANSPORTATION PLAN**

The Transportation Plan element consists of a Transportation Plan Map showing a future street concept corresponding to the Town’s build-out growth plan (See Map 7). This concept includes a limited access Town parkway system (the Hebron Parkway) that, once completed, will improve connectivity between and among old town Hebron and new
neighborhoods that will occupy the growth area. The actual alignment of such a parkway system will be dependent on the location of land uses and the design of neighborhoods in each development. Not all of this route will be an actual parkway design. Its configuration, e.g., two lane divided versus two lane undivided, will need to conform to the available right-of-way. Where includes existing Town streets significant widening will not be possible. However, the concept of a continuous, low-speed alternative circumferential route that feeds traffic to existing collector roads (MD 670 and MD 347) and Town streets should be a required design component of each new development in the Town growth area. Minor streets should connect to existing roads and streets as appropriate. For example, a connection should be made between the parkway and Gordy and Bradely streets.

The parkway should include a separate bike trail (See Figure 2) where feasible and sidewalks along narrower sections. This bikeway, along with a pedestrian trail located on the existing rail road right-of-way forms the basis for the Town pedestrian and bicycle system (see Map 7).
RECOMMENDATIONS

Recommendations of the transportation plan are directed at achieving the desired street standards for the present system of streets, as well as for future streets. The recommendations include design guidance for transportation systems, including streets and pedestrian ways.

Improvements

State Routes 347 (Main Street) and 670 (Lillian Street) have adequate traffic capacity for the near future, but several street improvements may be warranted, including installation of curb, gutter, storm drains and sidewalk where none exist, with a planting space between curb and sidewalk. All future collectors in the Hebron area should conform to these standards: curb, gutter, storm drain and sidewalk, with a planting space between the curb and sidewalk.

Programs should be undertaken to systematically upgrade Hebron's residential streets, including cul-de-sacs and dead-end streets. Programs should utilize the recommended standards of a right-of-way, pavement, curb, gutter, and sidewalk, storm drain and a planting space between curb and sidewalk. In addition, dead-end streets should have a recommended minimum turning radius of thirty (30) feet. The Zoning Ordinance should be amended to require street trees are planted in all new residential developments and landscaped parking lots are required for all new commercial and industrial developments.

At some point in the build-out of the planned growth area, traffic volumes may exceed the capacity of existing collector roads (MD 347 and MD 670) as well as Porter Mill Road and create congestion. The Town, in cooperation with the State and County should monitor changing traffic conditions. As part of the monitoring process, the Town should require that large-scale development prepare a traffic impact analysis during the development review process. When it is determined that resulting traffic increases will adversely affect traffic flows and/or intersection operations, the applicant/developer should be required to make necessary improvements to restore traffic conditions to an acceptable level. For purposes of evaluating traffic impacts, the Town should adopt a level of service standard of LOS C during off-peak hours and LOS D during peak hours of operation.

New Streets

The design of new street should make appropriate connections and extend the existing grid street pattern established in the Town. A road system with many two lane roads works more efficiently than one with a few two and four lane roads. The system with more, but smaller roads, provides more options for getting around for all travelers. The ability of pedestrians to cross lanes or vehicles to make left hand turns is also less complicated and takes less time on road with fewer lanes. More road connections allow
fewer miles to be traveled saving fuel and reducing pollution. It is in all of the citizen's best interest to add to the road system as needed to maintain straightforward connections for all travelers.

Town streets are currently maintained by either the County or the State. This is a situation likely to continue in the future. When new streets are proposed, they should be designed to standards established in the town Subdivision Regulations or County standards if the County is to maintain the street. These standards should be consistent. In addition, the following general standards are recommended for design of new streets:

- Streets should be designed to accommodate the pedestrian, cyclist, and the vehicle. The design of new streets should provide the safest environment possible for children, bicyclists and pedestrians by establishing sidewalks, trees, and landscaping on both sides, and parking on at least one side of all streets, and crosswalks at access points to schools, parks and shopping areas.

- Subdivision design should provide for future neighborhood transportation integrity through the dedication of lands for local streets to adjacent undeveloped properties. Notice should be placed on new plats indicating which streets will be connected to adjacent properties and to other streets in the future.

- Street layout should be composed of interconnecting narrow streets laid out in a modified grid.

- Streets should connect to at least two other streets. Cul-de-sacs and dead ends should be avoided. Cul-de-sacs will only be allowed as the result of topographic constraints or unusual property shapes. Any cul-de-sacs that are built should have a maximum length of (300 feet) and should be designed with pedestrian/bike connection to adjoining streets.

- Distinct (e.g., patterned) pedestrian cross walks should be installed at intersections and any other location where pedestrian systems cross a street.

- Traffic calming should be an integral part of the overall street design.

- Development plans should address improvements to offsite roads that serve a project, including offsite pedestrian linkages.

- The design speed for residential streets should be a maximum of 25 MPH.

- A separate bicycle lane should be provided on streets planned for high traffic volumes (>4,000 ADT).

- Direct access onto Collector streets from residential property is discouraged.

- Curb radii should be sufficiently small to reduce vehicle speed.
- On-street parking on minor streets should be provided on one or both sides, as appropriate.

- Where a lot has frontages on more than one street, its access should be from the lesser classified street.

- Alleys should be considered in new developments in order to allow alternative access to lots for service functions; to allow more options for locating a garage on a lot; and to allow for fewer curb cuts, more continuous sidewalks for pedestrians and more curbside parking along streets.

Parking

The following standards generally apply to parking:

- Parking areas should be small scale, and highly landscaped.

- Parking shall not be a dominant site feature and should be screened, landscaped, and lit to assure public safety.

- In commercial areas parking should consist of ample on-street parking and small lots located to the side or rear of buildings and screened from the main commercial street.

- Parking lots should not be located on street corners and at intersections.

- Parking lots should not be located near parks or public squares unless designed to serve the park.

- Access to parking should be provided from rear driveways where possible.

- Parking areas for adjacent commercial uses should be interconnected to minimize traffic on adjacent streets.

- Shared parking arrangements are encouraged.

- Parking blocks should be oriented to buildings to allow pedestrian movement down and not across rows.

- Through access should be provided within and between parking blocks; dead end drives are strongly discouraged.

- On-street parallel, angled, or head-in parking is encouraged in commercial areas.
Sidewalks, Curbs and Gutters

The following standards apply to sidewalks, curbs and gutters:

Sidewalks

- A continuous sidewalk system should provide pedestrian access from all residential units to all other land uses.

- The minimum width for sidewalks in residential neighborhoods and recreational areas should be five (5) feet.

- The minimum width for sidewalks in commercial areas should be eight (8) feet. However, wider sidewalks may be necessary depending on the anticipated volume of pedestrian traffic or type of business use in a specific commercial area.

- Pedestrian crosswalks should be located at all major pedestrian crossings.

- Bump-outs should be provided at major pedestrian crossings on commercial streets and undivided major collector streets.

- Utility structures and mail boxes should not be located so as to reduce the width of sidewalks.

- In commercial areas, sidewalks may be used for outdoor retail display or outdoor dining areas, provided that it does not impede pedestrian flows or create a hazard.

- Where appropriate, durable street furniture, trash receptacles, and other amenities should be placed along sidewalks.

Curbs and Gutters

- Curbs and gutters should be required on the entire street frontage of any parcel or lot, except alleys, unless alternative low impact stormwater designs are approved by the Planning Commission.

- Curbs and gutters should be built to the construction standards and specifications as determined by the Town.

- Only one curb cut per street frontage should be allowed on residential lots that do not have alley access.

- There should be a maximum of two (2) curb cuts per commercial lot per street frontage.
Recreational Trails

Bicycle travel and recreational hiking should be encouraged, particularly by providing adequate bikeways and pedestrian trails. All streets -especially arterials - should be designed to be safely ridden by cyclists (this would not include limited access highways). Bike use should be encouraged by providing appropriate facilities for bike parking and storage. To support biking, the Hebron Zoning Ordinance should be amended to require space be provided for parking of bicycles, especially at commercial, employment and civic locations where people travel to on bikes. Where appropriate, the Town should permit an appropriate reduction in parking based on the availability of space for parking bicycles.

Recreational trails should be included in all large scale development, as walking and jogging trails are highly desired amenities and may help improve the health of the users. Local trail systems should provide links to the proposed Hebron rails-to-trail (see Map 7) and to the bike route included in the parkway concept. The Town should require such linkages as part of the development approval process.

Ridesharing

The Town will work with the State and County to locate and development park and ride facilities at appropriate locations. Property in the southeast corner of the intersection of Route 347 and US 50 may present an ideal location for such a facility (see Map 7). In addition, the Town will encourage business and industry to reserve parking spaces for carpools, vanpools, and bicycle racks at office and industrial sites to accommodate and encourage high occupancy vehicles (HOV) commuting.

Transit

New large-scale development should be required to provide transit stops where warranted.

Rail Road Right-of-Way

Although a revival of railroad traffic would be of great benefit to Hebron it does not appear likely. The existing track, now owned by the Railroad Administration of the State of Maryland, should be maintained by the State so that when rail transportation again becomes feasible Hebron may benefit from it. In the meantime, the rail right-of-ways should be retained and utilized as part of a pedestrian/biking trail system for the Town and County.
Chapter 7 Community Facilities

Community facilities include schools, parks and recreation areas, police and fire protection, utilities and all other public services providing for the health, safety, or well-being of the community. The provision for community facilities is a public commitment to providing the basic services and facilities that improve the quality of life for the residents of Hebron.

The Community Facilities Element of the Plan contains a general description of current facilities and services and recommendations concerning services provided by public or quasi-public agencies serving town residents. The existing community facilities are shown on Map 9. The coordination and staging of the recommended community facilities will provide a means to encourage development and channel growth in the most desired manner.

OBJECTIVES

The following objectives provide the foundation for the Community Facilities Element:

- To cooperate with State and County officials in efforts to educational facilities that meet the needs of the people of Hebron;
- To provide adequate recreational and open space areas for all age groups within reasonably close proximity to residential neighborhoods;
- To protect the health, safety and welfare of the community by maintaining and providing adequate drinking water supply and sewer systems;
- To protect the safety of the community by insuring adequate fire, police and emergency services;
- To assure that the location of community facilities are such that they will guide future development in the Hebron area; and
- To provide a full range of community facilities in the most efficient and effective manner.

EDUCATION

Hebron is served by three Wicomico County public schools: Westside Primary School, Westside Intermediate School, and Mardela Middle and High School. Westside Primary is located in Quantico and serves pre-kindergarten and first grade students. Enrollment in 2005 was 255. Westside Intermediate School, located on Main Street just west of Hebron,
was substantially renovated to accommodate 500 students. In 2005 there were 464 students enrolled. The school serves students in grades 2 through 5 from communities in the western region of Wicomico County including Hebron, Quantico, Bivalve, Nanticoke, Whitehaven, Wetipquin and Waterview. Mardela Middle and High School, located in Mardela Springs, operates as a combined middle and high school and serves students from 6th to 12th grade. It had an enrollment of 701 students in 2005.

Additional regional education facilities available to the residents of Hebron include Worcester-Wicomico (Wor-Wic) Community College and Salisbury University, both located in Salisbury and the University of Maryland, Eastern Shore campus located in nearby Somerset County. The Community College serves the postsecondary vocational and technical education needs of the residents of Worcester and Wicomico counties and offers for-credit programs in a number of areas, including accounting and business, computer studies, construction engineering technology, criminal justice, nursing and radiologic technology, education, and hotel-motel-restaurant management. Salisbury University is a regionally accredited, four-year comprehensive university that offers 52 different undergraduate and graduate degree programs in liberal arts, sciences, and professional fields.

Public School Capacity

The Wicomico County Board of Education Facilities Master Plan 2005-2006 Update calculates the State Rated Capacity (SRC) of each of its public schools. SRC is a term used to describe a school’s size as it relates to total seats or students that it can contain and not be classified as “over crowded”. Table 19 illustrates the projected 2005 SRC and the 2005 enrollment of public schools serving Hebron.

### Table 19

<table>
<thead>
<tr>
<th>Public School Capacity and Enrollment – 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools Serving Hebron, Maryland</td>
</tr>
<tr>
<td>2005 SRC</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Westlake Primary</td>
</tr>
<tr>
<td>Westlake Intermediate</td>
</tr>
<tr>
<td>Mardela Middle School</td>
</tr>
<tr>
<td>Mardela High School</td>
</tr>
</tbody>
</table>

Source: Wicomico County Board of Education Facilities Master Plan 2005-2006 Update

With the exception of Mardela High School, all local public school facilities serving Hebron are operating at enrollment levels that exceed the SRC for each school. Most significantly, the middle school component of Mardela Middle/High School is currently
operating at 121 students beyond its capacity of 191 students – nearly double capacity – and is utilizing any excess capacity available for the high school component of the facility. To accommodate the increased public school enrollment inherent in projected population increases, public school facilities serving the Town of Hebron will need to be expanded either by construction of additional schools or enlarging existing public school facilities.

In April 2006, the Wicomico County Council passed legislation to implement impact fees on all new construction - $5,231 on single family homes and $1,524 on all other newly built residential property (i.e., apartment, townhouse and condominium units). The County’s impact fee will finance the capital costs of additional or expanded public school facilities and improvements or renovations to existing school buildings.

In 2003, the State of Maryland conducted a statewide Facility Assessment Survey, by school system, to estimate the new construction cost of bringing facilities up to current standards. The survey estimated that the cost of bringing Wicomico County elementary/primary schools (17 total) up to current standards of student capacity was $3.3 million, or about $195,000 per school. For secondary schools (9 total), the estimate was $17.6 million, or about $1,960,000 per school. Using these figures to establish a baseline estimate of the cost to bring Hebron’s two elementary/primary schools (the two Westside schools) and two secondary schools (Mardela Middle/High) up to current standards of capacity, it can be calculated that at least approximately $4.3 million would be required for the task.

POLICE AND FIRE PROTECTION

Fire Protection

Fire protection and emergency medical service is provided by the Hebron Volunteer Fire Department. The Hebron Volunteer Fire Department is located in the center of town in a building built in 1972. The fire department and ambulance service serve a radius of approximately ten miles around Hebron.

Fire department equipment is very modern and the department is dispatched through the Wicomico County 911 Center.

The fire department’s volunteers consist of approximately 35 active members. The Hebron Volunteer Fire Department’s ambulance service is comprised of both career and volunteer members. The ambulance service provides ALS coverage on a 24-hour base. The ambulance service has 4 career paramedics, and 7 paramedics and 11 emergency medical technicians that are volunteers.

Police
Hebron is now too small to support a separate municipal police force. Local policing is
provide through agreement with the County Sheriff’s department which provides a
minimum amount of time patrolling in the area and includes regular reports to the Town
Commissioners concerning crime incidences in the Town. The need for municipal
policemen and law enforcement facilities should be assessed continuously as the Town
population increases.

WATER

The Town of Hebron currently operates two active production wells. Each well is
estimated to have a pumping capacity of approximately 200 gallons per minute. Both of
these wells were installed and put into service in 1994. Well # 5 is located along Rt.
347/Main Street, near Chapel Branch subdivision (see Map 9). Well #6 is located near the
existing elevated water storage tank (WST) along Culver Street (See Map 9). Each well
pumps directly to the water storage tank. The Town utilizes a chlorination process for
disinfection of the water supply.

The original portions of the Town water distribution system were installed in the period
from 1941 to 1955. Several additions, looping mains and upgrades have been installed
since that time. The most recent upgrades include installation of the Chestnut Road
distribution main in 1994 and installation of water service to an 84 lots subdivision
known as Chapel Branch Subdivision. The majority of the water main piping is 8”
diameter.

The existing Town system performs well for supplying the daily average, daily peak and
hourly peak demands at or above the minimum desirable pressure throughout the Town.
However, the existing system does not generally meet fire flow requirements. While the
fire flow deficiency appears to be at somewhat tolerable levels at a relatively small
number of junctions with the daily average demands, the deficiency sharply increases
with daily peak demand both in magnitude and the number of locations, and becomes
totally unacceptable with the hourly peak demands and spreads throughout the system.

The existing system may meet the daily average demand and even the daily peak water
demands added due to the Airport Farm, as well as the Chestnut Tree Road and Chandler
annexations as well. However, for the hourly peak demands, the impact of the Airport
Farm is prohibitive. For these additions, the fire flow deficiencies are increased sharply,
even with the daily average demands, and spreading throughout the entire system with
the daily and hourly peak demands. Adding a water storage tank loop will improve the
system performance considerably and brings fire flow conditions to tolerable levels for
practically all scenarios with average daily demands. However, the addition of a large-
scale project, such as Airport Farm, would likely result in an unacceptable level of
service throughout the system. With these points in mind, the following are
recommended:
• Establish Town policy that water supply capacity, treatment and distribution systems shall be adequate to meet daily average, daily peak, hour peak and fire flow demands.

• Program necessary water system improvements to meet daily average, daily peak, hourly peak and minimum fire flow demand requirements for the exiting water system. Add a water storage loop as per the recommendations of the Town of Hebron – Water and Sewerage System Evaluation, prepared by Andrews, Miller and Associates, Inc., dated October 2005.

• Establish Town policy that the cost of providing adequate supply, treatment and distribution capacity for the Town water system will be allocated based on an equitable benefit formula adopted by the Town.

• Require all new development to install water meters.

• When feasible install meters for existing service.

**Drinking Water Supply**

It is estimated that the Town will need to increase the capacity of existing water supply and distribution systems to serve existing undeveloped properties within the corporate limits and properties in the planned growth area. In all, capacity increases could total over a million gallons per day.

Drinking water in the Town of Hebron comes from subsurface wells. The Town will develop new wells, treatment, storage and distribution facilities to support planned growth as necessary. Costs associated with new water facilities will be apportioned based on benefit derived from the improvements.

The Town does not anticipate that the demand for drinking water associated with growth as shown in the Land Use Plan will exceed the capacity of existing water supplies. Until ground water supply is definitively identified as a constraint to further growth, the Town will depend on the Maryland’s water appropriations permitting procedure as the measure of adequacy of ground water supplies.

**SEWER SYSTEM**

The Hebron waste water treatment plant (WWTP) is located off of Rewastico Road, just outside of Town (see Map 9). The plant, a lagoon system, is designed for average flows of 0.105 million gallons per day and currently receives approximately 80,000 gallons per day. Treatment includes effluent chlorination, de-chlorination, and aeration. The plant discharges into Rewastico Creek.
The collection system consists of an 8” gravity main separated into three zones. There are 424 service connections.

According to a recent system evaluation, the Town has little or no allocation available at the WWTP. Depending on which allocation basis is used, the Maryland Department of the Environment’s or one based on observed flows, the Town may have as many as 21,000 gallons per day excess capacity (84 equivalent dwelling units). Town policy is that the remaining capacity in the WWTP be reserved for existing undeveloped lots within the corporate limits, with the exception of the three recently annexed parcels.

It is estimated that the Town will need to increase its sewer treatment capacity by as much as 500,000 gallons per day to meet the needs of existing, undeveloped properties within the corporate limits. It is estimated that an additional 300,000 gallons per day of treatment capacity will be needed to meet the needs of the planned growth areas outside of the Town. For this reason, development of Airport Farm/Waller Landing, Chandler and Chestnut Tree Road properties and properties located in the Planned Growth Area that may be annexed will require substantial upgrades or replacement of the existing WWTP. The form of such improvements, e.g., stream discharge versus land application, will be determined based on appropriate feasibility studies and a final system design permitted by the Maryland Department of the Environment. The cost of providing addition treatment and collection capacity for the Town sewer system will be allocated based on an equitable benefit formula adopted by the Town.

**OPEN SPACE AND RECREATION**

Open space and recreational facilities are an essential part of the community, the environment and individual life. A well-balanced community recreational plan requires well-defined areas and facilities to be located in close proximity to the residential neighborhoods that they serve. The type and amount of open space and recreational facilities required for a community depends to a large degree on the needs and desires of the residents.

**Neighborhood Parks**

Neighborhood parks are defined as small day-use areas located within walking distance of potential users. Desirable features in a neighborhood park include a play area for pre-school children and an enclosed area with play equipment; an open-turfed area for informal, active games; a multi-purpose paved area for basketball, tennis, and other court activities; and a shaded passive area.

At present Hebron has only one recreational area available to residents, at the Westside Intermediate School, which can be classified as a neighborhood park. The playground area of the school contains a basketball court, swings, a seesaw, a jungle gym, and some small ball fields and is used on an informal basis. The *Wicomico County Land*
Preservation, Parks and Open Space Plan, adopted in March 2006, indicates a need to add 6 acres to Hebron Park. The Town endorses the planned expansion of the park inventory available to Town residents and will work with the County Department of Parks and Recreation to implement this objective.

Development standards for new large scale mixed-use development projects requires that a minimum of twenty (20) percent of the adjusted tract acreage must be used for open space including parks, recreational, habitat, forest, agriculture, stream and wetland preservation areas. Not less than fifteen (15) percent of the minimum required open space must be in a form usable to and accessible by the residents, such as a central green, neighborhood squares or commons, recreational playing fields, woodland walking trails, other kinds of footpaths, a community park, or any combination of the above.

It would be desirable to establish at least one neighborhood park on the southerly end of Town so that residents of that area will be within quick and easy walking distance of a park area. Some possible sights for additional neighborhood parks are in the vacant area between the railroad right-of-way and Church Street on the southerly end of Town, and in the vacant area north of Hebron Manor subdivision.

Community Parks

Community parks are defined as relatively large areas that are easily accessible to several neighborhoods, providing varied recreational opportunities both active and passive. A community park may include athletic fields for football, baseball, soccer, and softball, multi purpose paved areas, picnic areas, swimming areas, community buildings and shaded passive areas. Incorporated into the community park may also be a neighborhood park if the location satisfies the needs of a neighborhood population.

The Lion’s Club consists of approximately 7 acres of land located just outside the Town's northern boundary east of Church Street. This area, commonly referred to as the "ball park", contains a picnic pavilion, ball fields, lights, swings, a seesaw, a jungle gym, a sliding board and other playground equipment (see Map 9).

Even though it lies outside the Town limits, the "ball park" area should be supported by the Town and improved to provide even broader recreational opportunities. Several years ago the Town tried to acquire the area across Church Street from the "ball park" through Project Open Space but could not meet the project requirements.

Addition community park facilities will be needed within the designated growth area. These facilities should be centrally located for the adjacent neighborhoods and easily accessible (pedestrians and vehicles) from anywhere within the Town (See concepts, Map 8).
Trails and Bikeway

Pedestrian and bike travel within the Town is limited to existing sidewalks and streets. Local streets, road and highways are not signed or marked for bicycle use.

The pedestrian systems component of the Transportation Plan (see Map 7) includes the basic structure of a community wide hiking and biking trail system. The planned trail system includes a circumferential hiker/biker trail constructed as part of a Hebron Parkway and a rail-to-trail segment along the old railroad right-of-way through the Town center.

Planning for County trail systems (hiker/biker trails) should include links to this local Hebron system thus providing longer district travel options for Hebron residents. Pedestrian and bike systems proposed for new developments, including employment and shopping development, should be designed to link with this core trail system, providing inter-neighborhood access to neighborhood parks and other community facilities.
Chapter 8 Housing

BACKGROUND

Two important historic factors, the availability of older, inexpensive housing stock and relatively low annual population increases, have helped Hebron to avoid some of the most critical housing affordability issues that are confronting first-time homebuyers and low to median income families in a number of towns and counties on the Eastern Shore. Between 2000 and 2005, however, data shows that these two factors are being impacted by increases in median home prices that are outpacing increases in median household incomes. In short, since 2001, home prices have been rising significantly faster than incomes, and the hardest hit have been first-time homebuyers and low to median income families. The downward trend in housing affordability that began 2001 could worsen if significant measures are not taken to curtail it.

HOUSING CHARACTERISTICS

In 2000, the Town of Hebron had a total of 333 housing units, 307 (92 percent) of which were occupied. As was the case in 1990, more than half (58 percent) of Hebron’s housing stock was built before 1940, making it older and of lesser value than all surrounding counties. The median year built is 1950; the average number of rooms per house is about six.

<table>
<thead>
<tr>
<th></th>
<th>Hebron</th>
<th>Wicomico</th>
<th>Dorchester</th>
<th>Somerset</th>
<th>Worcester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Value</td>
<td>$74,100</td>
<td>91,600</td>
<td>88,000</td>
<td>$81,100</td>
<td>$121,500</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

In renter-occupied housing, the average household size is 3.37 people. Owner-occupied households are smaller, with an average household size of 2.37 people. This may indicate that more families are occupying rental housing, and more childless couples, perhaps senior citizens, own their own housing.

<table>
<thead>
<tr>
<th></th>
<th>Hebron, Maryland 2000</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Hebron, Maryland 2000</th>
</tr>
</thead>
</table>
Table 21: Selected Characteristics of Occupied Housing Units
Hebron, Maryland 2000

<table>
<thead>
<tr>
<th>Renter-occupied housing units</th>
<th>86</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of household members</td>
<td>3.37</td>
</tr>
<tr>
<td>Average number of rooms</td>
<td>5.92</td>
</tr>
<tr>
<td>Median year structure was built</td>
<td>1950</td>
</tr>
<tr>
<td>Median year householder moved in</td>
<td>1998</td>
</tr>
<tr>
<td>Median rent ($)</td>
<td>$465</td>
</tr>
<tr>
<td>Median rent asked for vacant units ($)</td>
<td>$375</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Owner-occupied housing units</th>
<th>221</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of household members</td>
<td>2.37</td>
</tr>
<tr>
<td>Average number of rooms</td>
<td>6.44</td>
</tr>
<tr>
<td>Median year structure was built</td>
<td>1950</td>
</tr>
<tr>
<td>Median year householder moved in</td>
<td>1990</td>
</tr>
<tr>
<td>Median value ($)</td>
<td>$74,100</td>
</tr>
<tr>
<td>Median price asked for vacant housing ($)</td>
<td>$85,000</td>
</tr>
<tr>
<td>Monthly cost, with mortgage ($)</td>
<td>$737</td>
</tr>
<tr>
<td>Monthly cost, without mortgage ($)</td>
<td>$250</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

Of the 333 total housing units in Hebron, the vast majority, 96 percent, are detached single-family units (see Table 22). Of these, 10 units are mobile homes. There are only three multi-family structures in the Town: one 2-unit and two 20+-units. Slightly more than 7 percent of the total housing units are vacant.

Table 22: Housing Structural and Vacancy Characteristics
Hebron, Maryland – 2000

<table>
<thead>
<tr>
<th>UNITS IN STRUCTURE</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-unit, detached</td>
<td>96%</td>
</tr>
<tr>
<td>1-unit, attached</td>
<td>0%</td>
</tr>
<tr>
<td>2 units</td>
<td>.3%</td>
</tr>
<tr>
<td>3 to 19 units</td>
<td>0%</td>
</tr>
<tr>
<td>20 or more units</td>
<td>.6%</td>
</tr>
<tr>
<td>Mobile home</td>
<td>3%</td>
</tr>
<tr>
<td>Vacant Units</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

As mentioned earlier, the housing stock in Hebron is generally older than that of the County (See Table 23). Nearly 60 percent of the housing units in Hebron were built...
before 1940 as compared to 18 percent for the County. This indicates that emphasis should be placed on housing rehabilitation, replacement and maintenance programs.

<table>
<thead>
<tr>
<th>Year Structure was Built</th>
<th>Hebron</th>
<th>Wicomico</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990 to March 2000</td>
<td>9%</td>
<td>20.7%</td>
</tr>
<tr>
<td>1980 to March 1990</td>
<td>9%</td>
<td>25%</td>
</tr>
<tr>
<td>1940 to 1979</td>
<td>33%</td>
<td>58%</td>
</tr>
<tr>
<td>1939 or earlier</td>
<td>58%</td>
<td>18%</td>
</tr>
<tr>
<td>Lacking complete plumbing or kitchen facilities</td>
<td>.3%</td>
<td>.2%</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2000 Census

The home ownership rate in Hebron is higher than all surrounding counties with the exception of Worcester County. This may be due to the availability of older, less expensive housing stock.

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Total Occupied Housing Units</th>
<th>Owner Occupied Units as Percent of Total Occupied</th>
<th>Renter Occupied Units as Percent of Total Occupied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hebron</td>
<td>307</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Wicomico County</td>
<td>32,218</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Dorchester County</td>
<td>12,706</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Somerset County</td>
<td>8,361</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>Worcester County</td>
<td>19,694</td>
<td>75%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Source: 2000 Census

Detailed trend data on home sales and prices are not available at the municipal level. However, industry, federal and state data collected from county jurisdictions is available, and as Wicomico County data includes Hebron, it is relevant and will be used for the following discussion.

**Workforce Housing**

The availability of affordable housing for families who live and work in Hebron is essential. Relative to other areas of the Eastern Shore, home prices in Hebron have remained stable over the past decade. However, trend data indicates that median home prices have been rising slowly since 2000, and at an increasing rate since 2005. This raises a growing concern about the availability and affordability of homes in Hebron in
general, and makes homeownership for working families an increasingly challenging prospect.

Workforce housing includes single-family homes, townhouses, condominiums, starter homes, and apartments that are affordable to area workers. The workforce is typified by such workers as nurses, teachers, municipal employees, emergency responders, law enforcement staff, and other workers who provide essential services in a community. The availability of workforce housing is an issue that increasingly affects those people with full-time jobs whose work is vital to any community’s day-to-day functioning.

The Governor’s Taskforce on Workforce Housing’s Image of the Possible Report, issued in July 2006, defines workforce housing generally as housing that is affordable to households earning incomes within the range 60 to 120 percent of area median household income. The 2000 U.S. Census reported that median household income in Hebron was $36,750.00. Thus, workforce housing in Hebron includes homes that are affordable for working families with incomes ranging from $22,050.00 to $44,100.00. Table 25 illustrates the range of affordable home prices, based on gross income.

<table>
<thead>
<tr>
<th>Gross Income</th>
<th>Loan Amount</th>
<th>Affordable Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,000</td>
<td>$63,650</td>
<td>$67,000</td>
</tr>
<tr>
<td>$30,000</td>
<td>$95,570</td>
<td>$100,600</td>
</tr>
<tr>
<td>$40,000</td>
<td>$127,395</td>
<td>$134,100</td>
</tr>
<tr>
<td>$50,000</td>
<td>$159,220</td>
<td>$167,600</td>
</tr>
</tbody>
</table>

*Note: This table shows the approximate home price and loan amount a household earning the specified income could afford making a 5% down payment, with no more than 25% of gross income for principal and interest payments, at the current interest rate plus PMI premium.*

*Source: MD Realtor Income Loan Price Table, December 2005*

Data on Wicomico County home sales and median home prices indicate that the number of existing homes sold rose 23.1 percent between 2000 and 2005, and slightly over 3 percent between 2004 and 2005 (lower than all surrounding counties except Worcester) (see Table 26). Median home prices for Wicomico County grew 48.5 percent between 2000 and 2005, less than all surrounding counties except Somerset. However, between 2004 and 2005, the median home price increased by over 8 percent, second only to Dorchester in surrounding counties. This increase in median home price suggests a growth between 2004 and 2005 in available housing stock that is newer and of higher value. The most recent data from the State Housing Survey shows a total of 113 building permits were issued for new residential units in Wicomico County in December 2005, and while detailed data from 2000 to 2005 is not yet available, it is likely that additional
new housing construction in those years contributed to the increase in median home sale prices as well.

### Table 26: Existing Home Sales and Median Home Prices, February-March 2006

<table>
<thead>
<tr>
<th></th>
<th>Existing Home Sales</th>
<th>Median Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wicomico</td>
<td>1,076</td>
<td>23.1%</td>
</tr>
<tr>
<td>Dorchester</td>
<td>514</td>
<td>82.3%</td>
</tr>
<tr>
<td>Somerset</td>
<td>253</td>
<td>132.1%</td>
</tr>
<tr>
<td>Worcester</td>
<td>2,163</td>
<td>-1.6%</td>
</tr>
</tbody>
</table>

Source: Maryland Association of Realtors, and DHCD, Office of Research.

While median house prices are still somewhat lower in Wicomico County compared to most of the surrounding counties, this does not mean that there is a greater amount of affordable housing available to the workforce. Comparing the price range of housing that is affordable to working families (Table 25) with the median price of a home in Wicomico County (Table 26), only those working families at the higher end of the workforce income scale (120 percent of median household income) are able to afford a median-priced home in the County.

In April 2006, the Maryland Legislature passed HB 1160, which established a Workforce Housing Grant Program within the Maryland Department of Housing and Community Development. The Program provides flexible capital funds to qualifying local governments for development costs of workforce housing.

A local government (county or municipal) qualifies for participation in the program and its grant monies if it has a HUD approved 5-year consolidated plan or a comprehensive plan with a workforce housing element. The workforce housing element must assess workforce housing needs and must contain goals, objectives and policies that preserve or develop workforce housing. The workforce housing element of the comprehensive plan may include:

- Preservation or renovation of existing housing stock;
- Redevelopment of existing residential areas;
- Streamlined regulatory process;
• Reduced regulatory fees for construction or renovation and leveraging of Federal financial assistance;
• Financial incentives for construction and renovation;
• Special zoning regulations including inclusionary zoning;
• Efforts to preserve workforce housing stock for subsequent program participants;
• Coordination with neighboring jurisdictions and private sector employers.

In addition, in order to qualify, a local government must be able to provide a dollar-for-dollar match for any program funds it receives and meet certain other criteria, including criteria for distribution and use of Program funds. HB 1160 went into effect on October 1, 2006.

A look at the trend in median home prices as compared to median household income for Hebron reveals a gap that began in 2001 and has been widening at an increasing rate since then (see Figure 3). Figure 2 illustrates that median home prices are increasing at a faster rate than median household income. A substantial gap has grown since 2002 between Hebron resident incomes and housing costs. While this is a State and nationwide trend, the gap is significant in Wicomico County. Between 1999 and 2004, median household income in the County increased by 13 percent, while median home prices increased by 47 percent, more than three times as much.

The gap between household income and housing costs seen over the past few years is not unique to Hebron or to Wicomico County. A number of neighboring counties have already seen significant increases in residential development, particularly in the form of higher-priced retirement, or age-restricted, communities. The ever-increasing, region-
wide shortage of workforce housing is an issue that will require innovative long-range planning that encompasses and addresses regulatory, economic, and social issues.

The Maryland Housing Affordability Index measures the ability of a family earning the median household income to purchase a median priced existing single-family home (100 being the standard). The index is measured separately for first-time homebuyers and repeat homebuyers.

Wicomico County’s Affordability Index has been falling since 2003, from 103 for a first-time buyer in 2003 to 64 in 2005. This means that in 2005, the average first time homebuyer could only afford a home priced at 64 percent of the median home sale price. The repeat buyers index fell from 151 in 2003 to 99 in 2005 (see Figure 3).

![Figure 4 Wicomico County Homebuyer Indices](image)

The availability of affordable housing will be key to serving the needs of working families and first-time home buyers – particularly those who fall in the low to median income household range, which make up 68 percent of the Town’s population.

Rental Housing

A look at the statistics on renting in Wicomico County reveals that all renter households, not just low-income households, are struggling to meet rental housing costs (see Table 27).

Thirty-one percent of all households in Wicomico County cannot afford -- using the HUD definition of affordability -- the fair market rent for a two-bedroom apartment. HUD defines affordable housing as housing that costs 30 percent or less of the worker’s wage. Moving up to three-bedroom apartments, 38 percent of the County’s households cannot afford them; and 38 percent cannot afford a four-bedroom apartment.

To appreciate the full impact of this data, bear in mind that household incomes include incomes from multiple wage earners, people working two jobs, income subsidies, etc. The problem of housing affordability in Wicomico County – and Hebron -- is not just a
problem affecting the poorest families, it also impacts working families with secure jobs and multiple incomes.

Table 27: Wicomico County Rent and Renter Household Statistics, 2003

<table>
<thead>
<tr>
<th>HUD Fair Market Rents, 2003</th>
<th>Efficiency</th>
<th>One Bedroom</th>
<th>Two Bedroom</th>
<th>Three Bedroom</th>
<th>Four Bedroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wicomico County</td>
<td>$420</td>
<td>$532</td>
<td>$640</td>
<td>$814</td>
<td>$873</td>
</tr>
</tbody>
</table>

Percentage of All Households That Cannot Afford Rental Units, 2003

<table>
<thead>
<tr>
<th>Percentage of All Households That Cannot Afford Rental Units, 2003</th>
<th>Efficiency</th>
<th>One Bedroom</th>
<th>Two Bedroom</th>
<th>Three Bedroom</th>
<th>Four Bedroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wicomico County</td>
<td>16%</td>
<td>16%</td>
<td>31%</td>
<td>38%</td>
<td>38%</td>
</tr>
</tbody>
</table>

Source: Maryland Department of Human Resources, 2004 Fact Pack

A household has a "housing cost burden" if it spends 30 percent or more of its income on housing. A household has a "severe housing cost burden" if it spends 50 percent or more of its income on housing. The housing cost burden combines renter and owner occupied housing statistics. Owner housing costs consist of payments for mortgages, deeds of trust, contracts to purchase, or similar debts on the property; real estate taxes; fire, hazard, and flood insurance on the property; utilities; and fuels. Where applicable, owner costs also include monthly condominium fees. Renter calculations use gross rent, which is the contract rent plus the estimated average monthly cost of utilities (electricity, gas, water and sewer) and fuels (oil, coal, kerosene, wood, etc.). Household income is the total pre-tax income of the householder and all other individuals at least 15 years old in the household.

Including renters and homeowners, nearly three-quarters (72.5 percent) of low-income families are cost burdened in Wicomico County, that is, spending 30 percent or more of their income on housing. A lower yet still substantial number of households in the County are severely cost burdened (spending 50 percent or more of income on housing).

Table 28: Housing Cost Burden for Low Income Families, 2000

<table>
<thead>
<tr>
<th>Percent of Households Cost Burdened</th>
<th>Percent of Households Severely Cost Burdened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wicomico County</td>
<td>72.5%</td>
</tr>
</tbody>
</table>

Source: Special Tabulation (Comprehensive Housing Affordability Study) Files, U.S. Census and HUD

Policy Options

A recent report published by the Brookings Institute entitled “Rethinking Local Affordable Housing Strategies: Lessons From 70 Years Of Policy And Practice”
evaluated the effectiveness of three broad approaches to affordable housing—rental assistance, homeownership assistance, and regulatory policies and discusses the lessons learned over the past seven decades. Key findings reported are informative to our discussion of potential affordable housing policies and strategies. These points are:

- The responsibilities for implementing affordable housing are increasingly shifting to state and local actors;
- Rental assistance programs require deep subsidies if they are to reach the neediest households; moreover, to be successful, rental assistance programs should avoid clustering affordable housing in low-income neighborhoods and include efforts to raise the incomes of low-income households;
- Homeownership among underserved populations has increased, mostly through improved access to mortgage credit; efforts to further expand homeownership should proceed cautiously; and
- Land use and other regulatory policies can have profound effects on the location and supply of affordable housing.

The lessons of the past suggest a set of principles to guide local housing policy. As the authors state, “…some of these principles may seem obvious, but nonetheless are frequently ignored. Others run counter to the conventional wisdom, but following them could avoid some of the more dismal failures for which conventional thinking is responsible.” The principles are:

- Regulation can be a powerful housing policy tool.
- Housing strategies should be tailored to local market conditions.
- Housing markets are regional, so housing policies should be.
- Income policy IS housing policy.
- Race matters.
- Implementation matters.

Regulations and Workforce/Affordable Housing

Perhaps most directly related to the Comprehensive Plan recommendations are those that may impact land use and other development regulations and policies. The Brookings Institute research and other studies demonstrates that, “state and local regulations governing land use, residential development, construction standards, subdivision design, and property maintenance play critical roles, even when they are not explicitly considered as part of an affordable housing strategy.” As the Brookings study points out,
“historically, local land use and development regulations have tended to undermine the goals of affordable housing policy, whether intentionally or not. Requirements for large lot sizes; expensive subdivision design standards and construction codes; prohibitions against manufactured housing, townhouses, or multifamily development; and time-consuming permitting processes have all been shown to make housing more expensive. These regulatory barriers have also prevented the development of affordable housing and reinforced patterns of economic and racial separation.”

When considering the role of comprehensive planning and the affect of land use regulations on affordable housing it is important to make the distinction between “growth control” and “growth management” as the distinction is important. Growth control policies are designed to limit the growth of the housing stock; “growth management” policies accommodate projected development. The goals of growth management are to: preserve public goods, minimize negative externalities, minimize public fiscal impact, maximize social equity, and elevate quality of life. These goals are consistent with, and often explicitly include, expansion of the supply and accessibility of affordable housing.

Fragmented authority among individual municipalities and counties is cited as another constraint on the effective use of regulatory tools for affordable housing. When one or more jurisdictions in the region employs exclusionary zoning and land use regulations, e.g., low density, large lot zoning, building permit caps, development moratoriums and high permitting fees, the results can be to place an even greater burden on the resources of other jurisdictions to address the problem. Strategies intended to expand the availability of affordable housing, promote racial and economic diversity, or promote balanced growth are more effective when all jurisdictions in the region participate.

Inclusionary Zoning

A recent zoning technique that is becoming more popular as an affordable housing strategy is inclusionary zoning. Inclusionary zoning is a technique that can be used to increase the number of affordable units—for both ownership and rental. Inclusionary zoning can be either mandatory or voluntary. In either case developers “set aside” a certain percentage of units in new residential developments for low and moderate income households. The zoning usually provides some form of developer “incentive” such as “density bonuses” and/or reduced fees. The theory is that these incentives reduce or offset some of the cost of producing the affordable units. Some communities accept an in lieu fee. These cash contribution are allocated to an affordable housing fund the money from which a local housing authority and/or nonprofit organization buys affordable units and operates them as a sort of scattered-site public housing program

RECOMMENDATIONS

The Comprehensive Plan recommends a number of actions related to regulatory and other policies that impact workforce and affordable housing including the following:
Insure that regulatory policies align with affordable housing goals is to correct regulations or requirements that explicitly exclude affordable housing types or that unnecessarily raise the cost of construction.

Consider adopting inclusionary zoning provision for large scale residential projects that requires a portion of housing units in a new development be reserved for affordable housing.

Allow for garage apartments and other kinds of accessory dwelling units.

Permit higher-density residential development.

Implement public water and sewer projects that enable higher-density residential development and mixed-use neighborhoods in designated growth areas and encourage a mix of housing densities and types in new subdivisions.

Allow modified and/or flexible building codes to eliminate unnecessarily costly construction requirements.

Where appropriate, allow reduced street widths and other unnecessary infrastructure requirements.

Streamline approval processes to make the development process less time consuming.

[Preservation and renovation of existing housing stock.

Redevelopment of existing residential areas.

Waive or reduce fees (e.g., impact fees, excise tax) and infrastructure requirements, and provide other financial incentives for construction and renovation of workforce housing to make them financially feasible.

Work with the County government and the County’s largest employers to develop and promote employer-assisted housing programs to increase workforce housing in Hebron, including:

House Keys 4 Employees. The Maryland Department of Housing and Community Development (DHCD) will match, dollar-for-dollar, contributions toward down payment and closing costs from participating employers, local jurisdictions, unions and/or nonprofit agencies up to a maximum of $5,000. The match is in the form of a 0% deferred loan. This assistance is over and above what is available through standard DHCD Homebuyer Assistance Programs (More House 4 Less). Maryland employers currently participating in the program include county governments and school systems, city governments and school systems, the State of Maryland, several colleges, and private businesses.
Live Near Your Work. This program is active in Wicomico County and has two participating employers located in Salisbury, within 5 miles of Hebron: Peninsula Regional Medial Center and Salisbury University. PRMC will provide a $2,500 grant for assistance with down payment and closing costs. This program has length of employment and other criteria that must be met by applicants. This funding can be combined with City of Salisbury Home Conversation Grant program for $3,000 for a total funding availability of $5,500. Salisbury University will provide $2,000 for assistance with down payment and closing costs. An additional $3,000 grant is available for the purchase of a home in a designated area that has been a rental for at least the 3 previous years. This funding can be combined with City of Salisbury Home Conversation Grant program for $3,000 for a total funding availability of $8,000.

Establish a housing trust fund, to assist working families, with programs dedicated solely to constructing or renovating affordable workforce housing, with the long-range goal of preserving workforce housing stock for subsequent program participants.

A housing trust fund is a dedicated stream of revenue used as a resource to assist the development or preservation of affordable homes. Housing Trust Funds can be funded through development fees, taxes on other types of revenue (i.e. stamp taxes, hotels/entertainment, sales), and general revenue. A fund is created to specifically respond to a community’s affordable housing needs by establishing priorities, target populations, and affordability guidelines. Trust Funds are usually administered by Town staff, often under the guidance of an advisory board.
Chapter 9 IMPLEMENTATION

The purpose of the Implementation Element is to set forth methods and policies to bring into existence the desired goals and objectives of the Comprehensive Plan. The primary tools to be used to implement the growth and development of Hebron include the Zoning Ordinance, Subdivision Regulations, annexation policies, other development related codes and the capital improvements programs (State, County and Town). It is recommended that these measures be adopted in Hebron in order to implement the Comprehensive Plan:

ZONING

The principal legal device available for implementation of the Comprehensive Plan is zoning. While zoning is primarily implementation of the land use plan, it also supports other elements of the Comprehensive Plan, including the transportation, community facilities and natural resource protection elements. It is required by state law that zoning, as well as other implementation tools, techniques and policies be consistent with the Comprehensive Plan.

Standards contained in the Zoning Ordinance directly affect new development as well as infill and redevelopment. The recently adopted Planned Neighborhood Floating Zone District, with its emphasis on community design and building mixed-use neighborhoods with strong character and physical linkages with old town Hebron, fills a significant void in the current zoning code related to new, large-scale development. However, in order to support all of the land use objectives of the Comprehensive Plan the Zoning Ordinance will require substantial revision. The most important revisions include the following:

Infill and Redevelopment

Infill refers to new development on vacant, bypassed, and underutilized land within built up areas of Hebron where infrastructure is already in place. Infill also includes redevelopment of lots in these areas.

Infill and redevelopment standards should be included in the Hebron Zoning Ordinance. The zoning standards should accommodate growth in the Town of Hebron by encouraging and facilitating new development on vacant, bypassed and underutilized land where such development is found to be compatible with the existing neighborhood. Infill and redevelopment standards should encourage efficient use of land and public services and stimulate economic investment and development in older established neighborhoods. Zoning standards should be crafted so as to provide developers and property owners flexibility so that they can achieve high quality design and develop infill projects that strengthen or enhance existing neighborhoods. Design standards should promote compatible infill and redevelopment by, among other things, allowing
development on sites that may not meet the minimum land area and dimension requirements of the underlying zoning district (see discussion of Development Design).

**Zoning for the Town Center District**

In a recent publication, the Maryland Department of State Planning (MDP) described the characteristics of “smart neighborhoods" as follows:

- Integrated mix of uses, including residential, commercial, employment/office, civic, and open space;
- Range of housing types and densities;
- Compact design;
- Interconnected streets designed to balance the needs of all users, with sidewalks and on-street parking;
- Open spaces integral to the community; and
- Location adjacent to and extending the fabric of existing development.

The existing town center character that has resulted from historic land use development patterns reflects many of the characteristics of “smart neighborhoods”. However, the current zoning for much of the Town Center District, as shown on the Land Use Plan, does not recognize the legitimacy of the land use mix found here. With some exceptions, the current non-residential uses located in the Town Center District operate as non-conforming uses.

The Town should create a new zoning district for the Town Center that expressly recognizes the existing mix of residential and non-residential uses. Zoning standards for this district should provide for the expansion of existing non-residential uses, and where appropriate, creation of new compatible commercial and business uses. There are several strategies the Town may employ to regulate future development or redevelopment in this district.

Much of the development potential in this district can be classified as infill or redevelopment. Infill and redevelopment standards and guidelines for the Town Center area could be established that permit the Planning Commission to approve new and expanded non-residential uses that are found to be compatible with surrounding land uses. Infill and redevelopment standards could also apply to residential development and redevelopment. Alternatively, the Town Center District could be divided into core and fringe districts, allowing commercial and business uses by-right in the core portion of the Town Center and as special exceptions in the fringe areas. In all cases, design standards appropriate to small town center character should be included in the Zoning Ordinance.
Zoning for Neighborhood Conservation

The Comprehensive Plan identifies existing neighborhoods as areas in need of protection. The primary objectives for these areas involve maintaining the existing residential character of the neighborhoods and allowing compatible infill and redevelopment. Particular concerns that should be addressed through appropriate zoning standards and guidelines include:

- Connectivity – appropriate vehicular and pedestrian connections between on-site and off-site transportation systems.
- Circulation – consistency with the area wide vehicular and pedestrian circulation concepts of the Comprehensive Plan
- Parking – flexible parking requirements
- Compatibility – essential elements of compatible project design, e.g., design, pattern, alignment, size, and shape.

Zoning for Planned Redevelopment Area

The Comprehensive Plan identifies the Planned Redevelopment area as an appropriate location for a planned residential community including multi-family housing or a planned manufactured or mobile home park. In order to enable this outcome, the Zoning Ordinance will need to include standards and guidelines for a planned community that include modern manufactured and modular homes meeting current building code standards. The review and approval process for such development could be a floating zone district that includes design standards that provide for the development of planned manufactured home parks that provide a safe, sanitary and attractive living environment for residents.

Environmental Protection

The Eight Visions for Maryland encourage stewardship of the land as a universal ethic. The Planning Act of 1992 requires the Town to adopt policies for the protection of sensitive environmental areas. The Zoning Ordinance should be amended to include standards that address stream buffers, nontidal wetlands, steep slopes and the habitats of threatened and endangered species. In addition, the Town should encourage development design that maintains or enhances “green infrastructure,” incorporates low impact design stormwater management techniques for water quality and quantity management, and includes “green building” technology that conserves energy and improves indoor and outdoor air quality.
Accessory Dwelling Units

As discussed elsewhere in this document, addressing the affordable housing issue will require a broad range of strategies and involve all levels of government. A zoning technique the Town may consider is permitting accessory dwelling units. An accessory dwelling unit is a residential living unit that provides complete independent living, sleeping, eating, cooking and sanitation on the same parcel/lot as the owner-occupied single family dwelling in which it is contained but may have a separate entrance. The advantages of accessory dwelling units include the potential to:

- create additional housing stock while respecting the look and scale of single-family dwelling neighborhoods;

- increase the housing stock of existing neighborhoods in a manner that is less intense than alternatives;

- allow more efficient use of existing housing stock and infrastructure;

- provide a mix of housing that responds to changing family needs;

- provide a means for residents, particularly seniors, single parents, and families with grown children, to remain in the their homes and neighborhoods, and obtain extra income, security, companionship and services; and

- provide a broader range of affordable housing.

Design standards for the design and construction accessory dwelling units should:

- Ensure that accessory dwelling units are compatible with the desired character and livability of residential districts;

- Respect the general building scale and placement of structures to allow sharing of common space on the lot, such as driveways and yards; and

- Ensure that accessory dwelling units are smaller in size than the principal residential unit.

Landscape Standards

The Zoning Ordinance should include minimum street and site landscape standards for all development. On-site landscape requirements may be stated as performance standards, e.g., 15 percent of the site is landscaped. The Town may want to consider using Wicomico County’s landscape standards as a guide for developing local standards to ensure consistency across jurisdictional boundaries. It is especially important to require appropriate landscaping for commercial sites, parking lots and along public streets.
Mineral Resource Extraction

Sand and gravel resources are abundant in Wicomico County. Some mineral extraction operations are already located in the Town’s growth area and others may be proposed in the future. However, the Town does not currently permit mineral extraction within the corporate limits. The Town will consider adding appropriate zoning provisions to the Hebron code in the future if a property is annexed, and as part of an annexation agreement the Town agreed to allow mineral resource extraction. Such new zoning provisions would include appropriate for permitting procedures and regulations to minimize impacts to adjacent properties and the environment. Final approval will be contingent on the applicant submitting an acceptable reclamation and reuse plans.

Streamlining the Development Review Process

Because the Town will be dealing with some large scale development projects, the development review process will likely take longer than was formerly the case as there is much to consider in these projects. The Town will execute cost recovery agreements with applicants and use developer-supplied funding under such agreements to retain whatever expertise the Town feels it needs to advise them in the consideration of development related issues. This should help insure that the approval process proceeds at a reasonable pace.

Development review of infill and redevelopment projects within the old town portions of Hebron will be streamlined by amending the Zoning Ordinance to give the Planning Commission greater authority to vary certain development standards for proposed projects that meet voluntary design guidelines.

Innovative Development Techniques

Recent amendments to the Hebron Zoning Ordinance added special provisions for planned neighborhood developments (PND). The PND standards and guidelines establish a development and design framework for mixed-use projects, including commercial and business uses appropriate to a neighborhood context. The PND process includes a requirement that a Developer Rights and Responsibilities Agreements (DRRA) is executed as part of the zoning approval process. The DRRA gives the applicant the assurance that once given, approvals cannot be reversed for a specified period of time.

DEVELOPMENT DESIGN

Design Principles

The Town of Hebron is interested in having projects that are attractive, with good site planning, including structures, circulation, and landscaping, and well thought out in terms of how they relate to all surrounding properties. The views of the site and from the site should be clearly considered by the developer and addressed in development plans. Time
spent on working out the details, both visual and functional, will speed approvals. The following general “rules” serve to clarify the Town’s intent and stimulate the submission of noteworthy projects:

- Natural features and site constraints should suggest “natural” common sense design solutions. Development needs to design with nature, not fight, control, or dominate natural and ecological processes.

- The automobile should not be the dominant force that dictates the layout and design of residential communities. New residential streets should be narrow, discourage through traffic, be well landscaped with shade trees, and recognized as the principal public spaces that they are. In view of their visual and functional importance, thought, deliberation, and investment in landscape and streetscape design should be evident.

- Substantial landscaping should be included in common open spaces that may be proposed. Landscaping should provide shade, shelter from wind, provide visual screens or buffers from unsightly elements on adjoining properties or such on-site things as parking lots, loading areas, dumpsters, or utility structures. Landscaping also separates and buffers incompatible land uses such as the rear of commercial buildings and loading areas from adjoining residential lots. Landscaping can also provide wildlife habitat and linkages to forested and natural areas, greenways, and walking paths.

- Parking should not be a dominant site feature. Parking areas should be small scale, highly landscaped, attractive and inviting. Many examples exist of highly successful shopping areas where paved parking spots were reduced in favor of shade trees, landscaped berms, shrubs and flowers. Whenever possible, it is better to give preference to green space over asphalt and paved parking.

- Signage should be informative without being intrusive. Signs should not dominate the visual landscape. Signs should be compatible with their purpose, be clear, concise, and as small as reasonably possible. Small signs slow traffic, and low level pedestrian scale signage that is attached to its parent structure is preferred.

- The architecture and styles proposed should be in keeping with the building types and styles that have evolved in the region. The Town strongly encourages traditional designs and materials so that new developments blend seamlessly with the old. Modern materials and layouts need not conflict with the character of our Town if developers and builders are sensitive to the overall appearance of their creation.

Large-scale development projects can best address those issues that affect the Town’s guiding principal for this element, protection and enhancement of our “small town character” by adhering to the following design parameters:
- Architectural harmony, including compatibility in styles, materials, colors, and building size and setbacks;

- Variety in housing types, density, and cost;

- Parks, squares, and other common open spaces for residents to interact and recreate, and to provide a setting for the architecture of the development;

- Neighborhood centers and civic spaces, which, depending on the scale of the development, can include places to shop, work, learn, or worship;

- An interconnected street system which is based on a modified grid system;

- Sidewalks, street trees, and substantial on-street parking, providing distinct separation between pedestrians and traffic;

- Streets and sidewalks that are spatially defined by buildings in a regular pattern, unbroken by parking lots;

- Traffic calming, including more narrow streets with shorter turning radii than suburban streets, and medians, circles and related features along prominent streets;

- Lighting which is designed for safe walking and signage which has a pedestrian orientation;

- A system of land subdivision and development which links one neighborhood to another and can logically be extended.

**Building Character**

The appearance and architectural character of new construction and renovation is a subject that warrants some discussion and guidance. While the Town has no intention to legislate style or “taste,” it recognizes a responsibility to guide the overall appearance of our built environment. Toward that end the Town’s objective is to ensure that additions to the community complement, blend with, and improve the general attractiveness and appearance of Hebron.

The Town wants to maintain its rural Eastern Shore, small town character. That means new construction should take design inspiration from the simple forms and building masses that are prevalent in our area. Commercial buildings should retain as much of a residential “flavor” as is feasible. This can be accomplished in ways such as breaking up the façade of larger buildings to give the appearance of smaller structures that are grouped together, including generous roof pitches (and avoiding flat roofs), and using
window, door, and siding details that are similar to styles commonly found in residential construction. Parking should be screened, landscaped, lit with pedestrian scale lighting fixtures, and distributed around the sides and rear of commercial buildings. The Town does not want large parking lots that present a “sea of asphalt” appearance. Shade trees and flowering shrubs should be combined with berms and evergreens to soften both building edges and parking areas.

**Access, Circulation and Parking Design**

The layout of access and circulation systems in new developments must balance the mobility, safety and other needs of pedestrians, bicyclists, and vehicular traffic. Achieving this end requires more than simply complying with street standards and specifications. Successful design of access, circulation and parking systems in new developments requires considerable effort.

Streets may be the most important public spaces in neighborhoods and must be thought of as an integral part of the overall design of communities. Interconnected streets encourage people to walk by providing a variety of route options. Small blocks encourage people to walk by maintaining a human scale environment. A fine-grained system of streets, pedestrian ways and bicycle routes helps disperse traffic and reduce congestion. Multiple streets provide opportunities to connect new neighborhoods with old neighborhoods. Pedestrian walkways, bicycle lanes, and other amenities enhance the desirability of walking and bicycling.

New development design should be based on a modified grid system consisting of a simple and logical hierarchy of streets that contributes to the sense of place and helps orient people. Every lot should be afforded a reasonable means of ingress and egress for emergency vehicles as well as for all those likely to need or desire access to the property in its intended use. No direct driveway access should be provided onto an existing or planned major collector street from a residential lot. Vehicles should be able to enter and exit without posing any substantial danger to themselves, pedestrians, or vehicles traveling on abutting streets, or interfere with the free and convenient flow of traffic on abutting or surrounding streets.

Alleys provide opportunities for parking in the rear of housing and contribute to the overall permeability of the road network. Alleys should be considered for all residential neighborhoods and as access to rear parking areas in commercial and office areas.

The street layout should present an attractive streetscape. A streetscape that is interesting to pedestrians encourages more people to walk. Buildings should front on the street. Structures, whether residential, commercial, or office, should form a continuous street edge, a vertical wall that contains the street and encloses space. In this regard, most streets need to be designed so that they are usable and frontable.
The street layout should permit the safe, efficient, and orderly movement of traffic while meeting the multi-faceted needs of drivers, pedestrians and bicyclists. Street rights-of-way should be adequate to serve all functions including carrying motor vehicle, bicycle and pedestrian traffic, allow on-street parking, and serve as a link in the town's drainage system.

Streets should connect with surrounding streets to permit the convenient movement of traffic between neighborhoods or to facilitate access to neighborhoods by emergency service vehicles or for other sufficient reasons. The street layout should serve the needs of the neighborhood and discourages use by through traffic. At the same time, the layout should provide appropriate vehicular and pedestrian connections between residential neighborhood, shopping and employment areas.

The design of circulation systems in all new developments should be consistent with the recommendations of this Comprehensive Plan. Proposed new streets should provide for the appropriate extension of existing streets and key links of planned collector roads. The street layout should respect natural features, should relate appropriately to the topography and should be designed to facilitate the drainage and storm water runoff.

The design of residential streets should discourage motorists from traveling above the intended speed and reflect their function in the system hierarchy. In particular, horizontal and vertical alignment should not be conducive to excess speed. Residential streets will be designed to manage the speed and volume of traffic in residential neighborhoods using "traffic calming" methods that encourage speeds of 20 mph or less. Lower order streets should be less than 1/3 mile in length, so that motorists will have no incentive to speed. The majority of roadways should utilize “T” intersections or controlled 4-way intersections with roundabouts.

When required, parking lots should consist of heavily landscaped small lot segments that are unobtrusive. In commercial areas, parking should consist of ample on-street parking and small lots located to the side or rear of buildings and screened from the main commercial street. Access to parking should be provided from rear driveways where possible. All parking lots should be screened from adjacent residential uses.

Appropriate facilities for bicycles should be provided at key commercial, civic and recreation locations. To ensure this, the Town Zoning and Subdivision codes should be amended to require non-residential uses to provide bicycle storage/parking facilities to encourage and support this alternative mode of travel.

**Park and Open Space**

A variety of parks and open space should be provided for enjoyment by people of all ages. Parks and open space should be purposeful components of design and should be prominently displayed. Special views and vistas should be framed or enhanced. Greens or commons should be located in each neighborhood to function as community gathering
areas. Where appropriate, formal parks should be designed to complement civic architecture. Parks should serve the active and passive recreation needs of residents. Parks should be located within easy walking distance (500 to 800 feet) of every residence. Parks and open space should be linked together by walking paths to the maximum extent possible. In all cases parks should be easily accessible and highly visible. Ideally, neighborhood parks or greens should be fronted on at least two sides by residential units so that residents can clearly see park activities.

The design of parks should respond to user needs. As a general rule, park design should adhere to the following principles:

- Everything should have an identified purpose;
- Design should be for people not a simple application of standards;
- Both function and aesthetics should be satisfied;
- Nothing should be randomly placed;
- Satisfy the technical requirements, e.g., for play fields, ball courts, etc.
- Use the most cost efficient design; and
- Provide for ease of use and supervision.

Current park facilities are adequate to serve the needs of the existing population. New developments should be required to provide a variety of park and open space facilities to address the needs of the new neighborhoods. Parks should range from small, vest-pocket parks located within the neighborhoods to larger, community parks serving all Town residents, as deemed appropriate.

**SUBDIVISION REGULATIONS**

A second major implementation tool available to the Town is Subdivision Regulations. Under Maryland law, the Town has the authority to regulate the subdivision of land within the corporate limits. Subdivision regulations provide the local legislative body with regulatory powers to ensure that land is developed in a manner which will best promote the public health, welfare, and safety, consistent with the Comprehensive Plan. Subdivision regulations control land development practices, establish uniform standards of development and recording, establish erosion control measures, guide the arrangement of streets, and establish the relationship between subdivision access routes and the existing transportation routes of the community.

The primary purpose of the subdivision regulation is to coordinate private development practices with public policy. To this end, subdivision regulations establish basic standards
and design principles for constructing community facilities. Although these facilities are normally paid for and installed by the private developer, such facilities may be dedicated and accepted for maintenance and ownership by the Town. Therefore, it is necessary to establish standards in advance of installation by the developer so that the Town is assured of developing a uniform system of public facilities build to appropriate specifications.

Subdivision regulations govern the process of converting or dividing land into building sites and are concerned with the platting of lots, street layout, open space location and the provision of storm drainage and public utilities. Subdivision regulations coordinate private development practices with public policy and they form an important component of the implementation element. Controlling land subdivision is important as it ensures that:

- Building sites are of adequate size to accommodate the proposed uses, as well as have sufficient areas for open space and accessory uses;
- Streets, curb, gutter and sidewalks are designed and constructed in accordance with established standards and the developer pays the full expense for these improvements and deed them to the Town;
- Public sewer and water are provided to each subdivision with the developer paying the cost. Prior to serving areas outside the corporate limits, the Town should study the need and cost-effectiveness of annexation.

Hebron has subdivision standards in its Town Code, but needs to adopt more comprehensive subdivision standards and specifications. Considering the potential for new, large-scale development projects in the Town and the Town’s growth area, the Town Commissioners should update the subdivision regulations and development review procedures. Among other things, the subdivision provisions should give the Planning Commission the authority to require that development design include provisions for and/or dedication of land for such things as street extensions and improvements, pedestrian facilities, e.g., greenways, trails, sidewalks and park and open space as recommended in the Comprehensive Plan. In addition the Town should require that development review fees are adequate to cover the cost of and insure adequate technical review.

The Town also should establish development standards and specification, development review procedures and adopt a schedule of application fees.

The Town should consider requesting that the County provide technical assistance in the administration of the Subdivision Regulations. If so, the Town's Subdivision Regulations should be consistent with the County's to the extent possible.

**ADEQUATE PUBLIC FACILITIES**
The Town should ensure that there is adequate water and sewer capacity for the
development and for all existing lots of record. It should also ensure that there are
sufficient roads and other infrastructure needs available for the new development. If the
Town determines that it does not have adequate facilities for new development, it should
explore methods to acquire the needed facilities. Chief among the options available to the
Town is to require that the owners of the proposed development provide sufficient funds
to build the required facilities. When the capacity of public facilities is not adequate to
support a proposed development, and additional capacity is not planned, applications for
development should be denied unless the applicant agrees to provide funding to upgrade
capacities and add capacity sufficient to serve the proposed development. To formalize
this policy, the Town should consider working with the County and other municipalities
to undertake appropriate studies and adopt an Adequate Public Facilities Ordinance
(APFO).

**AFFORDABLE HOUSING**

Housing affordability for low and moderate income families has become a national issue.
Recognizing that addressing this issue will require engaging all levels of government in
solutions and with the understanding that the Town of Hebron has limited resources and
capability to directly address affordable housing, the Town should consider the following
strategies:

- Work with State and County agencies to develop coordinated strategies and
  eliminate impediments to the production of affordable market and rental housing.

- Discuss adopting joint county/municipal inclusionary zoning requirements.

- Provide suitable locations for planned manufactured and mobile home parks.

- Amend the Zoning Ordinance to permit accessory dwelling units.

**CODES**

Building, housing, plumbing and fire codes are among the laws a community may use to
improve the health, safety and well being of its residents. Codes are designed to provide
better living and working conditions, an objective which the Plan seeks to achieve.

The Town of Hebron can seek to design its own set of codes or it may decide to
implement the codes used by Wicomico County. The Town has already adopted the
Southern Standard Building Code. Given the cost of enforcing many codes, which
usually requires hiring additional personnel, the Town should try to shift enforcement
authority to county officials whenever possible.
CAPITAL IMPROVEMENTS

A capital improvement is usually defined as a major, nonrecurring expenditure for physical facilities of government, such as costs for acquisition of land or interests in land, construction of buildings or other structures, including additions or major alterations, construction of highways or utility lines, fixed equipment, landscaping, and similar expenditures.

With the growing complexity of municipal finance, even small communities such as Hebron need to carefully analyze the funding of various improvements to insure that money is spent wisely. The basic reason for a Capital Improvements Program is to allocate a limited supply of money wisely, so that each such regulations in accordance with the Town's development policies and the Comprehensive Plan.

Each proposed project is approached individually with careful consideration of anticipated expenditures, source of revenue, and priority of need. The schedule of projects usually ranges from a period of five to ten years, with five years the most common time frame. It is customary to prepare a Capital Improvement Program annually. The program includes proposals for capital improvement appropriations to be adopted in the next annual budget and proposals for the next five years.

The typical process of capital improvement programming follows these steps:

- An inventory of potential projects, including cost estimates and an initial evaluation of their relative priority;
- Analysis of project requests;
- Investigation of the financing capabilities of the community and the various state and federal programs available to help finance improvements;
- A schedule of project execution in a long range program list which considers the relationships of projects to each other and to financial requirements;
- Selection from this schedule of a slate of projects for early action;
- Formal adoption of the Capital Budget against the background of the long range recommended program, usually after some form of public review.

ANNEXATION PLAN

Hebron’s Growth Plan (see discussion in the Land Use Element) represents the Town’s plan for future annexation. Ideally, there will be consensus among State and County agencies concerning the Town’s growth plan and future annexations in the within the growth boundary will not be contested.
Prior to annexing any land area not included in the current growth plan, the Town will first consider appropriate amendments to this Comprehensive Plan and will follow the procedural requirements for comprehensive plan updates and annexation established in State law, including those of House Bill 1141. This will ensure that the proposed annexation is consistent with the goals and objectives of the comprehensive plan, that appropriate consideration has been given to the adequacy of public facilities and services, and that the County and State agencies are afforded an opportunity to comment on the proceedings.

All annexations will be subject to the following policies established by the Town of Hebron to insure a proper growth pattern and fiscal responsibility:

- Annexed areas will be contiguous to the corporate limits and create a natural extension of the town's boundaries;
- Annexation will not result in public expenditures greater than anticipated revenues;
- The provision of Town services will be a condition of annexation and areas desiring the Town's services will be studied to determine the cost-effectiveness of annexation prior to servicing;
- Zoning of the annexed areas will be based on the Hebron Comprehensive Plan.

Depending on the size of the proposed annexation and as appropriate, the Town may require the applicant to complete studies addressing the potential impacts of development on such things as Town staffing and finances, traffic, and the provision of County facilities and services. In addition, applicants proposing annexation will be required to prepare an environmental impact assessment that includes a discussion of proposed strategies to address the environmental protection needs for the growth area and surrounding environs. All agreed to terms of annexations will be specified in an annexation agreement, and if appropriate reflected in a Developers Rights and Responsibility Agreement (DRRA) at the time of final development approval. If deemed necessary by the Town, the County may be included as a party in annexation negotiations.

**INTERJURIDICTTIONAL COORDINATION**

The Economic Development, Planning and Resource Protection Act of 1992 directs local governments and the State to coordinate their planning and development efforts to achieve the “Eight Visions.” Under the Act, local governments must adopt comprehensive plans which include the Visions. Zoning and other planning implementation mechanisms must be consistent with these plans. Under the Planning Act, local comprehensive plans must include recommendations for improving planning and development processes to encourage economic expansion, and to direct future growth to appropriate areas. Such development and economic growth often have
interjurisdictional impacts on transportation infrastructure, environment, and other areas of concern. For this reason, it is necessary for planning, growth strategies, and policies to promote and encourage cooperation among adjacent jurisdictions.

House Bill 1141 (Land Use – Local Government Planning) requires the Town to include in the comprehensive plan a growth element that specifies where the municipality intends to grow outside its existing corporate limits. The Town must discuss how it intends to address service, infrastructure and environmental protection needs for identified growth areas and surrounding environs.

A plan for the growth of Hebron is included in the Comprehensive Plan. The Plan also includes a water resources element that identifies Town strategies for addressing drinking water and other water resources to meet current and future needs and identifies suitable areas to receive stormwater and wastewater derived from development. Preparation of the growth element included a complete an analysis of land capacity available for development, including infill and redevelopment and an analysis of the land area needed to satisfy demand for development at densities consistent with the Hebron Comprehensive Plan.

House Bill 1141 requires the Town to consult with Wicomico County concerning its growth element. Prior to approving the Town’s growth element, the Town must provide a copy of the growth element to the County, accept comments from the County on the growth element, meet and confer with the County regarding the growth element and on request of either party engage in mediation to facilitate agreement on a growth element. The bill encourages municipalities and counties to participate in joint planning processes and agreements. Coordination with County officials is important to insure that newly annexed territory qualifies for state assistance as a priority funding area if annexed after September 30, 2006.

In Hebron’s case, it is imperative that the Town coordinate its planning and development activities with the County. This is especially true for large-scale development in the Town’s planned growth area. Important coordination topics include current County zoning to discourage premature subdivision within the Hebron’s planned growth area, transportation system improvements, natural resource protection, water and sewer service policies, schools, libraries, public safety and emergency services, economic development opportunities, and fiscal impacts.

IMPLEMENTATION PRIORITIES

The Comprehensive Plan includes recommends numerous strategies and actions to implement the Town’s goals and objectives. Some of these strategies and/or actions will take time to implement and will require the cooperation of the others. For example, addressing affordable housing is beyond the power of the Town alone to successfully remedy in a short period of time and will require the cooperation and resources of County and State officials and agencies to achieve. Other recommendations can and should be
undertaken immediately. The following is a recommended priority listing of actions by the Town:

1. Undertake a comprehensive rezoning. (Year 1)

   Many of the key recommendations contained in this Comprehensive Plan will be implemented by the Zoning Ordinance and Zoning Maps. The current Zoning Ordinance is not sufficient and does not support the “vision” outlined in this Plan. Upon adoption of the Comprehensive Plan, the Town Commission should immediately enable the Planning Commission to undertake a comprehensive update of the Zoning Code.

2. Update the Hebron Subdivision Regulations and development review procedures. (Year 1)

   The Subdivision regulations follow closely the importance of the Zoning Ordinance as a tool to manage the impacts and quality of new development. Revised subdivision regulations, reflecting the design recommendations contained herein and more rigorous review procedures should be adopted.

3. Initiate formal and informal steps to improve coordination and cooperation between the County and Hebron. (On-going)

   Achieving appropriate degrees of coordination and cooperation is an on-going challenge and will require recognition by all parties of areas of mutual interest. Hebron, working with the County and other municipalities, should seek formal and informal means of coordinating policies and engendering cooperative working relations.

4. Amend the Master Water and Sewer Plan maps to reflect the recommended growth area shown on the Land Use element of the Comprehensive Plan. (Year 1 and 2)

   Utilizing results of water and sewer facilities planning efforts currently underway and as necessary, prepare revised master water and sewer service area maps that reflect the best thinking on providing water and sewer service throughout the planned growth area.

5. Prepare a capital improvements program that addresses programmed improvements to Town streets, sidewalks, water and sewer facilities, and other Town capital facilities (Year 1 and 2)

6. In conjunction with adoption of a Capital Improvements Program and approval of the capital budget, establish transportation Level of Service (LOS) policies. (Year 2)
7. Undertake a study of converting the existing railroad right of way into an urban recreation trail. (Year 2)

8. Adopt an Adequate Public Facilities (APFO) Ordinance. (Year 2)

   Work with the County and other municipalities to complete appropriate studies and adopt an Adequate Public Facilities Ordinance (APFO).

9. Work with State and County agencies to develop coordinated strategies and eliminate impediments to the production of affordable market and rental housing. (On-going)

10. Revise and update other building and development related codes as necessary. (Year 3)