

# **Town of Hebron Community Vision and Strategy**

## **Final September 2023**



**Town of Hebron, New York**

**Prepared by Lake Champlain – Lake George Regional Planning Board**

# Town of Hebron Community Vision and Strategy

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## Acknowledgements

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Historical information in this document was derived from *Hebron: a century in review* authored by the Hebron Preservation Society, 1987. Photos of Hebron were provided by Michelle Louy.



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**Hudson River  
Valley Greenway**



LAKE CHAMPLAIN-LAKE GEORGE

**REGIONAL  
PLANNING**

This plan was funded in part by a grant from the Hudson River Valley Greenway with planning facilitated by the Lake Champlain-Lake George Regional Planning Board

## Acronyms Used

AFT	American Farmland Trust
ASA	Agricultural Stewardship Association
CSH	Climate Smart Hebron
EPC	Emergency Plan Committee
FFA	Future Farmers of America
HFH	Hebron Fire House
HPS	Hebron Preservation Society
LCLGRPB	Lake Champlain Lake George Regional Planning Board
NYSERDA	New York State Energy Research and Development Authority
WWIDA	Warren Washington Counties Industrial Development Authorities
WCLDC	Washington County Local Development Corporation

## I. Introduction: History, Agriculture, Beauty

The Town of Hebron is a rural community, steeped in history with rich agricultural ties. Home to the first apple orchard in Washington County and birthplace of a storied potato variety, Hebron is a passionate community whose members take care of each other and welcome new Hebronites to their town. Community members value the rural character, pastoral views, and small-town pace of life and, overwhelmingly, wish to preserve these characteristics. While its rural nature is a cherished asset, it has also led to a community that is both physically and socially disconnected. Several small hamlets are dotted throughout the 56.4 square mile town and with no community school, post office or convenience store to serve as a central gathering location, civic engagement and community identity have diminished. *The Town of Hebron Community Vision and Strategy* was initiated to reengage the community and foster Hebron pride. The end result is a strategy to achieve a community-shared vision that can be used by individuals, organizations, and Town officials to advise future actions and decisions.

*The Town of Hebron Community Vision and Strategy* is the culmination of a year-long effort consisting of broad public engagement and community conversations. The planning process was led by an Advisory Committee and facilitated by the Lake George Lake Champlain Regional Planning Board (LCLGRP) with input from the people of Hebron.



## II. The Planning Process and Community Outreach

*The Town of Hebron Community Vision and Strategy* is the Town's first documented long range planning effort since its founding over 200 years ago. The value of this strategy is multifaceted. First, the planning process enabled the Town and Advisory Committee to engage with community members in new ways to understand their values and attitudes about the Town and its future. Second, it has identified initiatives that align with the community vision, have broad-based community support, and that promise to increase the quality of life for residents. Lastly, the resulting plan will serve the vital function of building community identity and pride and developing a stronger sense of place.

The Town of Hebron began the planning process in early 2022 after receiving a grant from the Hudson River Valley Greenway (HRVG). The Town established an advisory committee comprised of residents, town and county officials, and representatives of local community groups to guide the development of this plan with their local knowledge and expertise. Regular open meetings were held for the review of work products and gathering of community input. In recognition of the need for robust and direct community engagement, the committee solicited public participation at every step.

To formulate the vision and goals a public survey was distributed which received over 120 responses and a community engagement event was held at the highly attended Hebron Volunteer Fireman's auction. The plan also received attention through press releases in the *Granville Sentinel* and highlighted on the *Supervisors Corner* segment on the Town website. A public comment period was provided prior to finalization of this document.



Information in this plan was gathered through a community survey, a public engagement event at the Fireman's Auction on August 6, 2022 (left), and a public presentation held on May 23, 2023 (above).

### III. Select Findings

**Location.** The Town of Hebron is in the eastern portion of Washington County, New York and is bordered by the New York towns of Granville, Hartford, Argyle, and Salem, and the State of Vermont to the east. This location allows easy access to Vermont, Albany, Saratoga, Glens Falls and the Adirondack Mountains. The Champlain Canal and the major railroad hubs in Granville were historically used for travel and to export the various agricultural products of the Town. Today, New York State Route 22 and County Route 30 serve as the primary access routes for the Town and new fiberoptic broadband has been installed throughout the community, increasing opportunities for connections and telecommuting residents. There are six distinct hamlets in Hebron: Belcher, Chamberlain Mills, North Hebron, Porter, Slateville, and West Hebron (**Map 1**).

**Farming.** Agriculture is an essential characteristic of the community and Hebron played a significant role in making New York State the leading potato producer in the country in the early 1900s. Other agricultural pursuits include dairy farming, cultivation of wool, honey, hay, and rye. Today, dairy farming remains the leading agricultural sector throughout the Town, but many small farms produce food for local consumption. In recent years, the community has been experiencing agricultural growth with the legalization of recreational cannabis in New York State. As of 2022 two commercial licenses have been received by Hebron farmers for growing and cultivating the crop.



**History.** From early historical narratives of Mohican and Abenaki hunting grounds to the earliest European settlers who arrived in the 1770's, the people who utilized and valued the lands that would become Hebron did so because of its natural resources and they continue to do so today through agriculture, recreation, and aesthetic enjoyment. The first full time settlers of the area were Scotch-Irish peoples using land grants received after the French and Indian and Revolutionary Wars. Before Hebron was officially incorporated, the area was known as Black Creek after a small waterway that runs through the Town. Hebron was formally established in 1786 and named after Hebron, Connecticut where some early settlers originated.

The Town of Hebron is home to many historic properties and cemeteries dating back to the Town's founding. Two properties are listed on the National Register of Historic Places, the Hebron District School No. 16 located on State Route 22 in North Hebron and the Hebron Valley Grange No. 1103, located on County Route 30 in West Hebron.

The schoolhouse, which dates back to 1846, was listed in 2012 and served the educational needs of Hebron until the mid-1940s. It was listed due to its role in the historical rural education system and for its unique architectural style which used stacked plank construction rather than more common framing techniques. The Hebron Preservation Society acquired the building in 1975 and has since used it as a local history museum.

The Hebron Grange was listed in 2006 and dates back to 1839. The building originally served as the meeting place for the local Methodist church before it was purchased by the Grange in 1911. The Grange occupied the building until 1985 when the organization dissolved. The building is noted for its cultural significance and

association with the local Grange chapter and the New York State Grange movement as well as a social venue for West Hebron residents in the late 19<sup>th</sup> century.

**Sense of Community.** Hebron is a community where residents care about each other and help when they can. Key organizations and volunteer community groups help to build a sense of community and provide support services and engagement opportunities for residents. Below is a list of groups, places, and spaces that provide invaluable services for Hebron. Just as this plan is meant to be a living document that can be amended as needed, the list below will be updated as new groups, businesses, and community spaces are formed and identified.

### **Community Groups**

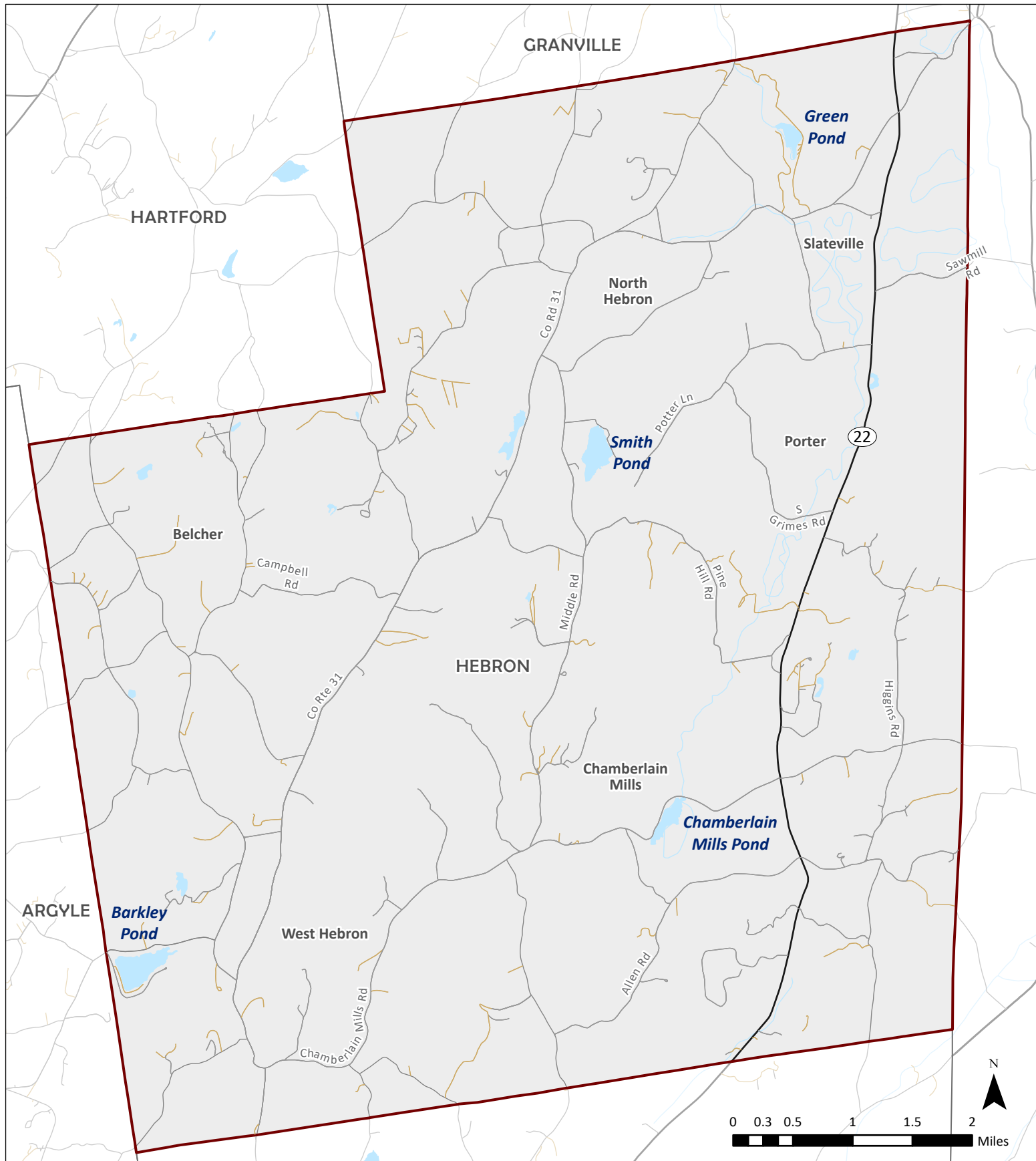
Hebron Preservation Society  
Climate Smart Hebron  
Hebron Volunteer Fire Company, Inc.  
West Hebron United Presbyterian Church  
Hebron Cemetery Association

### **Business and Commercial Establishments**

Andar Creations  
The Bait Shop  
Kelly's Gun & Ammo  
Lucy-Joes Coffee  
The Olde 1840  
R.S. Taylor and Sons Brewery  
Slate Valley Automotive  
Slateville Farm  
Thistle Downs Farm  
Wilson Antiques

### **Community Spaces & Places**

Community Pool  
DEC Fishing Waters Coy Brook  
East Hebron District #16 Schoolhouse  
East Hebron United Presbyterian Church  
Pember Nature Preserve and Porter School House



### Town of Hebron

Town Boundary	State Route	Private Road
Hydrography	Local Road	

REGIONAL PLANNING

Map prepared by Warren County GIS June 2022

## IV. Community Demographics

To better understand Hebron and anticipate the community's current and future needs, a few key demographic trends were gathered using data from the American Community Survey (ACS) 2017-2021 and well as the 2020 US Census.

**POPULATION 1,786.** Hebron has experienced an overall population increase since 1980, with a 4% decrease since the peak population of 1,853 in 2010.

**49.5 YEARS, THE TOWN'S MEDIAN AGE.** This is higher than both Washington County (44.4 years) and New York State (39.8 years).

### **\$60,875 MEDIAN HOUSEHOLD INCOME (MHI).**

This number has seen a slight increase since 2012. Hebron's MHI is lower than that of Washington County (\$63,869) and New York State (\$75,157).

**NEARLY 17% OF HOUSEHOLDS IN HEBRON ARE LIVING BELOW THE POVERTY LINE.** This number is slightly greater than Washington County (11%) and New York State (14%). Approximately 15% of residents receive SNAP benefits.

**762 OCCUPIED HOUSING UNITS** and 218 vacant or seasonal housing units in Hebron.

**EDUCATIONAL SERVICES, HEALTH CARE, AND SOCIAL ASSISTANCE (27.1%) IS THE LARGEST WORKFORCE SECTOR.** Followed by retail trade (12.9%), manufacturing (10.4%), and professional, scientific, management and administrative, and waste management services (8.4%).

**85% OF HEBRON'S WORKFORCE STAY WITHIN NEW YORK STATE** to work and 61% are employed in Washington County

**THE AVERAGE TRAVEL TIME TO WORK IS 29.6 MINUTES** with 5% reporting a commute time of less than 10 minutes and 10% reporting over an hour drive. The majority reported a 30-to-34-minute commute.

**8.1% OF HEBRON'S WORKFORCE REPORTED WORKING FROM HOME IN 2021**, a slight increase from 7.2% reported in 2010.

**45.6 YEARS, THE MEDIAN AGE OF WORKERS IN HEBRON.** Approximately 56% of workers between the ages of 16 and 64 are engaged in year-round, full-time employment.



The Town's Median Age is  
49.5 years old



The Town's Median House  
Hold Income is 13% below  
the County's



41.6% of Hebron's  
Housing Stock was built  
before 1940



Homeownership rate is  
88.6%

## V. Issues and Opportunities

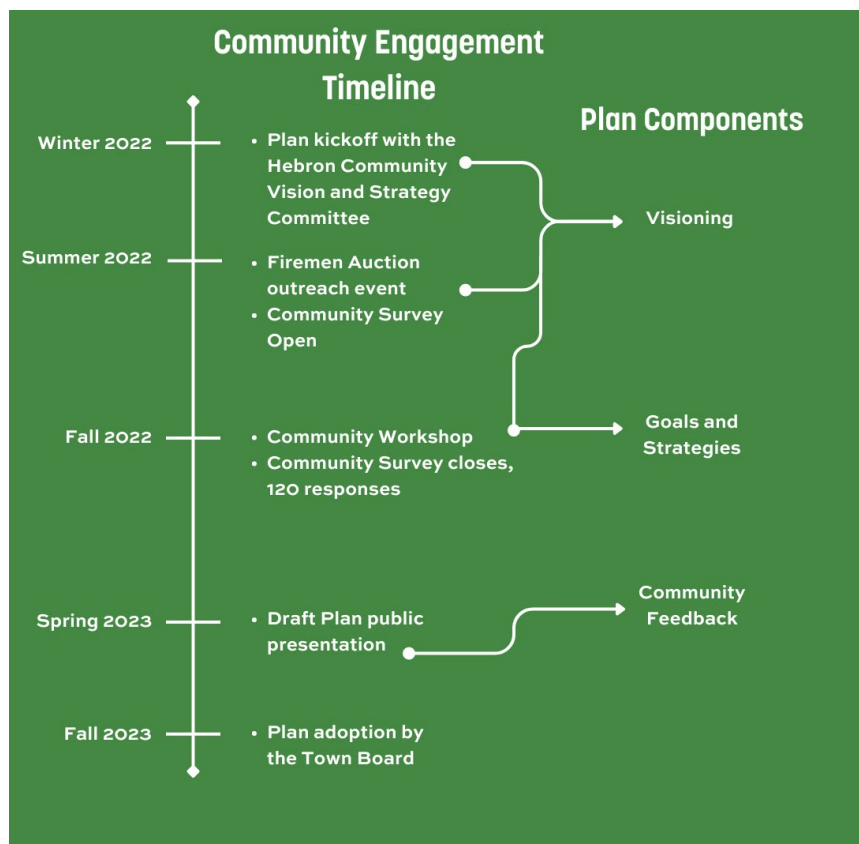
Through this planning process, the Advisory Committee and the community identified what they believe are the community's strengths and opportunities, along with areas that could be improved and built upon. Through a community survey and other in-person events, the residents of Hebron were given the opportunity to describe their values, concerns, and greatest needs. Community members place value in the small town, agricultural feel, its central location, natural beauty, and history. These are the characteristics that define Hebron. Some of the many strengths and opportunities included the recent broadband upgrades, the summer swim program, and the Town's central location. Community concerns were also brought to attention, mainly a concern of a changing community. To residents, a changing community was expressed in several ways, including threats of overdevelopment and the lack of regulations but also the potential of over regulation and tax increases. The community also pointed out potential threats that could exacerbate change in the community including the lack of centralized community communication and gathering places, an aging population, few businesses and services, and the gradual loss of farmland.

Throughout this planning process and subsequent public engagement, the need to strengthen communication between the Town and its residents as well as between community members emerged as an immediate need in Hebron. This need is represented in this strategy as **Goal 1** with six associated objectives.

The community also identified the need for community activities and gathering spaces, the development of which will serve to promote civic engagement (**Goal 7**) and enrich the quality of life and community pride (**Goal 2**) in Hebron. School children in Hebron attend five different school districts in neighboring towns, including one in Vermont. In general, after school and extracurricular activities are based around school so many of these children spend much of their social time outside of the Hebron community. Further, outside of church activities, there are few social or organized recreational opportunities for adults. In recent years there has been a reduction in participation in the volunteer fire fighter squad, this not only speaks to an overall reduction in civic engagement but also poses a risk for the community which depends upon the squad for emergency fire and medical response.

Finally, throughout the planning and public outreach process, there was significant discussion of property maintenance, the condition and safety of housing,

and the role of government in regulating personal property. While this plan makes no recommendation to



expand the municipal government's role in this matter, it should be noted that these concerns were raised by residents, each with a different opinion on the best course of action. This topic may warrant a more in-depth discussion with the community, the county, firefighters, and elected officials in the future. **Goal 6** addresses this issue by promoting opportunities for education and outreach aimed at safety upgrades in homes and providing resources to connect homeowners with funding opportunities to make safety and efficiency improvements to their dwellings.

The strategies presented in this plan are organized around the findings of this exercise and robust community conversations. They are intended to maintain and highlight Hebron's identity as a rural agricultural community while also identifying ways to connect residents, foster community pride and civic engagement and to help ensure that the needs of the community are met and opportunities for growth are realized.

## The Helper's Fund



The Helper's Fund provides financial assistance to individuals and families in the tri-lakes area of Warren County who facing difficult circumstances. The Fund aids with heating costs, home repairs and medical bills. Funds are access through a brief application that is reviewed by a board of directors.

The Helper's Fund receives funding through private donations, fundraisers, and grants from private foundations.

The Town of Hebron could set up a similar fund to help residents with home safety upgrades and other necessities.

<http://www.helpersfund.org/>

## VI. Our Vision

A vision statement is a forward-looking aspirational statement that reflects the values and priorities of residents and characterizes what they would like their community to look like in the next 10 years. The vision statement below serves as the foundation of this planning document and helps to organize the goals and objectives identified in Section VII. The Town of Hebron's vision statement was developed with significant input from the Hebron community and guidance from the Advisory Committee.

**Vision Statement:** *Hebron is a dynamic agricultural community that is steeped in history and has up-to-date infrastructure that supports a growing population and enables climate resiliency. In partnership with other towns and organizations, it offers a range of economic, recreational, civic, historical, artistic, and community-building opportunities for residents and small businesses.*

## VII. How We Get There – Goals, Implementation, and Funding

**Goals.** The goals of *The Town of Hebron Community Vision and Strategy* are intended to achieve the community's vision and maintain and celebrate Hebron's identity as a rural agricultural community while also identifying ways to connect residents, foster community pride and civic engagement and to help ensure that the needs of the community are met. The numbered goals symbolize broad accomplishments while the objectives listed in the following chart are smaller, readily achievable projects or programs that serve as a vehicle to reach the goals. Each goal has one or two priority objectives, these actions are identified as the most impactful, time sensitive, or easily implementable projects and are slated to be tackled first by the implementation committee. Many of the goals and objectives outlined in this plan can be achieved through the robust volunteer community of Hebron, while others may require partnership and leadership from the Town, a non-profit organization, or other agency.

### 1. Strengthen communication with Town residents

In a rural community with a dispersed population like Hebron, there are significant barriers to townwide communication and to collaboration among neighbors. Because of these challenges, a multi-faceted approach to townwide communication is necessary including updating and expanding the resource available through the official town website, creating an active community-based website and events calendar, and distributing a community newsletter to provide updates on Town projects and other community services and events to homes that do not, or are unable to, access internet-based communications.

#### Priority Actions:

**1b.** Create a community organization website with an event calendar and other resources. Link to Town operated website

**1g.** Implement a Welcome Program for new residents

### 2. Enrich quality of life and community pride

Finding ways to bring the community together in new ways will help residents engage with each other and the place they call home. The Town and the Hebron Preservation Society (HPS) should work together to bring back theme-based events like Hebron Days and the Hebron House Tours and explore the potential of adding new events like a harvest festival or holiday celebration. Areas for recreational opportunities like the Fire House field should be identified for use as public spaces for youth sports leagues and casual adult “pick-up” games and other recreational opportunities. Areas for passive recreation opportunities like pocket parks should also be explored.

#### Priority Action:

**2a.** Plan, promote, and hold a minimum of four community events annually

### 3. Protect and celebrate the historic, agricultural, and rural nature of the Town

The unique agricultural and historic nature of Hebron is a source of pride which should be maintained, protected, and expanded. Relationships with organizations such as the Agricultural Stewardship Association (ASA) should be made to maintain and formalize the preservation of farmland and open space in Hebron. Efforts to support local farms and to connect the next generation of farmers with available resources should be prioritized. Additionally, the Town and HPS should continue to work together to document and preserve Hebron’s long history in ways that can be promoted and shared.

#### Priority Actions:

**3a.** Apply for funding to create an agriculture and farmland protection plan

**3e.** Grow awareness and support for local farms

**3f.** Document, preserve and provide education on historic assets

### 4. Continue building up-to-date infrastructure to meet community needs, including community gathering places

The recent infrastructure improvements to the Town, like highspeed fiber internet have increased the quality of life, improved connections, and expanded work from home possibilities for residents. Future investments in community facilities, such as a community center expand the possibilities for a better, more inclusive community through senior programs and organized recreational spaces.

## Priority Actions:

**4a.** Identify potential community meeting spaces

**4d.** Advance cell service throughout town

## 5. Encourage local small business opportunities

Hebron is home to many cottage businesses but few “brick and mortar” storefronts. Priority areas for small business growth should be identified by the Town. Targeting areas for new businesses will provide for development in an organized way that will not disrupt the rural nature of the community. The desired types of business should be sought by input from the community to align with the Town’s values.

There are many small business owners in Hebron and the surrounding towns, including farmers, artists, and craftsmen, that could open physical storefronts to serve the community and attract regional visitors. Opportunities for entrepreneurial co-ops, makers spaces with commercial kitchens and processing facilities, and additional ways to support local the local business community should be explored. Encouragement of the entrepreneurial spirit present in the Town should be continued through the compilation of small business resources and organizations which provide funding and financing for these endeavors.

## Priority Action:

**5b.** Connect with small business support system

## 6. Promote safe and efficient residences throughout Hebron

The health and safety of the residents of Hebron are of the utmost importance. The Town should take a proactive approach to ensure that residences are safe and efficient by connecting residents with resources that can provide financial assistance to income eligible homeowners for updates and efficiency upgrades. This goal also has an identified objective of creating a townwide beautification program to assist residents in cleaning up properties and promotes volunteer efforts to clean up and implement plantings and other decorations at gateways.

## Priority Actions:

**6a.** Create Hebron Beautification Program

**6b.** Connect residents with programs to fund renovations and improvements



Community clean up days combined with plantings and gateway signs located on town owned property in hamlet areas will work to define the numerous hamlets, grow community pride, and create a sense of place for Hebron.

## 7. Promote civic engagement and participation in community organization

The challenge of declining participation in civic community organizations is affecting rural communities across the nation. The Town should work with the Hebron Fire Department and other organizations to create a marketing and recruitment strategy and explore other options like a seasonal fire fighter force that utilizes seasonal residents and a tiered volunteerism program that allows for varying levels of response and involvement for participants.

### Priority Actions:

**7a.** Encourage community participate through improved official Town outreach techniques

**7b.** Organize a campaign to recruit new volunteer firefighters

## 8. Ensure Hebron is prepared for future emergency events

Successful management of emergencies begins at a local level. When a community is prepared to deal with a disaster, the impact can be minimized, and lives may be saved. The creation and implementation of a local emergency plan will help ensure that services are well prepared. This plan should include coordination of community and county level services to facilitate the quickest response and best management as well as identify and address any local gaps for the increased safety of residents.

### Priority Action:

**8e.** Host emergency preparedness workshops and distribute emergency preparedness information

## 9. Promote climate resiliency and energy conservation

Hebron has taken the New York Climate Pledge and became a participating member in the Climate Smart Communities and Clean Energy Communities programs. To continue this momentum, the Town should coordinate with Climate Smart Hebron (CSH) to apply for funding to develop and implement new sustainability projects including creating education and outreach materials to distribute to the community.

### Priority Actions:

**9a.** Develop new sustainability projects

**9b.** Establish one Cooling and Warming center

**Implementation Strategy.** The goals listed in this strategy are the overarching themes that the Town of Hebron should focus on achieving over the next ten years while the objectives below are the action items that serve to achieve those goals. The chart below lists each objective, grouped by goal, with a generalized timeframe and the relative cost of implementation. Some of these objectives may be achieved by a singular party while others may require a partnership among organizations, some of which are identified below. The estimated implementation cost of each objective is shown as a relative scale of \$ (no cost to low cost), \$\$ (medium cost), \$\$\$ (highest cost) and timeframes for implementation are short term (1-2 years), medium term (3-5 years), and long term (5+ years). Potential funding sources include state and federal agency grant opportunities, private organization grants, or local funding. Funding sources are outlined on page 15.

**Implementation Coordination.** Following the adoption of this plan by the Town Board, the Advisory Committee will reconvene to oversee the formation of an Implementation Committee. The Implementation Committee will be tasked with prioritizing objectives for implementation, and identifying who, when, and how these steps are taken. The Implementation Committee, or a subcommittee, will review the goals and objectives on an annual basis to identify what has been achieved, add new objectives, and ensure that the goals and objectives of this Strategy continue to be relevant to the needs and desires of the Town. Many of the goals and objectives outlined in this plan can be achieved through the robust volunteer community of Hebron, while others may require partnership and leadership from the Town, a non-profit organization, or other agency.

Priority actions are indicated by a green dot in the left-hand column of the chart below.

	Objective	Leadership and Partnerships for Implementation	Relative Cost	Timeframe for Implementation
	<b>1. Strengthen communication with Town residents</b>			
	1a. Implement improvements to the accessibility and content of the Town website	Town	\$\$	Short Term (1-3 years)
●	1b. Create a community organization website with an event calendar and other resources. Link to Town operated website	Community groups	\$\$	Short Term (1-3 years)
	1c. Publish and distribute a community newsletter	Town, HPS, other	\$\$	Short Term (1-3 years)
	1d. Compile a directory of local businesses	Community groups, chambers of commerce	\$	Short Term (1-3 years)
	1e. Create a community resource manual	Community groups	\$	Short Term (1-3 years)
	1f. Develop a community message board	Community groups	\$	Short Term (1-3 years)
●	1g. Implement a Welcome Program for new residents	Town, HPS, other	\$\$	Short Term (1-3 years)
	1h. Strengthen outreach and community support opportunities	Town	\$	Medium Term (3-5 years)

<b>2. Enrich quality of life and community pride</b>				
●	2a. Plan, promote, and hold a minimum of four community events annually	Town, HPS, FFA, County	\$\$	Ongoing
	2b. Identify areas in town for recreational opportunities and outdoor leisure activities	Town, community groups	\$	Short Term (1-3 years)
	2c. Identify strategies for attracting and retaining residents and young families	Town, community groups	\$	Short term (1-3 years)
	2d. Implement strategies for attracting and retaining residents and young families	Town, community groups	\$\$	Medium term (3-5 years)
	2e. Adopt a town logo – hold a contest for school aged children with a townwide vote	Town, schools	\$	Medium term (3-5 years)
<b>3. Protect and Celebrate the historic, agricultural, and rural nature of the Town</b>				
●	3a. Apply for funding to create an agriculture and farmland protection plan	Town, ASA, HPS, LCLGRP	\$\$\$	Medium term (3-5 years)
	3b. Increase agricultural conservation and the use of voluntary conservation easements	Town, ASA, HPS	SSS	Medium term (3-5 years)
	3c. Increase local support for next generation farmers and agricultural entrepreneurs	Town, ASA, AFT	\$\$	Medium term (3-5 years)
	3d. Expand agritourism opportunities	Town, County, HPS	\$\$	Medium term (3-5 years)
●	3e. Grow awareness and support for local farms	Town, County, ASA, AFT, HPS	\$	Short term (1-3 years)
●	3f. Document, preserve and provide education on historic assets	Town, HPS	\$\$	Short term (1-3 years)
<b>4. Continue building up-to-date infrastructure to meet community needs</b>				
●	4a. Identify potential community meeting spaces	Town	\$	Short Term (1-3 years)
	4b. Expand community events	Town, HPS	\$\$	Short Term (1-3 years)
	4c. Establish a new, purpose-built community center	Town	\$\$\$	Long Term (6+ years)
●	4d. Advance cell service throughout town	Town, LCLGRP, County	\$\$\$	Medium Term (3-5 years)
<b>5. Encourage local small business opportunities</b>				
	5a. Identify low-interest funding options for entrepreneurs	Town, LCLGRP	\$	Short Term (1-3 years)
●	5b. Connect with small business support system	Town, LCLGRP, SCORE, WCLDC	\$	Short Term (1-3 years)
	5c. Identify and market properties appropriate for commercial use	Town, WWIDA	\$	Medium Term (3-5 years)
	5d. Promote business expansion opportunities as consistent with the other goals of this plan and the preservation of the rural nature of the town	Town WWIDA	\$	Medium Term (3-5 years)

<b>6. Promote safe and efficient residences throughout Hebron</b>				
●	6a. Create Hebron Beautification Program	Town, HPS	\$\$	Short Term (1-3 years)
●	6b. Connect residents with programs to fund renovations and improvements	Town, NYSERDA	\$	Short Term (1-3 years)
	6c. Increase outreach and programming efforts regarding residential safety	Town, County	\$\$	Medium Term (3-5 years)
	6d. Ensure compliance with NYS and Washington County Health Code to protect drinking water and other natural resources for the community	Town, County, NYSDOH	\$	Short Term (1-3 years)
<b>7. Promote civic engagement and participation in community organization</b>				
●	7a. Encourage community participate through improved official Town outreach techniques	Town	\$	Short Term (1-3 years)
●	7b. Organize a campaign to recruit new volunteer firefighters	Town, HFH	\$\$	Short Term (1-3 years)
	7c. Establish alternative paths for volunteerism within the fire department	Town, HFH	\$	Medium Term (3-5 years)
	7d. Promote civic participation among school aged children	Town, schools	\$	Short Term (1-2 years)
<b>8. Ensure Hebron is prepared for future emergency events</b>				
	8a. Form Emergency Plan Committee (EPC)	Town	\$	Short Term (1-2 years)
	8b. Establish a safe meeting site for use during emergencies	Town, EPC	\$	Short Term (1-2 years)
	8c. Work with existing emergency services at local and county levels	Town, EPC	\$	Ongoing
	8d. Analyze unmet emergency needs of the community	Town, EPC	\$\$	Short Term (1-2 years)
●	8e. Host emergency preparedness workshops and distribute emergency preparedness information	Town, HFH, EPC	\$	Ongoing
<b>9. Promote climate resiliency and energy conservation</b>				
●	9a. Develop new sustainability projects	Town, CSH, NYSDEC, NYSERDA	\$\$	Ongoing
●	9b. Establish one Cooling and Warming center	Town, CSH, NYSERDA	\$\$\$	Medium Term (3-5 years)
	9c. Create and distribute sustainability education and outreach materials	Town, CSH, NYSERDA, NYSDEC	\$\$\$	Short Term (1-2 years)
	9d. Establish backup energy source at fire house/town hall	Town, CSH, NYSERDA, NYSDEC	\$\$\$	Short Term (1-2 years)

**Available Funding Sources.** There are a variety of funding sources that can be accessed to implement the *Town of Hebron Community Vision and Strategy* including state, federal, local, and private funding options. Since no one source will fund the entire implementation of this plan, it is important to explore and leverage all potential funding opportunities.

**New York State Grants.** There are numerous funding opportunities available from New York State and most of those grant applications are part of the Consolidated Funding Application (CFA) process which is generally available each Spring.

#### **Hudson River Valley Greenway**

- The Greenway provides funding or technical assistance for eligible communities in the development of local land use plans and programs related to the Greenway criteria: natural and cultural resource protection, regional planning, economic development, and heritage and environmental education. <https://hudsongreenway.ny.gov/community-planning>

#### **New York State Department of Environmental Conservation (NYSDEC)**

- Climate Smart Communities (CSC) Grant Program. The CSC Grant program was established in 2016 to provide 50/50 matching grants to municipalities for various climate change mitigation, adaptation, and planning and assessment projects. <https://www.dec.ny.gov/energy/109181.html>

#### **New York State Education Department (NYSED)**

- Documentary Heritage Program (DHP). Supports projects sponsored by historical societies and similar institutions to hold, collect, and make available New York State's historical record. <https://www.archives.nysed.gov/grants/documentary-heritage-program-grants>
- Local Government Records Management Improvement Fund (LGRMIF). Supports records management and archives-related projects in local governments in New York State. <https://www.archives.nysed.gov/grants/lgrmif-grants>

#### **New York State Energy Research and Development Authority (NYSERDA)**

- Clean Energy Communities. Grants are available for communities for the implementation of high impact actions related to the CEC program. <https://www.nyserda.ny.gov/All-Programs/Clean-Energy-Communities/How-It-Works/Grants>
- EmPower New York Program (for individual Homeowners). Provides no-cost energy solutions such as insulation, air sealing, and installation of energy efficient lighting and appliances to low-income homeowners and renters. <https://www.nyserda.ny.gov/All-Programs/EmPower-New-York-Program>
- Energy Storage Program. Offer funding and technical support to municipalities for installing energy storage technologies. <https://www.nyserda.ny.gov/All-Programs/Energy-Storage-Program>

#### **New York State Department of Agriculture and Markets (NYSDAM)**

- Farmland Protection Planning Grants Program. This program helps county and local governments develop farmland protection plans for the future of agriculture. <https://agriculture.ny.gov/land-and-water/farmland-protection-planning-grants-program>

- Farmland Protection Implementation Grants Program. This program assists with implementation of farmland protection plans and purchase of development rights (PDR) on farmland.  
<https://agriculture.ny.gov/land-and-water/farmland-protection-implementation-grants-program>
- Beginning and Socially and Economically Disadvantaged Farmers. A new round of this grant program will be available to support new and beginning farmers in New York State.  
<https://agriculture.ny.gov/farming/expand-your-farm>

#### **New York State Department of Transportation (NYSDOT)**

- Transportation Alternatives Program (TAP). TAP provides funding for on-road and off-road facilities for pedestrians, bicyclists, and other non-motorized forms of transportation; infrastructure projects that will provide safe routes for non-drivers, including children, older adults, and individuals with disabilities.  
<https://www.dot.ny.gov/TAP-CMAQ>

**Federal Funding Opportunities.** A variety of federal agencies provide funding options that may assist in the implementation of this plan's objectives. Funding is available throughout the year and based on the specifications of each granting agency. Federal funds can often be used as the local match for grants from NYS entities.

#### **Northern Border Regional Commission (NBRC)**

- Catalyst Program. This program funds economic development and infrastructure projects in communities in Maine, New Hampshire, New York, and Vermont that create jobs, and help reduce poverty, unemployment, and outmigration. <https://www.nbrc.gov/content/Catalyst>
- Workforce Opportunities for Rural Communities (WORC). This program provides grant funds to support workforce development activities that prepare workers for good jobs in high-demand occupations in rural communities. <https://www.nbrc.gov/content/WORC>

#### **U.S. Department of Agriculture (USDA)**

- Housing Assistance. USDA provides homeowners opportunities to low-and-moderate income rural Americans through several loan, grant, and loan guarantee programs. Funding may also be used to finance vital improvements necessary to make homes decent, safe, and sanitary.  
<https://www.rd.usda.gov/programs-services/all-programs/multi-family-housing-programs>
- The Farmers Market Promotion Program. Funding is targeted to help improve and expand farmers markets, roadside stands, community supported agriculture, and other direct to consumer market opportunities. <https://www.ams.usda.gov/services/grants/fmpp>

#### **U.S. Environmental Protection Agency (EPA)**

- Climate Pollution Reduction Grants (CPRG). Funding is available to develop and implement plans for reducing greenhouse gas emissions and other harmful air pollution. Planning funds can be used to update existing climate, energy, or sustainability plans, or to develop new plans.  
<https://www.epa.gov/inflation-reduction-act/climate-pollution-reduction-grants>

### Federal Emergency Management Agency (FEMA)

- Assistance to Firefighter Grants. This program helps firefighters and other first responders obtain critically needed resources necessary for protecting the public and emergency personnel from fire and related hazards. <https://www.fema.gov/grants/preparedness/firefighters>
- Hazard Mitigation Grant Program. Provides funding to governments to develop hazard mitigation plans. <https://www.fema.gov/emergency-managers/risk-management/building-science/funding-opportunities>

**Private Funding Sources.** Many private entities provide grant opportunities for municipalities. Eligibility often depends on municipal size and location, as well as the type of project. Funds are available regularly and may be used as the local match for Federal and State grant programs.

**National Grid Project C Grants.** This program provides funding to nonprofits, municipalities, and other community organizations within the National Grid service area <https://www.nationalgridus.com/project-c/Apply-For-Our-Grants/>. Grants are organized by the project categories listed below:

- Neighborhood Investment Program – Provides grants to nonprofits, faith-based organizations, arts & cultural institutions and recreational centers aimed at community revitalization through energy, education and economic development.
- Adopt A Park – Provides funding to support the revitalization of overgrown, underdeveloped, or abandoned parks, as well as other local and regional landmarks.
- **T-Mobile Hometown Grants.** This program provides funding to municipalities for programs that help build more prosperous small towns and rural communities. <https://www.t-mobile.com/brand/hometown-grants>

## Appendix A. Community Survey Summary

### Hebron Community Vision and Strategy

#### Community Survey Summary

##### Survey Summary

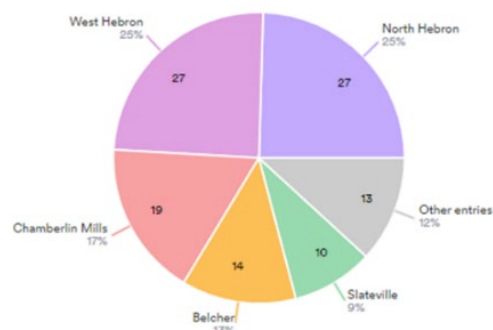
The summer survey received 120 responses from both Town Residents and visitors throughout the two-month-long period that it was accepting responses. This survey not only allowed us to learn a great deal about the Town, but also insights into the overall community feeling towards the future of Hebron. Survey highlights include broad agreement in Hebron being unique for its beauty and peacefulness, residents concern of a changing community and the need for more recreational opportunities.

The survey and its responses have been used to better understand the values and needs of Hebron. Using the feedback from the survey and other public outreach efforts have informed the creation of this Plans Vision Statement and Goals for the community.

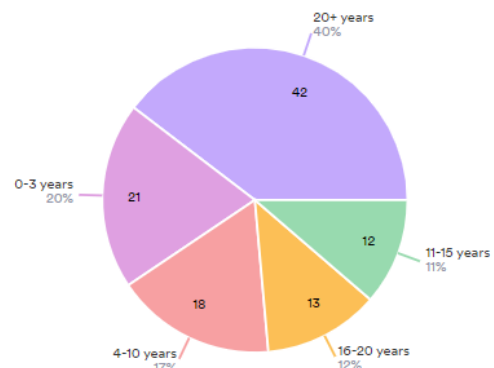
##### Survey Results

- This survey was ran from August 6<sup>th</sup> to October 1<sup>st</sup>
- We received 120 survey responses
  - 118 of those were from residents of the Town

Which hamlet do you live in/most closely associate with?  
110 Responses- 17 Empty



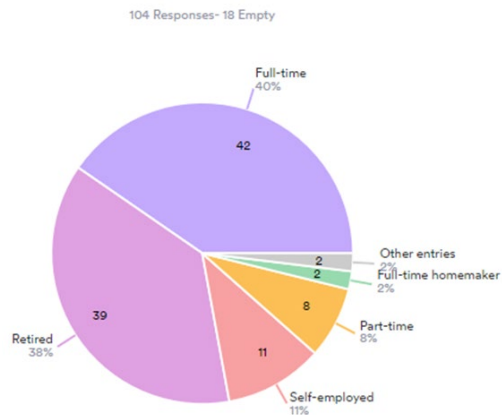
How long have you lived in the Town?  
106 Responses- 16 Empty



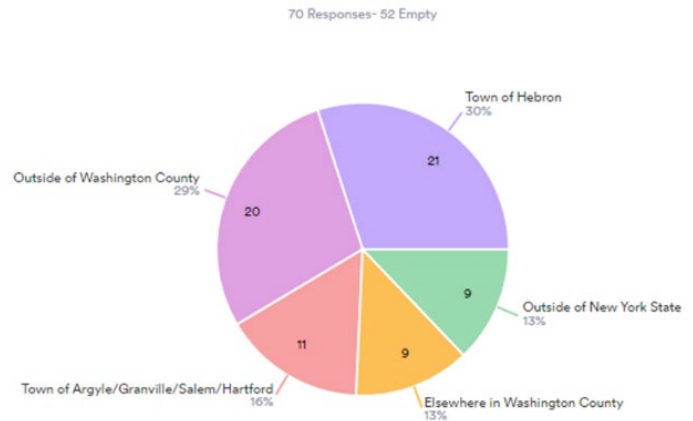
##### Overview Questions:

- Residents that responded most associate with the Hamlet of North Hebron and West Hebron, with 12% indicating association with surrounding Towns.
- Census data was supported by the respondents of our survey, with most respondents (78%) being between 50-65+ years old.
- The majority have lived in the town for 20+ years, but new growth is evident with a combined 37% of residents living in Hebron for 10 years or less.

### What is your current employment status?



### Where do you work?



### Demographic Questions:

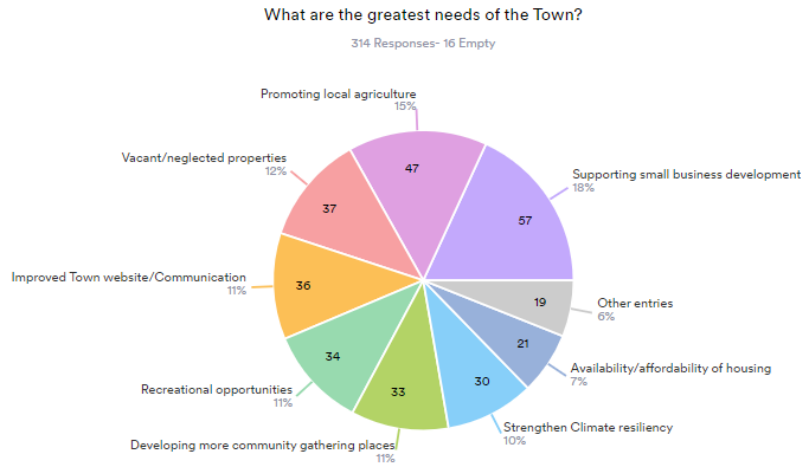
- Most respondents (40%) work full time
- Many work within the Town, but also outside of Washington County and the State (29%, 13%)
- 28% of respondents indicate having a more than 30-mile commute.
- Most respondents do not have school aged children, but for those who do/have, Salem CSD has been the primary school.
- 98% say they live single family homes

### Town Values and Needs

#### What do you value most about Hebron?



The most important value of Hebron to residents was the community's rural character and setting. Many also agreed that Hebron's natural beauty and peace and quiet is apart of their top values. Less important was growing up in the Town, and Hebron's proximity to their places of employment.



This question offered many different options of improvements for the Town and showed many different directions residents would like to see the Town pursue.

Supporting small business development and the promotion of local agriculture were among the top needs. Working on the Town’s vacant and neglected properties was also seen as a top priority.

### What do you like most about Hebron?

Data
Peace and quiet, natural beauty, low population, variety of local agriculture, low concern about crime, historical preservation, and being able to buy a lot of things (e.g. food, fuel oil, internet) from relatively or very local businesses with good customer service
The small town nature of it. That everyone knows each other. The welcoming of the community. The rolling hills and landscape. Access to helpful people. Quiet and the beauty of nature.
Natural beauty, space, quiet, good neighbors, local food.
Beauty
It is truly beautiful and truly country.
Its rolling hills and patchwork of farm and forest. Its wildlife. Its history.
Peaceful setting, live and let live attitudes
Being in the country,
The beauty of this rural community!

Responses to the survey have laid out why Hebron is such a tightknit and idyllic community

- “The beauty, peacefulness and the people”
- Privacy
- Rural countryside
- Affordability
- Proximity to goods and services

## What are your biggest concerns for the future of Hebron?

Data
Housing development on agricultural land. Speeding on county roads. Ensuring that this community continues to grow and evolve while maintaining the natural beauty and landscape.
More people from downstate, higher taxes
Demographics- aging population Development of lovely spots
Retaining the character while providing for careful growth
Good land/ soils being sold off for development
Maintaining farms
Overdevelopment. Opposition to sensible progress.
Attracting some businesses, without losing the rural character. Lack of health care.
Lack of even basic zoning. The future of agriculture here. Conversion of agricultural land.

With over 80 responses to this question, the community shared many concerns for the future of the Town. These concerns, while many were specific, many shared the same theme that a changing Hebron is a threat.

- Higher Taxes
- Climate change preparedness
- Over regulation
- Over development, loss of farmland
- Lack of regulation
- Lack of services for the aging
- Losing young people
- Lack of businesses, opportunity
- **A changing community**

## What are some improvements Hebron should make over the next 10 years?

Data
Increase opportunities for community recreation and gathering. Conserve farmland so that new generations of farmers can acquire decent land at affordable prices. Develop partnerships with neighboring communities and participate in creating a sense that this area is "on the move."
Community indoor swimming pool, continue healthcare partnerships
Cell service would be nice
I don't think Hebron needs improvement, Hebron needs to be left alone!
Water testing and reporting. Newsletters, maintaining the beauty and sanctity of the town.
More out-of-school programs that affect youth. Have some town cohesiveness. Be a leader in something.
Definitely continue working on internet quality, Some sort sort of weekly transportation to town for shopping for seniors who need it, Reliable cell service for all. I haven't gotten rid of my landline because if the power goes out, we can lose cell service within a matter of hours
Establish a small community town with cute shops that will take advantage of the opportunities that otherwise larger cities are unable to achieve due to over development. Shop and support local, stay, play and spend money.

There were many thoughts about the improvements that can be made, ranging from infrastructure improvements to more community amenities.

- Investment in community first responders / Create Emergency Plans
- Road improvements
- Protection/incentives for agriculture
- Continuing work on internet expansion
- Enforcement of building codes
- More community recreation, public amenities
- **"Making necessary steps to modernize, while preserving our history/past and beauty"**

### Visitor Survey:

With fewer responses than the resident survey, visitor input is still important to see how other communities view the Town and what opportunities exist to drive tourism and visitation.

### Survey Highlights

- 15 Responses
- Most (40%) visit a few times a week
- Visitors are either coming to see family or friends (34%) or traveling through the Town (34%)

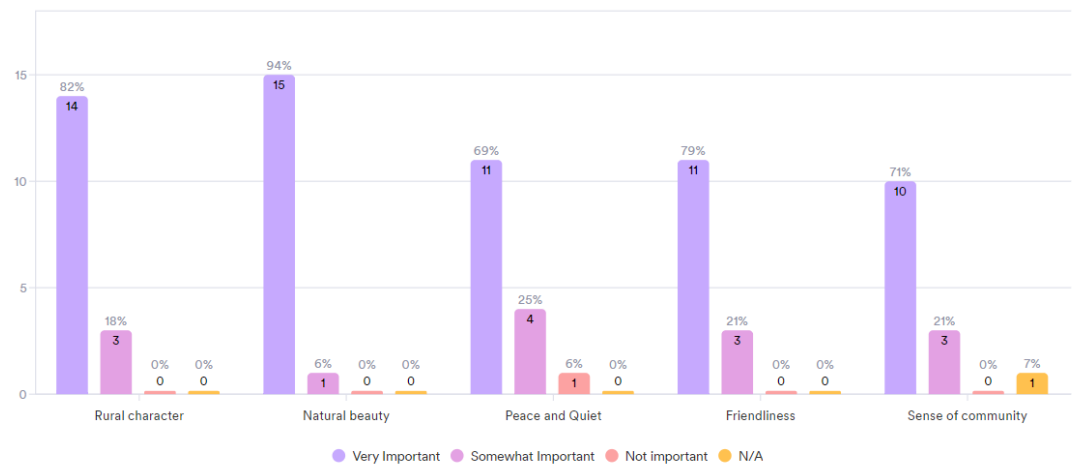
## What would make you visit Hebron more often?

Data
I visit often but have to leave for everything. Would be nice to get some convinces and something to eat in town.
I will continue to visit in any case. Hebron is home.
I have lived right outside Hebron for most of my life in Belcher . I do believe more people would be visiting Hebron if there was more kid friendly adventures and events to enjoy. There is also many elderly people and new comers who have recently moved in Hebron as well as Belcher and it's hard for them to be able to enjoy and embrace the beauty of Hebron when maybe people don't communicate more events means more welcoming moments for family and new comers
Hiking or biking trails
Trail systems. Walking, hiking. Off road trail system - 4 wheeler, UTV.
Hunting and agriculture
A mom & pop convenience/grocery store. Maybe with fuel offering
Getting a personal response from the one person I know there!
Internet ,cell service

For most visitors, the creation or expansion of a trail system or more local shopping opportunities would be a draw for more people to visit Hebron. Other responses include:

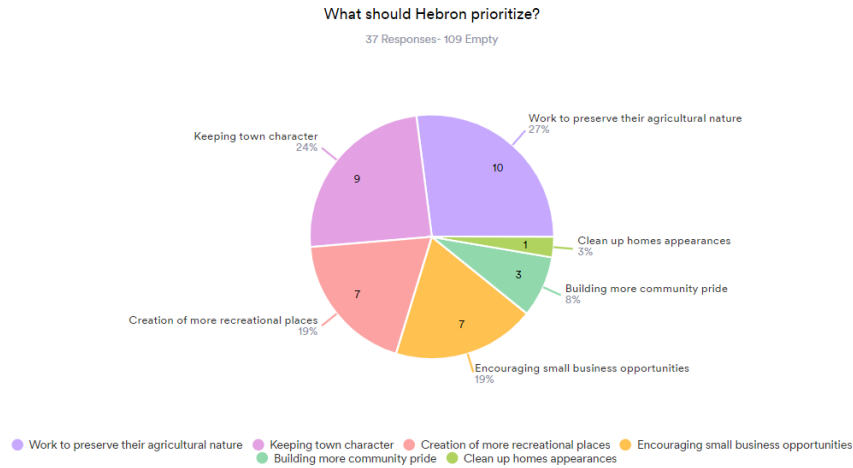
- Restaurants
- Better advertisement of the Town and local artisans
- More kid friendly activities
- Increased recreational opportunities
- More Town events

## What are Hebron's best qualities?



Visitors and residents both agree that the best qualities of the Town include its rural character, natural beauty, peace and quiet and, friendliness.

## What should Hebron Prioritize?



Most visitors feel that Hebron’s agricultural nature and history should be preserved (27%) but also the creation or more recreational places and the encouragement of small business opportunities are important (both 19%).

## Conclusion

At the conclusion of the survey, it is clear that the people who live in and visit Hebron have many thoughts and feelings on what direction the Town should take when considering its future. As a committee that represents the Town it is important to understand and take into consideration these many differing feelings and navigate the final Plan to best encompass them all. Going forward the results of this public outreach will be used to inform the Plan’s Vision statement and goals but also should be kept in mind when considering implementation priorities.

## Second Survey Release

The survey was reopened following the June public presentation of the draft plan. The reopening gathered 16 new responses.

### What is your age?

Most respondents were in the 50-64 age group, four were 65 or older, and two were between the ages of 20-34.

### How long have you lived in the Town?

60% of respondents have lived in Hebron for at least 16 years or longer, two respondents have lived in the Town for three years or less.

**Which Hamlet do you live/ most closely associate with?**

Most respondents live in or associate themselves with the Chamberlin Mills area of the Town (38%). West Hebron was indicated as second most 31% of respondents. Belcher and North Hebron were also identified with 19% and 13% respectively.

**What are the greatest needs of the Town?**

Promoting local agriculture ranked the highest need with 23% of responses.

Supporting small businesses development ranked second with 17% of responses.

**What do you like most about Hebron?**

The rural character continued to be one of the biggest likes of the respondents. Also mentioned was the peace and quiet of the community and its privacy.

**What are your biggest concerns for the future of Hebron?**

Many responses were focused on the cost of living in the Town, namely the high taxes. Lack of community cohesion and the loss of young people were also primary concerns. Finally, the loss of agricultural lands continues to be a concern.

**What are some improvements Hebron should make over the next 10 years?**

Most suggested improvements included improved official Town communications and website upgrades. Also included was increased emergency preparedness and support for Town emergency services. Zoning and access to medical facilities were also noted.

**What do you value most about Hebron?**

100% of respondents listed both the rural character and peace and quiet as very important. Housing cost and sense of community were both split as being very important or somewhat important to respondents. Hebron's proximity to peoples work places was not considered important.

**Do you have school aged children?**

Most respondents do not have school aged children.

**What school district do they attend?**

The majority of school aged children attend Salem Central School District.

**What is your current employment status?**

Most respondents (56%) work full-time. 25% indicated that they are retired.

**Where do you work?**

Most work within New York but outside of Washington County (5%). 17% work in one of Hebron's neighboring Towns.

**How long is your commute?**

80% of respondents report a travel time of between 10-30 or more miles.

**What type of home do you live in?**

94% of respondents live in single family homes.

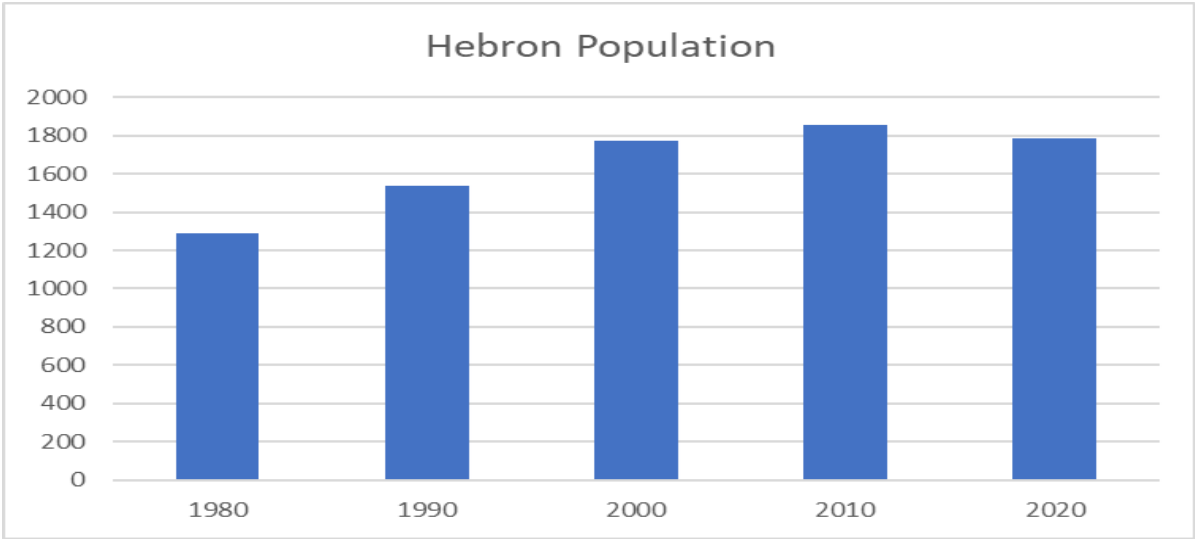
Appendix B. Demographic Analysis

Town of Hebron Demographic Trends

Sources: 2020 Decennial Census

American Community Survey (ACS) 2017-2021

Population



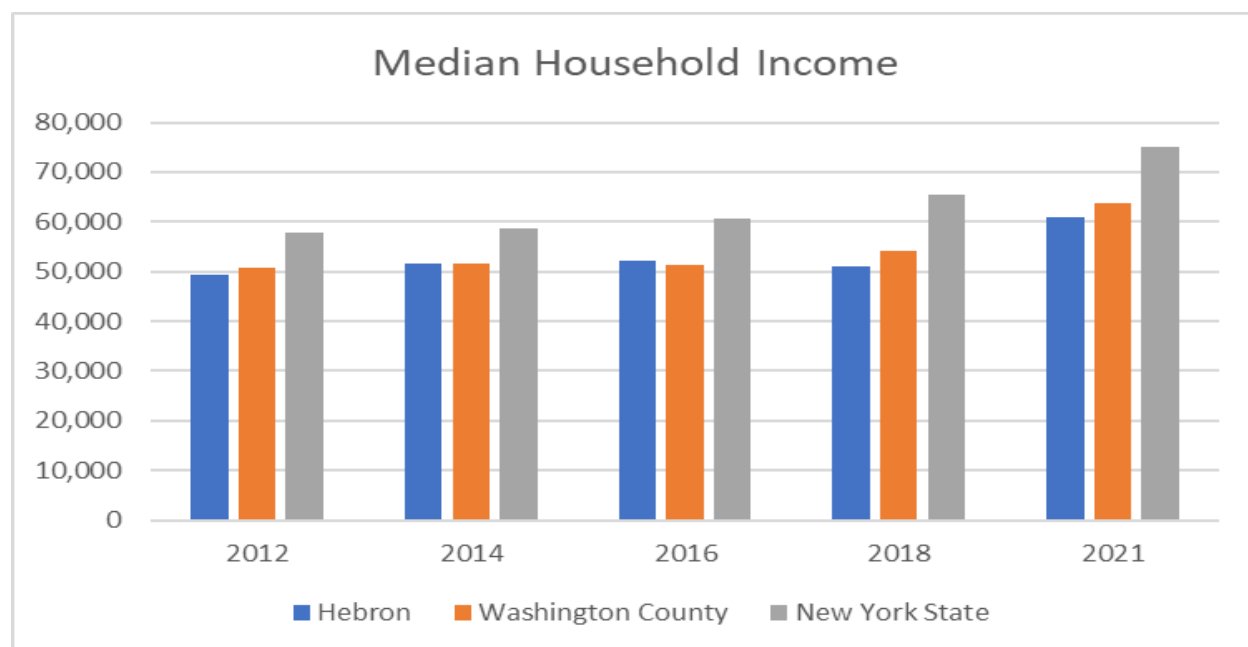
<https://data.census.gov/table?g=060XX00US3611533040&tid=DECENNIALPL2020.P1>

**THE POPULATION OF THE TOWN OF HEBRON IS 1,786.** The town has enjoyed a modest increase in population since 1980 with a high of 1,853 in 2010.

**THE MEDIAN AGE IN HEBRON IS 49.5 YEARS.** This is higher than both Washington County (44.4 years) and New York State (39.8 years).

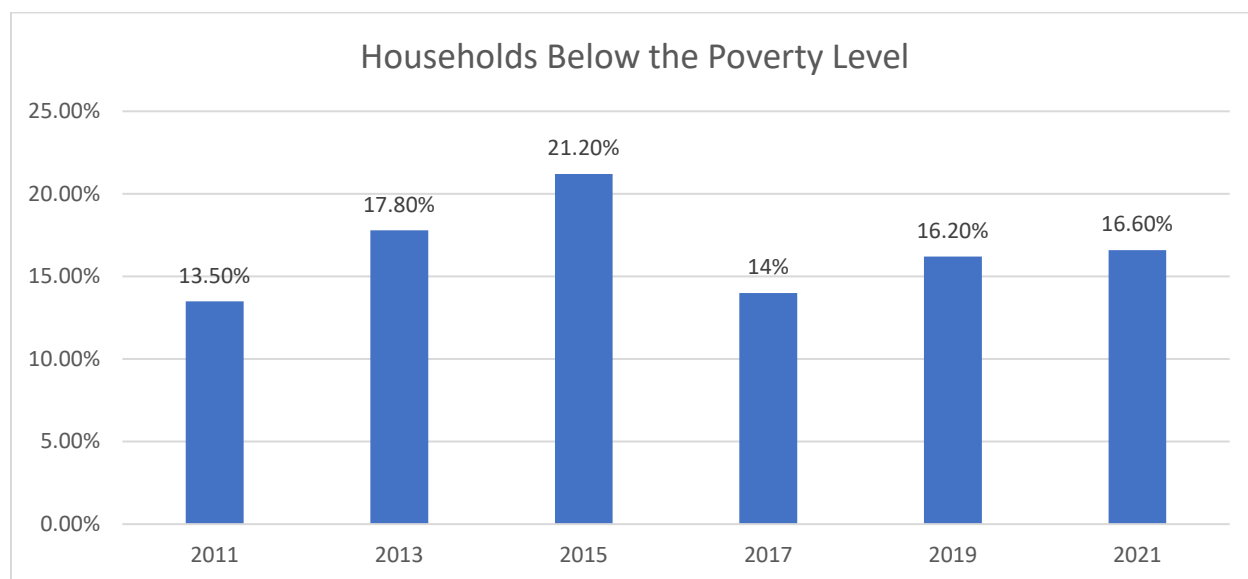
Year	Population
1980	1,288
1990	1,540
2000	1,773
2010	1,853
2020	1,786

## Income and Education



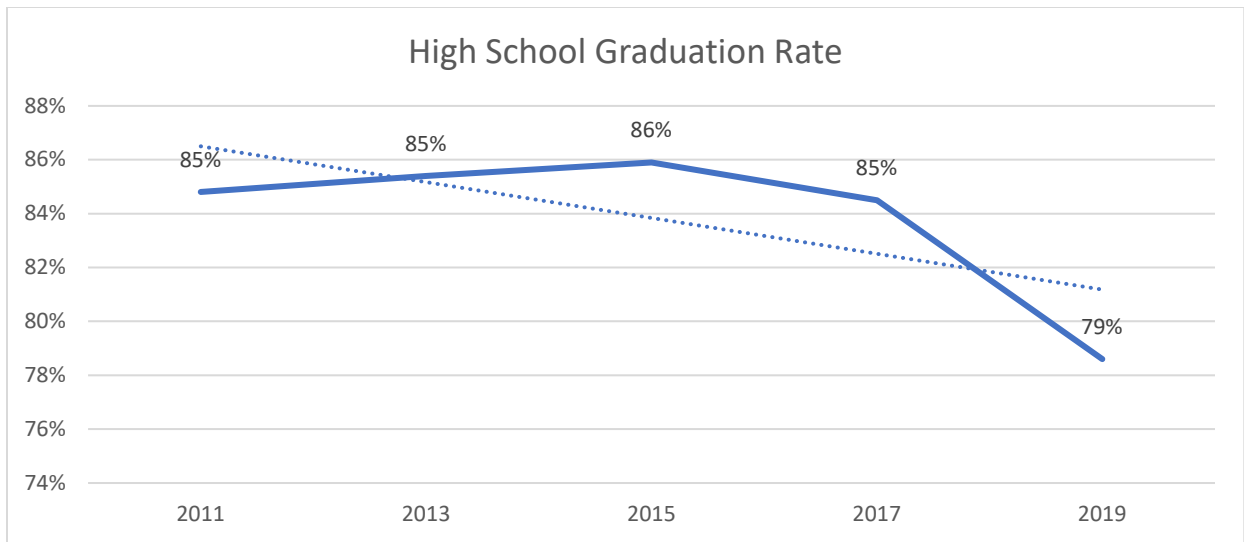
<https://data.census.gov/table?g=060XX00US3611533040&tid=ACST5Y2021.S1901>

**THE MEDIAN HOUSEHOLD INCOME (MHI) OF THE TOWN IS APPROXIMATELY \$60,875 (2021).** This number has seen a slight increase since 2012. The Town's MHI is below that of Washington County (\$63,869) and New York State (\$75,157).

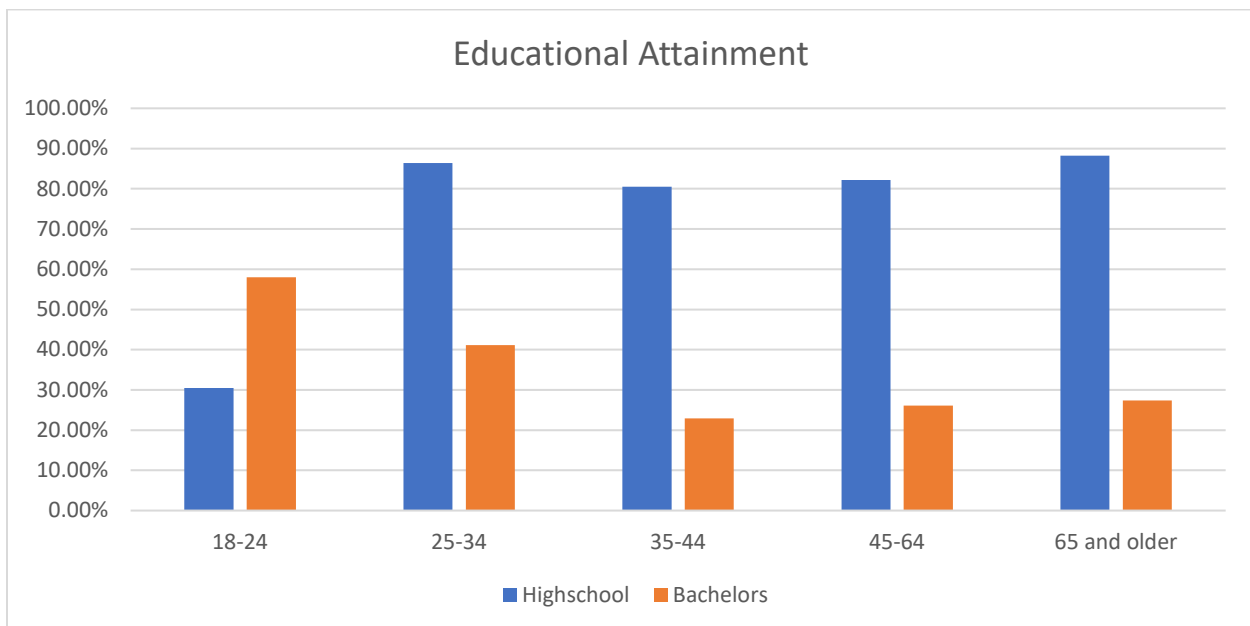


<https://data.census.gov/table?g=060XX00US3611533040&tid=ACST5Y2021.S1701>

**NEARLY 17% OF HOUSEHOLDS IN THE TOWN OF HEBRON ARE LIVING BELOW THE POVERTY LEVEL.** This number is slightly greater than Washington County (11%) and New York State (14%)



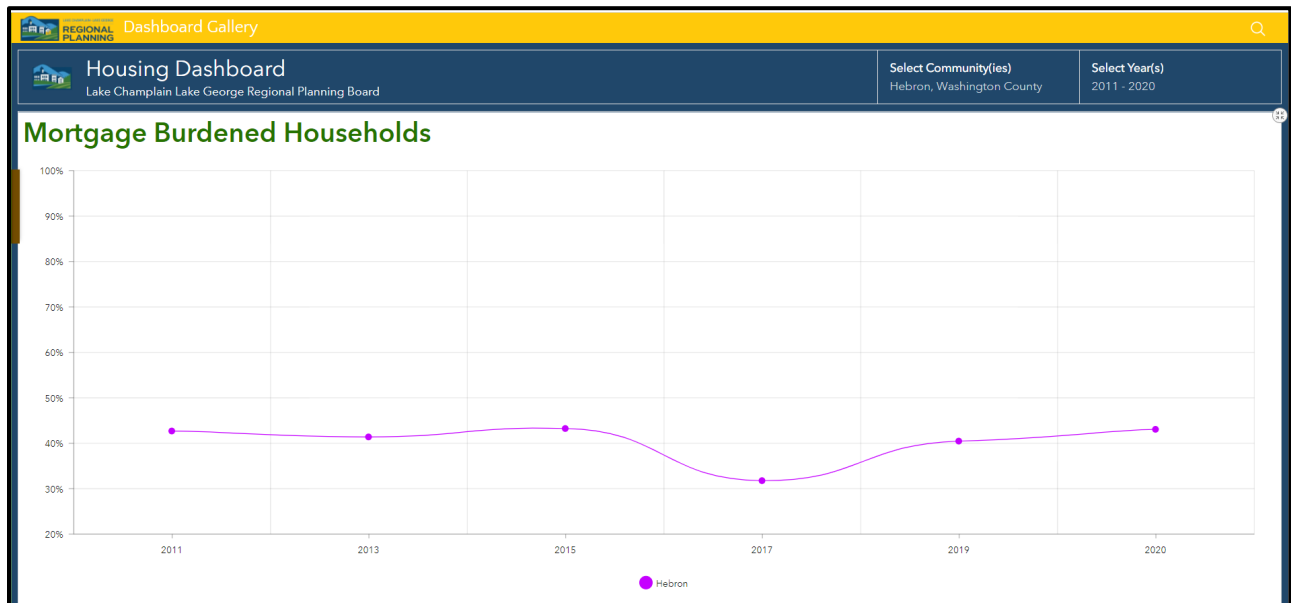
**THE 2019 HIGH SCHOOL GRADUATION RATES IN HEBRON WAS 79%** and slight decrease from 2015 (86%). High School graduation rate in Hebron is lower than both Washington County and New York State which are both approximately 87%.



<https://data.census.gov/table?g=060XX00US3611533040&tid=ACST5Y2021.S1501>

**OVER 84% OF THE RESIDENTS OVER THE AGE OF 25 HAVE A HIGH SCHOOL DIPLOMA OR HIGHER**, and 29.1% of this population has a bachelor's degree or higher and nearly 12% hold a graduate or professional degree. College graduation rates are reflected most strongly in the 18-24 age group with nearly 60% of that population earning a bachelor's degree or higher.

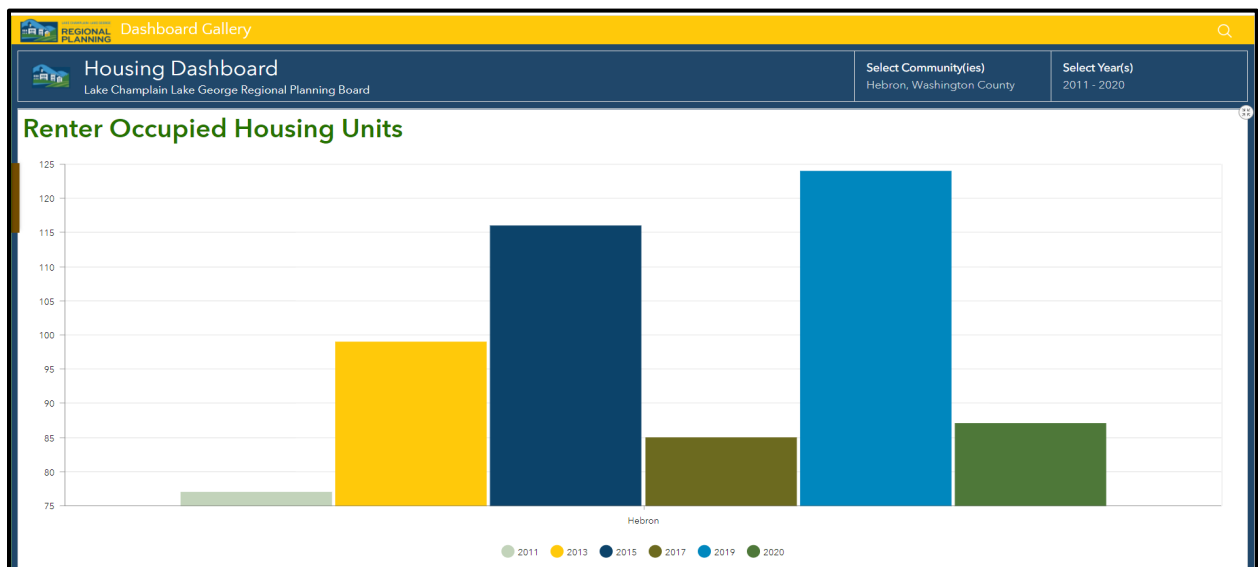
## Housing



**THE PERCENTAGE OF MORTGAGE BURDENED HOUSEHOLDS IN THE TOWN HAS REMAINED RELATIVELY STEADY AT APPROXIMATELY 42% SINCE 2011.** A mortgage burdened household is one that spends 30% or more of their monthly household income on mortgage payments, utility bills, real estate taxes, property insurance, and any required condominium or mobile home fees.

**THE MEDIAN MONTHLY MORTGAGE IN HEBRON IS \$1,539**, on par with nearby Granville (\$1,353) and Salem (\$1,221).

**THERE ARE APPROXIMATELY 762 OCCUPIED UNITS AND 218 VACANT/SEASONAL UNITS IN HEBRON.**



Renter occupied units vary significantly from year to year between 2011 and 2020. Most recently, in 2020, there were **APPROXIMATELY 87 RENTER OCCUPIED UNITS IN HEBRON**. This is a nearly 30% reduction from the previous year when there were 124 recorded renter occupied units in the Town.



**THE MEDIAN MONTHLY RENT IN HEBRON IS APPROXIMATELY \$910**, this is higher than nearby Granville (\$700) and Salem (\$875).

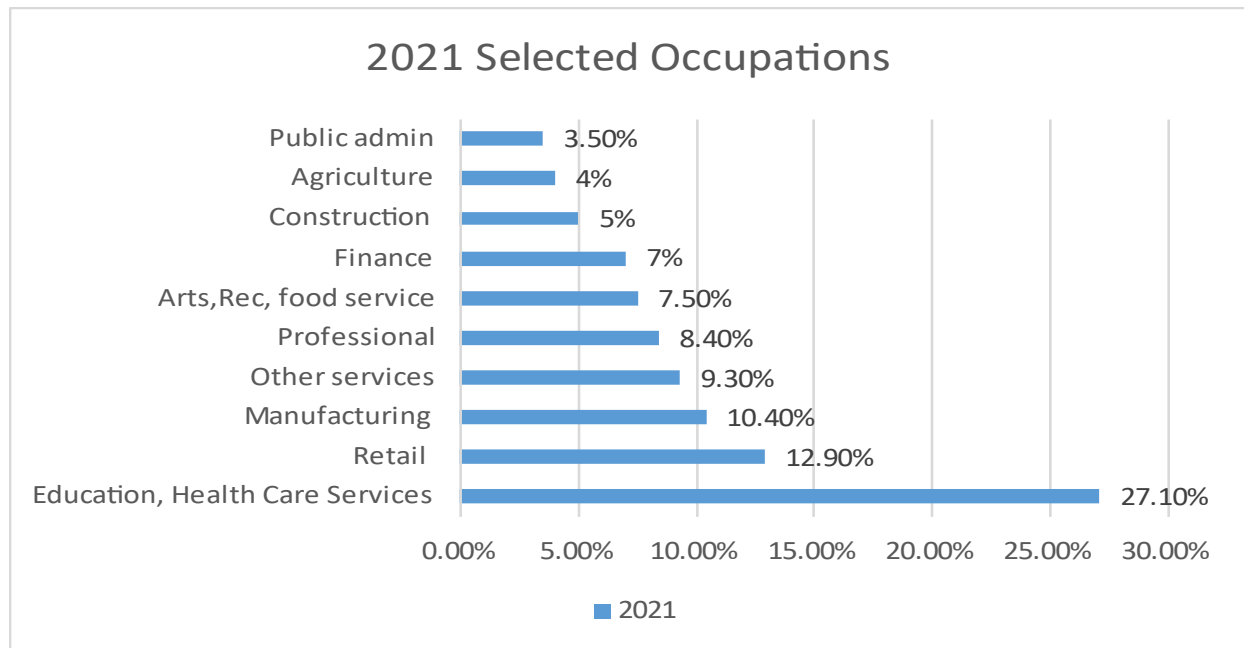


**IN 2021, THE NUMBER OF HOUSEHOLDS PAYING 30% OR MORE OF THEIR HOUSEHOLD INCOME ON RENT AND OTHER HOUSEHOLD EXPENSES WAS APPROXIMATELY 55.5%** this is indicative of the overall affordability of

housing in the Town. The number of rent burdened households in Hebron has continuously declined since 2013 when the percentage peaked at over 80%. Nearby Salem and Granville report rent burdened household at 52% and 35% respectively.

**HOUSING STOCK: 41.6% OF HOUSING UNITS IN HEBRON WERE BUILT IN 1940 OR EARLIER**, followed by 11% built between 1980 and 1989, and 10% building between 1990 and 1999. Only 4% of housing units in Hebron have been built since 2010.

## Workforce Characteristics



<https://data.census.gov/table?q=060XX00US3611533040&tid=ACSDP5Y2021.DP03&moe=false>

Nearly 28% of the workforce in the Town of Hebron are employed in the **EDUCATIONAL SERVICES, HEALTH CARE, AND SOCIAL ASSISTANCE SECTOR**. Followed by **RETAIL TRADE** (12.9%), **MANUFACTURING** (10.4%), and **PROFESSIONAL, SCIENTIFIC, MANAGEMENT AND ADMINISTRATIVE, AND WASTE MANAGEMENT SERVICES** (8.4%).

Approximately 85.4% of Hebron's workforce stay within New York State to work and 61.8% are employed in Washington County

**THE AVERAGE TRAVEL TIME TO WORK FOR THOSE WHO LIVE IN HEBRON IS 29.6 MINUTES** with 5% reporting a commute time of less than 10 minutes and 10% reporting over an hour drive. The majority reported a 30-to-34-minute commute.

In 2021, **8.1% OF HEBRON'S WORKFORCE REPORTED WORKING FROM HOME**, a slight increase from 7.2% reported in 2010.

The median age of workers in Hebron is 45.6 years. **APPROXIMATELY 56% OF WORKERS BETWEEN THE AGES OF 16 AND 64 ARE ENGAGED IN YEAR-ROUND, FULL-TIME EMPLOYMENT.**