
CHECKLIST & TABLE OF CONTENTS

APPLICANT: Town of New Windsor

NAME OF SUSTAINABLE COMMUNITY: New Windsor

Please review the checklist of attachments and furnish all of the attachments that are applicable. Contents of the notebook should be tabbed and organized as follows:

- TAB #1 Applicant Information**

- TAB #2 Sustainable Community Baseline Information - In addition to hard copies of the project location map, a detailed listing of parcels (i.e. Parcel ID Numbers) that form the project boundary should be included. Maps should also be submitted in electronic GIS form (shape file). If you have additional comments or questions, please contact Brad Wolters, Senior GIS Specialist, DHCD, wolters@mdhousing.org.**

- TAB #3 Local Capacity to Implement Plans & Projects: Attach Sustainable Communities Workgroup roster noted in Section III**

- TAB #4 Sustainable Community Plan**

- TAB #5 Progress Measures**

- TAB #6 Local Support Resolution**

- TAB #7 Signed Sustainable Community Application Disclosure Authorization and Certification**

**All documents on this checklist are mandatory.
Failure to provide the requested document will automatically deny your application.**

I. SUSTAINABLE COMMUNITY APPLICANT INFORMATION**Name of Sustainable Community:** New Windsor

Legal Name of Applicant: Town of New Windsor

Federal Identification Number: 52-0821163

Street Address: 211 High St., PO Box 609

City: New Windsor**County:** Carroll**State:** MD**Zip Code:** 21776

Phone No: 410-635-6575**Fax:** 410-635-2995**Web Address:**

Sustainable Community Contact For Application Status:**Name:** Neal Roop**Title:** Mayor

Address: 211 High St., PO Box 609**City:** New Windsor**State:** MD**Zip Code:** 21776

Phone No: 410-635-6575 x**Fax:** 410-635-2995**E-mail:** nealroop@comcast.net

Person to be contacted for Award notification:**Name:** Neal Roop**Title:** Mayor

Address: 211 High St.**City:** New Windsor**State:** MD**Zip Code:** 21776

Phone No: 410-635-6575 x**Fax:** 410-635-2995**E-mail:** nealroop@comcast.net

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

Through this section, applicants will demonstrate that trends and conditions in homeownership, property values, employment, commercial and residential vacancy, community facilities and infrastructure, natural resources, the local business and residential districts show a need for new or continued revitalization reinvestment. Demographic data and trends provided by Applicants should support the choice of the proposed Sustainable Community Area boundary and help form a basis for needs and opportunities to be addressed through the initiatives and projects described in the Sustainable Community Action Plan (Section IV).

POINTS IN THIS SECTION WILL BE AWARDED BASED ON THE SC AREA'S NEED FOR REINVESTMENT AS EVIDENCED BY THOROUGH DESCRIPTIONS OF CURRENT CONDITIONS OR TRENDS (and will not be based upon current or planned revitalization activities which will be covered in Section IV).

A. Proposed Sustainable Community Area (s):

County: Carroll

Name of Sustainable Community: New Windsor

Include boundary descriptions and a map of the Sustainable Community. In addition to hard copies of the of the project location map, a detailed listing of parcels (i.e. Parcel ID Numbers) that form the project boundary should be included. If possible, maps should also be submitted in electronic GIS form (shape file). If you have additional comments or questions, please contact Brad Wolters, Senior GIS Specialist, DHCD, Wolters@MdHousing.org

The boundaries will be the entire area of the Town of New Windsor.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

Approximate number of acres within the SC Area: 346.6

Existing federal, state or local designations (check all that apply):

- Community Legacy Area
- Designated Neighborhood
- Main Street
- Maple Street
- Local Historic District
- National Register Historic District
- A & E District
- State Enterprise Zone Special Taxing District
- BRAC
- State Designated TOD
- Other(s): _____

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

Prior Revitalization Investments & Smart Growth:

(a) List and describe any significant State and local smart growth or revitalization related program investments (for instance, Community Legacy or SC Rehab Tax Credit) that have been invested in the Area since the launching of Maryland's Smart Growth initiative and programs in 1997 (including Housing investment). What impact have these investments made in the community? (Answer Space 4,000 characters)

II. A.5(a) Smart_Growth_Revitalization_Investments

The following are the major Smart Growth investments made in the Town of New Windsor since the Smart Growth legislation was enacted:

- Replacement of two aging sewer lift stations:-application submitted to the US Department of Agriculture- \$920,000 – Main St. and Coe Drive
- Construction of new wastewater treatment plant and abandonment of the lagoon system-\$5,000,000 total cost, \$2,550,000 grant from the Maryland Department of the Environment- remainder is a 0% interest loan to the Town- construction began in March of 2010 and is now complete.
- Upgrade of the Tot Lot at Atlee Ridge, a major subdivision- \$26,000- completed in November of 2010- Program Open Space, the Town, and Carroll County
- Upgrade of Lions Club Park- \$100,000- Program Open Space and Community Parks and Playgrounds- new playground equipment
- Purchase of the historic Dielman Inn- Town funds settled in June of 2011- the Town is looking for sources of funding to re-develop this building into a restaurant and second-floor residential units.
- Restoration of the war memorial on High St.- cost-funding source Project Open Space - \$38,000.00
- Construction of a gazebo on Main St. for concerts- cost-funding source - \$64,000.00 – Part Program Open Space – part Town
- Design and construction of the High St. extension- cost- funding source - \$2,080,792.93 Fully funded by State Highway Administration
- Construction of new wells, a new water storage tank,(These two projects totaled \$913,587.00 and are funded through MDE) the drafting of the Comprehensive Water System Improvement Plan
- A water and sewer needs assessment report- cost-funding source - \$57,320, funding by the Town of New Windsor – current project under development
- Addition of a 176-acre Rural Legacy easement on the northwest side of town that contributes to the vision of a greenbelt
- Re-development of the old fire hall by L-1 Standards and Technology, Inc.
- Construction of new fire hall – funded by the New Windsor Fire & Hose Co. #1 through State and County low-interest loans and through fundraising activities
- Renovation and adaptive re-use of the old school for library headquarters - \$2M project funded through the Carroll County Government
- Construction of a walking trail in the Atlee Ridge development funded and constructed by the developer

In addition, the Town has made several attempts to find funding for Smart Growth projects. The operating budget contains only \$600,000 in the General Fund, which is only sufficient to defray operating costs, but not for new projects. An application was submitted to the Community Parks and Playgrounds Program administered by the Department of Natural Resources for funding to construct a park centered around the site of the former Sulphur Springs Springhouse on Geer Lane.

The Town is on the State Highway Administration priority list for a Streetscape project. The State Highway Administration has programmed \$1.5 million in preliminary engineering funds for the project in FY 2014-2016.

New Windsor has submitted an application to the Cal Ripken, Sr., Foundation for funding to create ball fields on the site of the old lagoon system.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(b) Describe any existing barriers to Smart Growth that may affect your jurisdiction or the proposed SC Area. For instance, does your area have higher development fees than outer “cornfields”?

(Answer Space 4,000 characters)

The first and most obvious barrier to Smart Growth is municipal property taxes are levied in addition to Carroll County property taxes. This inherently provides a strong disadvantage when competing with areas outside of town limits. The taxes collected by the Town of New Windsor are over and above what is collected on behalf of Carroll County. Prospective developers therefore will want significant incentives in order to overcome this barrier. It has been our challenge to demonstrate to these developers that other advantages outweigh the barrier of increased taxes.

In addition, the small size of the Town's budget makes it difficult to afford infrastructure which would promote Smart Growth. Nearly all of the town streets are in need of sidewalk replacement and several streets need resurfacing and curb and gutter. The Town will need to locate grant funding in order to make these improvements.

A good example of the barriers to growth is the current state of the Dielman Inn, which was constructed in 1790 as a tavern by the Town's founder. This building is now on the list of Maryland Endangered Historic Properties, which is published by Preservation Maryland. The Town owns the building but is facing significant challenges in locating funding to restore it due to its state of deterioration. The current vision is for the building to be restored and serve as a restaurant with several upstairs dwelling units. The cost of lead paint abatement alone is close to half a million dollars. The restoration of this building would bring significant Smart Growth development to New Windsor, but the Town has so far been unable to find adequate funds to begin the project. The Maryland Department of Housing and Community Development invited the Town to apply for a \$40,000.00 feasibility study through a block grant application. The Town is looking for the study to begin this fall.

There is also a limited amount of development opportunity within New Windsor, with very little vacant land. There are three vacant parcels owned by the Brethren Service Center, which was formerly a Lutheran college. Another vacant parcel in the town fronts on Lambert Avenue. It is currently used for agriculture but is bordered on all sides by residential use. Approximately 28.5 acres of land, known as the Snader property, were recently annexed by the Town and represents the greatest residential development potential. The only other significant areas of vacant land are primarily owned and/or used by the Town for public purposes.

Existing and planned residential sub-divisions are located on the outer boundaries of New Windsor and are geographically separate from the rest of the Town. This further limits new Smart Growth. The Plan goes on to state that “Topographic and environmental features have formed other impediments to the continuation of the traditional town pattern”.

The tax base has traditionally been heavily weighted toward residential development. The Comprehensive Plan states that the Town's goal is to increase the percentage of industrial and commercial land by 50%. This has been a challenge and points up the importance of working with the Carroll County Economic Development Department and aggressively marketing the Town as a destination and as a place in which to locate business.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

B. Community Conditions: Strengths and Weaknesses

(1) Describe the strengths and weaknesses in the proposed Area's existing built environment. For example, what is the condition of housing? Are there underutilized historic buildings and cultural places? What is the condition and availability of community parks and recreational assets? Are there transportation assets? What is the current condition of community infrastructure such as roads and lighting? (Answer Space 4,000 characters)

The information presented on the housing conditions in the Town of New Windsor is taken from the 2007 -- 2011 American Community Survey. During that period, there were a total of 541 housing units in the Town. Of that total, 411 or 76.3%, were one-unit detached structures. Of the total housing units, 155, or 28.8%, were built in 1939 or earlier. However, most of these structures are in good repair. Two hundred and thirteen, or 39.5% of the housing units, were built in the period from 1990 to 1999. Forty-three units were built in the period from 2000 and 2004, four units were built in 2005 or later, twelve were built from 1980 to 1989, twenty-six in the period from 1970 to 1979, twelve from 1960 to 1969, fifty-eight from 1950 to 1959, and eighteen from 1940 to 1949.

The largest number of units, 217, have three bedrooms. This indicates that the average size of the homes in New Windsor is relatively larger than average. Eighty-one percent of the occupied units are owner-occupied, while nineteen percent are renter occupied, which indicates relative stability in residency. Only two units lack complete plumbing facilities, two lack complete kitchen facilities, and six have no telephone service available. Of the owner occupied units, 312, or 80.2%, have a mortgage.

The major historic structure in town is the Dielman Inn, which has been vacant for a number of years. The Town purchased this property in hopes of turning it into a mixed-use facility which would combine commercial and residential use. Funding is being sought to defray the cost of this conversion and restoration.

Many of the streets are in need of blacktopping, curb and gutter, and sidewalk. There is no significant public transportation. The Old Main Streets Scenic Byway, the only Scenic Byway in Carroll County, runs through town. It was designated in 1999. A planned Streetscape project would address needs in the area of lighting, but the status of funding is uncertain.

The Town owns 32.9 acres of land which is designated for recreational use. It serves primarily New Windsor residents. The existing inventory of parks and recreational facilities includes the ball fields between Coe Drive and Old Windsor Rd. and an adjacent parcel containing a recently created skateboard park. The inventory also includes the Atlee Ridge Tot Lot, the Lions Park adjacent to Robertson Drive, the gazebo at the intersection of Green Valley Road and Main Street, the High St. war memorial and a wooded parcel adjacent to the Blue Ridge Manor subdivision.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(2) Describe the Area's land use/zoning make-up (residential, commercial, industrial, and mixed-use). Is the current land use or zoning conducive to revitalization investment? (Answer Space 4,000 characters)

The majority of the land within town limits is used for residential purposes. Carriage house type residential development is the prominent type of housing. Two suburban residential developments sit at the periphery of each end of the Town as well as a retirement community. A senior adult housing community is under construction along Maryland 31.

A few scattered commercial uses can be found throughout the village center area. The bulk of the commercial uses can be found in the vicinity of Church St. and along High St. A few remnants of industrial uses can be found along the railroad tracks at the end of Church Street. Newer areas that have been developed include residential subdivisions on the westernmost side of town and industrial development on the eastern side of town.

Public land, in the form of parks and carnival grounds, is scattered throughout the village center. The largest portion of public land is located on the northern side of the village center. The area includes a school, carnival grounds, the firehouse, and a sewage treatment facility.

The land surrounding the Town is primarily agricultural. The largest exception to this is the Lehigh Cement Company quarry directly adjoining the Town on the southwestern side.

Land preservation easements outside of town will limit growth in the area because residential development rights are purchased in order to preserve farmland.

The current zoning acreage is as follows:

Conservation/Public Use- 104.23
Employment Campus- 28.47
Light Industrial- 73.92
Neighborhood Business- 4.46
R1- 3.84
R2- 12.4
R3- 110.67
R10- 2.53
Village Center- 36.1

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

3) Describe strengths and weaknesses in basic features of community quality-of-life. For instance, is crime an issue for this SC Area? What is the condition and quality of educational choices available to the community? Are artistic, cultural, or community resources, events or facilities within or accessible to residents in the proposed SC Area? (Answer Space 4,000 characters)

The following are strengths in the quality of life in New Windsor:

- location in an attractive rural setting
- historic resources in town
- friendly, responsive local government
- proximity to numerous shopping opportunities seven miles away in Westminster
- spirit of community
- low crime rate
- parks and recreational facilities
- community meeting room
- volunteer fire department
- good schools

The main weakness in the quality-of-life includes needs in infrastructure. The Town has not been able to afford needed work on various streets and sidewalks. In addition, no funds have yet been found for the restoration of the Dielman Inn, although the town is applying for a \$40,000 grant for a feasibility study. On August 5, a meeting was held with representatives of the Small Cities Community Development Block Grant Program. The Town is hopeful that this will lead to CDBG funding. Another weakness is the lack of funds to completely develop some of the recreational areas in town, which has fewer acres in recreational use than the standard recommended.

There are no significant issues with crime in town. New Windsor does not have its own police force, and depends on a contractual arrangement with the Carroll County Sheriff's Department.

Currently, three schools serve the New Windsor area: Elmer Wolfe Elementary School, New Windsor Middle School, and the Francis Scott Key High School. The New Windsor Middle School is the only facility within the Town itself. Both the elementary school and middle school are relatively new facilities, built in the mid-to-late 1990s. Francis Scott Key High School was also more recently updated with major renovations completed in the late 1990s. No additional major improvement projects for the New Windsor area are in the Carroll County public Schools Educational Facility Master Plan covering the timeframe of 2006 -- 2015.

Carroll Community College and McDaniel College are located 7 miles away in Westminster. New Windsor is located approximately 30 miles west of Baltimore and 42 miles north of Washington, DC, with their plethora of higher education opportunities.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

C. Natural Resources and Environmental Impact: Strengths and Weaknesses

(1) Describe the strengths and weaknesses of the community's "natural environment." in or near the Sustainable Community Area. What is the current condition of key natural resources - lands, air, water, watersheds, tree canopy, other? If the community is located in a coastal zone, what risks might the community be subject to associated with climate induced sea level rise? (Answer Space 4,000 characters)

The area is generally hilly, with an elevation of 500 feet. It is underlain by various rock formations which influence groundwater flow. The Town does not have mineral resources operations within corporate limits nor does the town zoning code allow for such operations.

Although the New Windsor Community Planning Area as a whole remains primarily rural, the overall landscape of the farming community has changed over time. For example, there has been a significant decline in dairy operations, with the overall number of operations decreasing. Grains and vegetables are becoming more prominent among the farmers in the area. The most common crops produced are corn, soybeans, wheat, green beans, peas and barley. In addition, hay is being raised in larger quantities.

The Town of New Windsor is surrounded by a Rural Legacy Area. It is critical to preserve land within this watershed for several reasons. It will help to provide a buffer between New Windsor, Westminster, and Union Bridge, as well as helping to preserve the watershed.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(2) Describe the strengths and weaknesses of any current efforts to reduce the community's "carbon footprint" or impact on the environment. Is recycling (commercial or residential) available to minimize waste? Are there current efforts to encourage the purchase and availability of fresh local food and other local products and services to the community? Describe any current energy or water conservation efforts that may be underway. If the community has not implemented one of the above initiatives, has the community identified a need or interest to pursue these or other efforts to reduce environmental impact, for instance through the new Sustainable Maryland Certified initiative? (Answer Space 4,000 characters)

The major strength in the program to reduce the carbon footprint is the strong support of the Town government toward this effort. The Town of New Windsor is committed to doing whatever it can to reduce the carbon footprint and maintain this progress by having any new development follow stringent regulations aimed at reducing adverse environmental impacts. The Town's main asset is the natural environment along with the many historic homes in town. New Windsor cannot afford any degradation of those assets as they represent the major identity of the Town and are a significant attraction to new residents and business owners. In addition, the Town for several years has encouraged citizens to participate in recycling efforts. The Town has seen a gradual increase in the percentage of recycle waste during the past five years as demonstrated here, FY09 - 16.32%, FY10 - 24.62%, FY11 - 29.22%, FY12 - 32.34% and FY13 - 32.94%.

Another major strength is citizen support for these efforts. The Town has continued to educate the public regarding the importance of reducing the carbon footprint and has been able to enlist the assistance of the population.

Carroll County and the Town of New Windsor currently provide a great deal of protection to environmental resources. Substantial revisions and additions to existing regulations were not needed to meet the requirements of recent state legislation regarding environmental protection. Existing ordinances provide significant protection. Environmental resources are currently protected during the development process through several different regulations, ordinances, and authorities.

There are a number of agricultural properties bordering the Town which participate in various State of Maryland and Carroll County Agricultural Land Preservation programs. This shows the willingness of the residents to reduce the carbon footprint by discouraging development on land which has historically been farmland and open space. The Community Planning Area contains 246 acres used for agricultural or resource purposes. The town has supported these efforts.

Potomac Edison, the electric provider for the residents of New Windsor encourages energy efficient heating and cooling systems. They also provide incentives and rebates on appliances to help reduce the carbon footprint.

Likewise, the major weakness in our efforts has been that a certain percentage of our population does not appear to see the importance of environmental preservation. This is a very difficult issue to address, as the attitude of many of these residents is generational in that they were raised to not fully appreciate the benefit which will accrue from preserving the environment. It is our challenge to continue to work on public education in order to get the buy-in of a larger percentage of our population.

The Town encourages all new development, especially multifamily housing projects, to install Energy Star appliances and low water consumption water closets. Another major weakness is that New Windsor is generally a "bedroom Community" with the majority of residents having to commute out of town for employment along with shopping

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(3) Describe the strengths and weaknesses of the jurisdiction's current stormwater management practices and how these may affect the proposed SC Area. Is redevelopment and retrofitting of infrastructure an issue or opportunity in this SC Area? Stormwater runoff is a significant source of pollution to Maryland's streams and the Chesapeake Bay. Buildings constructed before 1985 have little or no stormwater controls, and development between 1985 and 2010 have some controls. Updated stormwater regulations passed by Maryland's General Assembly in 2010 require that development and redevelopment projects utilize stringent stormwater controls. Sustainable Community Areas may have opportunities for redevelopment practices that can reduce stormwater flows. (Answer Space 4,000 characters)

The revised (2004) Stormwater Management Chapter of Carroll County's County Code increased the area subject to storm water management compliance as well as expressing a preference for non-structural storm water management practices. In addition, the 2004 revision also addressed various issues relating to review, inspection, and maintenance, thus increasing the effectiveness and safety of the system as a whole.

Around the same time that the new management regulations were put into effect, a Water Resource Management chapter was created that designated water resource management areas as well as creating a Water Resource Management Manual. This has led to improvements such as water resource impacts being reviewed as a part of the development process. Another benefit has been that a floodplain management program was put in place to provide review and regulation of the area's floodplains.

The aforementioned regulations have done much to improve the quality of the water in New Windsor and the surrounding areas. The water quality will be protected both during the development process and afterwards. The Town has adopted these regulations and through a Town/County agreement, Carroll County will be handling much of the implementation process.

As part of New Windsor's Comprehensive Plan, a new Water Resources Element has several aspects that figure significantly into storm water management systems. A key provision is to identify suitable waters and land to receive storm water and nonpoint sources of water pollution such as private septic tanks. One subsection of this part of the WRE involves getting a programmatic assessment that includes a review of all local storm water management requirements and implementation effectiveness. Another component involves studies looking at the impact on the environment of various land-use changes that occur in the future. The WRE also looks to refine the nonpoint source analysis to assess how easy it would be to achieve pollutant load reductions where necessary at various locations. The Town of New Windsor and Carroll County developed a WRE for the New Windsor municipal growth area. The Mayor and Council adopted the WRE on April 7th, 2010 as part of the Comprehensive Plan. This was necessary above and beyond the county wide WRE due to the fact that virtually all of the areas that would be developed in the growth area are forest and farmland and thus have a large impact on storm water runoff if these lands were altered. Only certain kinds of facilities would be effective in these areas based on the soil types and extensive occurrence of karst terrain in the growth area. The need to adequately address storm water runoff in this area is made more difficult by these limitations.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

D. Economic Conditions & Access to Opportunity: Strengths and Weaknesses

(1) Describe the jurisdiction's current economic strengths and weaknesses. For example, are there distinct economic drivers in the area or region that will affect access to job opportunities and the progress of the SC Plan? What are the main barriers to the Area's economic competitiveness? What is the current level of broadband access available to serve residents, businesses and public facilities? What efforts are currently in place to increase worker skills and employment? Describe trends in employment rates and business formation.

(Answer Space 4,000 characters)

Most of the Town's land is dedicated to residential use. The industrial uses are clustered along Maryland State Route 31, east of the Village Center. The three largest industrial companies are Universal Forest Products, UIDC, and Earthwood. Ultimately, the Town envisions the area along Route 31 to be an industrial corridor. There is a small contiguous area of industrially zoned land on the west side near the railroad tracks. Employment Campus zoning is currently in existence in two areas, along the west side of Maryland 31 across from Tibbets Lane and at the intersection of Maryland 31 and Springdale Ave., containing the Brethren Service Center campus.

New Windsor has a variety of commercial uses already existing within the Village Center. Additionally, the Town has begun to see some limited business development principally as home-based day care and a bed and breakfast Inn. At the present time, there are approximately 35 businesses in town. Nearly all of these are service businesses, which include legal, auto repair, restaurants, beauty salons, information technology, professional services, banks, dentistry, upholstery, landscaping, and bed and breakfasts.

According to the Comprehensive Plan, "Many instances exist where the available undeveloped commercial and industrial sites are inappropriate for those uses." The Town will address this issue in part of the Sustainable Community plan. However, New Windsor wishes to preserve its small-town atmosphere, preserve its historic character, and retain current uses. The design of traditional strip mall is inconsistent with this philosophy.

If businesses wish to be located in the Village Center area, additional sites will need to be identified to accommodate them. While some vacant commercial spaces are available, an abundance of buildable land is not available directly on Main or High Street.

The area surrounding the Town is heavily agricultural, with crops such as hay, grains, and vegetables being grown. Dairy operations, once a staple of this part of Carroll County, have decreased in recent years.

Effective this spring, Fiber Optic is available in Town Hall, the New Windsor Fire Hall, the Carroll County Public Library Headquarters and the 911 Center, all located in New Windsor. Eventually, businesses and non-profits will be able to take advantage of the broad band, high speed internet system. One of the main barriers to economic competitiveness is the relative geographical isolation of New Windsor. Most residents must travel to Westminster, the county seat, which is about 7 miles away, to work and shop.

Employment rates have remained relatively stable over the past 10 years. The fastest growing segment of the work force has been in the "Managerial and Professional Specialty Occupations" category. Business formation has increased during that period of time.

Most new development will have to be of a commercial nature and serve primarily the residents of town. This dictates that most will be small operations without a large number of jobs at each. However, the development of the Dielman Inn would result in its being one of the largest employers, especially for low-and-moderate income persons.

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(2) Describe the jurisdiction's housing market and access to affordable workforce housing. What are the trends in residential construction (rental and homeownership), homeownership rate, foreclosure rate and, property values. Describe how and whether your jurisdiction's prevailing housing costs - both homeownership and rental - are affordable to households below 120% AMI, 80% AMI and 50% AMI. What efforts are in place currently to house individuals, families and the disabled at or below the AMI levels described above? (Answer Space 4,000 characters)

The 2007 -- 2011 American Community Survey was the source of the following information on housing occupancy and costs. During that time frame, of the 541 housing units, 479 were occupied, yielding a vacancy rate of 11.1%. The homeowner vacancy rate was 3%, while the rental vacancy rate was 23.7%. This indicates a relatively stable homeowner dominated community. This is further supported by the fact that only 26.7% of the housing units are occupied by families which moved into their current home in 2005 or later. The median value of housing units which are owner-occupied is \$303,000, which is almost on par with the state of Maryland as a whole. Housing values are clustered at a value of \$200,000- \$499,999, with 42.2% of the owner occupied units in a value range of \$200,000 to \$299,999. Forty-six percent of the housing units are valued at \$300,000 to \$499,999. The majority of homes in Town are therefore affordable to middle income persons.

The median contract rent is \$788 per month, with the majority of the units clustered at rents of \$500 to \$1499. Specifically, 30 units are rented for \$500 to \$749, 25 are rented for between \$750 and \$999 and 32 are rented for between \$1000 and \$1499. These figures indicate a more upscale rental environment.

New Windsor, like many other communities in the country, has been affected by the national economic downturn, with the corresponding sluggish housing market. However, it has been rebounding somewhat over the past year.

One of the major factors in the housing market is the stability of the population, with the majority of the population remaining in their residence for a number of years. The Town feels that this shows the level of satisfaction of residents with the quality of life in New Windsor and the sense of community which exists here.

There are currently several housing assistance programs available through Carroll County. Roughly 25 or nearly 5% of the households within the New Windsor area are currently receiving some sort of housing assistance. This includes a rental assistance program which offers temporary rental assistance for low income persons. Rural Development Administration assistance can be used by low income families to purchase, refinance, and rehabilitate dwellings with no down payment. Interfaith Housing helps working families build their own affordable homes. The following housing recommendations are made in the Comprehensive Plan:

- pattern new development to preserve the rural atmosphere of the area
- allow for diversity of housing types
- support the creation of compact communities
- require architectural renderings of plans

II. SUSTAINABLE COMMUNITY BASELINE INFORMATION

(3) Describe the SC Area's demographic trends (with respect to age, race, household size, household income, educational attainment, or other relevant factors). (Answer Space 4,000 characters)

New Windsor is located in Carroll County and has a total population of 1396 as of the 2010 Census. The median age is rather young at 37.6. Of the total population, 731, or 52.4 %, are females and 665 persons, or 47.6% of the population, are male. The Town is relatively homogeneous in its racial composition, with 92.3% being Caucasian, 3.9% being African-American, 1.1% being Asian, and the rest being of other races.

All residents of the Town reside in 526 households. Of that number, 364, or 69.2%, are family households. Two hundred and eight households, or 39.5%, contain children under the age of 18 years of age. One hundred and thirty households, or 24.7%, contain persons over 65 years of age. The average household size is 2.65 and the average family size is 3.24. Approximately 283 households, or 53.8% of the population, are constituted with a husband-wife family.

The population is relatively stable, with 98.6% of the residents having lived in the same house a year prior to the 2010 Census. 94.9% of the residents were born in the US.

In regard to educational attainment, 90.5% achieved a high school diploma or higher, while 29.6% achieved a bachelor's degree or higher.

Ninety-five persons are veterans, or 10.7% of the population.

The 2010 Census shows an unemployment rate of only 3%, less than half of the state's unemployment rate. In May of 2013, it was 5.8%, compared to the state's rate of 6.9%. The median household income was \$80,311. Only 1.5% of the population, or 7 persons, receive public cash assistance. Thirty-one persons, or 6.5%, receive Food Stamps or SNAP benefits. Only 3.4% of the families are below the poverty level.

III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS

A. Organizational Structure:

Describe the Applicant's organizational structure. Specifically, which organizations are members in the Sustainable Communities Workgroup and who are the respective staff? Who are the leaders, and how will the Workgroup advisor or staff manage implementation of the SC Area Plan? (Answer Space 4,000 characters)

The Town of New Windsor has a Mayor-Council form of government. The Mayor is Neal Roop, a lifelong resident who operated his family's grocery store on High St. He is now employed at the Carroll County Volunteer Emergency Services Association in Westminster. In May, Mayor Roop began his second term as Mayor. He had served on the Town Council for 17 years prior to that. The Mayor's vision for the Town includes the following:

- The re-development of the Dielman Inn
- Completion of a re-vamped water and sewer system which includes the replacement of aging pipe
- Continuous development of recreational opportunities
- Preservation of the historic character of the Town
- Well-planned economic development
- Repair/replacement of sidewalk throughout town and the re-surfacing of several streets

The Council members are: Ed Palsgrove, Edward Smith, Kevin Null, Kimberlee Schultz, and Steve Farkas. The Town has 4 full-time employees-the Town Manager, Frank Schaeffer; the Town Clerk, Donna Alban; Public Works, Wayne Myers; Public Works, Vacant; 2 part-time employees- Receptionist/Secretary, Roma Green, and the Zoning Administrator, Dale Gray. Mr. Schaeffer has had a long career in public service, having worked for Carroll County Government for 31 years in the Planning, Development Review and Public Works Department. New Windsor also has a 7-member Planning Commission, a 3-member Board of Zoning Appeals and a 3-member Ethics Commission. The Town provides water and sewer service, zoning, and street maintenance and repair. The Carroll County Sheriff's Department provides law enforcement services on a contractual basis.

The Sustainable Communities work group is comprised of the following members

Mayor Neal Roop
 Town Manager Frank Schaeffer
 Councilman Ed Smith, Chair of the Town's Community Enhancement Committee
 Councilwoman Kimberly Schultz, Chair of the Town's Economic Development Committee
 Dave Hoffman, Chair of the Town's Planning Commission
 Larry Cotherman, Landlord for LMI tenants
 Doug Brown, New Windsor resident

Town Clerk Donna Alban serves as staff to the work group. Mayor Roop serves as the Chairman. He will implement the Sustainable Communities Plan as part of his duties as Mayor.

III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS

B. Organizational Experience:

Describe the Applicant organization's past experience in administering revitalization plans and projects. Describe the roles of the members of the Sustainable Communities Workgroup, including their experience in implementing revitalization initiatives. What are the strengths and challenges of the capacity of these groups with respect to implementation of the SC Plan? (Answer Space 4,000 characters)

The town government and the Sustainable Communities workgroup are well qualified to administer revitalization activities. The town government has been quite stable, with the Mayor in his second term and having served on the council prior to that for over 17 years. At the present time, the Town sees a number of strengths in the capacity of this group. These include the following:

- experience in recreational activities
- experience in town events
- experience in heritage tourism projects
- commitment to revitalization

One of the weaknesses we can identify is that some of the work group members are acting as volunteers, which limits the amount of time available. However, the Town feels confident that this will be accommodated and that a successful revitalization effort will result.

One of the major revitalization projects at the present time is the renovation of the Dielman Inn. The Town envisions this to be a restaurant with residential units on the second floor. The Town of New Windsor purchased the property using reserve funds. At the present time, it has been estimated that lead paint abatement would cost approximately \$500,000. Mayor Roop and his staff have been very active in searching for sources of funding for this project. A local building contractor has expressed interest in being the developer. On August fifth, a meeting took place between town officials and CDBG staff, Les Hall, and James Castle. The Town plans to continue to talk with the CDBG staff in order to receive funding to begin this project. The Town has also hired a Grant Consultant, Valerie Mann, to search for funds for this project. Ms. Mann has worked on the Washington Hotel project in Princess Anne, which received CDBG, private funds, Maryland Heritage Areas Authority funds, and funds from the Rural Business Enterprise Grant program of the US Department of Agriculture.

A listing of projects the Town has administered is included in Section II.A.5.(5)(a).

III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS

C. Public Input:

How did residents and other stakeholders in the community provide input to Action Plan described below in Section IV? (Answer Space 4,000 characters)

This input was provided through the Sustainable Communities work group, which includes several citizen and citizen organizations as described above. The Town feels that the work group contains a broad base of citizen representation.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

The Sustainable Community Action Plan (SC Plan or Plan) is meant to be a multi-year investment strategy - a strategic set of revitalization initiatives and projects that local partners believe will increase the economic vitality and livability of their community, increased prosperity for local households and improved health of the surrounding environment. The Plan should be flexible enough to be updated regularly and renewed every five years as the community envisions new goals. The priority initiatives and projects in the SC Plan should improve the livability of community places -- residential, commercial, or other public or private properties - and create new work, retail, recreational and housing opportunities for residents. These projects should also reduce the environmental impact of the community through water and energy resource conservation and management strategies. In this way, the Plan can be a road map for local stakeholders as well as State agencies to work together to create a more a sustainable and livable community.

A. Supporting existing communities & reducing environmental impacts.

(1) A community's approach to Smart Growth generally includes two inter-related areas of focus: encouraging reinvestment and growth in existing communities; and, discouraging growth that degrades natural resources, and farms and rural landscapes. Broadly describe your jurisdiction's Smart Growth approach and any significant accomplishments made over the last decade or so. (Answer Space 4,000 characters)

The Town of New Windsor is in an excellent position to promote Smart Growth policies. The Town's interests and goals have been aligned with those of the Smart Growth legislation ever since it first was signed into law.

Many state funding programs have the requirement that the project in question take place in a Smart Growth location or Priority Funding Area. The Town has much experience planning projects that are consistent with Smart Growth.

The Town of New Windsor strongly believes that remaining inviting to tourists depends in large part on keeping our natural beauty intact. Having mostly rural areas surrounding the Town increases the appeal of our area.

The Town has both followed the letter of the law and the spirit the Smart Growth legislation was written in. We know the benefits of following Smart Growth procedures and our policies reflect that. Most development in the area has been within the town limits.

Nearly all of the major town projects have been oriented toward preserving the Town of New Windsor as a center of tourism. The Town is surrounded by farmland and is located approximately 4 miles away from the nearest other municipality, Union Bridge. The construction of a new wastewater treatment plant was designed to promote the principles of Smart Growth by concentrating development within the town limits of New Windsor. This was a major project costing over \$5,000,000.

The Town is participating in a State Highway Administration Streetscape project which will further augment the Town's position as a community in support of Smart Growth. This will be a major project which, depending on funding, will be initiated within the next five years. It will provide major improvements to the business area of New Windsor, including sidewalks, street lights, and benches. This will also serve to support the Town's position as an attraction to tourists in Carroll County and Central Maryland as a whole. Having an attractive and revitalized downtown will encourage tourists to make New Windsor a stop on their route. Local businesses will benefit and it is possible that new businesses will arise as a result of the increased demands from these visitors. The Town recently received \$1.5M from the Maryland State Highway Administration for full funding of the preliminary design phase of the streetscape project. This will be used in FY's 14, 15 and part of 16.

The Dielman Inn will be another major attraction for visitors to the region. Due to the low population base, there is not a large cluster of restaurants in the area. Having an upscale restaurant housed within an historic property will be an attraction in itself and will further encourage tourism and downtown revitalization.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) Describe any major investments in community infrastructure -water, stormwater, sewer, sidewalk, lighting, etc. -- that must be undertaken in order to improve the readiness or competitiveness of the proposed SC Area for private investment and compliance (if applicable) with TMDL regulations. Addressing the stormwater during redevelopment can reduce the pollution entering our streams and contribution to the restoration of the Chesapeake Bay. Investments in infrastructure, generally, can be an important catalyst for new private investment in the community. (Answer Space 4,000 characters)

The following are the major investments needed to carry out a successful Sustainable Communities Plan:

- Replacement of a 100-year-old water line coming into town and 50-year-old sewer lines. There are 5 miles of water lines coming into the Town from the wells which are the sources of water
- Installation of filter system on selected wells
- Correction of infiltration/inflow problem in the wastewater treatment system
- Replacement of sidewalks throughout the Town
- Blacktopping, curb and gutter, and storm drainage on selected streets throughout the Town
- Re-development of the Dielman Inn into a restaurant on the first floor and residential units and/or offices on the second floor
- Completion of the closing of the lagoon sewage treatment system
- Rehabilitation of the spring house at the site of the Sulfur Springs for which the Town was originally named
- Upgrades to various recreational facilities
- Completion of water/sewer study

The Town will also seek an Arts and Entertainment District designation and will implement a "Walking to Better Health" program as part of its Sustainable Communities Plan.

The Arts and Entertainment District would facilitate the planning and execution of major events such as a chili cook off, Fall Fest, and Music Festival.

Some of the events mentioned were having an annual event i.e., FallFest, Chili Cook off, Music Festival, etc.

The Town would like to become a "Walk for Health" community. We would encourage citizens to get out and walk around the town. After the Streetscape is completed, the Town would construct walking trails with historic sites included in the walk. Festival, etc.

Plans include having distances (1/8, 1/4, 1/2 etc.) either on signs or on the sidewalks to let people know how far they have walked. Discussions are under way to have Lehigh Cement Company put in a walking trail around the New Windsor Quarry. This would be about a five mile trail that would bring people from around the County, State and perhaps regional area to New Windsor.

Bike trails similar to the "Walk for Health" plan.

Finally, "Open Gym" at the Brethren Service Center would be included. This could be after school for the youth or nights for adults or families.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Describe policies, initiatives or projects that the community will undertake or expand in order to reduce the SC Area's impact on the environment. Examples include but are not limited to: conservation or management of stormwater through retrofitting of streets and by-ways (Green Streets, rain gardens, etc.); retrofitting of facilities and homes for energy conservation; implementation of "green" building codes and mixed-use zoning; recycling of waste; clean-ups of watersheds; and, encouragement of "Buy Local" approaches that benefit local suppliers and food producers. A comprehensive menu of such actions may be found through the nonprofit Sustainable Maryland Certified initiative. (Answer Space 4,000 characters)

The Town wishes to pursue the following projects which will reduce impacts on the environment:

- Development of a plan to encourage walking and bicycling
- Continue using environmentally friendly materials in all construction
- Continue to strongly enforce the recently adopted storm water management regulations and be aware of changes which may need to be made over time
- Research grant possibilities with the Maryland Energy Administration
- Implement energy-savings in all town-owned buildings
- Replace antiquated water and sewer lines to eliminate the loss of 25% of the water pumped
- Continue to develop recreational areas to encourage citizens to walk, rather than drive to such opportunities

One of the most effective ways to reduce adverse impacts on the environment is to provide facilities for bicycling and walking which will in turn reduce driving with its carbon emissions. The Town, being surrounded by a rural area, has numerous opportunities for the development of trails for walking and bicycling. The current layout of the Town is conducive to this project due to the fact that it is laid out in a rather compact area with commercial services located in the town center along High and Main Streets.

All requests for bid will encourage contractors to use environmentally friendly materials. One of the factors considered in the award of bids is the use of these materials.

The Town will monitor MEA programs in order to determine whether it will be eligible for future rounds. To date, the funding which has been allocated to municipalities and counties in the state must be targeted to facilities owned by the local governments. The Town is particularly interested in programs which will assist in making municipal facilities environmentally friendly.

New Windsor's 100-year-old water lines are posing an ever-increasing environmental problem due to the many holes and cracks present. This causes the loss of 25% of the water which flows through the lines, thus posing a great environmental challenge. Locating funding for that project is one of the highest priorities of the town government.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

The Town will implement all of the activities shown in Section 3. They are all municipal functions and, in some cases, are already being handled by the Town. This type of work is not ordinarily conducted by non-profits or for profits.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

B. Valuing communities and neighborhoods -- building upon assets and building in amenities:

(1) What are the key assets that exist in the community upon which the Plan's projects and initiatives will build? Assets may include physical assets such as parks and historic structures and also civic and economic assets such as employers, educational institutions, and cultural organizations and activities. (Answer Space 4,000 characters)

The following are key assets which can be utilized by the Town of New Windsor in its revitalization efforts:

- Location in a rural, unspoiled area
- Proximity to major metropolitan centers such as Washington, DC and Baltimore
- Responsive town government
- Historic resources and National Register of Historic Places District
- Base of commercial businesses
- Recreational facilities
- New wastewater treatment plant
- New Windsor Heritage Commission
- Well-attended special events
- Dielman Inn
- History associated with sulfur springs
- Strong base of civic groups
- Streetscape opportunity
- Gazebo for outdoor concerts
- Proximity to the county seat of Westminster

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) What policies, initiatives or projects will reuse or enhance the historical assets, traditional business districts/Main Streets and cultural resources of the community? What actions will reinforce your community's authentic "sense of place" and historic character? (Answer Space 4,000 characters)

The Town of New Windsor was laid out in 1797 and later became known informally as Sulfur Springs, after waters thought to have medicinal value. The Town soon became a resort destination. Beginning in 1855, New Windsor experienced increased residential interest. The stagecoach and wagon roads connected the area to Baltimore, Gettysburg, York, and Philadelphia. New Windsor found itself the center of commercial activity. The same roads also brought the Civil War armies of the North and South to New Windsor.

By 1862, New Windsor was at the western end of the Western Maryland Railroad. This also led to the development of stores and hotels and an increased ability of farmers to ship their produce to the eastern parts of the state and nation.

New Windsor boasts many distinctive architectural styles. This includes Pennsylvania Farmhouse, Queen Anne's style, T-plan structures, bungalows and four squares. Although New Windsor architectural styles date back to the late eighteenth century, there is a strong presence of elegant Victorian homes that reflect the influence that arrived with the railroad beginning in 1862. Many of the industrial buildings that once stood along the railroad tracks in town, along with the depot, have been demolished.

A number of inventoried historic structures, sites and districts exist in New Windsor and the surrounding area. This includes the New Windsor National Register Historic District, which encompasses most of the commercial core of the town. The district includes the following historically significant buildings: Old Main, Sulfur Springs, A. Hibberd/Buckey-Bixler Farm, New Windsor Presbyterian Church, Pipe Creek Church, Pipe Creek House, Avalon, Sunnybrook Farm, Englar House, 312 High St., Joseph Stouffer House, 311 High Street, 114 Church St., Bixler House, Elhannon/Englar Farm, G. Hibberd House, W. Hibberd House, Windsor Castle, J. Frank Getty Farm, Sensing-Ecker House, and the Sullivan-Waesche House.

The historic Dielman Inn, in the heart of the village center, is now owned by the Town and is being targeted for renovation. At present, it has serious lead-based paint issues which will cost over \$400,000 to correct. The inn had previously been designated as endangered.

The Town supports the preservation and re-use of these properties. The New Windsor Heritage Commission is the implementing agency for these policies.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Describe policies, initiatives or projects that will increase community access to green spaces, parks and other amenities? A community can gain social and physical benefits from access to a healthy natural environment. The inclusion of complete streets, trails, green space, parks and trees contribute to the character and health of a community. Examples might include improvements to the tree canopy by planting street trees, improving local neighborhood streams, or reusing a vacant lot for a new community park or playground. (Answer Space 4,000 characters)

The Town has several parks and recreational facilities. A small park and playground is located between Lambert Avenue and Robinson Drive at the end of Maple Avenue. This 1.9-acre facility also has a pavilion available to be rented for various occasions.

Another park facility is located on the corner of Maryland Routes 31 and 75, which are Main Street and Green Valley Road respectively. This park provides seating for pedestrians and residents while enhancing the atmosphere of the Main Street area. The park is also the site of the annual town Christmas tree lighting ceremony. A facility on Water St. offers two lighted tennis courts, an additional tot lot, and a basketball court, all enclosed by fencing. This facility takes in about 1.5 acres of land. In addition, ballparks are available on Meadow Lane, sitting on approximately 3 acres. These ball fields are the primary location for the Recreation Council's baseball league games.

The Town owns a 15 acre piece of open space land that lies along Little Pipe Creek and is located in the Atlee Ridge subdivision.

In addition to the town-owned recreational facilities, residents are able to utilize school grounds during times that they are not being used for school athletic practices and events. Fifty acres of undeveloped land in the Atlee Ridge subdivision creates a base area to start a park which will run the length of Little Pipe Creek inside town limits. The starting point of the park will be along the west side of the railroad tracks opposite the southwest corner of the sewage treatment plant facility. The other end of the park will terminate by Tibbets Lane.

The Little Pipe Creek Trail is a proposed county project that would link Union Bridge to New Windsor along a 3.5 mile trail. The trail would follow existing road rights-of-way and would provide a non-motorized transportation alternative for area residents. The Town and the County will coordinate the development of a linear park and trail to explore the possibility of connecting the two projects.

The Town is surrounded by the Little Pipe Creek Rural Legacy Area. Preserving land within this area will help to preserve the watershed headwaters and other resources and culture of the area and provide a buffer between new Windsor, Westminster, and Union Bridge.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? *(Answer Space 4,000 characters)*

The following are the community groups and stakeholders which will ensure the success of our Sustainable Communities plan:

- Town of New Windsor
- New Windsor Heritage Society
- Carroll County Economic Development Commission

The Town of New Windsor will be charged with the oversight of our Sustainable Communities program, due in part to our experience with the management of any grant funds which will assist with this effort. In addition, some of the actions which need to be taken will be those which are uniquely assigned to a municipal government. For example, any street work which must be undertaken to aid in the revitalization effort must by necessity be done by the Town, as the Town is the owner of the various streets. In addition, we will provide overall leadership in coordinating and carrying out the activities. It will be our responsibility to follow-up with the other stakeholders in order to ensure that certain critical tasks are being done.

The New Windsor Heritage Society will continue to work on historical preservation. This organization has done an exemplary job in the past of preserving the area's historical assets. Historic preservation is one of the key drivers of our tourism industry and this is therefore a very important part of our Sustainable Community strategy.

The Carroll County Economic Development Department will continue its job of attracting new businesses to the County and to New Windsor. This organization will provide support in attracting new jobs and new investment in the community.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

C. Enhancing economic competitiveness

(1) What economic development policies, initiatives or projects will improve the economy through investments in small businesses and other key employment sectors? What economic development and business incentives will you build upon or implement as part of the SC Plan? Examples could include but are not limited to: green-taping for expedited project application review; permitting and inspection; job training; business tax credits; and, revolving loan funds. (Answer Space 4,000 characters)

The overall economic development goal of the Town, as stated in the Comprehensive Plan, is to increase the commercial and industrial tax base by 50 percent by the year 2020. The Town's industrial uses are clustered along Maryland State Route 31, east of the village center. One of the Town's objectives is to have this area be an industrial corridor. Employment Campus zoning currently exists in two areas, along the west side of Maryland 31 across from Tibbets Lane and at the intersection of Maryland 31 and Springdale Avenue, which contains the Brethren Service Center campus.

The following strategies will be implemented by the Town to improve the economy through small business:

- Continue to coordinate economic development efforts with the Carroll County Department of Economic Development
- Evaluate the current and vacant supply of industrial and commercial sites for appropriateness and feasibility. The Town's Comprehensive Plan recommends that it evaluate the existing developed sites to see if the assigned zoning is appropriate to the use that currently occupies the site or could occupy the site in the future. In addition, undeveloped sites will be evaluated to determine if they would be attractive to potential new users. The Town's objective is to identify new sites based on environmental constraints, the transportation network, market potential for the area, plans for extending public water and sewer services, available labor force, and community desires.
- Evaluate potential areas to market and develop a joint marketing plan with the Carroll County Economic Development Department. The Comprehensive Plan states as a goal that the Town should evaluate what types of businesses are most likely to locate in the area and why. Once this market niche has been established, the Town will work with the County to develop a joint marketing strategy.
- Encourage the development of attractive business areas. The Town wishes to preserve a small-town atmosphere, preserve its historic character, and retain the characteristics that make it unique. The Town will promote Main Street revitalization to enhance the economic viability of the village center and to identify potential additional commercial sites close by. There is not an abundance of buildable land which fronts directly on Main or High Streets in what has traditionally been known as the downtown area.
- Evaluate and build upon the county industrial land study and economic development elements. Several of the areas identified on the 2007 land-use designations map have already been compromised by small amounts of residential development. This needs to be the subject of a coordinated plan.
- Shift priorities for planned water and sewer service areas to encourage further development of the industrial areas and consider alternative means to finance an expansion of services to the Tibbets industrial area. This would include considering water and sewer service. The Town will work with the Maryland Department of Business and Economic Development to develop other funding sources. New Windsor will adopt legislation to allow the Town to enter into development agreements with potential industrial developers/users
- Develop a bicycle/pedestrian pathway to connect the industrial area to the village center, allowing multimodal access to the industrial area by employees
- Consider a tax abatement program for existing commercial and industrial sites as well as homes within the Main St. and High St. area
- Integrate the potential for Mom and Pop convenience uses into new residential neighborhoods to promote a sense of community and reduce car travel

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) What workforce development policies, initiatives or projects will increase access to jobs and economic opportunity for residents in the SC Area? Do you have a goal for job creation? Are green jobs an opportunity in the jurisdiction or SC Area? (Answer Space 4,000 characters)

It is our policy to assist our new and prospective businesses as much as possible. We believe that the role of local government in economic development is extremely important. We have thus taken a policy of being proactive toward economic development and workforce development.

The Town will be active in disseminating information regarding the state's workforce development assistance programs. It will target training programs for prospective new employees. The State of Maryland has a full range of excellent training programs which have been relatively underutilized here. We will be proactive in ensuring that prospective new employers are fully aware of the plethora of assistance available for job training.

Any new businesses which locate in New Windsor will have an immediate impact on job creation. This is another justification for creating a business friendly approach to permitting and inspections. Due to our small size, the Town has been able to be business friendly. However, our Sustainable Communities Plan institutionalizes this policy and emphasizes its importance.

The Town will encourage any new businesses to hire local residents. This has nearly always been the case with any new enterprises locating in the area. These businesses seem to prefer hiring local residents in order to provide a more stable base among their employees. Residents of our area tend to stay at a job for a number of years. This is attractive to prospective new employers.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Describe whether the Sustainable Community will be impacted by the Base Re-alignment and Closure (BRAC) activities in Maryland. If impacted, how do the initiatives and projects in your Plan complement BRAC-related growth? (If not applicable, all ten points will be assessed based on answers to questions 1, 2, and 4) (Answer Space 4,000 characters)

N/A

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

The Town and the Carroll County Economic Development Department will be tasked with these initiatives. New Windsor will also depend heavily upon the input of the individual businesses in town.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

D. Promoting access to quality affordable housing.

(1) What housing policies, initiatives or projects will expand housing choices - rental and homeownership -- for people of a range of ages, incomes, and also for disabled individuals? How will these actions address the current housing conditions and needs noted in Section II? (Answer Space 4,000 characters)

It is the policy of the Town of New Windsor to support a number of housing units which can be made available to persons of all income ranges and needs. The Town also follows the letter and spirit of all fair housing laws. New Windsor will promote the right of all individuals to live wherever they choose.

The Carroll County government helps citizens with housing assistance programs, including Section 8 Rental Assistance, the Rental Assistance Program, and the Interfaith Self-Help Program. Roughly 25 or nearly 5% of the families in New Windsor are receiving some sort of housing assistance.

The Town's present ordinances support the maintenance of housing which is in decent, safe, and sound condition. New Windsor has taken an aggressive policy in inspecting its rental housing in order to ensure that renters live under safe conditions.

The following are specific initiatives and projects the Town will undertake in order to promote the improvement of the housing stock:

- Pattern new development after desirable qualities of the established built environment. The Town will work with the County in creating design guidelines for both subdivisions and site plans and provide the option for planned unit development.
- Allow for diversity of housing types.
- Maintain density to support the creation of compact communities.
- Amend subdivision/site plan regulations and the zoning ordinance to require architectural renderings with plans.

There is not a significant need for housing rehabilitation in New Windsor, as most of the housing is in good repair.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) Will these housing initiatives or projects increase access to transit or community walkability and/or decrease transportation costs? In other words, will the housing investments result in more people living near work or town centers, or able to more conveniently reach work, school, shopping and/or recreation? *(Answer Space 4,000 characters)*

It is not anticipated that housing initiatives will have any impact on the transportation, which mainly consists of private vehicles. There is limited public transportation in the area. It is expected that related community walkability projects will augment our housing efforts. Carroll Area Transit System (CATS) provides limited "Demand-Response" service into Town. Effort will be taken to coordinate with CATS to have a shuttle service between New Windsor and Westminster. This will allow for residents without transportation to receive services not available in New Windsor.

Most of the sidewalks in town need repair or replacement. A major element of our SC plan is to seek funding through CDBG for areas occupied by low-and-moderate income persons and through Community Legacy for other areas.

The Town is proposing, as part of this plan that improvements be made in pedestrian walkability. This will include linking all residential areas with the village center and other commercial areas. This will ensure that all residents will have a more than adequate way of getting around on foot.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) What is your goal for of number of units to be created of affordable workforce housing, rental and homeownership? What populations (by income or special needs) will benefit from this increased access to affordable housing? (Answer Space 4,000 characters)

The Town has set a goal for the creation of 10 new housing units per year over the next five years, for a total of 50 new housing units. This would accommodate approximately 125 persons.

It is the Town's goal to incorporate workforce housing into this plan. However, it is not possible to make a solid estimate of the number of such units at this time. This will be tied to new business coming into town and will be handled on a case-by-case basis. It is possible that we will address housing for the workforce by discussing with each prospective new business the particular needs of their employees.

The number of Section 8 certificates to be issued aligns closely with the current federal and state funding available for this purpose. The Town's control over the funding is rather limited. This allocation is highly dependent on the available funding from DHCD.

In developing housing policy, the Town will strongly consider the needs of the following special groups: low and moderate income families with children, students with affordability issues, those living in deteriorated housing, and the elderly. It is absolutely essential that funds be obtained through a partnership of strong private investment with substantial government participation.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

The Town of New Windsor will be a strong participant in these housing programs. It is our expectation that we will play the lead role due to the amount of government funding which will be necessary as well as the incentives which can be provided to private developers. We will also expedite the approval of projects which meet Sustainable Communities goals.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

E. Support transportation efficiency and access.

(1) What policies, strategies and projects are envisioned to strengthen the transportation network that affects the proposed SC Area? How will these initiatives support transportation choices (including walking, bicycling, bus or rail transit, and carpooling) or otherwise promote an efficient transportation network that integrates housing and transportation land uses? (Answer Space 4,000 characters)

The following are SC policies, strategies, and projects relating to transportation:

- Make local roadway improvements to Main St. between Church Street and High Street; High Street between Coe Drive and Main Street; and the High Street intersection with Church Street
- Address the need for bicycle and pedestrian facilities. The Town has developed a map which illustrates a hierarchy of bicycle and pedestrian routes encompassing existing and proposed trails, streambeds, and roadways which can be used for a range of activities from nature walks to bicycle tours. The Town has a linear park included in its planned park facilities. This park will include a bicycle/pedestrian pathway which provides linkages and access between the village center and the Tibbetts industrial area. Most of the land that will qualify for inclusion in this linear park is on land designated Conservation Public Use. Little Pipe Creek Trail is a proposed county project that would link Union Bridge and New Windsor along a 3.5 mile trail.
- Renew efforts to implement the Maryland 31 and Maryland 75 Streetscape Plan. This depends on funding available from the state.
- Consider the impact of roadway improvements and adjacent development in the vicinity of all state scenic byways. The Old Main Street State Scenic Byway, which runs through New Windsor, is virtually the only state scenic byway in the County.
- Investigate and employ traffic calming options.
- Explore cost sharing agreements with the County to expedite local roadway projects.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) If applicable, describe the SC Area's connection or proximity to transportation centers (e.g. Metro, MARC, and light rail stations) and describe opportunities for Transit - Oriented Development (TOD). Will Plan strategies and projects contribute to jobs/housing balance or otherwise provide a mix of land uses that can be expected to reduce reliance on single-occupancy automobiles? (If transit or TOD is not applicable in your community, all points in this section will be based on questions 1 and 3) (Answer Space 4,000 characters)

This question is not applicable to the Town of New Windsor, as we are not served by a public transportation system.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section? (Answer Space 4,000 characters)

Since transportation is largely a governmental function, it is expected that the Town of New Windsor will take the lead role in implementing the projects described in section 1. We are charged with maintaining the town streets and sidewalks and are not able to delegate this role to for-profit or nonprofit entity.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

F. Coordinating and Leveraging Policies and Investment

(1) What specific steps will the Sustainable Community Workgroup take to coordinate policies and funding streams to remove barriers to investment and maximize and increase funding in the proposed Sustainable Community Area? (Answer Space 4,000 characters)

A closer coordination of policies and funding streams is vital to the success of the Sustainable Communities plan implementation. Due to the small size of our community, this has worked well in the past.

The following are specific steps to the removal of barriers to investment in the Sustainable Community area:

- Continue to market the Town's industrial Park and disseminate widely information regarding the incentives which are given to those who locate there
- Work with the Carroll County Economic Development Department in order to take advantage of the state programs which offer incentives to new business
- Facilitate a close coordination between the Town and funding sources such as DBED in order to use resources in the most efficient way possible.

The following steps will be taken by the Town of New Windsor in order to maximize and increase funding in the SC area:

- Seek additional state and federal sources of funding in addition to Community Legacy/Sustainable Community funding
- Maximize the use of Community Legacy/Sustainable Community funding by taking advantage of every application opportunity
- Planning projects so that they can be competitive for purposes of the grant application and have the most impact
- Develop innovative ways to seek donations from local businesses in order to support revitalization.
- Develop innovative and enjoyable fee-based activities which can be attended by the citizens of New Windsor. These fees will support other revitalization activities.
- The Town of New Windsor will regularly evaluate its budget in order to determine what level of contribution it is capable of making to implementing the Sustainable Communities Plan
- Maximize the use of the resources made available by the Carroll County Department of Economic Development in order to assist in implementing Sustainable Communities activities. This could include accessing grant funding for capital projects and assisting with employee training and business assistance for administration

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(2) How is the proposed Sustainable Community Plan consistent with other existing community or comprehensive plans? (Answer Space 4,000 characters)

The only other planning document used by the Town of New Windsor for local development is its Comprehensive Plan, which was adopted in 2007 and amended in 2010. The Sustainable Communities Plan was developed specifically to be consistent with the Comprehensive Plan. The Mayor and Council consider the Comprehensive Plan to be the main guiding document for policy, planning, and capital projects. It was thus necessary to ensure that the Sustainable Communities plan is consistent with it.

The Sustainable Communities Plan was developed to meet the goals of our Comprehensive Plan as well as the goals and objectives of the Sustainable Communities Program as developed by the Department of Housing and Community Development. It is our goal to ensure that as much growth as possible is concentrated within the Town of New Windsor. It is essential to revitalize the entire community. This plan will guide us in a very clear, direct, and useful way. It will provide a blueprint and directions as to how these projects can be financed and carried out. The Town feels that it is important to delineate specific projects and discuss the potential funding sources for each. This will allow the Town to undertake continuous planning throughout the time that the plan is in effect. By noting the various funding sources and the times of their availability, the Town will be able to know when a particular source of funding will begin accepting applications. This will allow us to allocate our resources and staff time appropriately.

Our methodology has therefore been to take the Comprehensive Plan and use that as the basis of our Sustainable Communities plan, updating it as we have proceeded.

IV. SUSTAINABLE COMMUNITY ACTION PLAN

(3) How will the Plan help leverage and/or sustain more private sector investments? *(Answer Space 4,000 characters)*

Private investment will be attracted through most of the individual activities included in the Sustainable Communities Plan.

Our business-friendly approach will ensure that we will be competitive with other communities looking to attract additional jobs and investment. This will allow us to attract a higher level of investment as well as a greater number of businesses.

The Tibbets Industrial Park is another powerful tool for attracting private investment.

Private investment will be sustained through the Town's remaining business friendly. We will continue to shorten the review and permitting times and seek sources of assistance for business expansion. By working with the Carroll County Economic Development Department, we will continue to assist in the advisement of the businesses in New Windsor. This will ensure that a high level of private investment remains in the community for many years to come.

A 10 acre parcel of land adjoining the Town's boundaries is expected to be annexed into the Town in the very near future. This parcel of land known as the Hibberd Property will be zoned commercial and is expected to provide employment opportunities, increase the tax base and provide services not currently available in New Windsor.

V. PROGRESS MEASURES

For the Plan parts of section IV (A through F):

(1) List the specific outcomes that the Plan seeks to produce. (Answer Space 4,000 characters)

The following are specific outcomes that Sustainable the Communities plan seeks to produce:

- Successful completion of all proposed projects
- Improved and revitalized appearance of the downtown
- Resurfacing of various streets
- Improved safety due to the street resurfacing work
- Improvements in storm drainage which will result in less standing water
- Attraction of new private investment
- Increase in assessable base
- Increase in number of jobs available, both in regard to new jobs and retained jobs
- Increase in median income
- Decrease in poverty rate
- Improvement in community pride
- Increased number of visitors and shoppers
- Increased number of events
- Location of additional new businesses in the downtown
- Location of additional businesses in the Tibbets Industrial Park
- Increased revenue available to the Town government to provide exemplary services
- Decrease in crime rate
- Increase in activities for youth
- Stable population
- Increase in services available in the community
- Increase in feelings of safety and security felt by our citizens
- Increase in overall citizen satisfaction

While these specific outcomes are quite ambitious, they correspond precisely to the goals of the Sustainable Communities program. Even without the existence of SC, these would be outcomes which would be desired by any community. The Town of New Windsor will measure success through statistical means. However, anecdotal evidence will also be utilized. This could include reports from citizens regarding their level of satisfaction with the Sustainable Communities activities.

V. PROGRESS MEASURES

(2) And, list the specific benchmarks that will be used to measure progress toward these outcomes. (Answer Space 4,000 characters)

- Successful completion of all Sustainable Communities activities- as confirmed by the Town
- Improved and revitalized appearance of the village center- periodic visual surveys by Town staff and officials
- Resurfacing of various streets which are in need of this work-successful completion of these projects as confirmed by the Town.
- Improved safety due to the resurfacing work- consultation with the Carroll County Sheriff's Department in order to compare the number of accidents on the repaired streets compared with a similar period of time prior to the work being completed
- Improvements in storm drainage which result in less standing water- visual confirmation of progress made by the Town.
- Attraction of new private investment- comparison of the amount of private investment made for the baseline period as compared to one year into the implementation of the Sustainable Communities plan. This data will be gathered by having the Town review any data it may have as a result of property tax records as well as consultation with the Carroll County Department of Economic Development.
- Increase in assessable base- review of tax records both at baseline and one year later. The Town's records will be examined as well as any other pertinent data available at the State Department of Assessments and Taxation.
- Increase in number of jobs available, both in regard to new jobs and retained jobs-comparison of jobs at baseline with the number of new jobs a year later. This data will be compiled by the Carroll County Economic Development Department.
- Increase in median income- consultation of the Census data
- Decrease in poverty rate-consultation of the Census data
- Improvement in community pride- discussions with community leaders, business groups, and neighborhood organizations
- Increased number of visitors and shoppers- comparison of the number of shoppers at the baseline period with one year later. This data will be compiled by consulting with the Carroll County Economic Development Commission, the Carroll County Department of Tourism, and the Carroll County Chamber of Commerce
- Increased number of events- comparison of the number of events at baseline prior to the advent of the Sustainable Community plan with the number of events a year later.
- Location of additional new businesses in the village center-comparison of baseline versus one year later with data gathered from the Carroll County Chamber of Commerce and the Carroll County Economic Development Commission
- Increased revenue available to the Town government to provide exemplary services-review of Town budget by staff
- Decrease in crime rate-consultation with the Carroll County Sheriff's Department for comparison between the baseline period and one year later
- Increase in and enhancement of activities for youth-consultation with the Carroll County Department of Social Services, the Carroll County Sheriff's Department, and the Carroll County Department of Juvenile Services
- Stable population-consultation of Census data
- Increase in services available in the community-survey conducted by the Town
- Increase in feelings of safety and security felt by the citizens- discussions with community leaders, business groups, and neighborhood organizations
- Increase in overall citizen satisfaction- discussions with community leaders, business groups, and neighborhood organizations

REPLACE THIS PAGE WITH
LOCAL GOVERNMENT SUPPORT
RESOLUTIONS

**SUSTAINABLE COMMUNITY APPLICATION
DISCLOSURE AUTHORIZATION AND CERTIFICATION**

The undersigned authorizes the Department of Housing and Community Development (the “Department”) to make such inquiries as necessary, including, but not limited to, credit inquiries, in order to verify the accuracy of the statements made by the applicant and to determine the creditworthiness of the applicant.

In accordance with Executive Order 01.01.1983.18, the Department advises you that certain personal information is necessary to determine your eligibility for financial assistance. Availability of this information for public inspection is governed by Maryland’s Access to Public Records Act, State Government Article, Section 10-611 et seq. of the Annotated Code of Maryland (the “Act”). This information will be disclosed to appropriate staff of the Department or to public officials for purposes directly connected with administration of this financial assistance program for which its use is intended. Such information may be shared with State, federal or local government agencies, which have a financial role in the project. You have the right to inspect, amend, or correct personal records in accordance with the Act.

The Department intends to make available to the public certain information regarding projects recommended for funding in the Sustainable Community Plan. The information available to the public will include the information in this application, as may be supplemented or amended. This information may be confidential under the Act. If you consider this information confidential and do not want it made available to the public, please indicate that in writing and attach the same to this application.

You agree that not attaching an objection constitutes your consent to the information being made available to the public and a waiver of any rights you may have regarding this information under the Act.

I have read and understand the above paragraph. Applicant’s Initials: _____

Anyone who knowingly makes, or causes to be made, any false statement or report relative to this financial assistance application, for the purposes of influencing the action of the Department on such application, is subject to immediate cancellation of financial assistance and other penalties authorized by law.

The undersigned hereby certifies that the Sustainable Communities Plan or Project(s) proposed in this Application can be accomplished and further certifies that the information set herein and in any attachment in support hereof is true, correct, and complete to the best of his/her knowledge and belief.

Authorized Signature

Print Name and Title

Date