

The Plan of Conservation and Development

Town of Hebron, Connecticut
2014



The Town of Hebron gratefully acknowledges:

Cover photograph by Peter Billard Photographer, lifelong Hebron resident and supporter, with a studio located in Glastonbury.

Acknowledgements

Town of Hebron, Connecticut — Plan of Conservation and Development

The update of the Plan of Conservation and Development has been an ongoing deliberative process of the Planning and Zoning Commission for the past three years. Countless extra meetings, workshop sessions, informational meetings, presentations to other boards and commissions, and a final public hearing have resulted in a Plan in which the Town can take an enormous amount of pride. The Plan is designed to be a working tool for those who will use it – the Town boards and commissions that establish Town land-use policies and procedures. Our purpose is to provide both a vision and a pragmatic road map that will be used on an ongoing basis to guide the future of our town.

The Planning and Zoning Commission is grateful to the many Town Boards and Commissions, members of the public, and the Town of Hebron staff members who attended meetings, offered support, ideas, suggestions and encouragement during the development of this document. The Commission wants to recognize the help and support of Hebron’s Board of Selectmen and its Town Manager, Andrew J. Tierney. Without all these parties’ collective input, this Plan would not be as useful or complete.

While many present and past members of the Planning & Zoning Commission have contributed significantly to the completion of the Plan of Conservation, a special appreciation goes to two members, Natalie Wood and Frank Zitkus. They brought extraordinary dedication and commitment to this project, giving hundreds of hours of their time to research, review, and edit the many sections needed to turn this document into reality. Finally, the Commission recognizes the invaluable leadership provided by Hebron’s Town Planner, Mike O’Leary, who crafted the Commission’s vision into a coherent and cogent document. In short, the Commission could not have completed the Plan without him.

In addition, the Town wishes to acknowledge the contributions of our Town Engineering consultant, Thomas Fenton, P.E., of Nathan L. Jacobson and Associates for his expertise in contributing to the stormwater management and town roadways section of this Plan. Also, the efforts of David Campbell, of Nathan L. Jacobson and Associates, are greatly appreciated. His skills in Geographic Information System (GIS) mapping are clearly evident in the maps contained in this document.

The current members of the Planning and Zoning Commission and Town staff:

Planning and Zoning Commission

Natalie Wood, Chairman
Judith Podell, Vice Chairman
Frank Zitkus, Secretary
Lewis Hinman, Member
Devon Garner, Member
Rich Marzi, Alternate Member
Eric Brancard, Alternate Member

Commission Staff

Michael K. O'Leary, AICP
Hebron Director of Planning and Development

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Forward

Purpose of the Plan of Conservation and Development

Undertaking a thoughtful and comprehensive update of a community's Plan of Conservation and Development is a way that a town plans for its future. A plan of conservation and development is more than just a State mandate. It is a way of assessing a town's current situation and circumstances, understanding important issues, and setting goals and policies that will guide future conservation and growth.

Section 8-23 of the Connecticut General Statutes requires that a planning and zoning commission "prepare, adopt and amend a plan of conservation and development for the municipality." The purpose of a town plan of conservation and development is to record the best thinking of a town as to its future growth and to give direction to both public and private development. The plan should encompass a long-term vision of the community but also offer guidance for short-term decision making.

The plan of conservation and development reflects the goals and objectives of a community at one point in time, assesses present economic conditions, and identifies lifestyles and issues important to the community at that moment. In recognition of this, State statutes require that a plan be updated at least every ten years. Thus, it is imperative that the Plan reflect contemporary conditions and contemporary attitudes of the community.

The standards for municipal plans of conservation and development in Connecticut are set forth in Section 8-23 of the Connecticut General Statutes.

The statutes require that in developing these plans, the commission **shall** consider the following:

- the need for affordable housing,
- the need for protection of existing and potential public surface and ground drinking water supplies,
- the use of cluster development and other development patterns to the extent consistent with soil types, terrain and infrastructure capacity within the municipality,
- the state plan of conservation and development
- the regional plan of conservation and development
- physical, social, economic and governmental conditions and trends,
- the needs of the municipality including, but not limited to, human resources, education, health, housing, recreation, social services, public utilities, public protection, transportation and circulation and cultural and interpersonal communications,

- the objectives of energy-efficient patterns of development, the use of solar and other renewable forms of energy and energy conservation, and
- protection and preservation of agriculture.

In addition, the CT General Statutes states that the plan of conservation and development **shall**:

- be a statement of policies, goals and standards for the physical and economic development of the municipality,
- provide for a system of principal thoroughfares, parkways, bridges, streets, sidewalks, multipurpose trails and other public ways as appropriate,
- be designed to promote, with the greatest efficiency and economy, the coordinated development of the municipality and the general welfare and prosperity of its people and identify areas where it is feasible and prudent:
 - to have compact, transit accessible, pedestrian-oriented mixed use development patterns and land reuse, and
 - to promote such development patterns and land reuse,
- recommend the most desirable use of land within the municipality for residential, recreational, commercial, industrial, conservation and other purposes and include a map showing such proposed land uses,
- recommend the most desirable density of population in the several parts of the municipality,
- note any inconsistencies with the following growth management principles:
 - Redevelopment and revitalization of commercial centers and areas of mixed land uses with existing or planned physical infrastructure;
 - expansion of housing opportunities and design choices to accommodate a variety of household types and needs;
 - concentration of development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse;
 - conservation and restoration of the natural environment, cultural and historical resources and existing farmlands;
 - protection of environmental assets critical to public health and safety; and
 - integration of planning across all levels of government to address issues on a local, regional and state-wide basis,
- make provision for the development of housing opportunities, including opportunities for multifamily dwellings, consistent with soil types, terrain and infrastructure capacity, for all residents of the municipality and the planning region in which the municipality is located,
- promote housing choice and economic diversity in housing, including housing for both low and moderate income households, and encourage the development of housing which will meet the housing needs identified in the housing plan prepared pursuant to section 8-37t and in the housing component and the other components of the state plan of conservation and development. In preparing such plan the commission shall consider focusing development and revitalization in areas with existing or planned physical infrastructure.

Finally, in addition to the above minimum requirements, the statute identifies the following areas where the plan may include recommendations as to:

- conservation and preservation of traprock and other ridgelines,
- airports, parks, playgrounds and other public grounds,

- the general location, relocation and improvement of schools and other public buildings,
- the general location and extent of public utilities and terminals, whether publicly or privately owned, for water, sewerage, light, power, transit and other purposes,
- the extent and location of public housing projects,
- programs for the implementation of the plan, including (A) a schedule, (B) a budget for public capital projects, (C) a program for enactment and enforcement of zoning and subdivision controls, building and housing codes and safety regulations, (D) plans for implementation of affordable housing, (E) plans for open space acquisition and greenways protection and development, and (F) plans for corridor management areas along limited access highways or rail lines, designated under section 16a-27,
- proposed priority funding areas, and
- any other recommendations as will, in the commission's or any special committee's judgment, be beneficial to the municipality.
- And, the plan **may** include any necessary and related maps, explanatory material, photographs, charts or other pertinent data and information relative to the past, present and future trends of the municipality.

The requirements of the State Statutes of requiring a plan, mandating its periodic updating, and specifying a public adoption process, highlight the fact that the plan is a public document. Without the broad knowledge of the public concerning the plan, its value is greatly diminished.

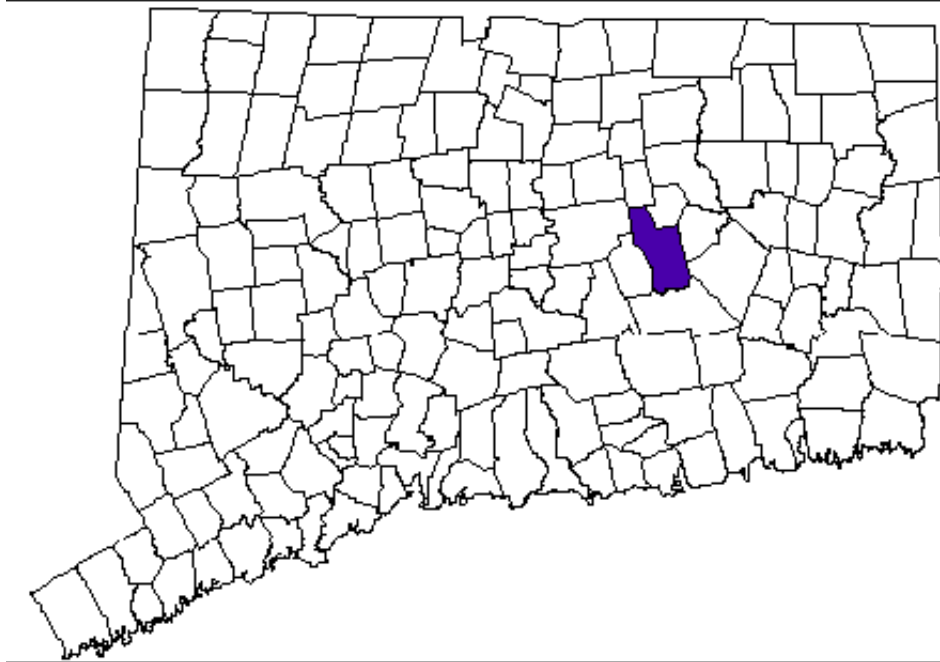
The plan is the town's document to help it plan for its future. This plan is intended to be used by both the public policy makers in the town and by its citizens to better understand the town and to best plan for its future.

Above all, the plan is a roadmap to where we all think the Town should be in the next 20 years. It is a document of the Town citizens and should reflect their best thinking for what the future of Hebron should be.



Section 1

Community Profile



Make no little plans; for they have no magic to stir men's souls...make big plans and aim high....Daniel H. Burnham, architect & urban planner (1846-1912).



Introduction

The Community Profile section of the Plan of Conservation and Development is intended to provide a description of the Town and its past growth, and then utilize this information to project future trends. As the character of this Town is different from all other towns, so too are its history and growth patterns unique. It is an important function of the Plan of Conservation and Development to see how the Town has developed; why it has developed the way it did and understand the rate and type of past growth. Only with this understanding can we properly plan for and guide future growth. This 2014 Plan of Conservation and Development will also document the changes that have occurred in the Community since the adoption of the 2004 Plan and will identify the accomplishments that were made by the Town in achieving numerous Goals and Objectives identified in that last Plan.



The experience of past growth and development in the community raises unique issues, which should be addressed in future planning. This understanding of the past and a look to the future is the purpose of the Community Profile section of the Plan of Conservation and Development.

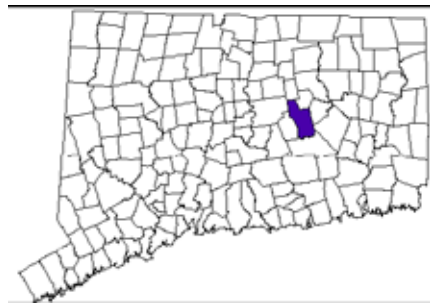
The Community Profile section of the Plan is divided into four parts. **Subsection A** provides a brief introduction and summary of the Town of Hebron's geography, size and character. **Subsection B** documents and describes the existing land use make-up of the community. **Subsections C and D** contain a current description of the Town's housing stock and population. These two sections will also include analysis of recent growth during the last planning period and include a comparison to surrounding towns and the region.

This analysis of land use, population growth and housing growth will serve as a foundation for all subsequent sections of the Plan.



A. Community Description

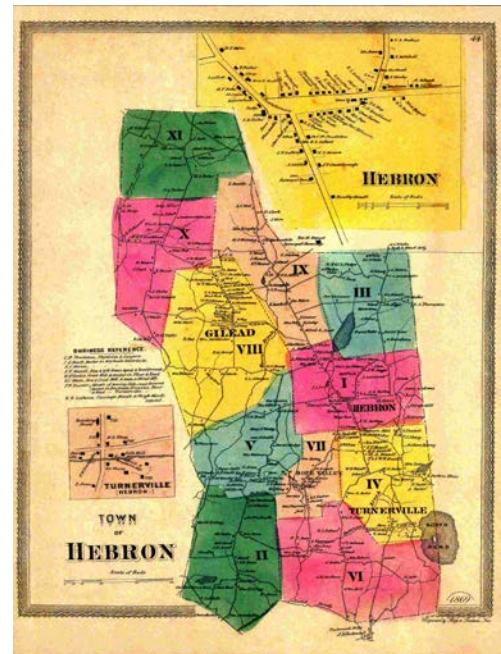
The Town of Hebron, incorporated in 1708, is located in central Connecticut, approximately 20 miles southeast of Hartford. The Town is bisected by Route 66, which runs east-west through the Town, and by Route 85, which runs north-south.



The Town contains 37.5 square miles (24,000 acres of land). It has a population density of approximately 258 persons per square mile. The topography within Town is primarily rolling hills, typical of the eastern uplands of Connecticut. The Town's landscape remains traversed with numerous stonewalls as a tribute to its proud agricultural heritage, with several farms still in operation, and over 900 acres of land permanently preserved as agricultural land by farmland preservation programs. Many historically significant homes and buildings line the roads throughout the Town of Hebron.

The landscape of the Hebron is diverse, ranging from woodlands to open fields and marshlands, with many areas preserved in their natural state. Many indigenous species of vegetation and wildlife can be found throughout the Town. The terrain in Hebron ranges in elevation from 204 feet above sea level in the southwest corner of Town to 772 feet above sea level in the northeast corner. The landscape of the Town contains numerous streams within the Salmon River basin, all having high water quality.

As of the 2010 U.S. Census, the Town had a population of 9,686 people. Although still a largely rural town, Hebron has experienced significant residential growth in the past five decades once it was discovered as a highly desirable and convenient housing location. Due to these factors it is expected that Hebron's residential growth will continue to outpace general population growth of the region and the State.





B. Land Use

The land use of the community is the focus of a significant amount of local planning efforts and subsequent public policy discussions and zoning and subdivision regulations. The perceived character of a town, its quality of life, as well as its economic health is, in large part, a reflection of its land use make-up. It is therefore important to know and understand the Town's land use fabric as background for establishing policies intended to regulate future land use changes.

Methodology

Prior to the 2004 Plan, there were few comprehensive land use calculations and analysis from earlier plans of development. For the 2004 Plan, prior to the Town having a Geographic Information System (GIS), the land use calculations were derived manually from Planning and Zoning Commission files (including approved subdivision plans and site plans), the Town Assessor's records, building department records and field visits. These were all used to determine the correct land use. For the 2014 Plan update, the Town's GIS system is the primary source for land use calculations. This should provide an accurate record of existing land use tabulations and changes over time.

The following assumptions were made in determining Land use area calculations:

- If a parcel of land is occupied by some land use, but the majority of land is vacant, only the used portion of land is calculated as developed, and the remainder of the parcel is shown to be vacant.
- Privately owned open space, as shown in the Open Space Plan, is calculated as vacant land, as that land is not permanently committed to open space.
- Farmland not permanently protected under a farmland preservation program is calculated as vacant, because it still can be developed.
- Permanently protected farmland, where development rights were purchased by the State of CT, is considered as permanent open space.

Residential Land Use

Residential land use is the largest single land use category in Hebron. About thirty-one percent (31%) of the overall land in Town is used for residential purposes. Single family development accounts for 30% of the Town's land whereas multi-family land use accounts for about 0.8% of Hebron's land area. Of all the developed land in Town, or land that is committed to some type of land use, approximately 56% of it is used for residential purposes.

**Land Uses in Hebron
May 30, 2013**

Developed / Committed Land

Land Use	Acres	% of Town
Single Family	7,201	30.0 %
Multi-Family	185	0.8%
Institutional	212	0.9%
Commercial	94	0.4%
Industrial	23	0.1%
Roads	714	3.0%
Sub-total: Developed Land	8,429	35.1%
Town Open Space	1,559	6.5%
State Open Space	2,991	12.5%
Sub-total: Public Open Space	4,550	19.0%
Preserved Agriculture	918	3.8%
Sub-Total: Open Space / Preserved Agricultural Land	5,468	22.8%
Total Developed / Committed Land Use	13,897	57.9%
Vacant Land		
Land Use	Acres	% of Town
Private Open Space	1,117	4.7%
Agricultural Use	1,410	5.9%
Vacant	7,576	31.6%
Total Vacant Land	10,103	42.1%
Total		
Total Hebron Land Area	24,000	100%

Business & Industrial Land Use

As primarily a rural town, Hebron's business and industrial sectors are still emerging and this land use category is likely to remain a relatively small segment of the overall Town.

Business use occupies 94 acres in Hebron and is primarily located in the General Business District along Route 66, although there are other commercial areas along Church Street (RT 85). While there are other smaller business districts, the Route 66 corridor is seen as the most likely location for future growth. This is particularly true due to the existing concentration of businesses in this area, the existence of the new Village Green District for future expansion of the business district on the south side of Rt. 66, and with the availability of public sewers and public water in this area.

Land devoted to industrial uses is limited to approximately 23 acres. These sites are generally located in the older industrial areas, particularly in the Amston Village District located on Church Street. The total amount of land in Hebron developed to date with business and industry amounts to one-half of a percent of the Town's land area.

Agriculture Land Use

Approximately 2,328 acres within the Town is presently being farmed, accounting for about 10% of the total land area of the community. This tremendously affects the positive impression many people have of the Town, retains a land use that is an important historic aspect of the community that dates back to its origins, and maintains a vibrant economic activity in the Community.

Of the total land area devoted to agriculture, 918 acres (3.8% of the Town) is permanently preserved agricultural land through the State's Farmland Preservation program. These areas are shown on the Open Space Map in this Plan. Approximately 400 acres of land was added to this land use category through this highly successful State farmland preservation program since the last Plan of Conservation and Development was adopted in 2004. As permanently preserved open land, these 918 acres are shown under the permanent "open space" land use category in various sections of the plan. The remaining 1,410 acres of agricultural land is not permanently preserved. These areas are shown within the vacant land category as they are subject to future development.

Institutional Land Use

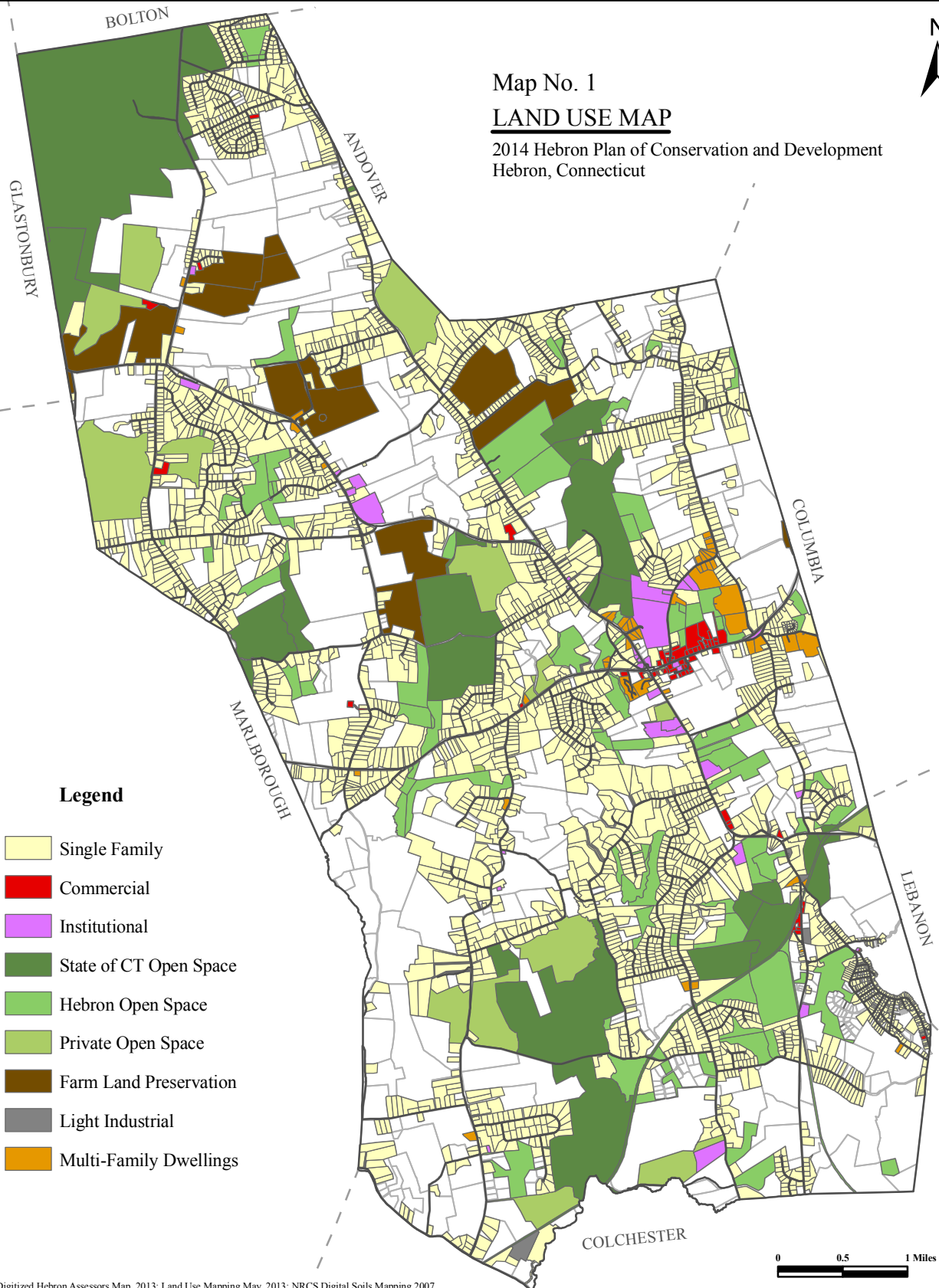
Land devoted to institutional uses (churches, cemeteries, schools, firehouses, etc.) accounts for about 212 acres of land in Town or 0.9% of the Town's land area. These uses are routinely found throughout residential neighborhoods of the Town as they generally serve residential land uses.

Developed and Committed Land










A total of 13,183 acres of land are now considered to be either developed or committed to permanent open space. This land area represents approximately 54.9% of the total land area in Hebron. This area is comprised of 4,550 acres of permanent open space, 918 acres of preserved agricultural lands, and 7,715 acres developed as houses, stores, offices, etc. There is another 714 acres devoted to roadway rights-of-ways including State, Town and private roads as well as unused rights-of-ways.

Map No. 1
LAND USE MAP

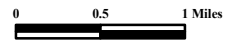
2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

-  Single Family
-  Commercial
-  Institutional
-  State of CT Open Space
-  Hebron Open Space
-  Private Open Space
-  Farm Land Preservation
-  Light Industrial
-  Multi-Family Dwellings

Source: Digitized Hebron Assessors Map, 2013; Land Use Mapping May, 2013; NRCS Digital Soils Mapping 2007



NATHAN L. JACOBSON & ASSOCIATES, INC.

Vacant Land

This leaves 10,103 acres of land in Hebron, which are considered vacant, representing approximately 42.1% of the Town's land area. This acreage is comprised of non-protected farmland, privately owned open space, and other vacant properties. Private open space is included in this category as those properties are generally larger parcels of land, presently being used for very low intensity uses, and potentially could be developed in the future for higher density uses.

A 1987 land use analysis of the Town, conducted by RPPW, Inc., a planning consulting firm, determined that as of 1987 approximately 17,430 acres were vacant. This represented 73% of the Town's land area.

In the intervening 26 years (1987 - 2013) over 7,327 acres were converted from the vacant land use category to a developed / committed land use category. This acreage represents 30.5% of the entire Town. The majority of this acreage was converted to single-family development. Other lands were developed with business uses, became open space through either the subdivision process or through outright purchases, or became protected farmland via the purchase of development rights. The remaining acreage was developed for institutional uses or other types of land use changes.

Of the 10,103 acres of land now vacant, approximately 245 acres are located within the Town's business districts, and approximately 9,858 acres are residentially zoned. An analysis of this vacant residentially zoned land, and the potential that this land holds for future population growth, is contained later in this Plan.

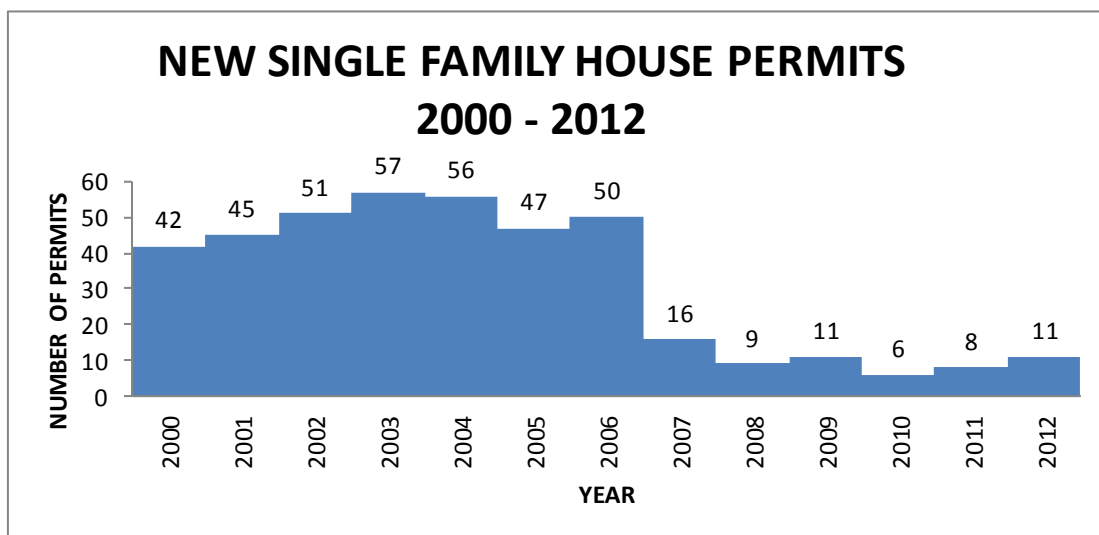


C. Housing

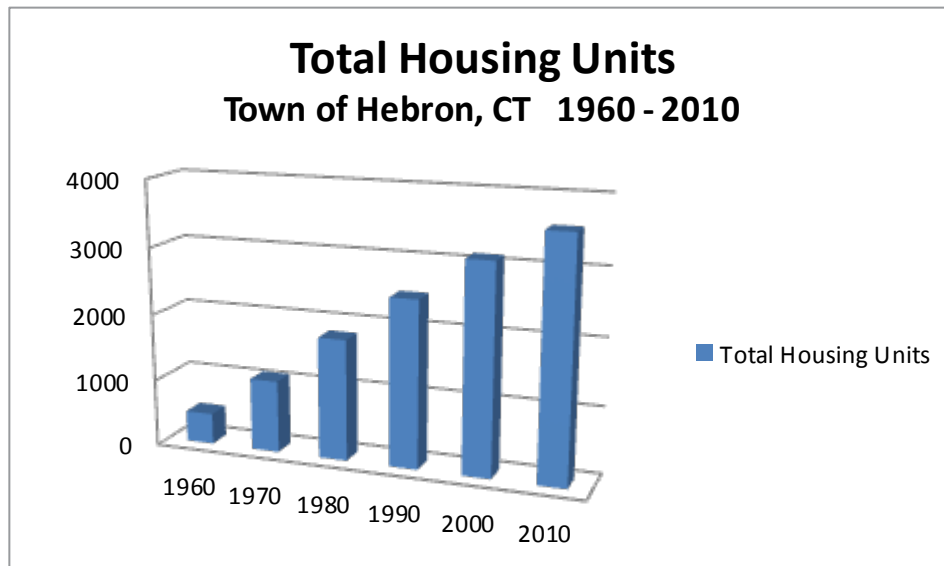
Number of Housing Units

Hebron's housing stock is primarily single-family housing, although, there exists some small older apartment buildings and duplex units constructed around Hebron Center in the 1970s and 1980s. With the introduction of sewers around 1990, some additional diversity in the housing stock began to appear. A private housing development for the Town senior population was constructed within the sewer service district in the 1990's. At the same time a Town senior housing development was constructed along with a senior center next to the Town center. In the past decade, another 55-and-old community was constructed in the Town center on Loveland Road; and, a cluster single-family non-age restricted development began construction in the same area.

Single – Family Housing: Hebron has experienced a significant growth in the number of new single family housing units each decade since 1960 through the mid-2000's. From 1960 through 2000, the Town averaged over 650 permits for new single family dwellings each ten years. The last 10 years began with a similar strong construction market with the years 2000 through 2006 experiencing an average of 50 new single family housing units per year. However, the dramatic national economic downturn beginning in 2007, that is still persistent, had a dramatic effect nationwide on the construction industry in general and the single family housing market in particular. In Hebron the number of new single family home permits averaged only 10 per year from 2007 through 2012.



Overall Residential Growth: In reviewing all housing unit growth, during the 1960 - 2000 period, the rate of growth in the number of housing units in Hebron has been near the highest rate of growth in any single town in the region. The overall number of housing units in Hebron at the time of the 1980 census was 1,811. This grew to 2,489 units in 1990, a 37.4% increase. In 2000, the US Census reported 3,110 housing units. In both the 1980's and 1990's, Hebron had the highest or second highest percentage increase in housing units for any town in the Hartford Capitol Region.



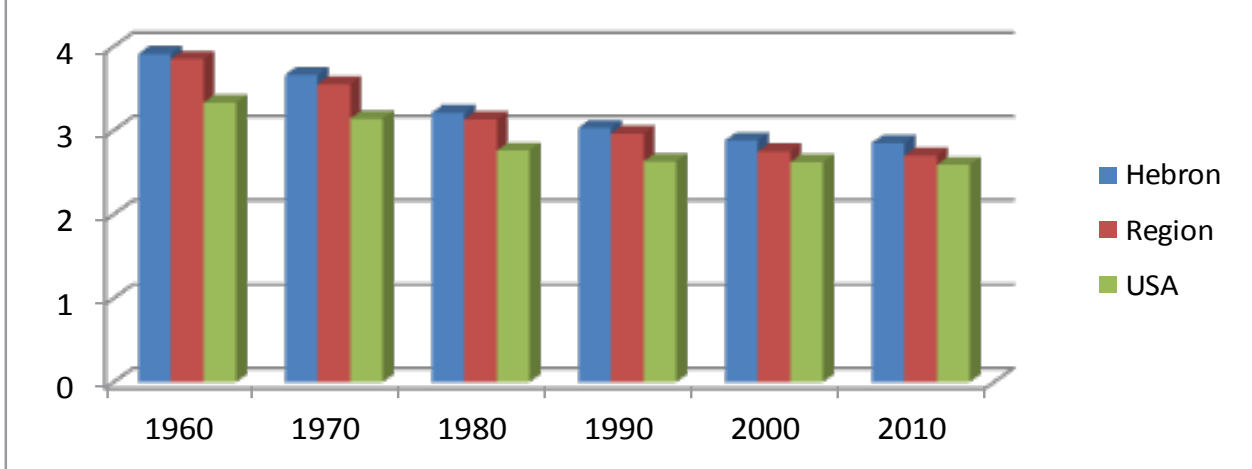
Since 2000 to the 2010 US Census, the Town has added another 457 housing units, a 14.69% increase over the past ten years. The total number of housing units according to the 2010 census was 3,567. Although the rate of increase was less than the rate experienced during past decades, this still represented the 7th highest rate of growth among the 30 towns in the Hartford Capitol Region since 2000.

Household Size

The continuing decrease in the average household size has been a significant national trend since the post-World War II period. Hebron's average number of persons per household has dropped from 3.91 in 1960, to 3.66 in 1970, to 3.21 in 1980, 3.03 in 1990, and 2.88 in 2000. The 2010 census reported the current persons per household size to be 2.85. This represents a 27% decrease over this 50-year period.

This drop in the average size of households is a national and state demographic trend and is attributed to a number of factors including lower birth rates, high divorce rates, later marriages, increased longevity and a generally higher number of single person households. This is a significant factor for forecasting future populations based upon growth in the Town's housing inventory. However, it is interesting to note that the decline in the persons per household rate is leveling off, and in fact has started to rise in some States during this past decade. The economic slow-down during this decade has slowed new housing starts, has prompted some people to seek housing together, and has forced many college students and other young people to return to their parents' home due to a limited housing supply and depressed employment opportunities.

Average Number of Persons Per Household 1960 - 2010



It is worth noting a comparison of Hebron's average persons per household with those of other area towns. Although the average is significantly declining, Hebron's average persons per household have been consistently higher than those of surrounding towns.

From 1990 through 2010, Hebron had the highest average number of persons per household in the Capitol Region. Also, of those households in Hebron with families, the average size is 3.19 persons. This is the second highest average size for family households for any town in the region.

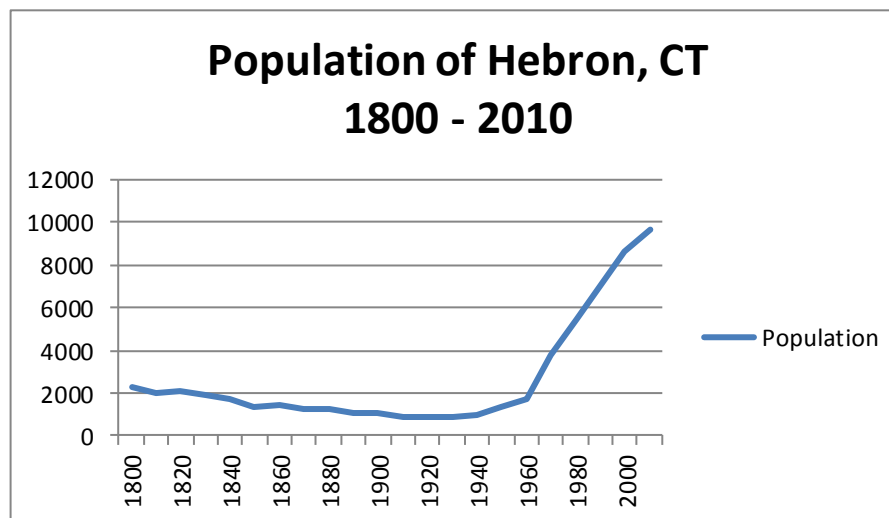
This can be seen simply as a reflection of a generally younger town, somewhat typical of eastern Connecticut towns, which have attracted younger families for a number of reasons including comparatively attractive real estate values, a higher level of municipal services, excellent educational opportunities and an attraction to the rural character of the community.



D. Population

Historic Growth

Hebron's population, like many rural, outlying Connecticut towns remained relatively stable until the post-World War II period. This is when the population experienced a modest upswing. However, it was not until the 1960's that Hebron was discovered as a convenient place to live and commute to work.

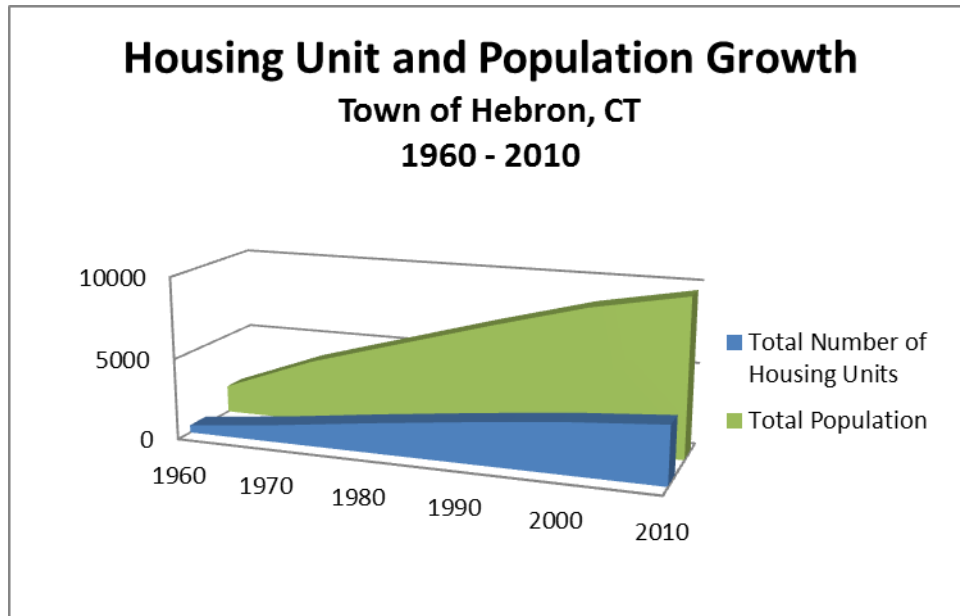


The decades of the 1960's through the 1990's saw significant growth in terms of new population, which outpaced many, and at times all, of its surrounding neighbors. This rate of growth is particularly significant when compared to the regional and State populations that have remained relatively stable during the past two decades.

Population growth during the most recent decades is particularly important to review because they are the most recent trends that would suggest what future growth is likely for the town.

Hebron's population in 1960 was 1,819. This grew by 109.7% to 3,815 by 1970. The 1970's saw Hebron's population grow to 5,453 by 1980, a 42.9% increase. This rate of growth was unabated during the 1980's which saw a 29.8% increase in population to 7,079 by the 1990 U.S. Census. The 2000 Census determined that the town population grew to 8,610, a 21.6% rate of growth. Finally the 2010 US Census population figure is reported at 9,686, a 12.5% increase during the last decade.

Although these statistics show a significant increase population growth during the past few decades, the rate of housing growth has consistently been at an even greater rate. As noted in the earlier Section, Housing growth over the last 10 years grew at a rate of 14.7% compared to the 12.5% population growth. In fact over the past 50 years the number of housing units in Town grew by 667% compared to the population increase of 475%. The following chart demonstrates growth in both of these categories over the past 50 years.



Age Changes Within the Population

While overall growth changes to the Town's population are important to document, age changes within the Town's population are equally significant to understand. The 2010 Census data has shown significant developments within two specific age groups that have impacts on the character of the community as well as on public policy and community services.

Between 2000 and 2010, Hebron's school age population (between ages 5 and 19) grew by 24%. However, the under-5 population decreased by 39%. At the other end of the age spectrum, the Town's elderly population is another age group growing more rapidly than the population as a whole. The age group 65 years old and older increased by 79%; and the over 85 population increased by 221%. Increased demands for services for the elderly are likely and planning for housing for this segment of the population is also warranted.

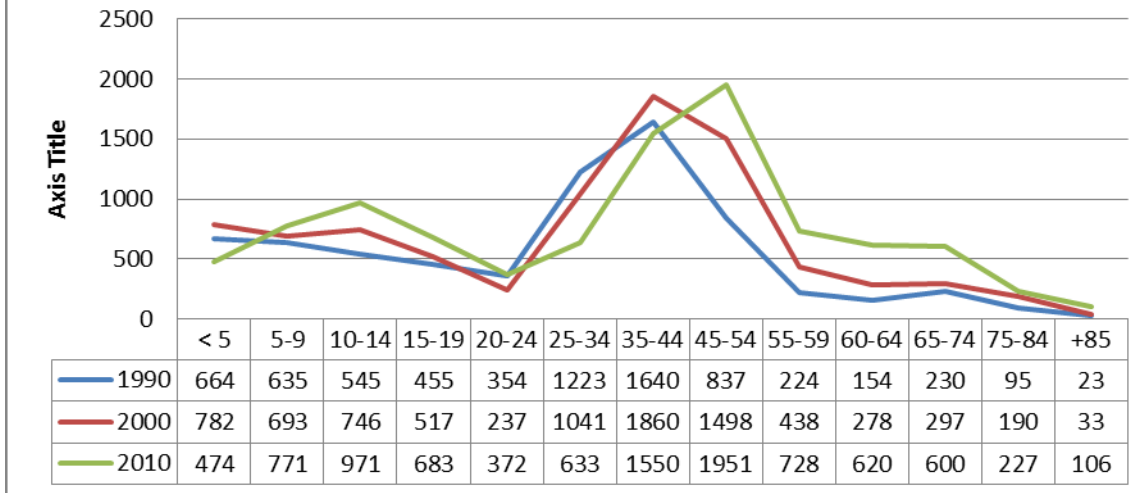
Also of interest is the continuing decline of the 25 – 34 year old age group. This mobile young population, just beginning their careers, continue to decline not only in Hebron, 39% decline since 2000, but also Statewide. The cost and supply of attractive housing choices for this age group, career opportunities, and lifestyle choices are common reasons for this age group leaving the area. This loss of this key age group is a concern to the future economic growth and vitality of the State and has started to receive attention by policy makers looking for ways to address this problem.

These changes to the population profile in Hebron over the past two decades can be best seen graphically in the following chart "Population Profile; Hebron, CT; 1990 – 2000 – 2010".

Population Profile

Hebron, CT

1990 - 2000 - 2010



Comparison with Neighboring Towns

Of interest to Hebron is the comparison of its population growth with the growth experienced in neighboring towns and in the region. By doing this exercise it is possible to evaluate whether Hebron is experiencing a nominal or unusually high growth rate.

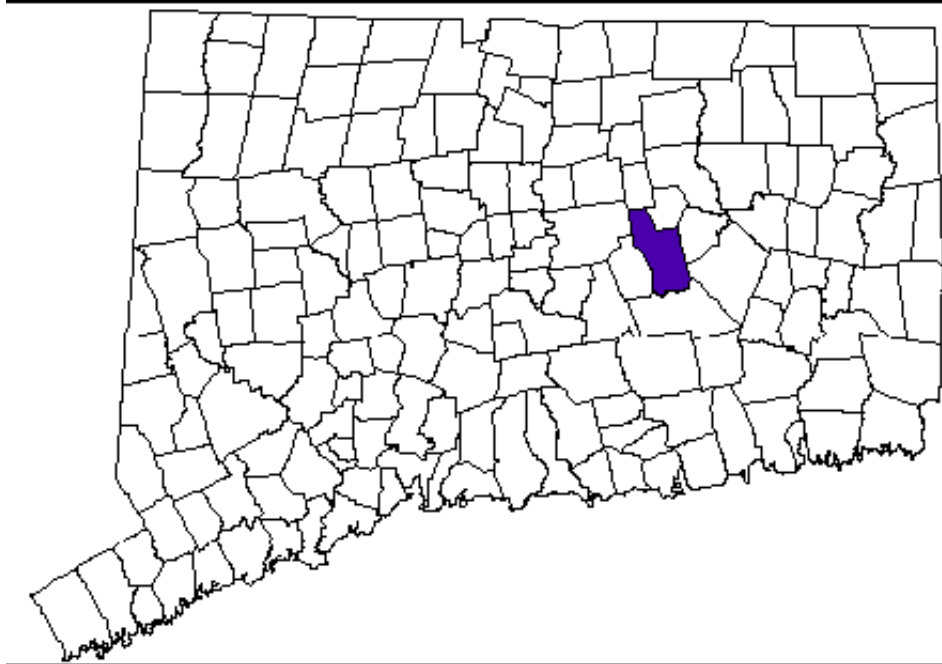
During the decade of the 1970's when Hebron's population grew by about 43%, the population of the Capitol Region as a whole declined by 0.2%. The following decade of the 1980's saw a still impressive growth of almost 30% in local population and a relatively strong regional growth of 6%. During the 1980's the State and the region experienced one of the most aggressive housing booms in history. In the 1990's, when Hebron's population growth was nearly 22%, the region's population growth was only 1.7%. During the past ten years the Town's population grew by a more modest 12.5% but still outpaced the Hartford Region's population growth of 5%.

A comparison of Hebron's population growth with other Capitol Region towns provides a good comparison of the Town's growth. Historically, Hebron's population growth rates consistently were at or near the top of other towns in the Capitol Region. For example, the 21.6% growth during the 1990's was the highest population growth rate of any individual town in the Capitol Region. During the 2000 – 2010 decade, Hebron's population rose 12.5% which was the fifth highest growth rate of all 30 Capitol Region communities. The most significant factors to such growth patterns appear to be the availability of developable land and the desirable quality of life in eastern Connecticut.



Section 2

Conservation Plans & Policies



"I look forward to an America which will not be afraid of grace and beauty...which will preserve the great old American houses and squares and parks of our national past, and which will build handsome and balanced cities for our future." **John F. Kennedy**



A. Sustainability

Introduction

This Section of the Town’s Plan of Conservation and Development focuses on its “Conservation Plan & Policies”, or identifying the natural, cultural and historic systems in Hebron that are important to recognize, value and preserve. Hebron has had a long history of caring for its environment, and preserving those aspects that make it a special place. There has been much discussion recently, both regionally and nationally, about the importance of sustainability, which is a term that encompasses these conservation policies.

A sustainable community is one designed with consideration of its environmental impact, of its required inputs of energy, water and food, and the minimization of waste outputs of heat, air pollution, CO₂, methane, and water pollution. In the context of community planning, consideration is also given to the modes of transportation, proximity of living spaces to work places, mixed use development, and the impact structures have on the surrounding environment, storm water, waste water, solid waste, light pollution, and site disturbance.

The concept of sustainability describes a condition in which human use of natural resources is in balance with nature's ability to replenish them. The goal of sustainability is to create the smallest possible ecological footprint, by producing the lowest quantity of pollution possible, efficiently using land, composting or recycling used materials and, if possible, converting them in a waste-to-energy process. As a result the community’s overall environmental impact will be minimized.

Planning for sustainability promotes responsible development — it is not anti-development. It strives to achieve the greatest common good for all segments of our population, to protect the health of the environment, and to ensure future generations of the resources they will need to survive and progress.

Many of the actions, goals, and objectives contained in this Plan, and particularly in this Chapter, seek to promote responsible development practices and a plan for future Town growth that specifically supports sustainability.



Town Initiatives

The State of Connecticut and the Capitol Region Council of Governments (CRCOG), the planning region of which Hebron is a member, have taken a variety of initiatives in studying and promoting efforts aimed at sustainability. However, the most significant steps are those that happen at the local level. The Town of Hebron has taken a variety of steps in becoming a more sustainable community:

- Town energy conservation project:
 - The Town of Hebron engaged Siemens Industry, Inc., through a program offered by the Connecticut Conference of Municipalities (CCM) Energy Efficiency Program, to increase the energy efficiency of Town and school buildings.
 - An analysis was conducted on the energy use of all Town buildings, and the highest energy-using buildings were targeted for energy improvement projects.
 - A number of improvements were accomplished including interior and exterior lighting retrofits including use of LED lights, automatic lighting controls, HVAC improvements, and a boiler replacement at Company #1.
 - Energy savings are guaranteed as the cost for all equipment and services will be paid from energy cost savings.
- Clean Energy Communities:
 - In June of 2013, the Town joined the Clean Energy Communities Program that aims to reduce energy consumption in town buildings 20% by 2018. Participation in this program allows the Town to earn energy incentive “points” redeemable for energy rewards such as a Bright Ideas Grant.
- Burnt Hill Park solar project:
 - The Parks and Recreation Department installed a series of solar panels on the roof of the Parks and Recreation offices at Burnt Hill Park. The system is a 10.5 kW system that provides electric power to the offices and also feeds surplus energy back to the grid.
 - Since the installation 2 ½ years ago, \$2,300 has been saved in energy costs.
- Gilead Hill School energy efficiency project:
 - The Hebron Board of Education engaged the Institute for Sustainable Energy at Eastern Connecticut State University in evaluating energy usage at Hebron’s two schools and areas for possible savings.
 - The school system worked with DBS Energy, Inc. in developing and implementing a rooftop solar panel system for Gilead Hill School with no upfront investment by the district and a potential of \$495,000 in energy savings over the 20-year contract period.
 - The school system also performed lighting retrofits with LED exterior lights to reduce energy costs for outside lighting.
- Planning and Zoning Commission has adopted a number of Zoning and Subdivision regulation provisions that promote sustainability:



- The Plan of Conservation and Development has set forth land use policies to focus commercial and cluster residential development in Hebron Center including the Village Green area, to reduce sprawl and take advantage of existing roadway, sewer and public water infrastructure;
- The Commission has undertaken a study of Incentive Housing Zones (IHZs) to look at the potential for more efficient mixed use development in Hebron Center;
- The Subdivision Regulations were amended to require a minimum of 20% dedicated open space in new residential developments;
- The Regulations prohibit the use of non-native invasive species for new landscaping;
- The Commission has adopted a series of land use and development regulations to promote Low Impact Development practices in new developments particularly with the use of more natural road-side swales to capture storm-water runoff, the use of storm water quality basins, cul-de-sac islands to reduce the amount of impervious surfaces, and allowing more narrow paved roads.
- Other steps that have been taken to encourage a sustainable community are:
 - Utilized several Small Town Economic Assistance Program (STEAP) grants to create a more walkable and “green” Hebron Center with sidewalks, trails, landscaping and benches;
 - Used an Open Space Land Acquisition Fund and Committee to actively protect and acquire Town Open Space consistent with the adopted Plan of Conservation and Development;
 - Adopted Wetland Regulations containing a greater stream corridor protection buffer and protection areas to wetlands, watercourses and wetland areas of significance;
 - Joined the Salmon River Partnership to engage all other towns in the watershed in reviewing and improving land use regulations by becoming more environmentally friendly



Energy Conservation and Alternative Energy Sources

As with most communities, Hebron is largely dependent upon use of finite natural resources for energy supply. Along with energy conservation measures, alternative energy sources would reduce the necessity to depend on limited fossil fuels such as oil, coal and natural gas all of which contribute to increased levels of greenhouse gas emissions. Community-by-community efforts to conserve energy and utilize alternative energy sources will lead to eventual cost savings, a cleaner environment and a more stable, sustainable community.

The following are among the alternative energy sources that the Town should support in both public and private ventures, and ensure that local regulations encourage:

- Rooftop and ground-base solar panels

- Geothermal systems, particularly with new construction
- Wind energy from turbines and windmills

In addition, electricity produced regionally from water flow, wind and biogas energy is available to purchase as an alternative to the purchase of electricity generated by coal and other finite sources.

Goal and Objectives

Goal: To grow the community in a manner that is as close to “sustainable” as practical, given its small Town and rural character, and to achieve a minimal impact on the environment from land development, energy use, waste and recycling practices, and other human activities.

Objectives:

1. Support State of Connecticut and CRCOG’s efforts to make our community more sustainable and environmentally friendly.
2. When and where practical, continue to implement the energy conservation measures recommended for the Town by the recently prepared Siemens’ energy audit. Such recommendations include town facility occupancy sensor controls, additional roof solar panel systems for the Town Hall and Senior Center, use of LED lighting and the upgrade of certain HVAC equipment and controls.
3. Support and promote the goals and rewards of the Clean Energy Communities Program.
4. Encourage the use of alternative renewable energy sources where and when practical. Consider establishing land use regulations for such energy sources, especially for large and small-scale solar panels, ground-sources heat pumps and wind powered structures.
5. Encourage the use of alternative-source energy in the improvement or construction of facilities in all business zones. This includes the use of LED full cut-off lighting in existing or new lighting fixtures.
6. Support efforts in alternative energy source systems in all residential developments.

B. Underground Drinking Water Supplies

One of Hebron's most important resources is its underground drinking water supply. Whether by individual private wells or by community wells, all of Hebron's population depends on its underground water supply for its drinking water.



Groundwater, particularly for single family houses, is essentially available everywhere in the State of Connecticut. An aquifer is a geologic formation that can yield a usable amount of water; but the amount of water that a particular aquifer can yield is directly related to the physical characteristics of the geologic formation and the amount of the recharge received by the aquifer.

Bedrock aquifers are relatively low yielding, and are the most common aquifers found in the State and within the Town of Hebron. Stratified drift aquifers are the most productive sources of groundwater and experts in the field see these as the State's most likely source of future drinking water supplies. As such, these areas should be protected from all sources of contamination.

The Town has several areas designated as productive coarse-grained stratified drift aquifers. These are shown on the map contained within this section and are generally located at the Raymond Brook Marsh, in the Judd Brook marsh, and at several areas along the Jeremy River.

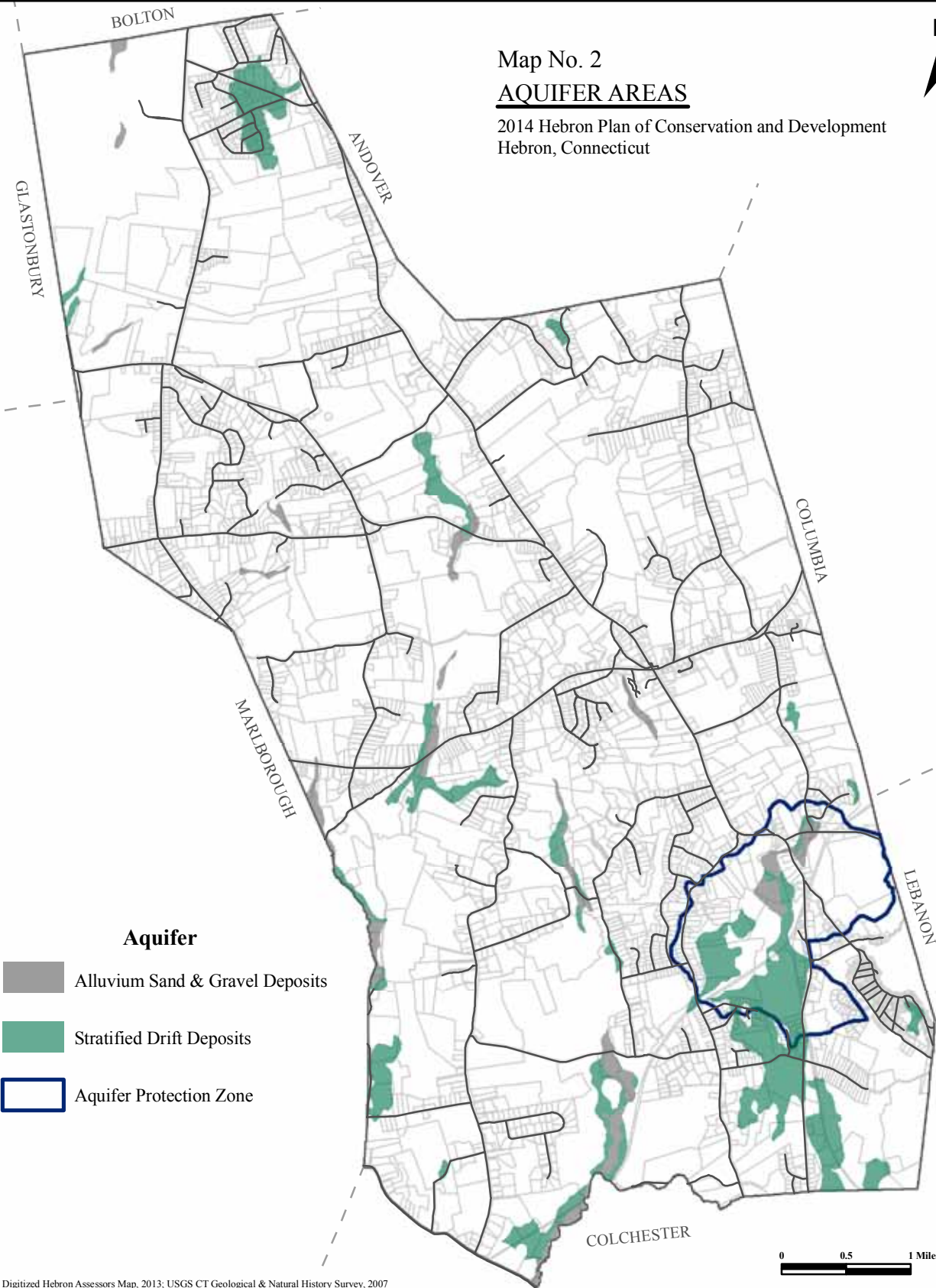
To date, the Town has undertaken efforts to protect its most extensive aquifer in the Raymond Brook Marsh area. An Aquifer Protection Zone has been established around this aquifer, which contains standards aimed at protecting this resource. Efforts should be expended to look at future protection areas around other important aquifers.

Since the adoption of the 2004 Plan, the following actions have been taken to further the Goal and Objectives within this Section:




- Regulation changes that have promoted the recharge of ground water including the discharging of roof drains into subsurface infiltrators, utilizing sheet drainage and open drainage swales;
- Subdivision Regulation were amended to enhance the well protection radii areas;

Map No. 2
AQUIFER AREAS

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Aquifer

-  Alluvium Sand & Gravel Deposits
-  Stratified Drift Deposits
-  Aquifer Protection Zone

Source: Digitized Hebron Assessors Map, 2013; USGS CT Geological & Natural History Survey, 2007

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- Extensive open space acquisition efforts have targeted the Raymond Brook and Judd Brook Marsh areas by both the Town and the State of CT; both areas are considered potential sources of future drinking water supply;
- The Town joined the Salmon River Watershed Partnership in a region-wide effort to identify measures to enhance and protect water supplies;
- Subdivision Regulations were amended, as a result of recommendations from the Salmon River Watershed Partnership studies, to reduce street widths on new subdivision roads in order to reduce impervious surfaces and the amount of stormwater runoff in order to enhance groundwater recharge.

The goals and policies in this section of the Plan have been set forth to further the protection of Hebron's present and potential underground drinking water supplies.

Goal and Objectives

Goal: Preservation and protection of Hebron's finite ground water resources and their recharge areas.

Objectives:

1. Protect important existing and potential water supply aquifers from land uses that pose a high water quality risk.
2. Investigate and identify other aquifer areas in Town and establishing protection measures.
3. Review the existing Aquifer Protection overlay zone regulations and amend the regulations where appropriate to maximize protection of this resource.
4. Investigate and encourage measures that will promote safe recharge of ground water supplies. Consider such measures such as discharge of roof drains into subsurface infiltrators, sheet drainage from paved areas, and open drainage swales rather than closed drainage systems.
5. The Raymond Brook Marsh is Hebron's most valuable potential large yielding aquifer, has been identified in the Aquifer Protection Zone in the Zoning Regulations, and should continue to be monitored and protected by regulation and other measures. This complex system, an important stratified drift deposit, its large size, low relief, peat and muck soils, a mix of wetland types, a variety of surrounding vegetation types, and its proximity to a major watercourse, combine to make it so valuable.
6. Currently the Town relies entirely on private and small community wells tapping primarily low yielding bedrock aquifers. Land use types and densities should be compatible with the need to protect these on-site water supplies. Discourage development, which would exceed on-site carrying capacity in these areas.
7. Consider the recommendations of the Salmon River Watershed Partnership "Municipal Land Use Evaluation Project" to help protect water supplies (i.e., use of pervious surfaces where practical and amend Regulations to specify maximum allowed parking spaces).

8. Where pest management is utilized on Town properties, employ integrated, low-impact or organic pest management practices and encourage private property owners to use similar practices.
9. Discourage and communicate the negative impacts of harsh chemical lawn treatments to drinking water supplies.
10. Maintain Town ownership of any potential drinking water supplies within town-owned land. The Town should retain ownership of the water supply even if the Town authorizes another entity to extract such supply.

C. Stream Corridors, Bodies of Water and Wetland Soils

As discussed in other sections of the Plan, Hebron's stream corridors form the framework for the Town's open space and preservation efforts. Likewise, the State's open space parcels are also located on these waterways.

The great majority of the land area of Hebron drains to the south and to the west. These watercourses all ultimately drain to the Salmon River and ultimately the Connecticut River. Their water quality is of utmost importance to the water quality of the Salmon River where extensive State efforts have been made to reintroduce the Atlantic Salmon. The open space preservation efforts along these watercourses, as well as other conservation measures and development standards applied near watercourses, serve to maintain the high water quality that presently exists.

The streams in the central and western portions of Hebron, the Jeremy River, Fawn Brook, the West Branch of Fawn Brook and the Blackledge River are all classified as Class A streams. As such, these are potential supplies for drinking water, provide fish and wildlife habitat, and are appropriate for a variety of recreational and agricultural uses.

Watercourses are part of a balanced system. Their water quality is dependent upon the drainage basins and recharge areas in which they are located. Discharges into the drainage basin affect the quality of the water in the streams; and, the water quality of the streams, in turn, affect the quality of the associated underground water supplies. The vegetation and tree canopy along the stream corridors regulate the temperature of the water and support associated habitat areas.

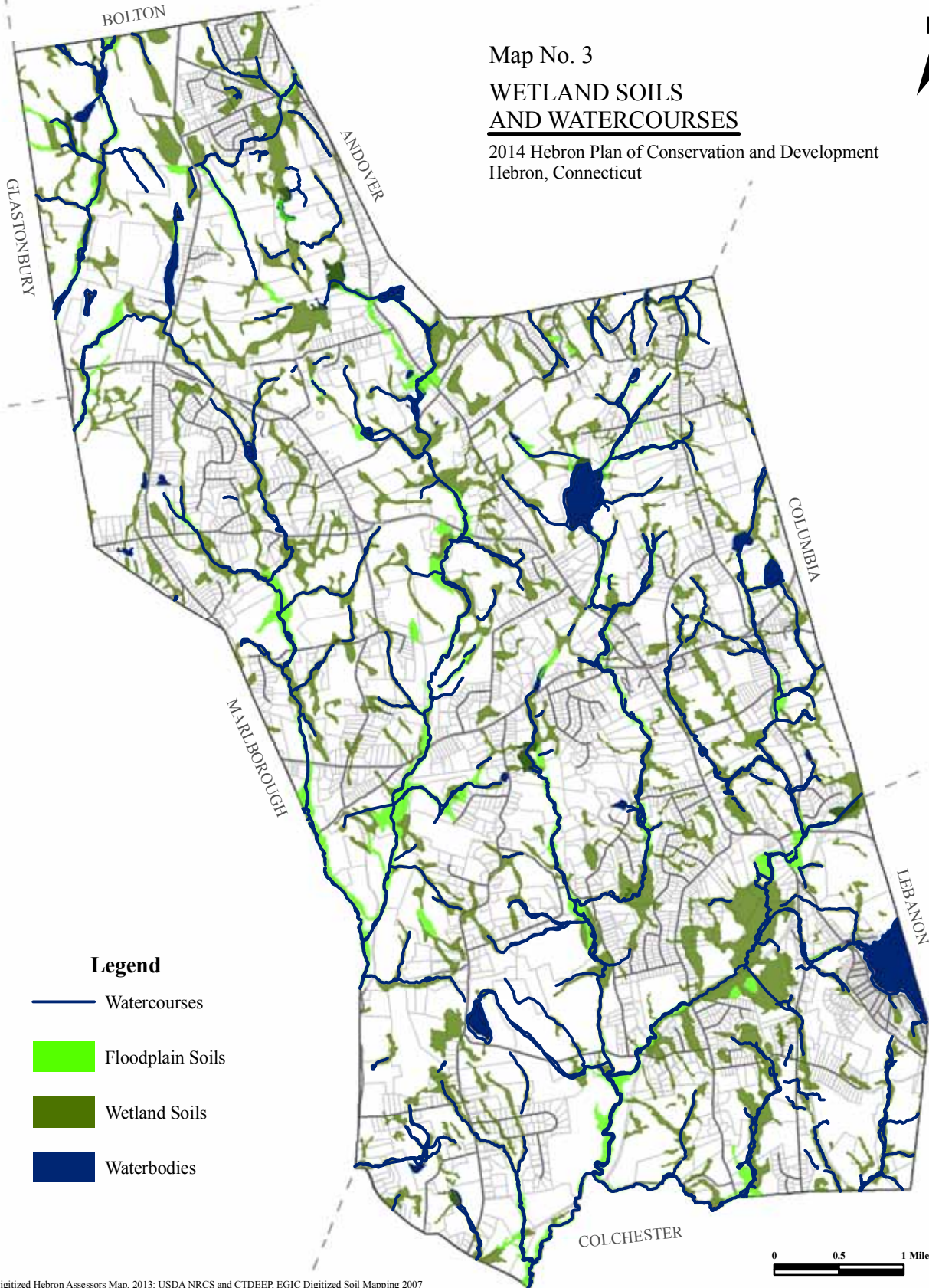
Numerous efforts have taken place since the adoption of the 2004 Plan of Conservation and Development to achieve the adopted Goal and Objectives in this Section. These include:

- The Conservation Commission enhanced the upland review areas within the Town's Inland Wetland Regulations from 100 feet to 200 feet along most major watercourses (including the Blackledge River, West Branch of Fawn Brook, Fawn Brook, Jeremy River, Amston Lake Brook, Judd Brook, and Raymond Brook) and added additional "Wetland Areas of Special Concern" requiring a 300 foot regulated area;



Map No. 3
**WETLAND SOILS
AND WATERCOURSES**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; USDA NRCS and CTDEEP, EGIC Digitized Soil Mapping 2007

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- The Zoning Regulations were amended to prohibit septic systems from being within 100 feet of wetland soils;
- The “Town Center Stormwater Management Study” and the Amston Lake Drainage Study (“Analysis of Stormwater Conveyance Systems Discharging into Amston Lake”, 2008) were conducted to identify best stormwater management practices. The Zoning and Subdivision

Regulations were amended to incorporate recommendations of these studies as well as the State’s Stormwater Quality Manual recommendations;

- The Town joined all other Salmon River Watershed towns in developing the “Salmon River Partnership”. Led by the Nature Conservancy, the Partnership developed goals and objectives for all towns in the basin that point out the importance of the Salmon River from both an environmental and economic perspective. Stream monitoring was conducted in the Fawn and Judd brooks as part of this effort. The Partnership is ongoing and the Town has been an active participant.

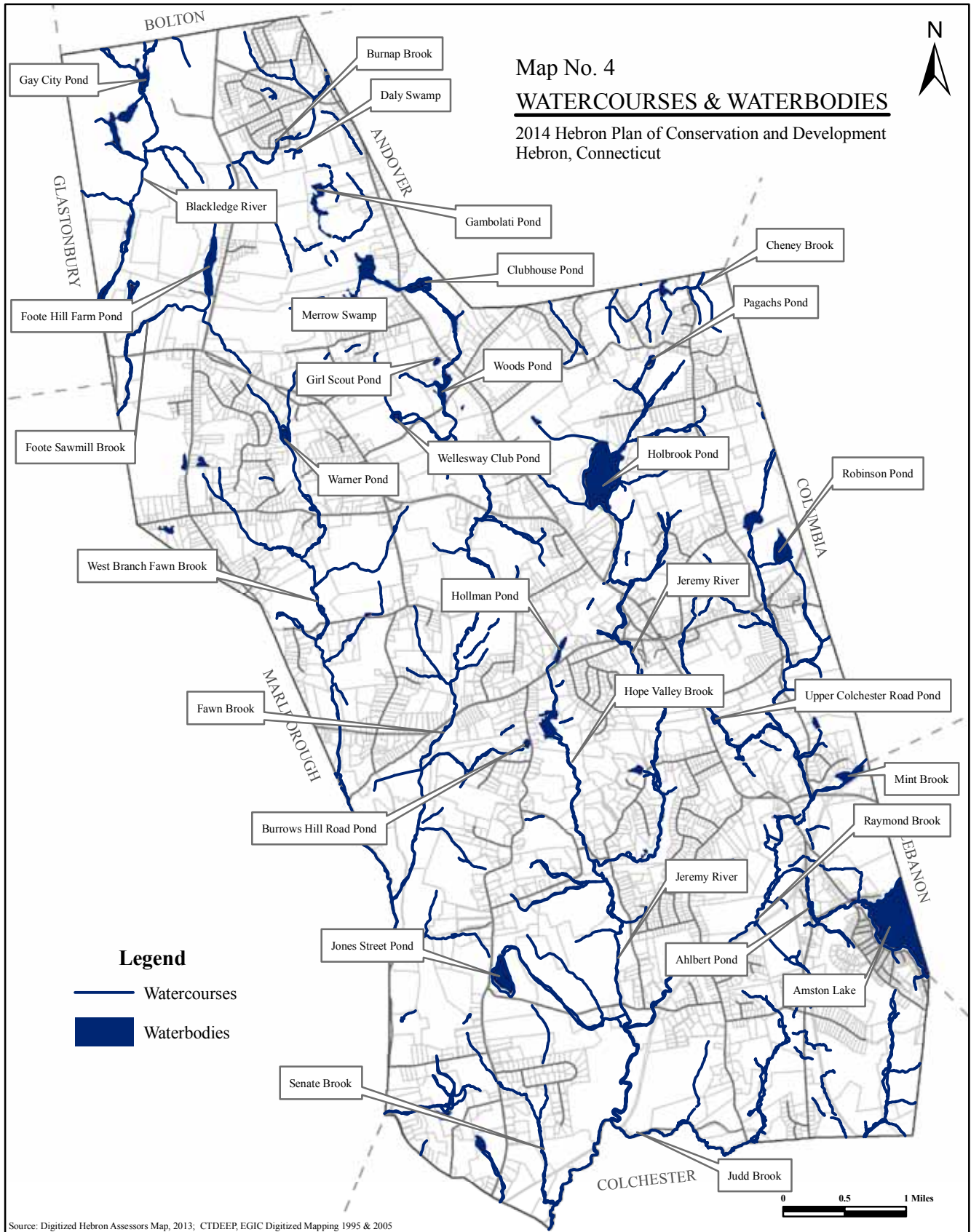
The Town’s stream corridors, water bodies and wetland soils are a large interrelated system that deserves protection and monitoring so that it can be enjoyed by future generations. The following goal and objectives are established to provide guidance for Town officials and residents to continue to improve on past preservation efforts.

Goal and Objectives

Goal: Protect the natural functions of stream corridors and surface waters and to maintain them in their natural state. Prevent the degradation of water quality and habitat that aquatic systems provide, and maintain natural water flow to and from all aquatic systems.

Objectives:

1. Maintain less than ten percent (10%) impervious surface in all regional and sub-regional watersheds.
2. Maintain the maximum amount of vegetation on slopes greater than fifteen percent (15%), particularly next to watercourses and wetlands.
3. Restrict clear-cutting in environmentally sensitive stream corridors.
4. Continue to assess wetland areas and strengthen Inland Wetlands and Watercourses Regulations for ecologically sensitive areas.



5. As part of the Town's Greenway concept, encourage the dedication of open space and conservation easements along corridors of significant value.
6. Encourage a trail network along stream corridors, to allow access for nature study and recreation.
7. Maintain the integrity of stream banks, streambeds and the associated tree canopy.
8. Identify, monitor and appropriately treat or control aquatic non-native invasive species on Town owned properties.
9. Work with public and private agencies, non-profit groups and affected property owners, to acquire and protect land adjacent to stream corridors and water bodies.
10. Encourage nature walks with featured speakers to attract visibility to the importance of aquatic systems.
11. Develop an ongoing water quality monitoring program (i.e., to test pH levels, siltation and storm water discharges) in the Town within all major watercourses and major bodies of water; and, coordinate these efforts with the Salmon River Partnership.
12. Work with fishing groups to promote the recreational benefits of stream corridors.
13. Promote educational activities and programs, such as essay contests, to raise awareness of the importance stream corridors as well as of aquatic and streamside plants and wildlife.
14. Support the Salmon River Partnership efforts and review and consider the implementation of all recommendations contained in the "Municipal Land Use Evaluation Project" to help protect streams and watercourses.



D. Amston Lake

Amston Lake is a 184-acre body of water located in the southeast portion of Town and bisected by the Hebron-Lebanon town line. The drainage area of the Lake is approximately 680 acres and is located predominately in Hebron, and partially in Lebanon and in Colchester. The lake has a mean depth of approximately 6 feet; and, the water level is controlled by an earthen dam, with a concrete spillway, on the west side of the lake. The outlet of the lake is an unnamed watercourse that feeds into the Raymond Brook Marsh and eventually into the Raymond Brook.



Amston Lake is the centerpiece to a residential neighborhood that must be taken into consideration in developing goals and objectives for this area. This neighborhood has developed with a mix of seasonal and year-round dwellings. Following the introduction of public sewers and a community water supply system in the neighborhood, the Town Planning and Zoning Commission, in 1992, established comprehensive amendments to the Amston Lake District zoning regulations. These regulations were designed to protect the unique residential character of this special neighborhood as well as protecting the quality of the lake from the potential impacts of new development. These Regulations, still in effect today, included a minimum of 10,000 sq. ft. for new construction, created a review process by the Planning and Zoning Commission for all new site disturbances, and established minimum standards for the conversion of seasonal cottages to year-round dwellings.

Several engineering studies and environmental reports have been completed for the Town on Amston Lake through the years. “The Environmental Review Team Report of Amston Lake”, completed in 1985 provides useful base information on the lake and its watershed. The “Environmental Impact of Additional Residential Development on Amston Lake”, prepared for the Planning and Zoning Commission by Pare Engineering Corp., in 1989, provides some of the basis for the Amston Lake District zoning regulation provisions. In addition, in 2008, the Town commissioned another study, “Analysis of Stormwater Conveyance Systems Discharging to Amston Lake”, to comprehensively study the Town’s stormwater drainage system that discharges into the Lake. The study provided recommendations for future actions by the Town and the Amston Lake Tax District. The Town and the Tax District are now cooperating on addressing this Study’s recommendations.

The above studies have provided valuable information on how impacts to the Lake have occurred and how the Town and area residents can begin to address these impacts. Implementation will range from large drainage projects undertaken by the Town to small but significant individual actions and improvements taken by homeowners. Over time, principle contributors of phosphorous to the lake have been identified as soil erosion, atmospheric fallout and septic systems. Uncontrolled contributions in any of these categories can accelerate the premature aging of the lake. Maintaining the water quality of the lake and its attractive

appearance, as well as keeping the lake in a condition that remains useable for recreation purposes and as a valuable wildlife habitat, is an important objective of this Plan. While the Town has undertaken a number of steps in this area there are other ongoing steps that the Town and the Amston Lake Tax District and its residents can take to protect this valuable resource.



Since the adoption of the 2004 Plan of Conservation and Development a number of positive actions have been taken to further the goals and objectives established for this area. These include:

- a comprehensive study of the drainage system at Amston Lake, “Analysis of Stormwater Conveyance Systems Discharging to Amston Lake”, has been completed by the Town;
- the Amston Lake Tax District has funded a sediment removal project in the H6 outlet near Francis Road;
- the Amston Lake Tax District has funded another sediment removal project near the H16 outlet near the Deepwood Drive and Wood Acres Road intersection;
- the Town and the Tax District are in the process of cooperatively funding the design and construction of an upgrade to the street stormwater system and its outlet into the Lake near the H16 outlet that will include a new stormwater treatment structure;
- the Planning and Zoning Commission has added improved design and development standards into the Zoning Regulations to ensure that new development is compatible with the neighborhood; and,
- in 2012, the Town of Lebanon began construction of their sewer system project that will tie all the homes on the Lebanon side of the Lake into the public sewer system.

The following Goals and Objectives are established to guide Town officials in implementing land use regulations, road maintenance practices and other policies and practices that will best preserve the long term health of Amston Lake and the Amston Lake neighborhood.

Goals and Objectives

Goal A: Deter further environmental and ecological deterioration of Amston Lake and its drainage area.

Objectives:

1. Continue to implement rigid site development standards in the Amston Lake District and the surrounding area;
2. Continue to enforce mandatory bonding for erosion control measures and all necessary public improvements associated with new construction;

3. Encourage expeditious re-vegetation to disturbed areas and require environmentally sensitive practices;
4. The entire area of Amston Lake and its associated watercourses, flood plains and wetlands, as defined in Section 22a-38 of the CT General Statutes, are considered environmentally sensitive areas, as determined by the Hebron Conservation Commission, and as such, these areas shall be protected and not negatively impacted as future development occurs as allowed by Hebron's land use regulations and the use of the public sewer system.
5. With the help of the Amston Lake Tax District educate residents on the negative effects chemically treated lawns will have on the Lake water quality.
6. Encourage the use of pervious rather than impervious surfaces in the Amston Lake basin to minimize storm water runoff as well encourage the use of other techniques such as retrofitting downspouts into drywells, use of rain gardens, and other stormwater management techniques throughout the Amston Lake neighborhood.

Goal B: Protect the Amston Lake residential community from further over-development and seek to preserve or enhance property values.

Objectives:

1. Permit the conversion of seasonal dwellings to year-round dwellings only when the Commission is assured that the minimum standards of the public health code and state building code have been met and that special performance standards in the Zoning Regulations are satisfied.
2. Encourage the use of conservation easements where practical to help protect the water quality of Amston Lake and area wetlands.
3. Maintain existing regulations that will prevent any further reductions in size of substandard lots or increasing the degree of nonconformity of any such lots.

Goal C: Provide for adequate roadways, potable water, and sewer and drainage infrastructure development.

Objectives:

1. Ensure that future development will not negatively impact the delivery of emergency services.
2. Assist in the establishment of additional, high quality water supplies for the Amston Lake district when and where appropriate.
3. The Town and the Amston Lake Tax District should seek to cooperatively implement the recommendations of the "Analysis of Stormwater Conveyance Systems Discharging to Amston Lake" study to best protect the quality of Amston Lake.
4. Continue to mandate the implementation of water conservation measures for all new construction or seasonal dwelling conversions to year-round occupancy.



E. Private Open Space and Institutional Lands

Hebron is fortunate to have within its borders a number of privately held properties that offer open space and private recreation opportunities to its owners or to its members. These properties include golf courses (Blackledge Country Club and Tallwood Golf Course), private fish and game clubs, the extensive property and facilities owned by the Easter Seals known as “The Hemlocks”, the Hebron Lions Fairgrounds and others.



The Private Open Space as shown on the “Existing Open Space Map” in Subsection J shows a total of 1,117 acres within this open space category. This is a significant, and growing, acreage within the community that now accounts for 4.6% of the total land area of Hebron.

Many times these properties are open to the public by either membership in the club or organization, by appointment, or by the cost of admission. The scenic quality they add to the Town’s landscape, however, is possible to be enjoyed by all residents. These large, mostly undeveloped, parcels also serve to protect the watersheds and drainage basins in which they are located. As long as they are not more intensively developed, these lands will not require any significant commitment of town services.

This section is included in the Plan to acknowledge these properties are an important part of the Town’s open space and recreation inventory. In addition, this section of the Plan strongly encourages cooperation between the Town and these property owners to foster additional opportunities for open space and recreation for all Town residents beyond that than can be provided on public lands.

Goal and Objectives

Goal: Continue to recognize the importance of critical private open space, institutional and recreation lands within the Town of Hebron and seek to preserve their recreational, open space and environmental values as well as their role in helping to form the rural character of the Town.



Objectives:

1. Update and maintain an inventory of all the privately held open space, institutional and recreational lands in the Town of Hebron as generally shown on the map entitled “Existing Open Space” along with an inventory of acreage, facilities, and special functional or environmental attributes.
2. Build and maintain a relationship between the Town of Hebron and the owners of private institutional lands so as to maximize the benefits to Town residents and these property owners.
3. Investigate all possible partnerships between public and private entities to maximize recreational and open space benefits of these parcels of land to Town residents, e.g. conducting recreation and education activities for Town residents on these private lands as an income source for those private landowners.
4. In acknowledging that these lands are a critical component of the Town’s open space system, the Town should work with the owners of these lands to assist in keeping these properties in their open state.
5. Where needed, assist owners of these lands in securing the services of Connecticut River Coastal Conservation District, the Eastern Connecticut Environmental Review Team, the CT Department of Energy and Environmental Protection, and other organizations to provide the necessary technical expertise to assist in the stewardship of these properties, in order to enhance their natural functions. These Goals and Policies should establish a framework where a good relationship between the Town, its residents and the owners of these private lands and facilities is maintained.
6. Consider the purchase of development rights of significant private and institutional lands if necessary to ensure long term preservation of these properties.

F. Agriculture and Farming

Agriculture has long been tied to the history of Hebron. For the vast majority of its history, agriculture was the primary business activity carried on in the community. As such it has left its imprint on the Town with the lingering pattern of open meadows against forest edge.



The Town's active farms continue to be a positive factor in the community. They provide jobs, income and contribute to the Town's economic base. The view of existing farm buildings and farming operations along several of the Town's roadways is a significant contributing factor to the rural character of the community. Due to the fact that these farming operations encompass large acreage, the continuation of farming in the community keeps these large parcels in an undeveloped state, contributing significantly to the open feel of the Town and requiring little to no demand for town services.

It is an important finding of this Plan to establish Town goals and objectives to protect existing farms, to encourage their continuance in the Community and to encourage open communication between the Town and the farming community in order to foster a positive and productive relationship.

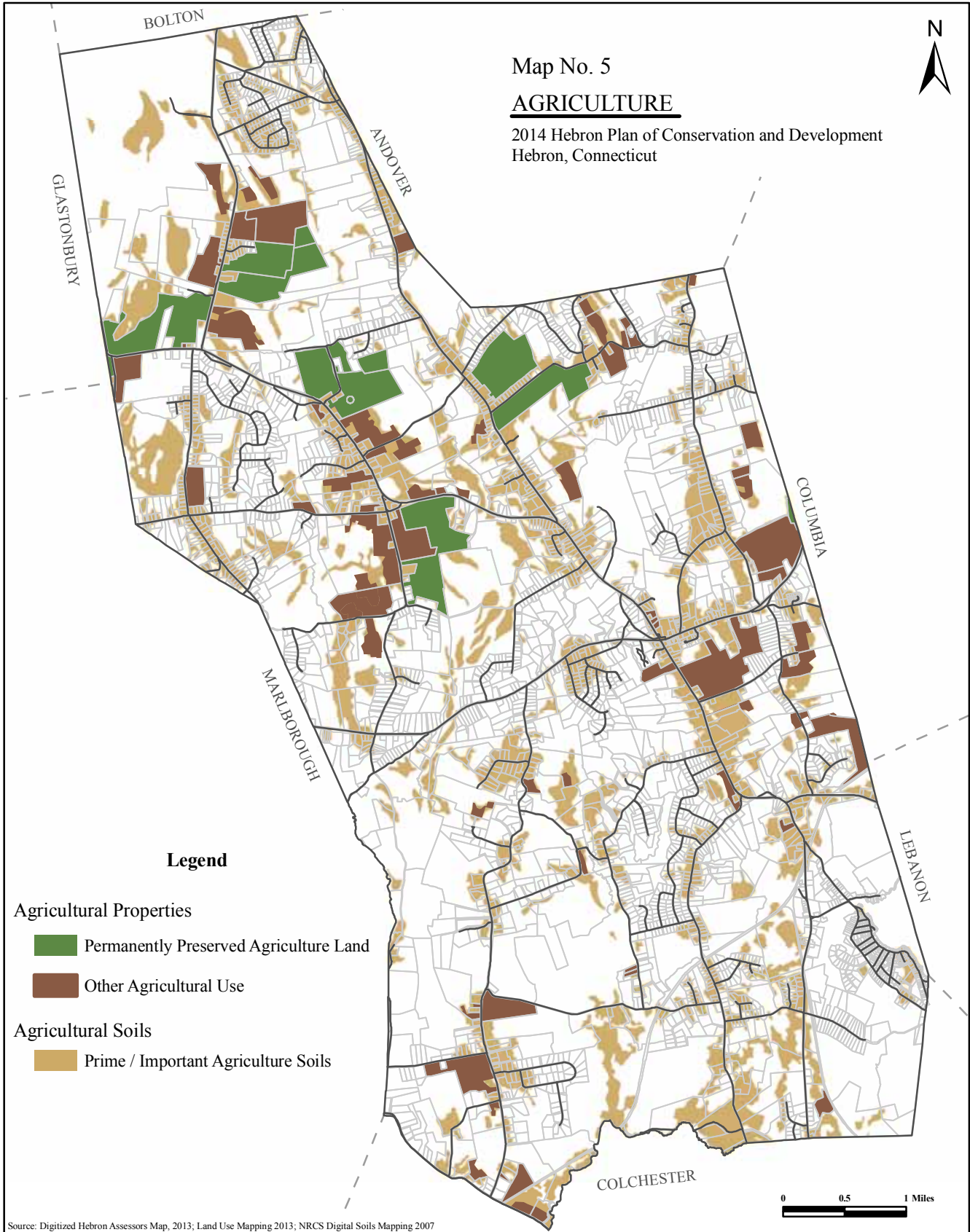
There are several significant ways that the Town could promote and actively encourage the continuance of farming in the community. One effort the Town should actively pursue is the purchase of development rights from interested property owners rather to allow these lands to become residential subdivisions.

The Town should encourage the State of Connecticut in this activity and assist them with whatever means are available to the Town. The Town should lobby to have the State adequately fund the existing agricultural preservation program to reduce the present backlog and to make this a more viable option for local farmers. The Town should also consider pursuing the purchase of development rights from farms locally. A focus of these efforts should be in those areas of best agricultural soils and in areas of substantial acreage. These areas are generally shown on the "Future Open Space Plan" in Subsection J.

Map No. 5



AGRICULTURE

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut




Legend

Agricultural Properties

-  Permanently Preserved Agriculture Land
-  Other Agricultural Use

Agricultural Soils

-  Prime / Important Agriculture Soils

Source: Digitized Hebron Assessors Map, 2013; Land Use Mapping 2013; NRCS Digital Soils Mapping 2007

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The following significant actions have occurred in achieving the town's objectives in this area since the adoption of the 2004 Plan of Conservation and Development:

- The Town has assisted in the State purchase of development rights of prime agricultural farmland;
- A farmers' market has been established in Town;
- The Town has leased available town-owned open space to local farmers for agricultural use;
- Community gardens have been established at Burnt Hill Park;

The following goals and objectives are hereby established to further the interest of the agricultural community in Town.

Goal and Objectives

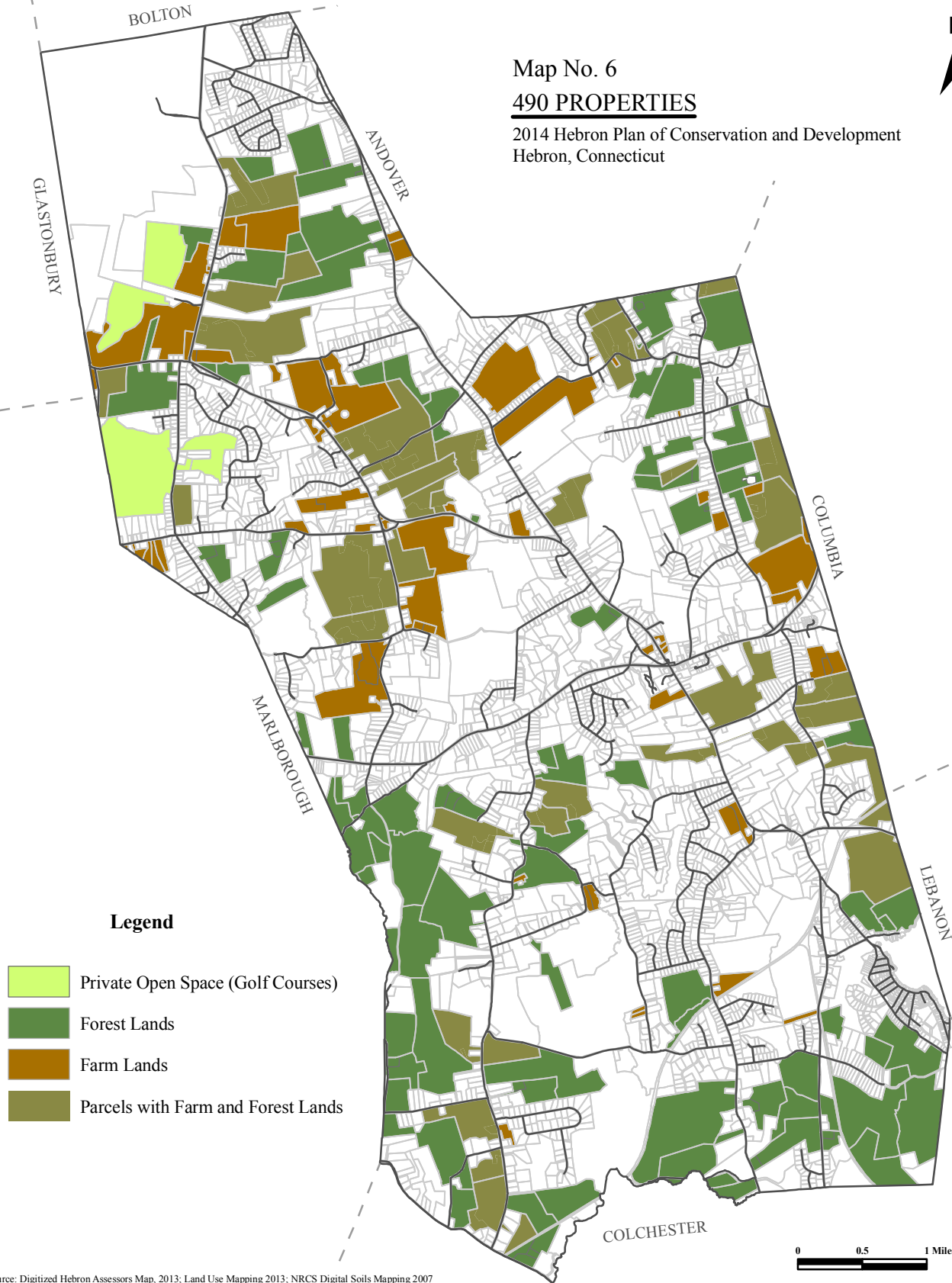
Goal: Protect and promote agriculture and farming as a viable natural resource industry and as a primary example of Hebron's rural landscape.

Objectives:





1. Protect valuable productive soils that emphasize agricultural, horticultural and forest uses as defined in Hebron's Natural Resources Inventory.
2. Assist local property owners, who are interested in the farmland preservation program, in working with the CT Department of Agriculture to purchase the development rights of local farms.
3. Encourage the Town to utilize local open space land acquisition funds to purchase development rights from interested farm owners as a supplement to the State program.
4. Promote local farm products at retail outlets, roadside stands and local fairs e.g. adopt supportive zoning regulations to permit farm stands in all zoning districts.
5. Encourage active tree farming as an agricultural use and consider instituting a town wide holiday festival to support this activity.
6. Help support town festivals like Farm Day Tours and the Annual Maple Festival.
7. Work with the CT Department of Agriculture and local landowners to encourage the use of best forest management practices.

Map No. 6
490 PROPERTIES

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

-  Private Open Space (Golf Courses)
-  Forest Lands
-  Farm Lands
-  Parcels with Farm and Forest Lands

Source: Digitized Hebron Assessors Map, 2013; Land Use Mapping 2013; NRCS Digital Soils Mapping 2007

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8. Support participation in programs such as the farmland, forestland and open space assessment program authorized by Public Act 490 (now Sections 12-107) of the Connecticut General Statutes), to maintain agricultural and forest lands in their present conditions.



9. Review and research zoning and subdivision regulations and other ordinances or regulations to reduce impacts to local farmers and farming operations from new residential development.
10. Consider the possibility of establishing a community gardening program on town-owned open space on Kinney Road.
11. Promote educational activities focusing on agriculture.
12. Consider the implementation of CGS-12-81m enabling legislation that provides abatement of up to 50% of property taxes on dairy farms, vegetable farms, nursery farms, fruit orchards and vineyards.
13. Publicize grant assistance programs such as the State Agricultural Viability Program.
14. Continue to offer the leasing of undeveloped town-owned open space to area farmers for appropriate agricultural uses.
15. Consider amending zoning regulations to allow for on-farm retail, desirable on-farm processing (fluid milk, butter, cheese, ice cream, yogurt and wine processing, fruit and vegetable canning, pickling and drying) and distribution, and possibly off-farm sales.

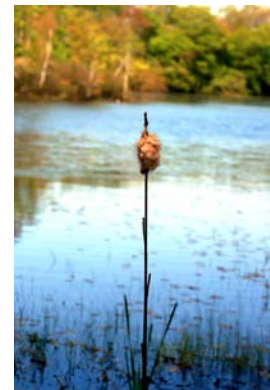


G. Wildlife, Plant life and Other Significant Natural Features

Wildlife and Plant Life

The natural systems and natural resource areas within Hebron support a rich variety of wildlife and plant life. These communities add greatly to the richness and quality of life in the community.

The diversity and quality of wildlife and plant life in Hebron is due to several factors. The fact that the majority of the community is undeveloped is a significant factor. Also, the undeveloped portions of Town are rich in their diverse patterns of hardwood forests, agricultural fields, wetlands, floodplains, and smaller areas of evergreen forests. These various environments support a combination of water, food, and shelter, which together create significant habitats.



Several actions have occurred since the adoption of the 2004 Plan that has served to achieve the Goals and Objectives contained in this Section of the Plan:

- The Zoning Regulations were amended to prohibit the use of non-native invasive species;
- The Open Space Subdivision Regulations were amended to increase the amount and quality of open space required in Open Space Subdivisions which protects significant natural areas and the wildlife habitat and plant life in the surrounding area; and,
- The Town has actively pursued open space purchases particularly in greenway corridors that are critical to wildlife habitat.

The following goal and objectives speak to these environments, the important role they perform, and most importantly how the Town's actions and policies can work to protect these features significant to the preservation of wildlife and plant life in Hebron.

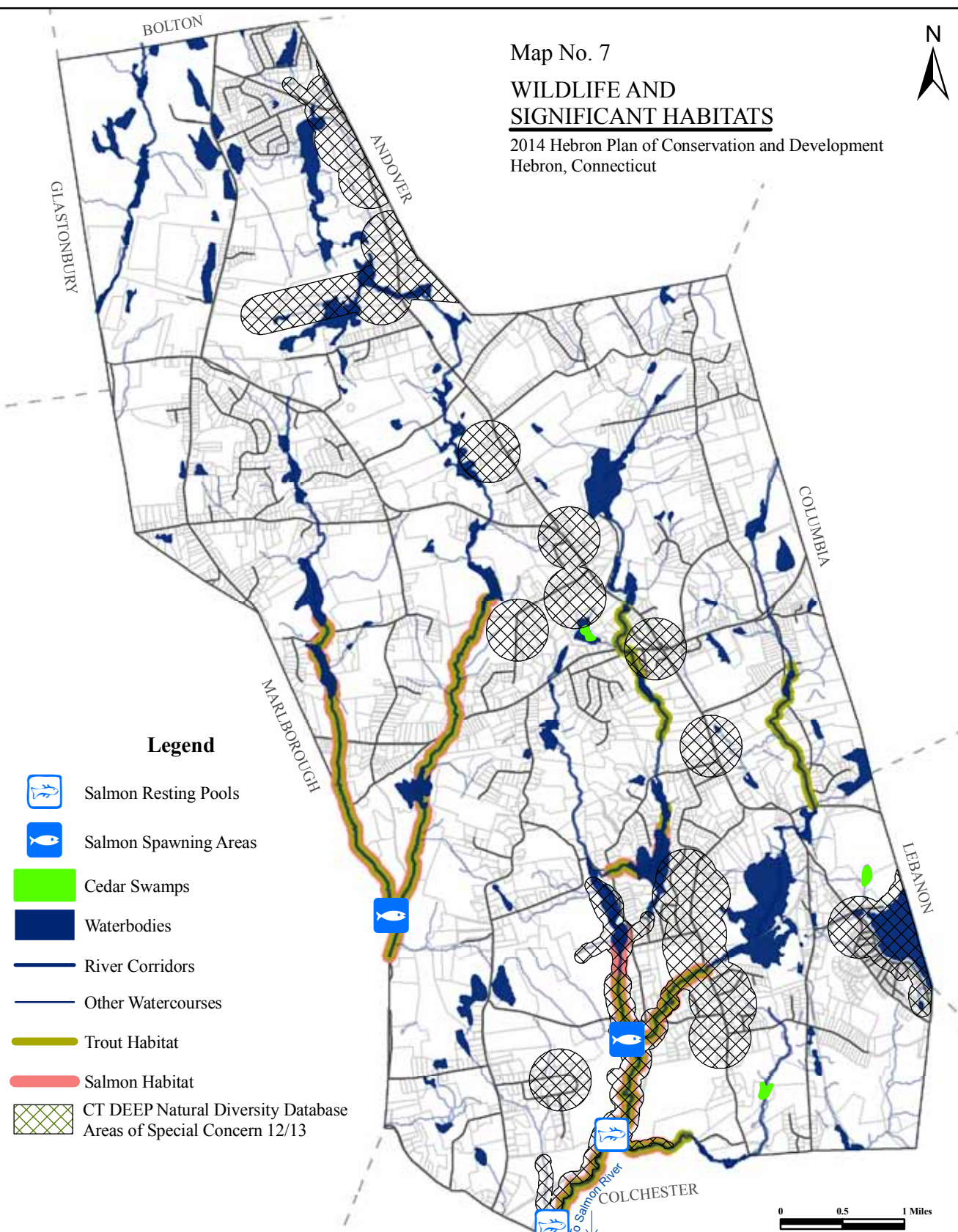
Goal and Objectives

Goal: Preserve natural systems and their functions in order to protect the Community's indigenous wildlife and plant life.

Map No. 7

WILDLIFE AND SIGNIFICANT HABITATS

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

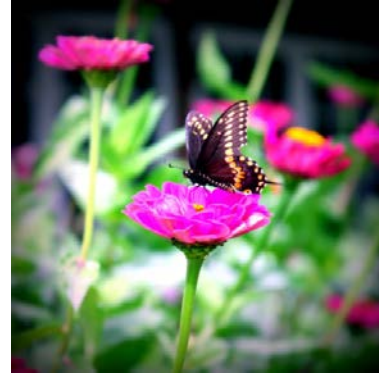
-  Salmon Resting Pools
-  Salmon Spawning Areas
-  Cedar Swamps
-  Waterbodies
-  River Corridors
-  Other Watercourses
-  Trout Habitat
-  Salmon Habitat
-  CT DEEP Natural Diversity Database Areas of Special Concern 12/13

Source: Digitized Hebron Assessors Map, 2013 USGS CT Geological & Natural History Survey, 1995, CTDEEP NDDDB 6/13

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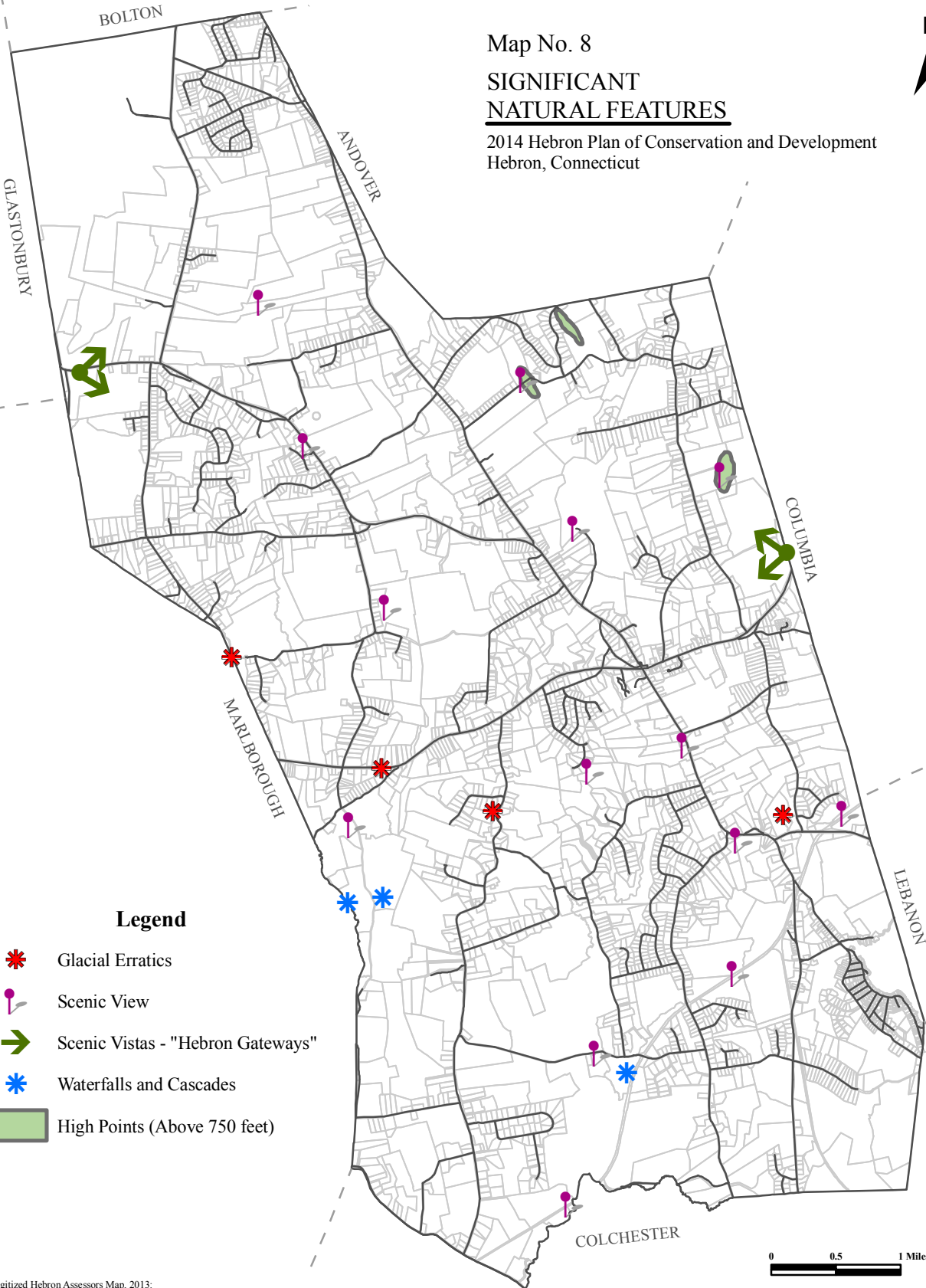
Objectives:

1. Maintain large undisturbed and contiguous blocks of land to sustain diverse wildlife habitat.
2. Protect forested watercourses and hilltops, which serve as corridors for wildlife movement.
3. Protect significant habitat areas such as: edge areas (ecotones) where two or more different habitat types meet; and, areas having a mixed plant growth, particularly those having a vertical diversity of plant material (such as large canopy trees, understory trees, shrub growth, and emergent vegetation).
4. Preserve continuous habitat strips within new developments that will promote wildlife movement.
5. Support cluster design to conserve important habitat areas.
6. Adopt measures limiting and regulating clear-cutting of forestland.
7. Inventory natural areas including specific field investigations to identify and record wildlife communities particularly those in wetland areas.
8. Identify, manage and protect all wildlife and plant life areas that are listed as "special concern, threatened, and endangered" by the Connecticut Department of Energy and Environmental Protection.
9. Work with all conservation organizations to develop protection measures for habitat areas and their species.
10. Conduct education workshops on the importance of wildlife habitat and the community ecosystem.
11. Support and protect trail corridors that will highlight wildlife areas and raise understanding of natural systems.
12. Encourage the implementation of best forest management practices, including within Town-owned open space. Contact local landowners or others experienced in forest management to provide best forest management education to the public.
13. Provide public outreach on the benefits of native vegetative plantings and make available the latest list of non-native invasive plant species and their negative consequences.
14. Continue to encourage the use of native vegetative plantings in future land use applications.
15. Continue to purchase or acquire open space land to protect wildlife corridors and areas of unique plant life.








Map No. 8
**SIGNIFICANT
NATURAL FEATURES**

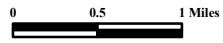
2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

-  Glacial Erratics
-  Scenic View
-  Scenic Vistas - "Hebron Gateways"
-  Waterfalls and Cascades
-  High Points (Above 750 feet)

Source: Digitized Hebron Assessors Map, 2013:



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Other Significant Natural Features

There are many significant natural features throughout the Town that are worthy of recognition, are an integral part of the Town's natural environment or natural history, and that provide an indispensable link to Hebron's past.



It is important to identify these features and recognize them for their significance to the fabric of the natural makeup of the Town so that they can be enjoyed and protected by present and future generations. Although these features are seen as worthy of protection and inclusion into the Plan, they also can be easily overlooked by the casual observer. All too often, these are the types of natural features that are only missed if they are lost or impacted by neglect, development activities or natural decay.

These features that are highlighted in this section can be protected through a variety of means. These could be through public education, private preservation efforts, efforts from the Town's public officials, and through improved development regulations.

The following Goal and Objectives are set forth in this Plan to seek this type of protection for these significant natural features.

Goal and Objectives

Goal: Provide conservation measures for significant natural features, unique terrain, landforms, and vegetation that are worthy of preservation for present and future generations' health, safety and aesthetic well-being.

Objectives:

1. Inventory and protect unique geological landforms: vernal pools, springs, drumlins, glacial erratics, bolder trains, caves, cliffs and ravines.
2. Protect large growth trees and patches of forest left undisturbed for 100 years or more.
3. Provide innovative subdivision and land development techniques in order to ensure the conservation or preservation of Hebron's natural features.
4. Identify and protect low-lying flood plain areas.
5. Identify and protect archeological sites.
6. Make provisions in Town regulations to require studies of potential archeological sites in order to preserve sites of significant archeological interest.



H. Scenic Vistas and Streetscapes

The rural look and feel of Hebron is best appreciated by many residents by the scenic views of the countryside from the Town's major and secondary roads. As one travels through the Town, the image of agricultural fields and open meadows, surrounded by forests, defined by stonewalls or tree lines, punctuated by historic farm buildings, are an enduring picture of the rural image of Town. We can best describe these aspects of the Town with two interrelated categories: scenic vistas and streetscapes.

Scenic Vistas

Scenic vista is a term that this Plan uses to talk about special views of the Town that capture the rural character of the community. Scenic viewpoints exist in various parts of the Town. Not surprisingly, many of these are from the higher elevations that exist in the north and northeast parts of town. In addition, some of the broad wetland and marsh areas also provide these scenic views looking back at the higher elevations.



The Town has taken a number of actions since the adoption of the 2004 Plan to further the Goals and Objectives in this section:

- The Town adopted a Scenic Road Ordinance;
- The Town Subdivision Regulations were amended to require applicants to identify stonewalls, significant trees and tree lines along existing roads;
- Zoning Regulations were amended to use full cutoff lighting;
- Conservation Easements were often required by the land use commissions to protect stonewalls and tree lines along existing and proposed streets; and,
- The Subdivision Regulations were amended to reduce street widths on most new roads in Town. This will enhance the appearance and character of new subdivision roads as less clearing and grading will be required.

It is the goal of this Plan to identify areas that can be designated as scenic and to encourage any new development to preserve them by creative design, use of cluster developments and wise placement of open space and conservation easements.

Goal and Objectives

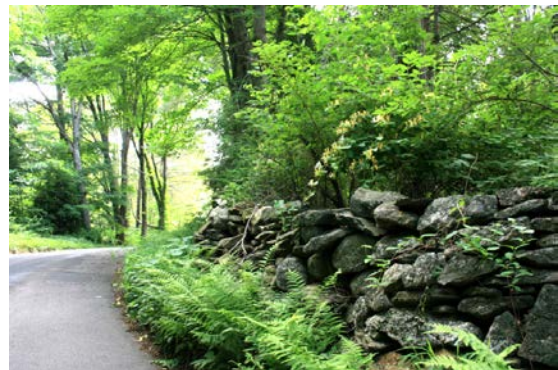
Goal: To protect the aesthetic natural and cultural viewpoints and road design that provides opportunities as scenic vistas and rural streetscapes.

Objectives:

1. Inventory and map all significant high points, scenic vistas, unique rural streetscapes and other significant natural features such as cliffs, ravines, caves, etc.
2. Restrict clearing and development of hilltops and other prominent high points in Hebron.
3. Protect natural and managed clearings along highland areas for viewpoint access.
4. Restrict obstacles from being introduced in existing viewpoint areas.
5. Recognize that large lowland wetland areas (Raymond Brook Marsh and abandoned railroad rights-of-way) provide unique viewpoints that should be protected.
6. Establish a trail network with viewpoints along trailside by working cooperatively with adjacent landowners.
7. Prioritize the protection of identified scenic areas and viewpoints during the design and review of new developments.
8. Consider a tree replanting policy along Town roads when dead or dying tree removal has occurred to maintain a long term vision of scenic roadways.
9. Take possible measures to ensure that future tree trimming along streets is limited to the highest extent possible taking into consideration legitimate public safety concerns.

Streetscapes

Streetscapes is the other category that deserves special attention. Hebron has numerous examples of older country roads. These streets, with their stonewalls and canopy trees lining the pavement edge, add much to the rural feel of the Town. These aspects can be easily lost when adjacent land develops, stonewalls are removed, numerous curb cuts are allowed that remove the treeline edge, and if other poor design decisions are made.



Goals and Objectives

Goal: To ensure that rural streetscapes are recognized and that their preservation is made a factor when land development or street improvement decisions are made.

Objectives:

1. Through innovative subdivision and zoning regulations, such as clustering, discourage strip development along existing Town roads in order to minimize the number of curb cuts, control visual impact, and reduce interruptions to traffic
2. Consider the requirement of conservation easements along existing Town roads where necessary to preserve the existing character of the Town's rural streetscapes.
3. The character of the Town's rural streetscapes should be considered as a major factor during the Town's design for improvements to existing roads.
4. Initiate an "Adopt A Road" program within the Town of Hebron, particularly along rural roads, to encourage volunteer efforts in maintaining these important scenic roads.
5. Minimize lighting along Town residential streets, within subdivisions, and within commercial properties.
6. Establish rural road design and improvement standards for all existing unimproved Town roads. Such standards should consider reduced road width while taking into account the character of the road, its unique features and historic use.



I. Areas of Historical Heritage

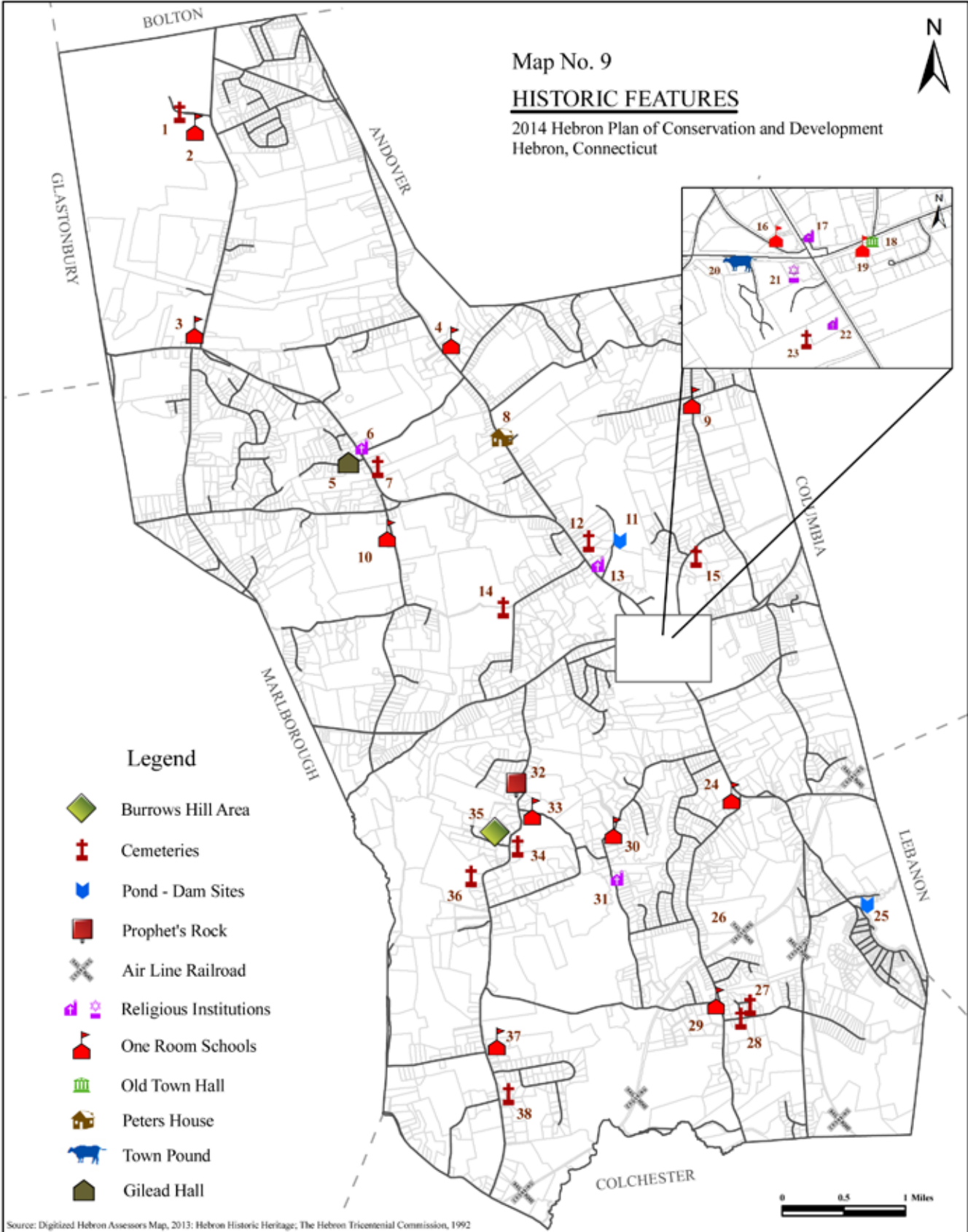
Hebron retains many reminders of its rich, three-century long history. Historic homes, old schoolhouses, distinctive churches, cemeteries, remains of manufacturing sites, objects and buildings such as the Old Town Hall, the Douglas Library, and other structures on the Hebron Green are important ties to Hebron's past.

In the interest of recognizing and protecting its historic resources, the Town has already taken several significant steps in this direction. A "Historical and Archeological Resources Inventory" identifying significant sites was compiled in the 1980's. This Inventory was a start on the comprehensive survey of historical sites. The Historic Properties Commission helped facilitate creation of a National Register Historic District around the Hebron Green, the Planning and Zoning Commission adopted specific regulations affecting the Hebron Green zoning district, and a separate section of this Plan was designated for Historical Heritage.



Since the adoption of the 2004 Plan of Conservation and Development, the Town and other organizations have taken many important steps to further the Objectives stated in this Section and generally to preserve aspects of Hebron's history:

- The Town has designated thirteen Local Historic Properties through the research and efforts of the Historic Properties Commission;
- The Town has purchased the Peters House, an architecturally and culturally significant 18th century property intended to be used for town and community activities upon completion of its renovations, and has begun its renovation through a grant secured by the Hebron Historical Society from the 1772 Foundation. In addition a Small Town Economic Assistance Program grant secured by the Town. In addition, the Peters House has been approved for inclusion on the "Connecticut Freedom Trail" (see www.ctfreedomtrail.org);



Historic Features Map – Legend

- 1. Gay City Cemetery**
- 2. District XI – Summer School site**
- 3. District X – White School**
- 4. District IX – East Street School**
- 5. Gilead Hall**
- 6. Gilead Congregational Church**
- 7. Gilead Cemetery**
- 8. Peters House**
- 9. District III – Jagger School**
- 10. District VIII – Gilead Hill School**
- 11. Holbrook Pond**
- 12. Church of England Cemetery (Godfrey Hill Cemetery)**
- 13. The Church of England (St. Peter’s Church) site**
- 14. John Rollo Grave Site**
- 15. Andover Road Cemetery**
- 16. Gull School (present location)**
- 17. First Congregational Church**
- 18. Old Town Hall**
- 19. District #1 – Center School**
- 20. Town Pound**
- 21. United Brethren of Hebron Synagogue**
- 22. St. Peter’s Episcopal Church**
- 23. St. Peter’s Cemetery**
- 24. District IV – Turnerville School**
- 25. North Pond (Amston Lake)**
- 26. Air Line Railroad**
- 27. Jones Cemetery**
- 28. Old Gott Cemetery**
- 29. District VI – Gull School site**
- 30. District VII – Hope Valley School**
- 31. Hope Valley Church**
- 32. Prophet’s Rock**
- 33. District V – Burrows Hill School**
- 34. Burrows Hill Cemetery**
- 35. Burrows Hill Area**
- 36. Bullah Stark Grave Site**
- 37. District II – Jones Street School**
- 38. Jones Street Cemetery**

Source: “Hebron’s Historic Heritage”, by The Hebron Tricentennial Commission; Revised 2006

- Restoration work, funded through various grants, have taken place on the Old Town Hall, the Horton House, the Gull and Burrows Hill Schoolhouses, and the World War II Civilian Aircraft Observation Post;
- The Historic Properties Commission has established a Hebron historic properties inventory of over 250 properties and an informational website at www.hebronhpc.org. Their website contains very useful information including links to the Hebron Historical Society website at www.HebronHistoricalSociety.org ;
- The “Hebron’s Historic Heritage” booklet has been updated;
- The Town has received “Certified Local Government” status and “Preserve America” designation enabling the Town to apply for federal and State historic preservation grants; and,
- An inventory of historic barns was compiled as part of a state-wide effort. See more information at www.connecticutbarns.org .

This Section of the Plan calls attention to these historic resources and sets forth their preservation as a significant part of the Plan.

Goal and Objectives

Goal: Protect and preserve Hebron’s rich, historic heritage for the education, enrichment and enjoyment of all citizens and promote the environmental, economic and cultural benefits of historic preservation. Historic resources include homes, schools, churches, cemeteries, objects and older manufacturing sites, as well as the outbuildings, landscaping and spaces associated with them. Additional resources include old rail lines, roadways and scenic views and vistas that are an integral part of their historic setting.

Objectives:

1. Continue to facilitate the designation of historic districts and historic properties where appropriate to assure preservation of historic assets.
2. Continue to review and amend zoning and subdivision regulations to require new land development to protect and complement historic resources, and give full consideration to protecting and maintaining historic resources in reviewing plans for new subdivisions.
3. Encourage identification and preservation of Hebron’s historic schoolhouses and other historic buildings and seek to protect them from demolition, decay or inappropriate modification.
4. Encourage preservation and maintenance of historic buildings, landscaping, and cemeteries by public and private landowners, with particular emphasis on the buildings near the Town Green.

5. Support restoration and recreational use of historic rail lines.

6. The Hebron Historic Properties Commission and the Hebron Historical Society, with the assistance of the Town, should develop and conduct workshops to encourage residents and commercial entities to research and further inventory unique historical aspects of their properties and promote educational programs to keep Hebron's legacy alive for all of its citizens.



7. Consider applying the provisions of the "Village District", as set forth in P. A. 98-116, to the Hebron Green and other areas as another mechanism of protecting this unique area.

8. Continue to support the restoration and public use of the Peters House and promote educational activities at this site;

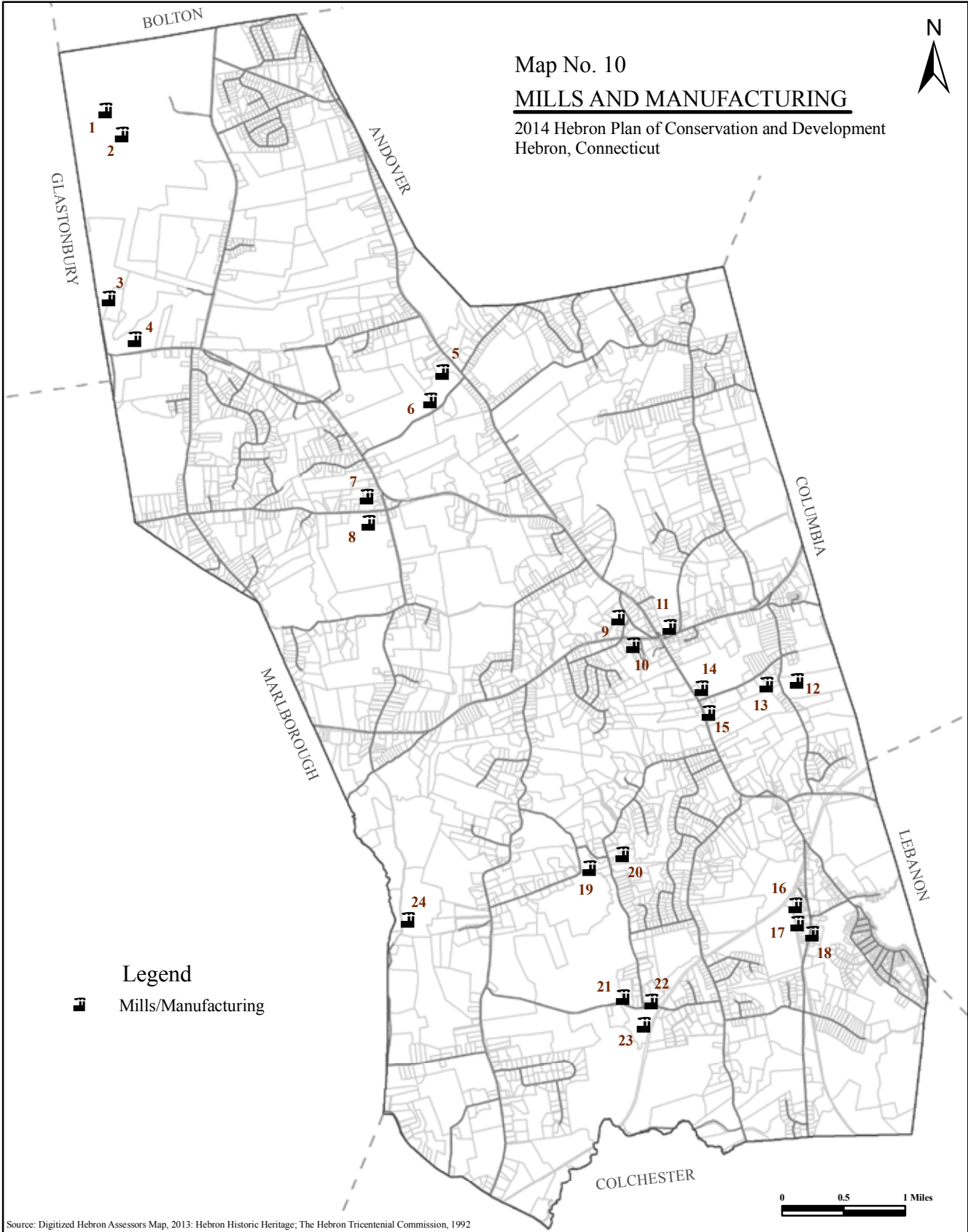
9. Promote the establishment of an annual Hebron Historical House / Sites Tour to increase interest in preserving these historic sites.

10. On behalf of the Historic Properties Commission, continue to apply for available historic preservation and restoration grants.

Map No. 10

MILLS AND MANUFACTURING

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend
Mills/Manufacturing

0 0.5 1 Miles

Source: Digitized Hebron Assessors Map, 2013; Hebron Historic Heritage; The Hebron Tricentennial Commission, 1992

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Mills and Manufacturing Map – Legend

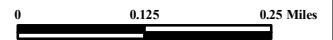
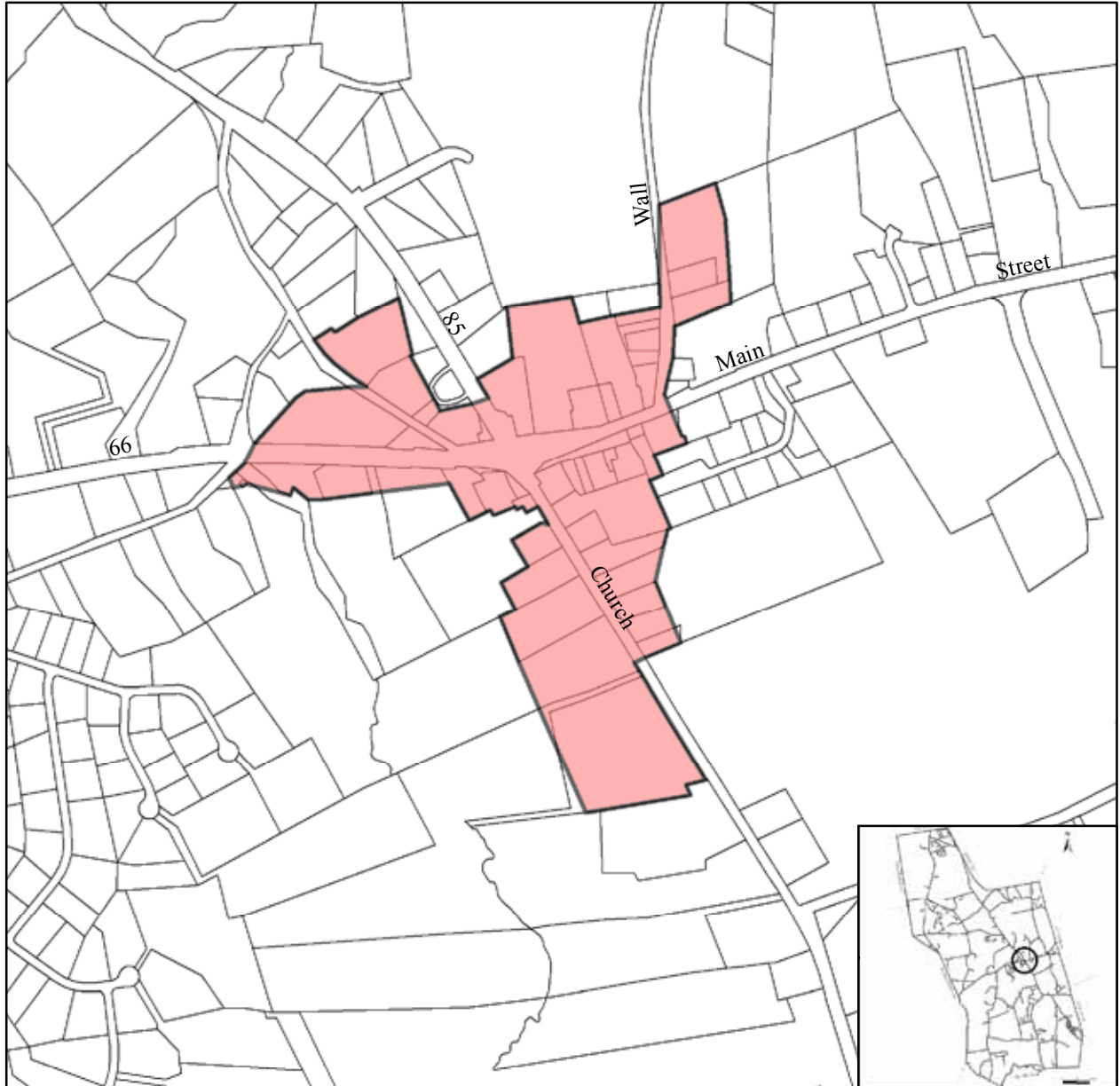
- 1. Former "Factory Hollow" along Blackledge River**
- 2. Charles Sumner paper mill**
- 3. Daniel Hodge's sawmill site**
- 4. Strickland's grist mill site**
- 5. Hiram Brown's sawmill site**
- 6. Gristmill site**
- 7. W. E. Latham & Co.'s wagon shop**
- 8. Blacksmith Shop**
- 9. Levi Collins' fulling mill site**
- 10. Fuller / Porter Grain Mill**
- 11. Mitchell's Blacksmith Shop**
- 12. David Strong's brick kiln**
- 13. George Tenent Sawmill**
- 14. Ezra Backus mill**
- 15. Frederick Bissell mill**
- 16. The Hendee Co. blast furnace**
- 17. Phineas Turner silk mill and complex**
- 18. Charles Ams at Turner mill complex**
- 19. John Peter's woolen mill site**
- 20. Gardner Barber cotton mill**
- 21. The Hebron Manufacturing Co. mill**
- 22. Daniel and David Burrows paper mill**
- 23. Washington Manufacturing Co. mill**
- 24. Socrates Tarbox paper mill site**

Source: "Hebron's Historic Heritage", by The Hebron Tricentennial Commission, Revised 2006

Map No. 11

**HEBRON CENTER
NATIONAL REGISTER HISTORIC DISTRICT**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

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J. Recreation

Open spaces, parks, sports fields, and recreational programs are considered essential community resources in the Town of Hebron. These resources enhance the social, psychological, and physical well-being of residents by providing them with enjoyable leisure-time activities in pleasant settings. Open space and recreational facilities also provide economic benefits, such as increased values of nearby properties, and the resulting increase in tax revenues, as well as increased retail sales of sports equipment and concessions.



Recreation programs are available for all age groups of Hebron residents. The athletic organizations such as baseball, football, soccer and lacrosse are supported through field maintenance and scheduling of field use. The youth basketball program is run by the Parks and Recreation Department. Volunteer coaches are selected by and receive training from the staff. The PREP (Parks and Recreation Enrichment Program) program provides before and after school care for Hebron children. Summer adventure camps are also run for different age groups and interests. PREP staff undergoes periodic training to maintain state requirements in child care. Programs for adults include yoga, aerobic exercise, tennis, golf, and bus trips to area attractions. The Department produces a brochure three times a year to inform residents of available programs and is mailed to each home. In 2012 a partnership was formed with AHM Youth and Family Services to have the Hebron Parks and Recreation Department run the teen center at the AHM facility.

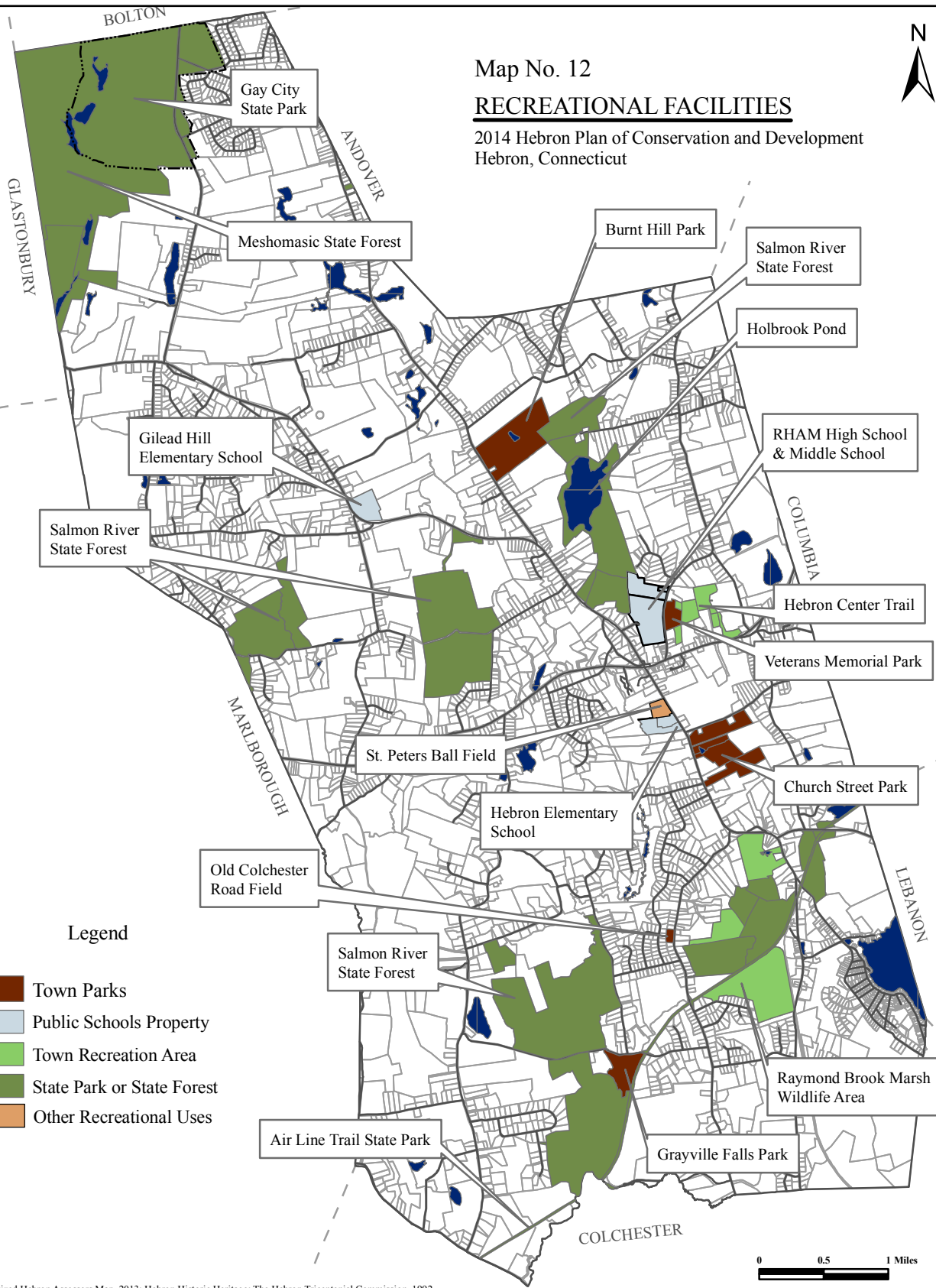


Open space in the community provides tax revenues in excess of any municipal services that these properties demand and therefore are one of the best land uses in terms of a cost-benefit analysis. Other benefits derived from the preservation of open space and park areas include conservation of land as a visual resource, protection of water quality in streams, and preservation of wildlife habitats. While these broader benefits are important, they have been identified elsewhere in this Plan. This section will focus on meeting Hebron's need for active and passive recreation.

Map No. 12

RECREATIONAL FACILITIES

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Hebron Historic Heritage; The Hebron Tricentennial Commission, 1992

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The Town of Hebron is committed to maintaining its rural heritage and has had an active Open Space Land Acquisition Committee since 1998. In 2004 the Town purchased land on East Street, which was developed into a multi-use recreational complex called Burnt Hill Park. It currently contains two baseball fields, three multi-use fields, walking trails, and the Parks and Recreation office and equipment storage building. A covered pavilion is available for picnicking and informal gatherings and can also be reserved for functions for a small rental fee. There is additional land available for the build-out of fields. An overall master plan for the park was created by a Park Development Committee and approved by the Parks and Recreation Commission and the Planning and Zoning Commission. This Master Plan will serve as a blueprint for future development.

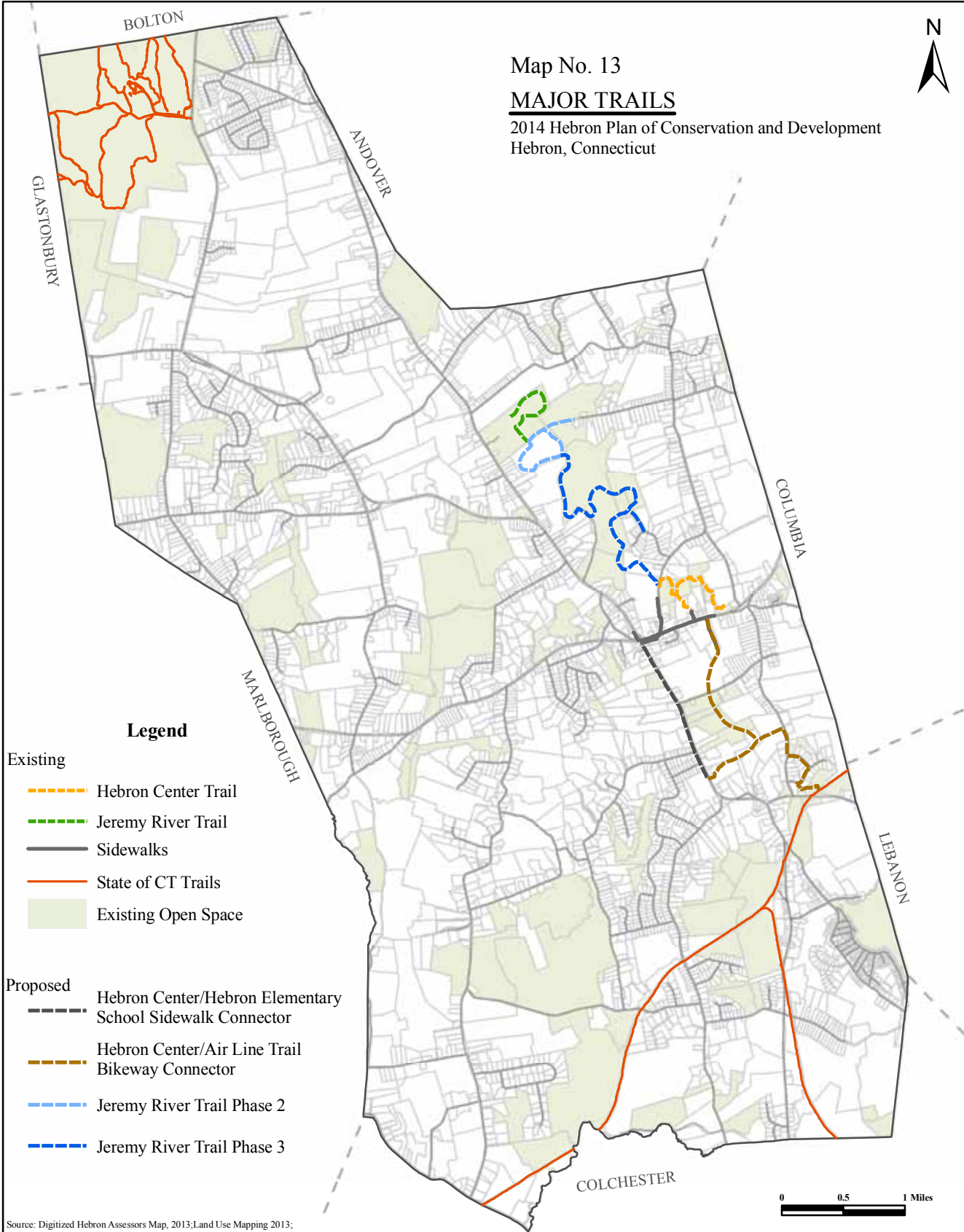
Since the adoption of the 2004 Plan of Conservation and Development, the Town has taken many important steps to further the Objectives stated in this Section and generally to improve recreational facilities for Hebron residents:

- Purchase of open space for a multi-use recreational complex (Burnt Hill Park)
- Purchase of open space for multiple passive recreational activities (Church Street Park, Jagger Lane, Raymond Brook Marsh and the Harasimowitz parcel)
- Assisted in the State of CT purchase of open space along the Air Line Trail enhancing a natural buffer along the Trail
- Several Rails-to-Trails grants were pursued and awarded that provided funding to improve the Air Line Trail and Colchester Spur
- Numerous athletic fields, trails and other park improvements, including a community garden, were constructed at Burnt Hill Park. Field and other improvements were made at Hebron and Gilead Elementary Schools and at the Old Colchester Road parks facility. Trails are being maintained at the Air Line Trail and established at other open space properties.
- Multiple athletic fields were constructed at the Lion's Fairgrounds with local organizational funding and are maintained by the Parks and Recreation Department.
- A new parks office and parks maintenance facilities were constructed at Burnt Hill Park.
- A Parks "Management Guideline for Hebron Open Space" document was developed to encourage sustainable maintenance on town-owned property by leasing certain properties to area farmers to ecologically use and maintain and to develop and implement invasive species identification and control plan.

Passive recreation, activities that vary in physical intensity and do not require alteration to the environment, has increased in Hebron as evidenced by the number of people using the Air Line Trail, the trails at Burnt Hill Park and other facilities in town. These activities include walking, biking, and horseback riding. With the purchase of additional open space land, the Parks and Recreation Commission, as well as other town boards, has an overall vision of linkage between different parcels to create a continuous corridor of greenways which will enhance trail and passive recreation opportunities. One such planned trail system is the Jeremy River Trail,

Map No. 13
MAJOR TRAILS

2014 Hebron Plan of Conservation and Development
 Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Land Use Mapping 2013;

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which will link Burnt Hill Park to RHAM through use of state lands around Holbrook Pond and town-owned properties. Another system of passive open space and trails has been developed around the Town Center providing a trail system from Veterans Park, north of the business district through the open space adjacent to the residential developments on Loveland Road and will eventually be connected to the Main Street sidewalks.

The Parks and Recreation Department has the responsibility of mowing and maintaining all town-owned property. This includes athletic fields, parks, elementary schools, town office buildings, the library, and various open space parcels located in subdivisions throughout Hebron. This amounts to over 200 acres of mowing on a weekly basis with certain athletic fields being mowed more frequently. Athletic fields are also painted according to league schedules. The Air Line State Park Trail and other trails are periodically groomed with stone dust and kept free of branches and debris. During the fall and winter, new trails are laid out. This requires tree cutting, brush clearing and sometimes stone dust application.

Equipment must be repaired and replaced as needed. During the winter months, the park staff performs maintenance to equipment, which previously had to be contracted out, resulting in reduced costs to the Town. Repairs to park facilities due to vandalism are taking up important resources in both time and materials; and, security measures are being expanded to try and minimize these expenditures.

Inventory

The Town currently has a number of parks and recreation facilities, owned by the Town, the State of CT, the regional school district or private property owners that serve the active and passive recreation needs of town residents. These existing facilities include:

Burnt Hill Park is a town-owned park located on a 170-acre site on East Street. Gravel parking lots are available near each playing field and covered pavilion. A grass overflow area for parking is also available near the Parks and Recreation office. It contains the following facilities:

- Three irrigated soccer/football/lacrosse fields (regulation size)
- Two sixty-foot baseball fields
- A covered picnic pavilion
- Bathroom facilities
- Parks and Recreation office, meeting space, equipment storage facility
- Over three miles of walking trails
- Community garden area
- Additional acreage for future field space

Church Street Park is a town-owned passive recreation park located on a 95-acre site on Kinney Road and Church Street. A Master Plan provides for a system of pedestrian and horse riding trails, a paddock or riding ring, a future picnic shelter, and multi-purpose field. This was approved by the Planning and Zoning Commission in the Fall of 2012. A gravel parking lot capable of handling vehicles pulling horse trailers will be completed in the Fall of 2012. Two area farmers currently use fields in this park for hay and corn. They help to maintain the park and Hebron's agricultural heritage.

Veterans' Memorial Park is a town-owned park located on a 17-acre site on Wall Street. A paved parking lot of approximately 100 spaces is situated near the front of the park. It contains the following facilities:

- An irrigated soccer field (200'X300')
- Two child playscapes
- A baseball field (70' baselines; 225' foul lines; 250' to pocket)
- A walking trail; (9/10 mile in length)
- A maintenance storage shed, bathroom and concession
- An outdoor basketball court (50'X94')
- A Skate Board Park

Grayville Falls Park offers both passive and active recreation opportunities such as picnicking, walking, fishing, quiet enjoyment of the waterfalls and river and access to Air Line Trail State Park. The park is fairly remote, has rugged terrain, is very natural in character, and therefore lends itself to passive uses.

Old Colchester Road Field is a town-owned field located on a 3.8-acre site on Old Colchester Road. Improvements include a small, unpaved parking area, a baseball/softball field with 60-foot baselines, and a small soccer field that is superimposed over the outfield of the baseball/softball field.

Gilead Hill Elementary School is used for community recreation and summer sports. Outdoor recreation facilities include two softball fields with 60-foot baselines and a football field that is superimposed over the outfields of two softball fields. There also exists a small field area that is used by the baseball league informally as a "T-Ball" field. Other sports and recreation facilities include a small "pick-up" basketball court and a modular playscape located to the rear of the school that is used by students at recess and is also available for public use during non-school hours. For recreational facilities, there is a small, tile floor basketball court and stage area in the cafeteria/gymnasium and a multi-purpose room with a striped 45'x76' basketball court.

Hebron Elementary School is used for community recreation and sports. There are a soccer/lacrosse field, two basketball courts and a stage area. There is a playscape that is used by students at recess and is available for public use during non-school hours.

RHAM Regional Schools are comprised of RHAM Middle School and RHAM High School. Both schools are located near the Hebron Center on a campus that shares a common athletic field. This facility contains 2 basketball courts, 2 softball fields, a 90-foot baseball field, an auditorium, and two multipurpose fields. Hebron Parks and Recreation staff works cooperatively with RHAM to share field space and building use for basketball in the winter months and camp activities in the summer months.



St. Peter's Field is a ball field located on Church Street constructed on land leased from St. Peter's Episcopal Church. This ball field is used by the Hebron Youth Baseball and Softball Association, (principally for baseball) and consists of 70-foot baselines.

Air Line Trail State Park in Hebron provides a multi-use trail for hiking biking, jogging, cross-country skiing, and horseback riding. This Trail, owned by the State of CT, physically connects to the towns of Colchester and Lebanon and the potential exists for further connections. The Trail also provides access and outstanding views of the Raymond Brook Marsh, lands primarily owned by the Town and the State of CT.

Salmon River State Forest, partially located in Hebron, contains opportunities for hiking, and fishing. These extensive lands include the Holbrook Pond facility where boating and fishing are permitted.

Gay City State Park is located in Hebron on the Bolton town-line and contains hiking and mountain biking trails, picnicking facilities, cross country skiing opportunities and a beach for public swimming.

Town Center Open Space and Trail System is a series of open space parcels adjacent to Veterans Park and extending north of the Town business district east to the Loveland Road residential developments. This area of open space consisting of 44 acres was dedicated by various developers through the Town's land use process. A pedestrian trail has been constructed for public use.

Blackledge Country Club and Tallwood Country Club provide ample opportunities for golfing within the community. These privately owned facilities provide 54 holes of golf to the general public in two separate locations in Town and also maintain hundreds of acres in open space.

For the location of all of these recreational areas see: Map 8.1 "Existing Parks and Recreational Facilities".

Goals and Objectives

Goal A: Offer and promote recreation and leisure services to a broad base of the Hebron population.

Objectives:

1. Publicize activities and facilities through the Parks and Recreation Department's seasonal publication, news organizations, and user groups.
2. Conduct a new community needs survey to obtain public opinion on future recreational needs, desires, improvements and programs.
3. Work with the Economic Development Commission and others in marketing the Town's many recreational opportunities to enhance local economic development, and bringing recreational activities such as bike races, running races and horseback trail riding meets to the Town business center.
4. Continue to pursue available grant funding to maintain, map, and extend current trail systems and enhance park facilities.
5. Expand Burnt Hill Park athletic fields to include a 90-foot baseball diamond.

6. Work with Friends of Hebron Parks non-profit group to add an amphitheater to Burnt Hill Park.
7. Consider hosting events during the Maple Fest at Church Street Park.
8. Use Open Space areas to promote outdoor educational opportunities for Town residents and particularly for Hebron students.

Goal B: Make all parks, open space areas, and recreation facilities attractive, safe, accessible, and easy to maintain.

Objectives:

1. Continue and expand usage of low impact field maintenance programs as new products and methods become available.
2. Maintain existing sports facilities to maximize their use, extend their life, and avoid injuries to users.
3. Increase security measures to limit costly vandalism.
4. Establish parking facilities at certain Town-owned properties to improve accessibility and safe entry into these programs.
5. Complete a Master Plan to guide the development of each Town Park, sports / recreation facility, and recreation program.



Goal C: Provide places for residents to swim.

Objectives:

1. Team with adjacent communities and/or private companies to construct a community pool that could be utilized by residents on a fee basis
2. Investigate the feasibility of providing outdoor swimming facilities.

Goal D: Manage Open Space to provide passive and active recreational activities, to sustain natural features, and to protect the environmental characteristics of these lands.

Objectives:

1. Establish a sustainable forest management plan on Town-owned open space properties to promote and sustain biodiversity and provide a variety of habitats for plants and animals.
2. Identify and control invasive plants as listed by the CT DEEP on Town-owned properties.
3. Protect watersheds/watercourses.
4. Encourage farming use on certain Town-owned properties for the dual purpose of maintaining such land in an open condition, and to maintain and promote the agricultural character of the community.

K. The Open Space Plan

This subsection of the Plan of Conservation and Development provides a plan for preserving what is best about the unique natural assets of the Town. The findings, and the goals and policies of each of the other subsections within "Section 2: Preservation of Unique Assets" are taken into consideration within this final subsection. Together they form the basis for the "Future Open Space Plan" that is contained herein.



The character of Hebron is defined more by its physical make-up than by any other factor. Its rural, hilly topography, dissected by a number of pristine watercourses, is one of its most defining characteristics.

The highest elevations in Hebron are in the north and northeast portions of the Town and this high-point defines the edge of the Connecticut River basin. The lowest elevations lay in the southern areas of the community. The Town's series of brooks and watercourses are flowing from the north and northeast portions of Town to the south and southwest.

The Town's primary open space initiatives to date have been *stream* corridor preservation. Significant progress has been made in preserving greenways along these natural systems by both the State of Connecticut and the Town of Hebron.

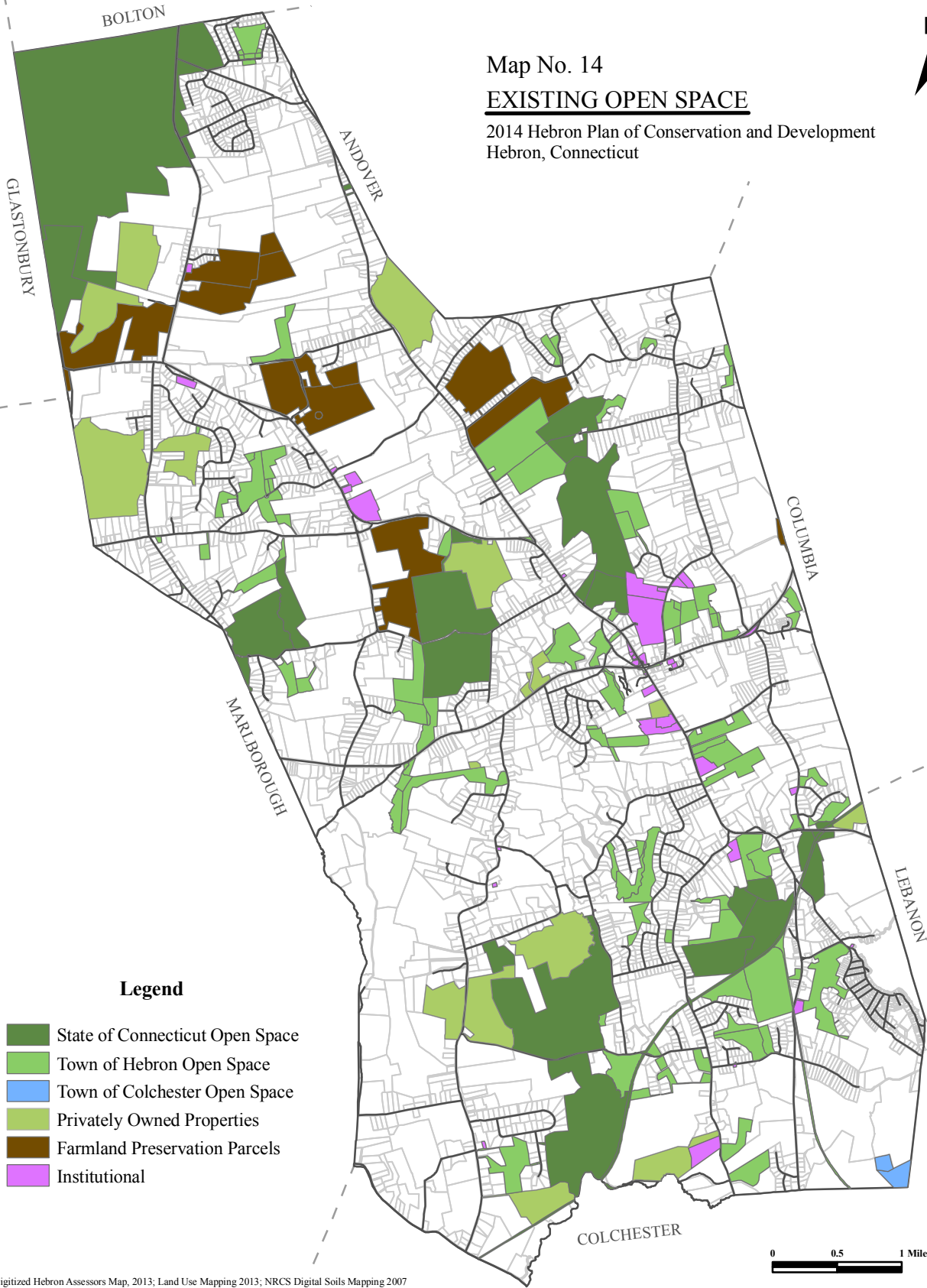
This subsection of the Plan of Conservation and Development contains a description of the Town's existing open space inventory and displays these areas on the "Existing Open Space" map. Also contained in this subsection is the Town's "Future Open Space" map designed to retain sufficient areas of Open Space in Hebron, to retain the Town's rural character, to protect the Town's clean watercourses and water bodies, to protect potential future drinking water supplies, to provide for wildlife corridors, and to provide areas for present and future generations to enjoy and recreate.

In addition to these quality of life benefits, the open space as shown in this Plan serves the economic interests of the Town. As documented in several studies, open space provides more in revenues to a town than the cost of services that open space requires, therefore its preservation helps to mitigate future property tax burdens. These studies also have documented that the presence of open space enhances the value of nearby properties. In addition, open space can aid the local economy by generating private expenditures on food, lodging, recreational equipment, and other purchases due to recreational opportunities open space may provide.







Map No. 14

EXISTING OPEN SPACE

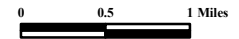
2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

-  State of Connecticut Open Space
-  Town of Hebron Open Space
-  Town of Colchester Open Space
-  Privately Owned Properties
-  Farmland Preservation Parcels
-  Institutional

Source: Digitized Hebron Assessors Map, 2013; Land Use Mapping 2013; NRCS Digital Soils Mapping 2007



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The term "Open Space" is a concept that means many things to many people. As used in this Plan, open space has a broad meaning consistent with the definition provided in Section 12-107b of the Connecticut General Statutes. Open Space means any preserved or restricted land which maintains the conservation of natural resources, protects natural streams and water supply, promotes conservation of soils and wetlands, enhances the value to the public of abutting or neighboring parks, forests, wildlife preserves, nature reservations or other open spaces, enhances public recreation opportunities, preserves historic sites or otherwise promotes orderly land development.

The following significant actions have occurred in achieving the town's objectives in this area since the adoption of the 2004 Plan of Conservation and Development:

- The Town's Open Space and Land Acquisition Committee (OSLAC) has conducted a detailed study of land parcels in Town using the "Future Open Space Map" of the 2004 Plan as a guide. Unique and significant parcel attributes were documented in an effort to ascertain the most important parcels to protect and preserve. Such properties, deemed "high priority parcels" took into consideration the protection of natural resources, the preservation of prime farmland soils, and the potential for recreational activities.
- The OSLAC has published several public outreach documents relative to the town's open space purchases and preservation methods. In addition, the Committee has contacted priority parcel landowners in an effort to communicate the availability of the Committee in providing assistance in any future preservation consideration.
- As a result of the Town's open space acquisition program, 1,030 acres of open space have been purchased or protected with the financial assistance of the Town's Open Space Land Acquisition Fund and State grants. Open Space purchases include Burnt Hill and Church Street parks, property abutting the Raymond Brook Marsh and other areas of stream corridor and wetlands protection. In addition, significant areas of farmland and property along the Air Line Trail have been protected with the use of open space funding.

The Goals and Objectives contained in this section are the guidelines that suggest how the Town moves from its present inventory to accomplish the open space shown on the "Future Open Space" plan. The "Future Open Space" plan in this subsection graphically shows how these goals and objectives can be put into place. This map is not all-inclusive but it does show a general representation of the more critical open space corridors and areas that the Town can plan to preserve.

Goals and Objectives

Goal: Maintain the open, rural character of Hebron by preserving the existing systems of natural resources, natural features and significant ecological systems. These open space resources include forests, fields, prime farmland soils, meadows, marshes, swamps, wetland soils, floodplains areas, watercourses and bodies of water.

Objectives:

1. Encourage participation in programs such as the open space assessment program authorized by Public Act 490 (now Section 12-107e of the Connecticut General Statutes), that provide incentives for landowners of key sensitive parcels to maintain their land in an undeveloped condition.
2. Create and implement local programs that provide incentives for owners of key environmentally sensitive undeveloped land to maintain and preserve their land in an undeveloped state or to sell their land to the Town, a land trust or other entity that would maintain the land in an undeveloped state.
3. Continue the Town's participation in the Salmon River Watershed Partnership and work to further the goals and objectives of this important watershed wide program.
4. Continue to study and encourage aggressive cluster or open space subdivision and zoning techniques to allow flexibility in new development which will reduce the size of individual lots without increasing overall density, will enhance the preservation of natural features, will preserve larger areas of open space, and will include design controls.
5. Assess and protect wetlands and watercourses in the Town of Hebron.
6. Continue to expand existing educational activities (field walks, interpretive markers, cooperative activities with the schools, nature trail booklets, marked trails, earth day events, etc.) that will make the public aware of the important roles that these natural systems perform including threats to these systems such as those posed by invasive species.
7. Encourage the State of Connecticut to maintain and improve their parks and properties in the Town and to develop long range plans for these properties.
8. Continue to encourage permanent conservation and preservation of properties abutting existing State lands.
9. Encourage Town and State officials to work toward the goal of establishing greenways and natural open space corridors along major watercourses and natural systems. The existing Town and State open space lands should be connected to form these corridors throughout the Town.
10. Continually review and refine open space policies that apply to new development designed to protect natural features, provide recreational opportunities, and minimize the impact of new development from existing Town roads.
11. Continue to utilize the Fee-In-Lieu of open space regulation, particularly in smaller subdivisions where no practical open space or recreational opportunities exist on site.
12. Support the full funding, as allowed by Town Ordinance, of the Town's Open Space Land Acquisition Fund, which would be used to purchase quality open space and recreation areas or to acquire other easement or development rights as recommended in the Plan of Conservation and Development.

13. Work with conservation groups such as The Nature Conservancy and the Connecticut River Coastal Conservation District to further conservation and education efforts regarding the Town's open space systems.
14. The Town should aggressively continue to seek funding through State, federal and private grant opportunities to expand the open space system.
15. The Town of Hebron "Future Open Space" map is hereby established within this subsection. This will serve as a guide for future Town efforts to expand, preserve and improve the open space system in the Town. The Plan should be continually updated with the input of all appropriate Town Boards and Commissions as well as the general public.
16. Encourage and promote the voluntary donation of open space or the dedication of conservation easements on private lands to the Town for the preservation of valuable natural assets.

Open Space Inventory

The following is a summary of the existing open space in the Town of Hebron. This inventory includes Town and State owned lands as well as lands owned by private groups and individuals. Since some of this land is privately owned, it cannot be thought of as being permanently protected as "open"; nevertheless, at this time these privately held lands are acknowledged to be a part of the Town's open space network. This table and the text that follows are updated to include all currently held open space as of May 11, 2012.

Open Space Inventory		
<i>As of 5/11/12</i>		
Ownership	Acreage	% of Town
Town of Hebron	1,392	5.8%
State of CT	2,990	12.5%
Preserved Agricultural Land	918	3.8%
Privately Owned	1,117	4.6%
Total	6,417	26.7%

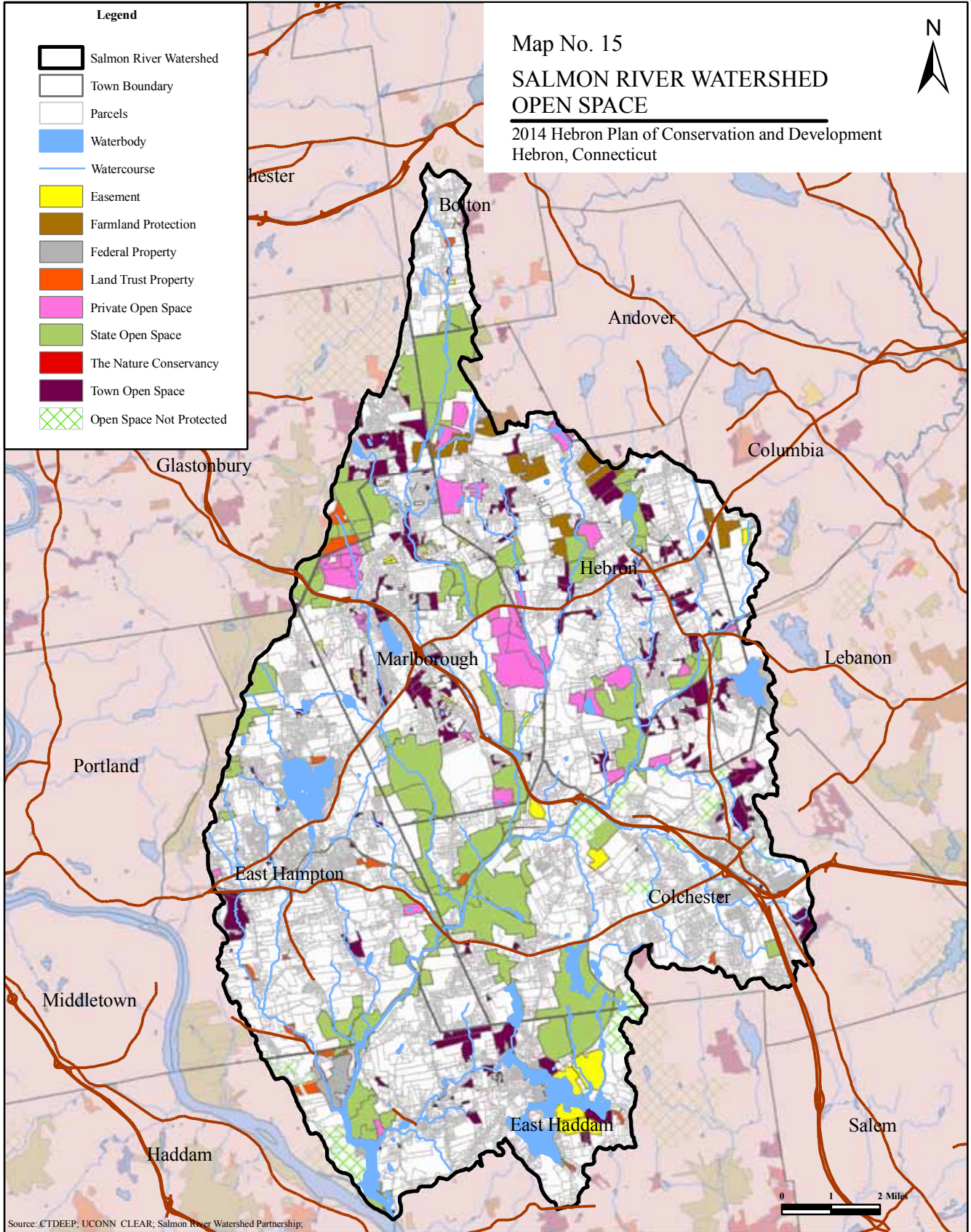
The Open Space Inventory shown above represents 26.7% of the Town's 37.3 square miles (23,872 acres) and represents both permanent publically owned open space as well as privately owned open space. This is a 16.5% increase from 2004 when 22.9% of the Town's area was in some type of open space classification.

- Legend**
-  Salmon River Watershed
 -  Town Boundary
 -  Parcels
 -  Waterbody
 -  Watercourse
 -  Easement
 -  Farmland Protection
 -  Federal Property
 -  Land Trust Property
 -  Private Open Space
 -  State Open Space
 -  The Nature Conservancy
 -  Town Open Space
 -  Open Space Not Protected

Map No. 15

**SALMON RIVER WATERSHED
OPEN SPACE**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: CTDEEP; UCONN CLEAR; Salmon River Watershed Partnership.

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Of the total amount of Town Open Space shown in the above table, approximately 5,300 acres, or 22% of the Town's land area, is considered permanently preserved open space. This is the sum total of land that is owned by the State, preserved agricultural land where development rights have been acquired by the State, and Town owned open space. This inventory of permanent Open Space is an increase of 14.6% from 2004 when 19.2% of the Town's land area was in a permanent open space classification.

These percentages can be compared with the established goal of the Governor's Blue Ribbon Task Force on Open Space that calls for 10% of the State to be preserved as State owned open space. Also, the Governor's 1998 initiative on Open Space calls for 21% of the State's total acreage to be protected as open space by the year 2023. This would include the State's 10% goal as well as open space land owned by the towns, private non-profits, farmland development rights and water company lands.

The Town has exceeded the 21% open space goal within Hebron however, as this goal of 21% is a statewide average, including cities and other urban areas, this percentage of open space had been considered an absolute minimum objective of the Town of Hebron. The Town's "Future Open Space" map shows a total of 40% of the Town's land area within future open space Greenways being a combination of State owned lands, Town owned open space, privately owned open space and other protected lands.

Open Space Corridors and Greenways

There are several different types of "open space" important to the community. The following describes existing and planned greenways. Greenways are linear open space corridors generally located along some natural or man-made physical feature. Many of the Town's greenways occur along its watercourses. These existing and planned greenways can serve a variety of functions. These include both passive environmental functions, but also provide excellent recreation opportunities.

Blackledge River Greenway

The portion of the Blackledge River within the Town is almost entirely protected within the confines of Gay City State Park. This watercourse flows south and southwest in the Town's northwest corner. The Blackledge is significant for a number of reasons. It is a significant tributary stream passing through Marlborough to the Salmon River in Colchester. As such, protection of the water quality of this important stream serves to protect the important Salmon River. The Plan encourages the protection of the remaining portions of the Blackledge River corridor. This is a significant wildlife habitat and is specifically recognized as such by the State of Connecticut. Also, given the amount of land within this corridor now in public ownership, this corridor provides for significant regional recreational opportunities.

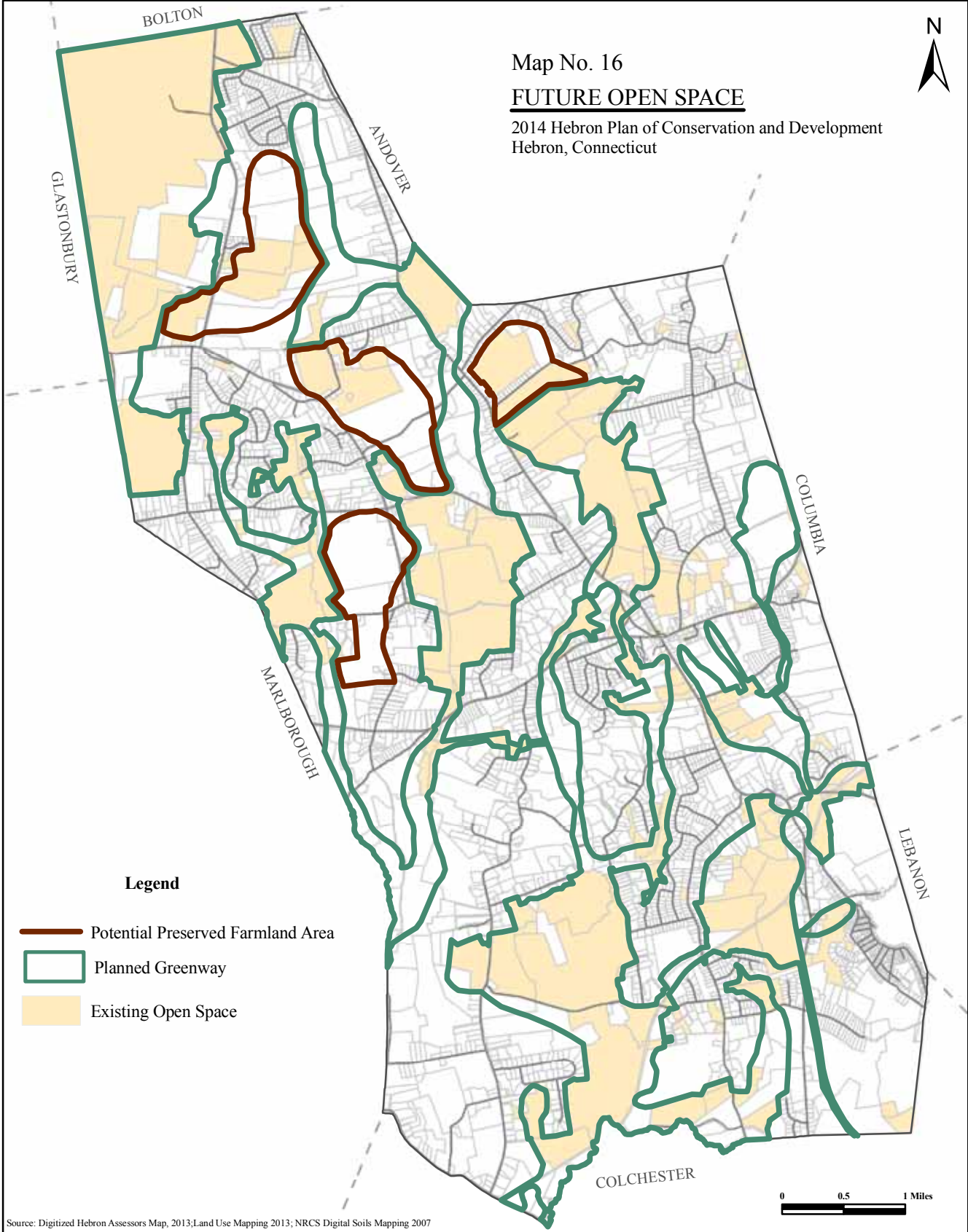
Fawn Brook Greenway

This drainage area occupies the central and western portions of the Town, mainly north of Route 66. The main branch of Fawn Brook has its headwaters at Mellow Swamp, north of Jagger Lane. The brook flows generally south through Clubhouse Pond at Camp Hi-Hoti, south

Map No. 16

FUTURE OPEN SPACE

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and west until it meets the West Branch of Fawn Brook at the Marlborough Town Line. Fawn Brook ultimately drains into the Blackledge River in Marlborough.

The State of Connecticut for years stocked the Fawn Brook with Salmon as a testimony to the high water quality of this watercourse. This program was discontinued in 2012.

This corridor already contains a number of preserved parcels such as portions of the State of Connecticut Salmon River State Forest, Camp Hi-Hoti, and Lion's Park. Due

to the presence of large undeveloped areas on the corridor, opportunities exist to establish a greenway by connecting these existing protected parcels.



West Branch of Fawn Brook Greenway

The West Branch of Fawn Brook extends from north of Warner Pond south to meet with the main branch of Fawn Brook near the Marlborough Town line. Approximately seventy-five (75) acres within this greenway around Warner Pond were permanently preserved through Town subdivision open space requirements. Other areas of this drainage basin have been purchased by the State as part of the Salmon River State Forest. This greenway should be made continuous. In so doing, it will serve as a significant open space opportunity, and a means to protect the water quality of the Fawn Brook system, and ultimately the Blackledge River to which it joins. In addition to the publically owned open space in this Greenway, extensive land holdings of the Holcomb and Zacher families within this greenway corridor contain conservation easements, in favor of the Connecticut River Watershed Council, adding greatly to the land preservation efforts in this area.

Raymond Brook Greenway

The Raymond Brook corridor extends from north of Robinson Pond (north of Route 66 and east of Loveland Road) south along Millstream Road, through the Raymond Brook Marsh, along the Air Line Trail, until it joins the Jeremy River. A main tributary to the Raymond Brook runs through the recently acquired Church Street Park which will remain essentially undeveloped and which, in turn, will maintain the high water quality in this corridor.

This Greenway contains one of the most environmentally vibrant wetland systems in the entire region, the Raymond Brook Marsh. Protecting undeveloped parcels and forming a continuous greenway is vital to protecting the water quality and environmental diversity of this system. Since the adoption of the 2004 Plan, extensive open space acquisition has occurred with this purpose in mind. As the Raymond Brook system also traverses through the Town's Aquifer Protection area, preservation and future open space land acquisitions will continue as a means to protect potential future Town drinking water supplies.

The Jeremy River Greenway

The Jeremy River forms another significant natural river corridor extending from north of Holbrook Pond, across Route 85 at Marjorie Circle, through several open space parcels acquired through the Town subdivision process, and through the Hope Valley wetlands and portions of the Salmon River State Forest. After this it joins with Raymond Brook and then Judd Brook before continuing south into the Town of Colchester.

This watercourse system contains sufficiently high water quality to support trout, adult salmon and fry salmon. It contains a vibrant salmon resting pool at its junction with Judd Brook. While significant portions of this watershed are protected by public ownership, efforts to connect this greenway to protect its water quality, recreation value and wildlife habitats are imperative.

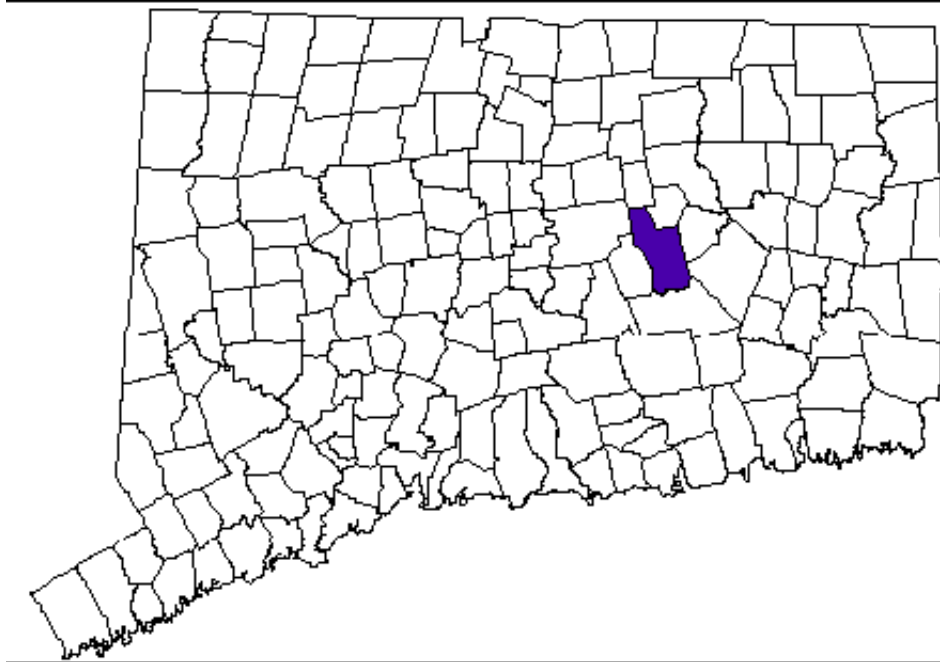
Other Special Areas



As can be seen on the Open Space Plan, beyond Hebron's brook corridors there are other special areas that are important for preservation. These include the Air Line Trail Recreational Greenway, scenic vista viewpoints, the planned Jeremy River Recreation Trail, important farmlands containing prime farmland soils, and possible locations for upland open space corridors, and future community recreational areas. These are shown on the "Future Open Space" map as well as other maps in this Plan and are discussed in detail in the relevant subsections of this Plan.

Section 3

Development Plans & Policies



*"It is within the legislative power to determine that the community should be beautiful as well as healthy, spacious as well as clean, well-balanced as well as carefully patrolled." The United States Supreme Court: **Berman v. Parker**, 348 US 26, 33 (1954)*



A. Introduction

This Section of the Plan focuses on the two areas that make up the development areas of Hebron, and will include the plan and policies that will guide future development. This will include the **Business** sections of Hebron as well as the **Residential** sections of the community.

Business

The Town's businesses are contained in six different zoning districts: The General Business District; The Hebron Green District; The Neighborhood Convenience District; the Amston Village District; The Commercial Industrial District; and the Village Green District.

Business and Commercial Districts	
General Business	104 acres
Hebron Green	32 acres
Village Green	136 acres
Neighborhood Convenience	19 acres
Commercial / Industrial	83 acres
Amston Village	49 acres
Total:	423 acres

The largest concentration of businesses is within Hebron Center which contains the General Business District, the Hebron Green District and the Village Green District. Together these districts comprise 272 acres, or 64%, of the 423 acres in Hebron zoned for Business. This area in the center of Town has historically been the hub of the business area. The section of the Plan that follows will show significant efforts that have taken place over the past ten years that seek to reinforce that concept. These efforts have included the expansion of major public utilities and other significant public improvements along Main Street – sidewalks, curb cut

improvements, entry signage, landscaping, and grant-funded façade improvements, as well as the creation of the new Village Green District.

In 2013, the Town took an important step in focusing its efforts to strengthen and expand Hebron Center’s Business Districts. The Town, through its local Capital Improvements Program, funded a Hebron Center Market Study. The Study included an extensive outreach element to gather input from Town residents and local businesses and provided a direction on where the Town should concentrate future marketing and expansion efforts. This was a unique



opportunity for taking stock of Hebron’s existing conditions, comparing Hebron to similar, benchmark communities, evaluating the Town’s strengths and weaknesses in attracting new businesses, and finally determining what market sectors would be the best candidates on which to concentrate future marketing efforts for the purpose of attracting them to come to Hebron. Some basic findings of the Study are as follows:

A Market Study of Hebron Center, CT

Summary of Demographic Findings:

- **33% of Hebron’s population is below age 19**
- **Only 11% of the population is 20 to 34 years of age (“young professionals”)**
- **Hebron’s fastest growing population group is the group 55 and older**
- **Hebron is highly educated with almost 50% of adults holding a Bachelor of Arts degree**
- **Hebron has an affluent population with a median household income of \$107,000**

Summary of Retail Findings:

- Hebron’s typical yearly retail spending per household is about average at \$46,720
- The annual per household sales by Hebron businesses is low at \$9,360
- Hebron’s daytime population is 65% of total population, lower than all benchmark towns
- There is a lack of “feet on the street”, and Hebron residents are spending their retail dollars out of town
- There are retail and service opportunities where significant “leakage” of spending dollars are going outside of Hebron, and these potential opportunities are:
 - Durable goods
 - Home and Garden stores
 - Apparel
 - Eating and Drinking establishments – particularly sit-down restaurants
 - Gasoline Stations

Industry Targets that Hebron Could Attract:

- **Professional and Technical Services** (accounting, bookkeeping, architectural and engineering services, research, marketing, photography, computer repair, veterinary services)
- **Administrative Support Services** (general management, office administration and clerical work, cleaning services, security, and travel arrangement services)
- **Health Care** (professional health practitioners ranging from primary care to mental health care to elderly care. Some examples of specific services include diagnostic imaging, podiatry, family planning, home health care, dental services, speech therapy and surgical services)
- **Accommodations and Food Services** (Lodging and restaurant needs are provided in this industry category as well as hotels, motels, bed and breakfast lodging, fast-food restaurants, bars, fine dining, and coffee shops.)
- **Others** (including machinery repair, funeral services, dry cleaning and laundry, advocacy, religious activities, and dating services)

Primary Conclusions:

- **Retail needs resident population**
- **Focus on expanding non-retail businesses, promoting more housing in and around Hebron Center**
- **Promote in-fill business in Hebron Center and maintain the capacity to respond to larger projects**
- **Promote Tourism and cross-promote other events happening in Town**

Study Recommendations:

- **Continually promote Hebron as a retail location**
- **Create / define a competitive advantage for businesses**
- **Relentlessly market / promote Hebron and Hebron Center**
- **Be focused / be patient**

The Town will move forward with the Market Study and seek to implement its findings and follow-through on its recommendations. The Town has had a long-standing objective to enhance the Town's attractiveness to business, both existing and new. Currently, only 3.3% of the Town's real property portion of the grand list comes from the Town's business community. A policy of the Town, and one of the missions of the Economic Development Commission, is to increase this percentage over time. This will help balance the tax burden between residential and commercial properties as well as provide needed commercial services to Town residents.

The Town has embarked on a number of efforts to encourage the growth of the Town's business sector. The Board of Selectmen have approved the sale of tax liens, to forgive some back taxes, in exchange for agreements to clean up contaminated commercial sites. The Town has also approved a policy and system of permitting tax abatements for new commercial and industrial development. In addition, the establishments of the Town's public sewer system, and growing public water system, have been major enhancements to the Town's business climate. Finally, the establishment of the new Village Green District, and the physical improvements to Main Street, have been undertaken to improve Hebron's business districts.

Residential

The second section of this part of the Plan analyzes the Town's residential development and what is anticipated for Hebron residential districts in the future. This is a significant part of the Town's Development Plans & Policies because Hebron is primarily a residential community, and the way that Hebron manages its residential development will go a long way to determining the overall character of the community.

In this section, the Plan takes an extensive look at the available residential land remaining for development. The Plan provides calculations for how much developable vs. non-developable land remains in Town and what this can mean for the amount of future residential growth that is possible in terms of future housing and population growth.

Based on this analysis, the plan will include residential development goals and objectives that should guide future land-use regulations that govern this development.

Finally, this section will look at the efforts that the Town is taking to permit additional housing options in the future. The establishment of public sewers and public water in the Town Center, and other locations, has opened the possibilities of permitting a wider range of housing types for present and future population. A number of steps have been taken already to provide housing options including the Town-owned housing development for the elderly, two approved and built 55-and-older higher density housing developments, and two non-age restricted subdivision and cluster residential developments were approved. In addition, the Town has concluded an Incentive Housing Zone study which provides recommendations for more housing opportunities in mixed-use development in and around the Town's business district. Not only would this allow housing for additional segments of the population but would bring customers, at a higher density, to the Town's business districts.



B. Business Districts

I. Town Center – Overall Boundary and Concept

The Hebron Town Center is defined in this Plan as an area encompassing approximately 725 acres including the entire area south of Wall Street, west of Loveland Road, north of Kinney Road, east of Marjorie Circle and Gristmill Road and includes the buildings on the West Side of Church Street as shown on the “Hebron Town Center” map.

This area includes a number of different zoning districts including the Hebron Green District, the General Business District, the Village Green District, the Planned Residential District, and areas of Residential One District. The entire area is within the Town’s sewer service district, and the core of Hebron Center is served by public water. The Plan will address each of these areas individually in the remaining portions of this section.

It has been Town policy to encourage the development of the Town Center in a manner different from the remaining portions of Town. The Hebron Town Center serves as the main shopping area of the community. It is the area of Town that contains a range of community services and it also serves as the central-gathering place for important public events. Therefore, the

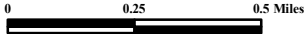
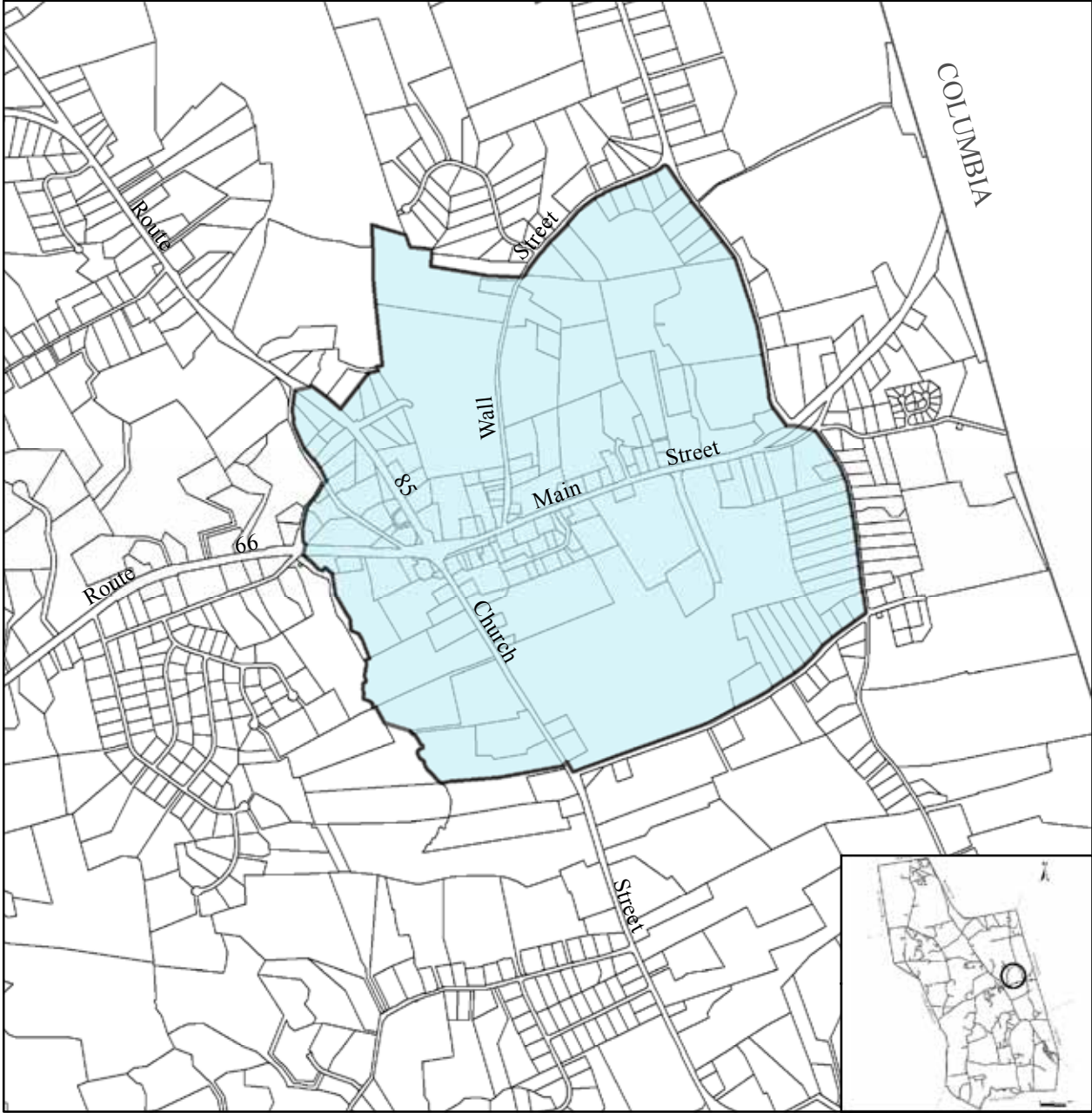
Town Zoning Regulations and Sewer Service District policies make this area the most appropriate location for higher density uses, and mixed-use development which, when concentrated in a single area, help to reinforce the idea of a Town Center.



Map No. 17

HEBRON TOWN CENTER

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

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It is important to recall that this area contains the historic center of Hebron. While development will continue to occur here and change is inevitable, new development will be encouraged to occur in such a way that respects the Center's historic roots and its present day character.

Accomplishments:

Since the adoption of the 2004 Plan of Conservation and Development, several significant changes and accomplishments, funded through both State grants and local Capital Improvement Program (CIP) funds have affected this area of Town:

- The new Village Green District was rezoned, a Master Plan was approved and the entry road, utilities and a traffic signal were installed;
 - The University of Connecticut sponsored a Main Street Charrette to work with residents over three evenings to "vision" the future of Hebron Center;
 - Significant improvements were made to the Main Street area including sidewalks, landscaping, and façade Improvements;
 - A Market Study of Hebron Center was accomplished to understand the economic potential of the area and to help focus marketing efforts;
 - A study was conducted concerning potential Incentive Housing Zones in Hebron Center that would support mixed-use development, include higher density housing and a comprehensive set of Design Guidelines;
 - Public Water lines were further extended throughout the Hebron Center business districts.
- A system of Hebron Center Trails were constructed from Veterans Park and extending just north of the businesses on Main Street extending to the rear of the new residential developments on Loveland Road.



Goal and Objectives

Goal: Develop a visually coherent and definable Town Center that is the civic, commercial, social, educational, recreational, and cultural focal point of the community. Encourage an economically sound commercial district as a base from which town services can be provided that does not adversely affect water supplies or the environment, and allows for an appropriate mix of business and residential land uses commonly found in historic town centers.

Objectives:

Overall Design Concept:

1. Discourage strip commercial development and continue to work to encourage a compact Town Center.
2. Continue to implement the findings of the University of Connecticut's Main Street Charrette Program for future development in Hebron Center.



Appropriate Land Uses:

1. Continue to promote a wide range of uses in the Town Center, including commercial, residential and recreational.
2. Retain current businesses and encourage new businesses to locate in Hebron, which are compatible to the Town's character.
3. Adopt the findings of the IHZ study to provide flexibility in the regulations that would encourage higher quality, mixed use development, including greater density and infill opportunities, as well as providing for diverse housing types, all of which will support businesses in Hebron Center.



Quality Design Standards:

1. Carefully guide the development and placement of buildings, new signage, lighting, parking, etc., to assure that all are compatible with the historic character of the town.
2. Apply the adopted design guidelines, developed as part of the IHZ study, for architectural quality in new development to ensure appropriate and coherent architectural treatment in the Town Center.
3. Modify regulations to require or encourage parking in the back of buildings in future development and consider "build-to" lines for future Main Street development.

Safe Street Systems

1. Encourage safe and efficient traffic patterns and walking systems that will interconnect all business zones while being compatible with Hebron's small-town character.
2. Reduce curb cuts while still providing good traffic circulation.
3. Work with the CT Department of Transportation to design and implement well-planned traffic calming improvements within the CT RT 66 right-of-way so that traffic speeds are more compatible with the Town's Main Street.



Parking Lots

1. Encourage interconnections between parking lots to reduce traffic impacts on Route 66.
2. Consider establishing maximum allowable parking space regulations.
3. Continue to encourage public-private efforts to promote additional and safe common parking in Hebron Center.

Pedestrian Ways

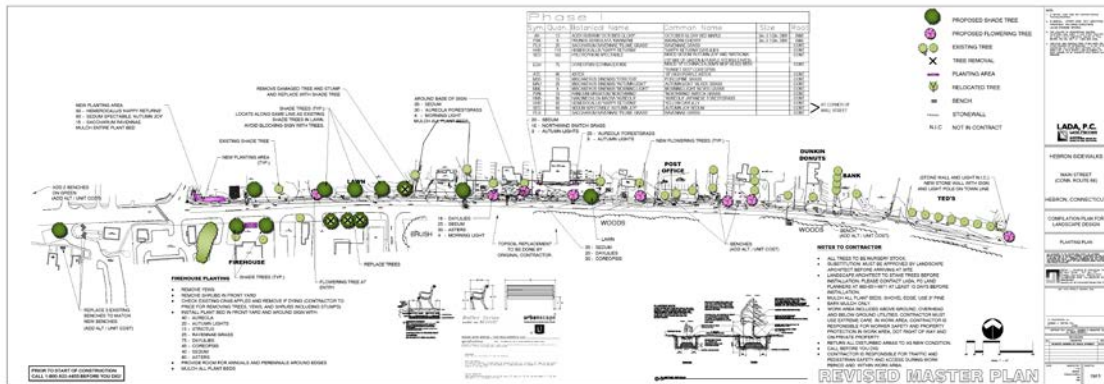
1. Provide safe pedestrian access within sites and between sites to help reduce the impact of the automobile
2. Continue to encourage the establishment of sidewalks in the public right-of-way throughout the town center.



3. Work with the CT Department of Transportation to continue to install crosswalks and pedestrian cross buttons to encourage pedestrian activity in the Town Center.
4. Connect Hebron Center with sidewalks / bikeway to Hebron Elementary School and eventually the Air Line Trail.
5. Connect Hebron Center trails with a new trail through the RHAM complex, the Salmon River State Forest and to Burnt Hill Park.

Landscaping

1. Require landscaping in areas along the Town roadways.
2. Require significant landscaping of commercial sites, encourage attractive landscaping in public and private places, and include the use of perennials, shrubs and other native plant materials.



Public Infrastructure Improvements:

1. Continue the use of local revenues and State grants to fund needed public infrastructure improvements within the Town's Business Districts.

B. Business Districts

II. Hebron’s Main Street - Route 66 General Business District

The Route 66 General Business District serves as the Town’s “Main Street,” and as such, the Town’s central shopping area. This is generally the area on both sides of Route 66 from Wall Street east to Ted’s plaza (see map in this section). The General Business District is comprised of 42 separate parcels of land totaling approximately 104 acres. This represents 0.5% of the total land area of the town. The General Business District presently contains the following uses:



Land Uses in the General Business District	
(by square feet)	
Retail / Service	133,385 s.f.
Offices	61,272 s.f.
Fire Station	9,150 s.f.
Total Business / Institutional Square Feet	203,807 s.f.
Single Family	2 dwelling units

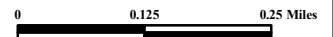
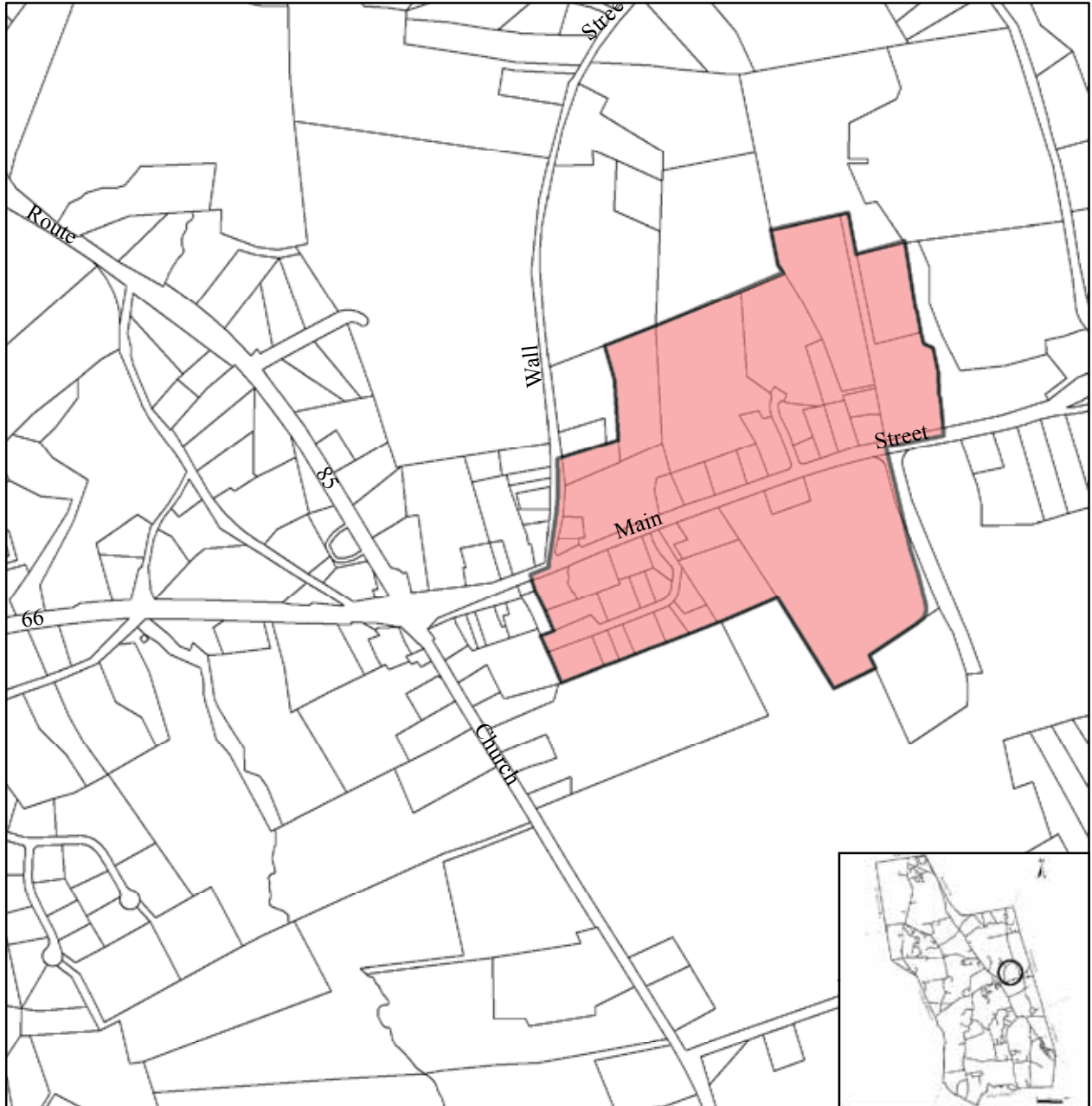
Since the 2004 Plan of Conservation and Development was adopted, the growth in business square footage in the General Business District has been approximately 25%. Growth in retail square footage was 29%, while the growth in office square footage was approximately 20%.

Of the 42 parcels in the General Business District, 37 parcels are partially or entirely developed and 5 parcels are vacant. The 5 vacant parcels in the General Business District total approximately 32 acres. Of these 32 acres, approximately 12 acres are wetlands. This results in only about 20 acres of land in the General Business District that are currently buildable although there is still some infill development possible on a number of existing developed parcels.

Map No. 18

GENERAL BUSINESS DISTRICT

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

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The limited amount of usable business land in the main business district is a significant planning concern as this is a very small inventory of commercial land to serve the growing population of Hebron. In one response to this over the last planning period, the Town planned for and established the new Village Green district adjacent to the General Business District. This new



area for future commercial growth was planned to be compatible to the General Business District and to be connected to it with roadways, pedestrian access points, and compatible uses. In addition, the Town has undertaken a variety of efforts to bring additional value to the General Business district properties. Public infrastructure improvements such as the Main Street sidewalks, benches, landscaping and other improvements have been accomplished to assist business owners in this area to attract

customers and tenants. In addition, the Town's successful Façade Improvement Program has brought improvement to a number of private properties in this area. The Town has begun planning efforts, and infrastructure improvements, to re-make the RT 66 corridor into Main Street – a walkable, connected, mixed-use, vibrant Town Center.

As Hebron's population continues to grow, the remaining areas of the General Business District will face development pressure. The changes that result should be positive changes to the Hebron business district by adding job opportunities, by increasing business based taxes and by encouraging businesses to expand that will serve Hebron's growing population. As this occurs, increased efforts will be needed to manage this new development so that it occurs in a manner that will be attractive, safe and compatible to the overall character of Hebron.

To assist in devising an overall concept or plan for development, the Town continues to look at ways to best develop and promote the main business district of the community. To this end, a number of initiatives were undertaken by the Town to study and promote Hebron Center. A **Market Study** of the Hebron Center business district was completed in 2013. This study, which can be viewed on the Town website, brings a focus on efforts to promote, to market, and to best develop a viable business district. Its main recommendations are to: 1) Relentlessly promote Hebron; 2) Encourage infill development; 3) Encourage mixed-use including higher density housing in Hebron Center; 4) Encourage community events along Main Street; and, 5) Aggressively market the Community. At the same time, an **Incentive Housing Zone (IHZ) study** was conducted to see how mixed-use development can bring new vitality to the General Business District. As part of the IHZ study, new comprehensive **Design Guidelines** document has been developed to guide the appearance of all new commercial, mixed use and higher density residential development in a way that will ensure compatibility to Hebron's existing character. All these efforts have yielded



conclusions consistent with the results of the “**Main Street Charette**,” a planning session conducted by the University of Connecticut that helped Hebron residents to “vision” the future of Hebron’s Main Street.

The Charrette process, conducted in 2011, was seminal to acknowledging the need for both the Market Study and the IHZ Study since it was the first Main Street Master Planning process that had been conducted for Hebron Center. The Charette results can be found on the Town website. The basic findings, which were the basic building blocks for the Market Study and IHZ follow-up studies, can be summarized as follows:



- **Main Street Hebron Vision Plan (from: Hebron Main Street Charrette):**

- Create an area for community gatherings
- Increase economic viability through addition of commercial opportunity:
 - Increase housing along Main Street
 - Medium density infill development in commercial areas
- Preserve and enhance the historic district
- Create connections and improve walkability
- Improve overall aesthetic appeal
- Redevelopment of older commercial sites should include:
 - Parking in the rear
 - Public and Community space for events
 - Infill along Main Street
- Infill opportunity at current firehouse site

- Development criteria for all new commercial development:
 - Street trees
 - Buildings close to street
 - Create public gathering spaces
 - Parking away from Main Street and shared by multiple tenants
 - Allow infill of commercial buildings along Main Street
- Sidewalks:
 - Make connections along Main Street
 - Increase pedestrian walkability
- Consolidate Parking lots:
 - reduce curb cuts
 - parking moves off Main Street
- Main Street Tree Canopy
- Green Space Connections throughout Main Street area and beyond
- Traffic Calming along RT 66:
 - Street trees
 - Medians in Rt 66



**Proposed
Main Street
Tree
Canopy:**



Accomplishments:

Since the 2004 Plan of Conservation and Development, the following has taken place concerning the General Business District:

- The Town reviewed the limits of the General Business District as recommended in the 2004 Plan and proceeded to rezone a parcel from the GB Zoning District to the Residence 1 District at the corner of RT 66 and Loveland Road. The parcel has since been developed with a cluster single family residential development with access on Loveland Road.

- In 2011, the Town and the University of CT sponsored a three day community Charrette on Main Street to solicit residents' opinions and to create a new "vision" document on the future of Main Street development.
- Significant major improvements to the Main Street area including sidewalks, benches, landscaping, and façade Improvements were made using State grants and local funding;
- A Market Study of Hebron Center was conducted in 2013 to understand the economic potential of the area and to help focus marketing efforts;
- A study is underway looking at potential Incentive Housing Zones in Hebron Center that would support mixed-used development, including a comprehensive set of Design Guidelines for business development and higher density residential development;
- Public Water lines were further extended along RT 66, Pendleton Drive and Wall Street, all within the General Business District.
- The new 13,000 square foot CVS Pharmacy and store was constructed on RT 66.
- A new traffic signal, funded by a State economic development grant, and a needed improvement for any new development in the Village Green District, was installed at the intersection of RT 66 and John Horton Boulevard.

Goal and Objectives

Goal: To provide an economically healthy, active, diverse, attractive and safe central business area that serves the shopping and service needs of the entire community.

Objectives:

1. Continue to guide future development in the General Business District in a manner that will best serve the residents and businesses of Hebron.
2. Apply the adopted Design Guidelines, prepared as part of the Incentive Housing Zone Study, which will guide the architectural appearance of all new development in the General Business zoning district.
3. Where changes of use, building expansions or site changes occur on current non-conforming business sites, require building and site improvements that will bring them more into compliance with Town regulations.
4. Require parking be placed to the rear of buildings in future development, and adopt "build-to line" zoning regulations along Main Street.
5. Continue to enforce, and where necessary improve, signage and lighting requirements to avoid unsightly or excessive signs or excessive "light pollution."
6. Encourage safe pedestrian access within and between commercial sites.

7. Encourage interconnections between parking lots and a sharing of parking spaces by adjoining uses.
8. Reduce curb cuts to a minimum.
9. Require appropriate and attractive landscaping of commercial sites.
10. Consider the adoption of new IHZ Zoning Regulations as well as a Mixed Use Overlay Zone for the General Business District that will encourage mixed-use development, build-to lines and a more vibrant Main Street.
11. Plan and seek funding for a sidewalk / bikeway connection between the Town Center and the Air Line Trail.
12. Seek grants and other funding sources to implements the Jeremy River Trail, a connection between the Town's business center and Burnt Hill Park.
13. Use the findings of the 2013 Market Study for Hebron Center and market the Town's business districts for new compatible businesses and services.
14. Work with the CT Department of Transportation to design and implement well-planned traffic calming improvements within the CT RT 66 right-of-way so that traffic speeds are more compatible with the Town's Main Street.
15. Work with the CT Department of Transportation to continue to install crosswalks and pedestrian walk buttons to encourage pedestrian activity along Main Street.



B. Business Districts

III. Hebron Green District

The purpose of the Hebron Green District is to provide for appropriate and compatible mixed uses within the Town's Historic center that do not disrupt the scale, charm or general architectural character of the area. This district is further intended to preserve the functional and economic vitality of the area while maintaining and enhancing its significant historical and cultural resources.



The Hebron Green District is located at and around the intersection of Connecticut Routes 66 and 85. It consists of approximately 32 acres divided among 31 properties. Of this total acreage, approximately 14 acres (consisting of entire lots and portions of lots) are undeveloped. The principal land uses are a church, synagogue, present and old Town Hall, Public Records Building, the Douglas Library, American Legion Hall, offices, a coffee shop, and several residences. This mixed-use area contains over 60,000 square feet of floor area. The great majority of the properties are wholly or partially within the Hebron Center Historic District, which is on the National Register of Historic Places.

Accomplishments:

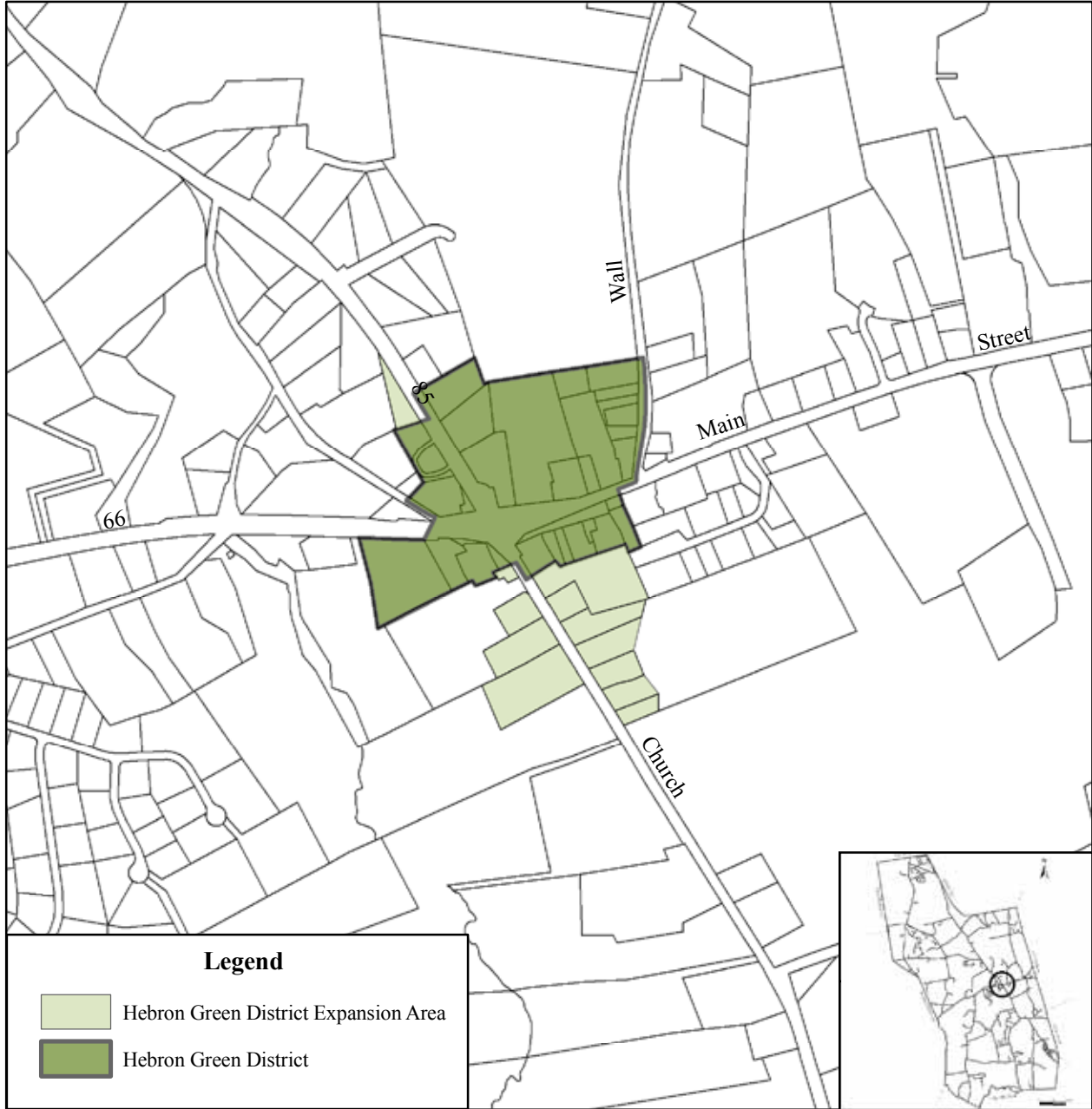
Since the adoption of the 2004 Plan of Conservation and Development the following changes and accomplishments have occurred:

- Continued the beautification of the Town Green area with installation of a Commemorative Stone Wall by the Hebron 300th Celebration Committee;
- Installed new decorative banners, provided by the Hebron 300th Celebration Committee and the Beautification Committee, on the colonial light poles in and around the HG area;
- Installed new stone benches, which were provided by the Beautification Committee;
- Installed additional landscaping funded through an economic development grant awarded for Main Street beautification;
- Developed a public-private process for establishing permanent easements for public parking in the Hebron Green District;



Map No. 19

HEBRON GREEN DISTRICT

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

-  Hebron Green District Expansion Area
-  Hebron Green District

Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

0 0.125 0.25 Miles

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- Amended the Hebron Zoning Regulation in 2005 to allow additional appropriate retail uses in the HG District;
- Amended the Hebron Zoning Regulations in 2005 to adopt more detailed sign standards to ensure that new signs are in keeping with the character of the historic surroundings;
- Rezoned a parcel to the HG District in 2006 (Rifkin parcel) consistent with the HG Expansion area shown in the Plan;
- Amended the alcoholic beverage regulations in 2011 that allowed full service restaurants to be located in the HG District through a Special Permit application;
- Amended the Zoning Regulations in 2011 to clarify language regulating density for two-family dwellings in the HG District and strengthening design standards for such uses;
- Approved several new uses in HG District such as a small locally-operated coffee shop on the Hebron Green, and additional residential units in the HG District on Wall Street;
- Received a new Small Town Economic Assistance Program (STEAP) grant in 2012 to provide for additional parking near the Douglas Library; and,
- Reviewed Incentive Housing Zone (IHZ) sites, and new Design Guidelines, for potential use in the HG District.



In recognition of the 300-year history that has transpired at this location, and in respect to the legacy of the historic landmarks that has been passed down to the present, the following goals and objectives have been established.

Goals and Objectives

Goal: Historic preservation must be achieved through the use of economic and zoning incentives, allowing historically significant structures to be preserved and adaptively reused in a way that maintains the “look” and “feel”, as well as, the aesthetics and character of the District.

Goal: The Hebron Green should remain the focal point of the Town and should continue to serve as an attractive entrance to the Town Center.

Objectives:

1. Architectural design appurtenances and signage should be controlled through a design review process.

2. The Hebron Green District may be expanded in adjacent areas, which demonstrate a spatial and functional relationship to the District. Such areas shall be limited in scope and shall be generally consistent with the “Hebron Green District” map included in this section.
3. The abandonment of various Town roads and closure of highway curb cuts in and around the Green shall be done in a way that facilitates proper traffic circulation and improves the overall appearance of the Hebron Green District.
4. Continue to establish comprehensive improvements to the Town Green such as brick sidewalks, safe pedestrian crossings, benches, period lighting, landscaping, appropriate signage and other improvements in and around the Hebron Green.
5. Pursue a long-term capital project to relocate all aboveground utilities in the Hebron Green District below ground.
6. When new development and site improvements occur, the Town shall encourage combined parking facilities and the placement of parking areas to the rear of Green-fronting structures. This would minimize expanses of asphalt and generally improve the aesthetics and circulation of the District.
7. The Planning and Zoning Commission should carefully apply the adopted Design Guidelines for construction proposed in the Hebron Green District to ensure compatibility of new construction to the established District.
8. The Planning and Zoning Commission should look to develop an overall Master Plan for future development in the Hebron Green District which would include a review of the boundaries of the Hebron Green Expansion Area.
9. The Town of Hebron should continue to actively pursue public-private agreements and improvements to guide the most appropriate development, parking and other infrastructure in the District consistent with this Plan.
10. Extend sidewalks from the Hebron Green to Hebron Elementary School and to Neighborhood Convenience District to enhance public safety and economic vitality to both Districts.
11. Consider traffic calming measures throughout the Hebron Green District to improve public safety in this high traveled area.
12. Consider the appropriateness of certain parcels in the Hebron Green District for inclusion in an Incentive Housing Zone.

B. Business Districts

IV. Village Green District

The Village Green District is the name given to the new mixed-use business expansion area within the Hebron Town Center (see attached map). This District was first conceived in the 2004 Plan of Conservation and Development and since then several significant steps have been taken to establish the District. The area includes the property currently owned by the Horton Brothers LLC (130 acres) and Six F's Associates (6 acres). The Village Green District is bordered on the North by Route 66, on the West by Route 85 and on the south by Kinney Road. The total acreage is approximately 136 acres, and the entire site is within the Town's Sewer Service District and is also served by public water from the CT Water Company.



This area had been identified for a number of years as a potential business expansion area to provide additional locations to expand the Town's commercial tax base and provide employment opportunities and services to serve Hebron's growing population. After a review of several alternative sites around Town, it was determined that this is the preferred site.

The Village Green site has a pattern of open fields and some very distinctive stonewalls and tree lines. The slopes are generally moderate and wetland soils comprise less than one-third of the total area. A narrow area of wetlands is located in the middle of the site extending from Route 66 to Kinney Road and a second wetland system is located on the western portion of the site, parallel to Route 85. A unique set of zoning regulations and Master Plan was created for this site which works with these natural resource and cultural features to incorporate them into the concept that is a well-planned, mixed-use new village center containing a variety of retail, office, industrial, commercial, residential, recreational and perhaps municipal uses. The planning for this district, and the goals within this Plan of Conservation and Development, seeks to follow the pattern of a traditional New England village rather than a suburban sprawl development. This vision includes pedestrian access, shared parking lots behind buildings, quality architecture, and a compatible mixture of uses, all centered on a new village green.

Map No. 20

VILLAGE GREEN DISTRICT

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

 Village Green District

Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

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From an economic development viewpoint, this 136-acre district represents a location for long term economic development growth in the Town of Hebron. The mixed-use nature of the District would bring a higher density population to this part of Hebron Center. It will provide an area for new businesses to locate and, existing businesses to grow, enhancing the local commercial tax base. The Hebron Center Market Study, completed in 2013, notes the importance of the Town having this available property for larger commercial sites and for planned developments. While there has been some disappointment at the slow start of the development of this District due in large part to the significant economic recession that started in 2007, this should not deter the Town from its long-term vision for this property.

Accomplishments:

Since the adoption of the 2004 Plan of Conservation and Development, the following has taken place concerning the Village Green District:

- The 2004 Plan contained the original goal of creating the Village Green District. Since that time the Town has proceeded to actively implement that vision in cooperation with the property owners, the Board of Selectmen, the Economic Development Commission and others.
- In 2000, the Planning staff and Commission developed new, creative mixed-use zoning district regulations called the Village Green District, to guide the future development of this mixed-use district. These regulations were adopted and made part of the Hebron Zoning Regulations.
- The Planning and Zoning Commission rezoned the property from R-1, Single family Residential, to Village Green District in 2000.
- Following up on the newly adopted zoning regulations, the property owner developed and received approval of a Master Concept Plan in 2005 to lay out a conceptual plan, and development guidelines for the Village Green District.
- The Town was awarded several Small Town Economic Assistance Program (STEAP) grants in an effort to make the Village Green District as shovel-ready as possible. These grants funded:
 - The construction of the first 1,500 feet of John E. Horton Boulevard;
 - The installation of public sewers and public water into the site;
 - The installation of a new traffic signal in 2013 at the intersection of Horton Boulevard and CT RT 66.
- A Market Study of Hebron Center was conducted in 2013 to understand the economic potential of the Hebron Center area, including the Village Green District, and to help focus marketing efforts.
- As part of the Incentive Housing Zone (IHZ) Study in 2013, the Planning and Zoning Commission reviewed mapping and zoning regulation language to include a mixed-use and IHZ overlay zone within a portion of the District.

Map No. 21

**VILLAGE GREEN DISTRICT
MASTER PLAN**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



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Goal and Objectives

Goal: Continue to support and implement the Village Green concept to provide for a mix of land uses in an integrated, tasteful environment which is aesthetically pleasing and attractive to the town residents as a pleasant area to shop, eat, transact business, recreate, and, for some, to reside. This will be guided by the approved Master Concept Plan and newly created Village Green district regulations with an emphasis on broadening the tax base, promoting job creation, and allowing the delivery of desirable goods and services to the town.

Objectives:

1. Development within the Village Green District should be consistent with the Goal and Objectives of this Plan and the Village Green district regulations which envision a mixed-use zone with elements of commercial, retail, office, professional, residential, cultural, educational, recreational, and light industrial uses. Industrial condominiums and industrial incubator space should be encouraged.
2. As provided for in the Village Green district regulations and the approved Master Concept Plan, residential uses should be integrated with the commercial /retail uses, as had historically occurred around the Hebron Green, which includes shop owners, and other living quarters above, and nearby, the businesses.
3. Development should be land/soil/topography based, with consideration given to preserving natural features. Streams and wetlands should serve as buffer areas, and provide opportunity for passive recreation such as walking paths and trails.
4. Buffer areas along the boundary of the Village Green District shall be provided to establish a transition to adjacent established residential areas; this can be provided by the use of open space, residential uses and/or retention of existing vegetation within these buffer areas.
5. Visual coherency is important. Development should be mixed, but also “integrated.” Design standards, as contained in the approved Master Concept Plan and the Town’s Design Guidelines, should be enforced by a “design development – site review” process, through the Planning and Zoning Commission, which encourages businesses that are interested in the longer-term welfare of the town.
6. As set forth in the Village Green district regulations, the development should be “human scale.”
 - Building heights should be no higher than 3 stories. Many buildings should be built at the street line.
 - Adequate parking should be provided behind buildings with landscaping and trees, within easy walking distance to a variety of features.
 - Perimeter walkways should be provided around the zone that ties into the Hebron Green walks and other walkways within Hebron Center.

- Integrated sidewalks and trails should be constructed to facilitate walking from Hebron Elementary School and Stonecroft senior housing to the Library or to the central business district.
 - A focal point for the new business center should be a new Town Green, which can establish an identity to the area and serve as a new community-gathering place.
7. A bikeway / pedestrian connection should be planned and implemented between the Village Green District / Hebron Center area to the Church Street Park and Air Line Trail to the south.
 8. Take measures to ensure that an adequate, sustainable supply of water is available for this district and that new water supply locations, if established within the district as shown in the Master Concept Plan, are adequately protected with open space or other protective buffers.

B. Business Districts

V. Transitional Areas

Transitional Areas, as used in this document, are defined as land within the Hebron Town Center but outside the Center's General Business, Hebron Green and Village Green Districts excluding established residential areas (see attached map). Transitional areas can serve as a buffer between business and residential zones. These areas include municipal, educational, recreational and higher density residential uses. Higher density development is permitted within the transitional area due to being located in the Town's sewer service district and having easy access to the Town's two major arterial roadways - Routes 85 and 66.



The Town-owned senior center is located within the Transitional Area. Educational land uses in this area include the RHAM regional high school, RHAM regional middle school and Hebron Elementary School. Athletic fields, facilities and trails at Veterans Memorial Park, Hebron Elementary School and at the high and middle schools comprise the recreational land uses within the Town Center Transitional Area. Also located within this area are several duplex and multi-family developments and public and private elderly housing developments.

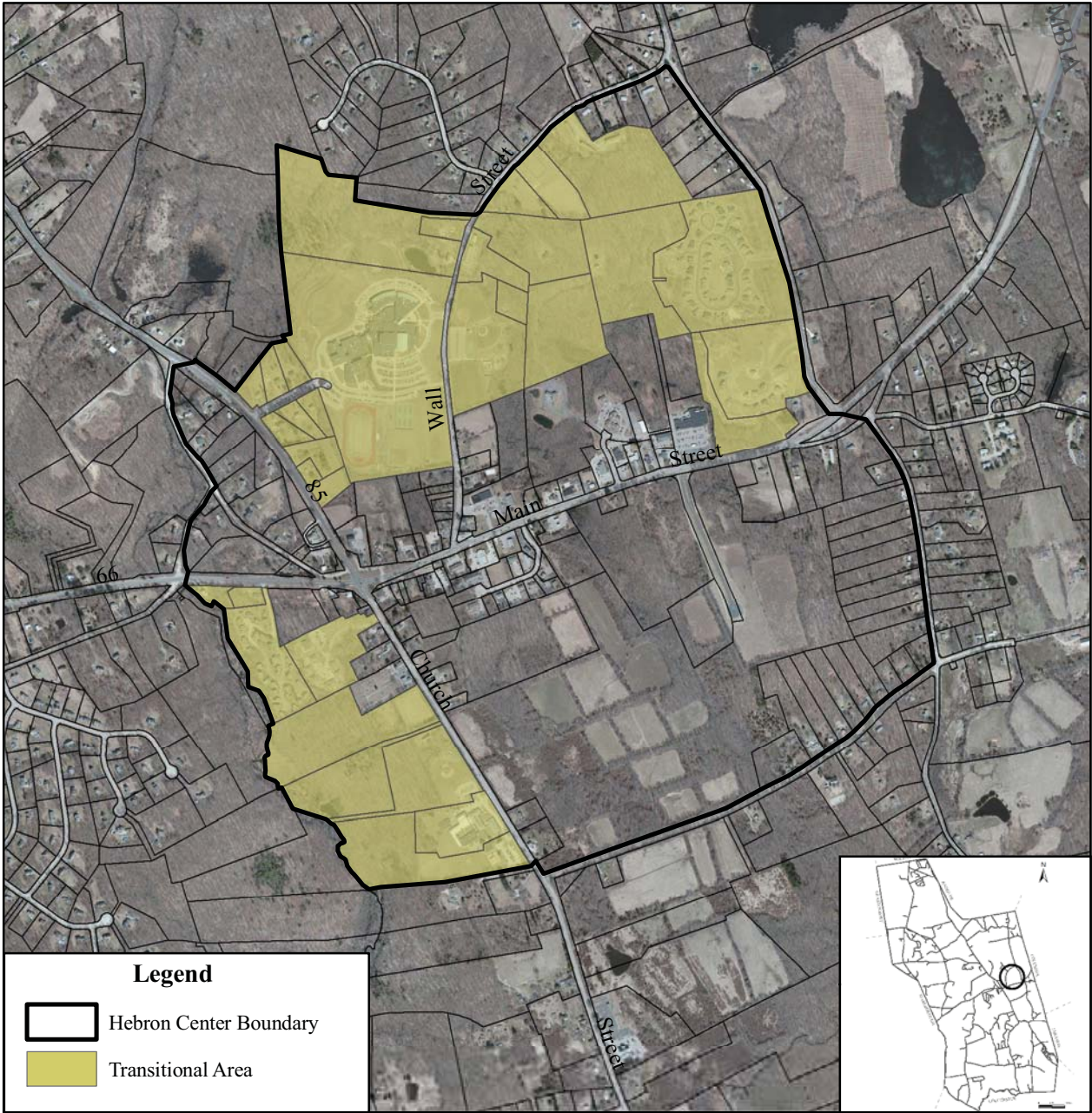
Changes since 2004:

- The Planning and Zoning Commission approved a Planned Residential Development on the corner of RT 66 and Loveland Road to permit a clustered high density residential development as a transitional use at this location.
- A trail system has developed that connects the Loveland Road developments to the business district and Veterans' Park.
- A public water system has been established for the business districts and portions of the Transitional Areas.
- The Planning and Zoning Commission has considered the appropriateness of an Incentive Housing Zone for a portion of the Transitional Areas.

Map No. 22

**HEBRON CENTER
TRANSITIONAL AREA**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012; CRCOG Digital Orthophotography, 2009

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Goals and Objectives

Goal: Encourage the use of transitional areas as an appropriate place to establish and maintain municipal, civic, educational, cultural, recreational and higher density residential facilities.

Goal: The location of uses, as noted above, in transitional areas close to Hebron Center is most desirable as this: a) provides easy access to public facilities; b) promotes walkability between these uses; c) facilitates shared parking; d) takes advantage of major roads and the proximity to public sewers and water; and e) serves to reinforce the concept of an identifiable Town Center.

Objectives:

1. Future development of land in the Transitional Area land should be compatible with other Transitional Area facilities, commercial and retail establishments of the Town Center, and cultural, historical, recreational and civic facilities and sites, including properties on the National Register of Historic Places.
2. Utilizing land within the Transitional Area to accommodate new or larger facilities and related parking is appropriate and should be considered because of the existing public infrastructure (utilities, roads and sewers).
3. Enhancement of transitional areas should occur including the installation of park benches, flower and community gardens and other public amenities together with the establishment of pedestrian sidewalks, bicycle paths and walking trails to enhance the visibility, attractiveness and enjoyment of the Town Center by helping to minimize traffic volume, improve traffic circulation and enhance the accessibility to municipal, educational, recreational, residential, commercial, cultural and historical sites.
4. The Town should create an open space network (greenway) to link the Town Center and Transitional Area to adjacent areas. This will create an extended greenway corridor as identified in the "Future Open Space" map contained in Section 2, "Preservation of Unique Assets", of this document.
5. The State of Connecticut's Plan of Conservation and Development should be considered in planning future development within the Transitional Area.
6. The Planning and Zoning Commission should consider establishing an Incentive Housing Zone within the Transitional Area to the extent it reinforces the Goal of this section of the Plan.



B. Business Districts

VI. Neighborhood Convenience District

The Neighborhood Convenience District was established to allow low intensity business and service uses for the surrounding residential neighborhood. The purpose of this District is to permit the purchase of certain convenience items without requiring trips to the more congested Route 66 General Business District or to shopping areas in surrounding towns.

The existing Neighborhood Convenience District is located on Church Street just north of Old Colchester Road. It is generally located in the Town's sewer service district. The size of the existing Neighborhood Convenience District is 18.67 acres with 12.06 acres on the east side of Church Street, and 6.61 acres on the west side of the street.

The developed portion of this District is located on the east side of the Church Street and includes a variety of neighborhood commercial and service uses. The remainder of the District lies on the opposite side of Church Street and is currently vacant. This portion of the district has gentle grades however significant wetlands separate the front portion of the property from the rear acres.

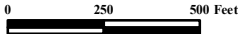
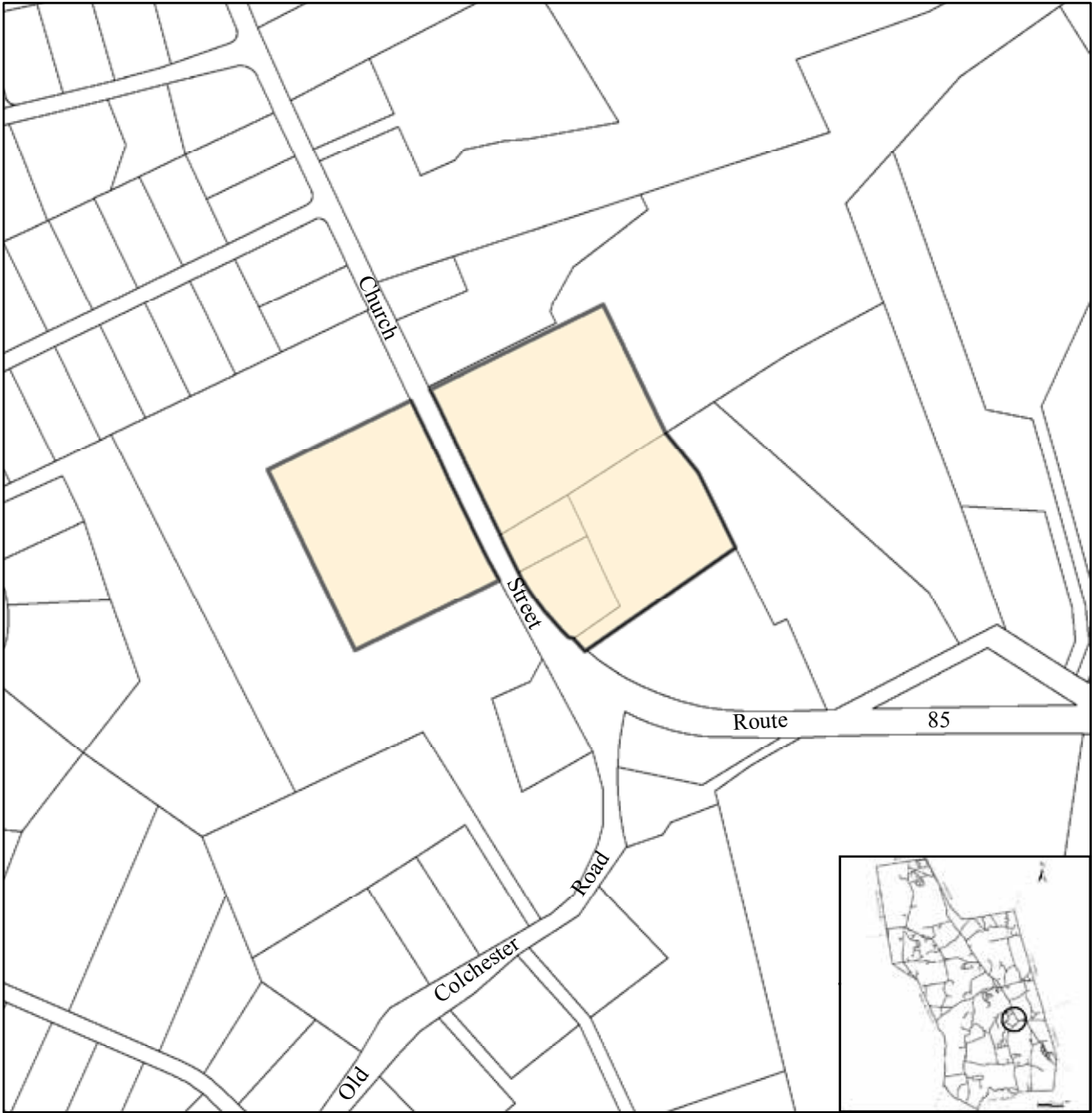
As a neighborhood shopping district, there is great value in this area being connected to the surrounding residential neighborhood in a way that pedestrians can feel safe in walking to and from the services that this district provides. Over the past several years, the Town has recognized the importance of pedestrian connections in the Hebron Center area to promote a Main Street character and promote economic activity. Likewise, there is merit in having pedestrian connections from surrounding residential neighborhoods to the Neighborhood Convenience District. Presently in the Town's Capital Improvement Program's Five-Year Plan, there is a proposed project to construct sidewalks from Hebron Center to the Hebron Elementary School. These should be extended to the Neighborhood Convenience District. A long-range plan of a pedestrian connection along Church Street from Hebron Center, to the Neighborhood Convenience District, and eventually to the Air Line Trail should be actively pursued. This would greatly add to the vitality of this neighborhood commercial district, and increase pedestrian safety in the immediate area.

The Planning and Zoning Commission has seen several potential plans to redevelop portions of this District. Since 2004, the Wild Bill's store underwent a significant upgrade. The Town should encourage other redevelopment in this District to increase the economic potential of this area and to improvement the aesthetics. In addition, the Planning and Zoning Commission, as part of the Incentive Housing Zone Study, has reviewed this eastern portion of this District as a potential IHZ location. The addition of mixed use and an increased density might be an attractive method to help revitalization efforts in the District.

Map No. 23

**NEIGHBORHOOD
CONVENIENCE DISTRICT**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

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In 2011 the Planning and Zoning Commission amended the alcoholic beverage regulations, within the Town Zoning Regulations, to allow full service restaurants to have liquor licenses in the NC District through a Special Permit application. The purpose was to increase the economic viability of the area.

Goal and Objectives

Goal: Continue to provide a limited range of goods and services, such as convenience grocery stores, and small-scale restaurants to the surrounding neighborhood while being a “good neighbor” to nearby residences.

Objectives:

1. Review the allowable types of businesses, and applicable design standards, to permit those that fit the definition of a “good neighbor” including the following:
 - Business hours generally limited to daylight hours;
 - Minimal outside noise;
 - Light traffic volume;
 - Lighting designed to limit “light pollution” to the surrounding residences;
 - No objectionable odors; and,
 - Sufficient landscape screening to adjoining properties.
2. The existing Neighborhood Convenience District should remain in its present configuration.
3. The Town should review the standards of development in this District, taking advantage of its location in the sewer service district.
4. Plans should be developed for a pedestrian connection from Hebron Center to this District and then connecting this District to the Air Line Trail.
5. Consider establishing an Incentive Housing Zone within a portion of the District.
6. The Planning and Zoning Commission should review the boundaries of the NC District to ensure that they are still appropriate for the surrounding neighborhood.



B. Business Districts

VII. Commercial / Industrial District

The Commercial / Industrial District is located near the junction of Old Hartford Road and Jones Street, with frontage along the north side of Old Hartford Road. The Air Line Trail, an abandoned railroad right-of-way now used as a hiking and biking trail, is located along the north side of the District. The land in the C/I District totals 83 acres contained in 5 parcels of land. Approximately 50 of these acres are potentially developable.

This zone was originally designated in 1977 when the conventional wisdom was to place industrial zones at exits along major limited-access highways. The Hebron Economic Development Commission made development of this zone a priority in the 1980's. Hebron partnered with Colchester in the 1990's to jointly develop an industrial park, which was eligible for 75% reimbursement by the State at the time. Efforts to change the "Rural Conservation" designation assigned to this area via legislative committee were unsuccessful, after meeting with strong resistance. Attempts to secure permission to permit vehicular access over the State owned Air Line Trail railroad right-of-way were also unsuccessful.

Recognition of the area's environmental sensitivity, and a reevaluation of the proper land uses for this area, were the main reasons for the rezoning of substantial portion of the original CI District to residential.

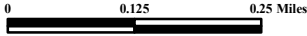
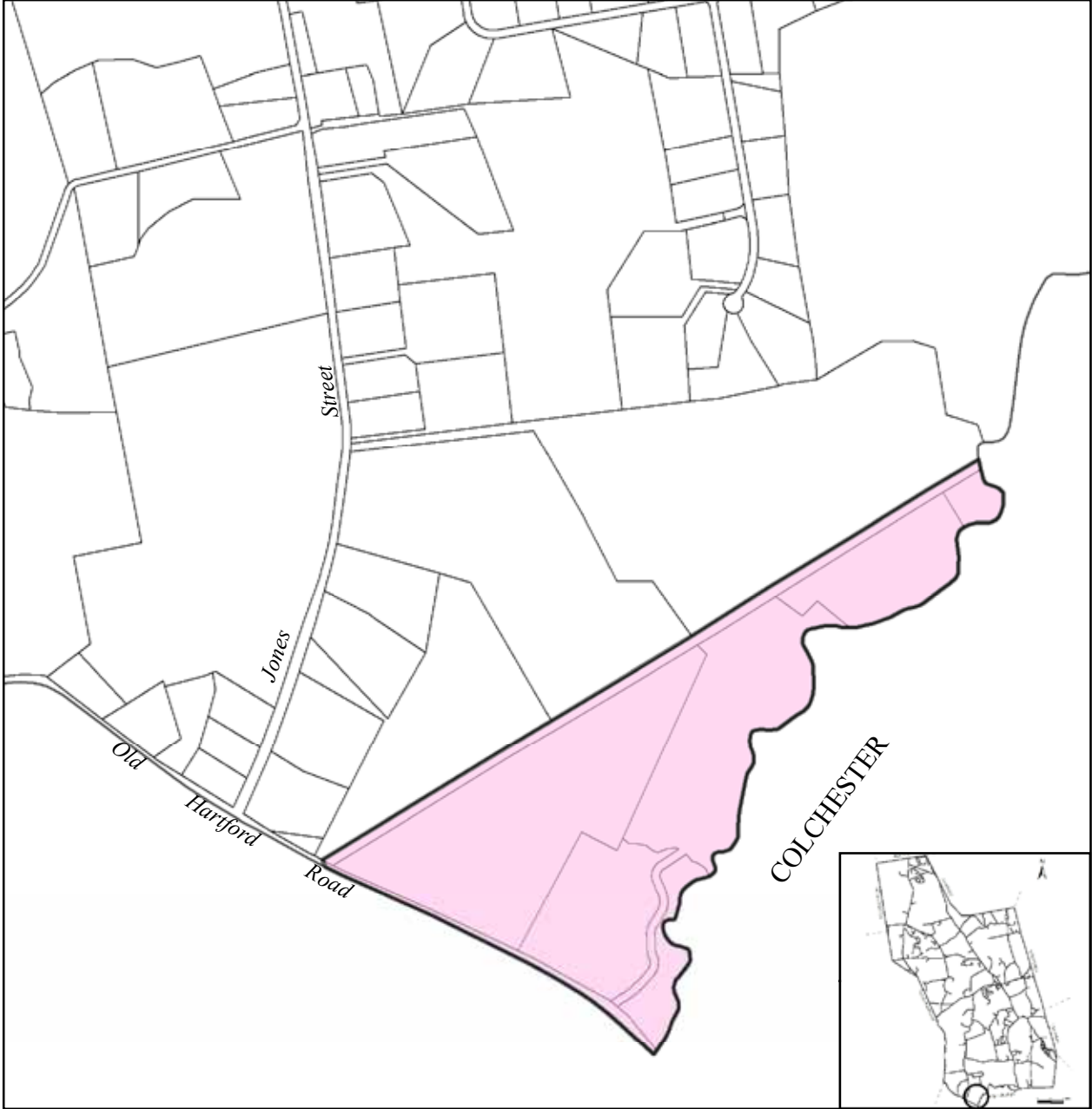
The C/I zoned parcels have generally moderate slopes throughout, with somewhat steeper slopes along the Jeremy River near the eastern boundary of the District. The soils along the western edge of the District are primarily wetland soils while the soils to the east are mostly suitable for development. The Jeremy River forms the District's eastern boundary, and Senate Brook, a tributary to the Jeremy River, cuts through the District. This area is regarded as highly environmentally sensitive by the State, due to its drainage into the Jeremy River, which then flows into the Salmon River, which has high preservation value.

The land is presently designated as "Priority Conservation Areas" in the State of Connecticut Plan of Conservation and Development (2013 – 2018). While this designation does not supersede local zoning, it does mean that the area is very low priority for any economic development funding by the State.

Map No. 24

**COMMERCIAL
INDUSTRIAL DISTRICT**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

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Accomplishments and changes that have occurred in this area since 2004 are as follows:

- With the Recommendation of the Economic Development Commission, the Planning and Zoning Commission in 2007 rezoned several parcels totaling 88 acres to R-2 Residential District;
- Along with approval of a Special Permit for an industrial use in the District, Conservation Easements were established over wetland soils, along the Air Line Trail, on the property south of the Trail;
- The Planning and Zoning Commission adopted amendments to the CI District Regulations that strengthened environmental regulations for new development in recognition of its proximity to the Jeremy River.

Goal and Objectives

Goals: Continue to encourage appropriate and limited commercial or industrial development for the present CI District parcels having frontage on Old Hartford Road.

Objectives:

1. Continue to review land use regulations in the CI District to encourage appropriate economic development of these parcels while protecting surrounding natural resources.
2. Any land remaining in a CI District should be developed with sufficient safeguards to protect the surrounding natural features.
3. Consider the permanent preservation of the Skungamaug Fish and Game Club and other properties along the Jeremy River consistent with the recreational use of the Air Line Trail and environmental value of the river system.



B. Business Districts

VIII. Amston Village District

The Amston Village District extends along both sides of Church Street (Connecticut Route 85) south from the North Pond Road intersection to just south of Lake Road. The district consists of a mix of business, industrial and residential uses on approximately 49 acres of land covering over 33 parcels. Only four parcels (13 acres) within the Amston Village District are vacant, and three parcels contain vacant buildings.



The district boasts a rich history centered on former businesses and industries in what was once called Turnerville. In the 1850's and 1860's Phineas Turner, originally of North Coventry, began purchasing land around North Pond (now Amston Lake). Recognizing the potential for water-powered manufacturing on these sites, he acquired sizable acreage, including a mill owned by the Hendee Company, around the Lake and downstream to what is now Church Street. By 1888, Turner had expanded production at the mill and was drawing water from Amston Lake ten hours a day to manufacture ribbon and fringe at what was now three separate mills. Before the mills closed in 1907, they employed one hundred twenty people.

The success of Turner's businesses led to the establishment of a prosperous village with mills, boarding houses, a store and a schoolhouse. With these, Hebron became known as an important manufacturing town.

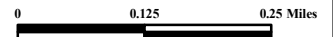
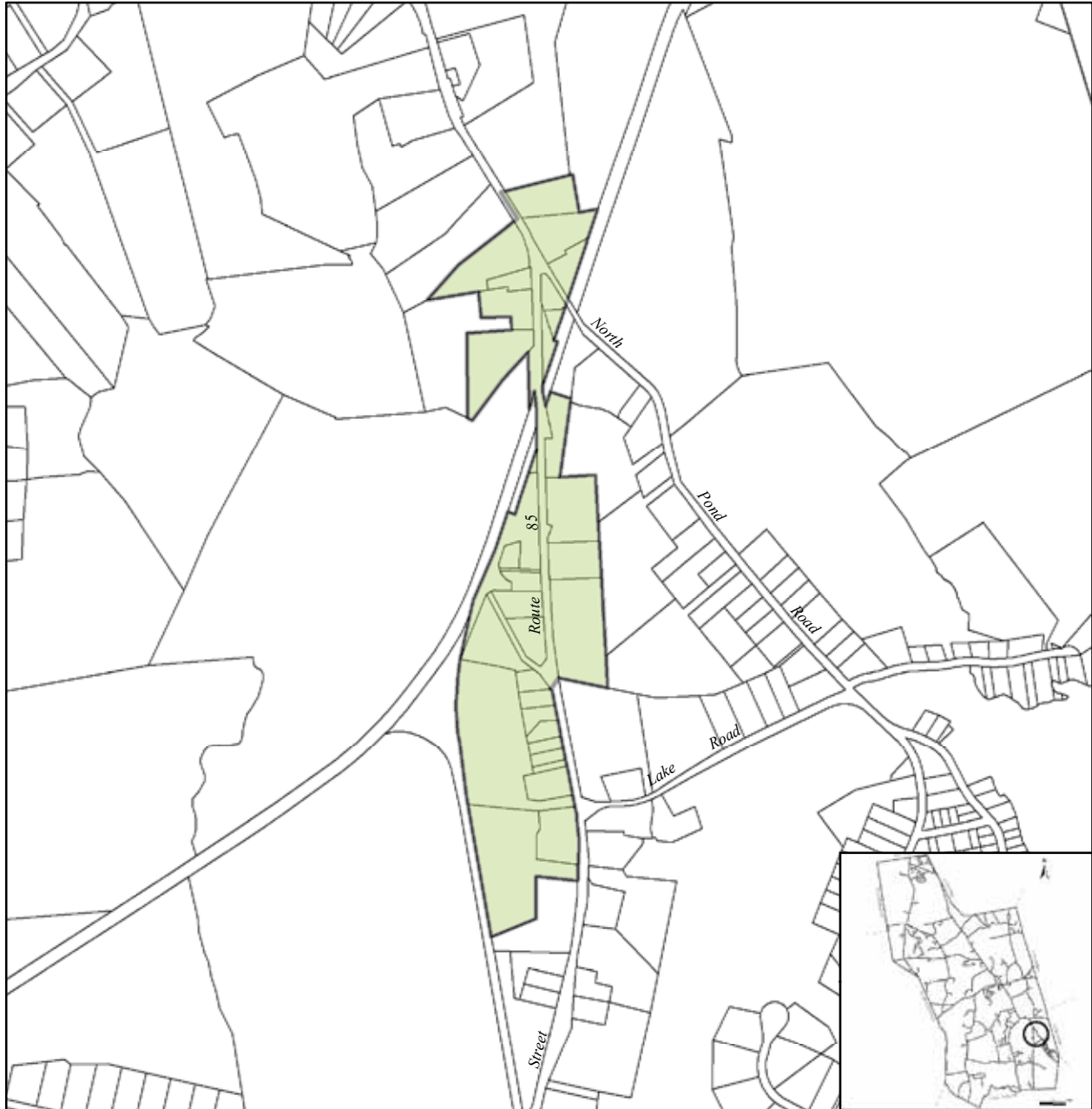
Charles Ams later purchased Turner's mills. He tried a number of industrial ventures including luxury automobile production, the manufacture of form moldings and a distillery. Over the years, the District's rich history has left a pattern of mixed land uses - industrial, business and residential – which are still allowed in the Amston Village District.

Today, much of the Amston Village District is in a flood plain and the entire District is within the Aquifer Protection Zone, an overlay zone established in Hebron's Zoning Regulations to protect the sizable underlying aquifer and its groundwater. An aquifer—and particularly this aquifer—is a high water-yielding subsurface condition that has the potential to be a significant water supply source for the Town in the future.

Map No. 25

AMSTON VILLAGE DISTRICT

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Source: Digitized Hebron Assessors Map, 2013; Town of Hebron Zoning Map, 2012

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In determining future uses in this area, these significant qualities of the land must be considered and renewed efforts must be made to identify and remediate any sites which may have become contaminated as a result of its prior industrial use.

Accomplishments

Since the adoption of the 2004 Plan, several changes have taken place in the Amston Village District such as:

- The Connecticut Water Company purchased water rights on a parcel in the District and has received approval to incorporate an existing high-yield well into the Amston Lake Water System.
- The Town successfully acquired a grant to have an environmental assessment performed for the vacant 501 Church Street building for the purposes of encouraging a redevelopment of this parcel.
- The Nu Tech parcel was reported by a Licensed Environmental Professional to be cleaned of contaminants and a new owner has begun a redevelopment of a former mill building.
- Several parcels within this District were studied for possible inclusion as an Incentive Housing Zoning (IHZ) location.

This District has seen little reinvestment or economic activity. Several vacant buildings exist, some in disrepair, which serves as a disincentive to development in the area. The Town should take positive steps to provide public infrastructure improvements as needed and to be creative in finding ways to encourage private investment.

Goal and Objectives

Goal: To preserve the ecological integrity of the Amston Village District area while recognizing the present and long-standing mixed-use pattern of development. Actively pursue cooperative public and private efforts focused on the revitalization of the District through a variety of mechanisms.

Objectives:

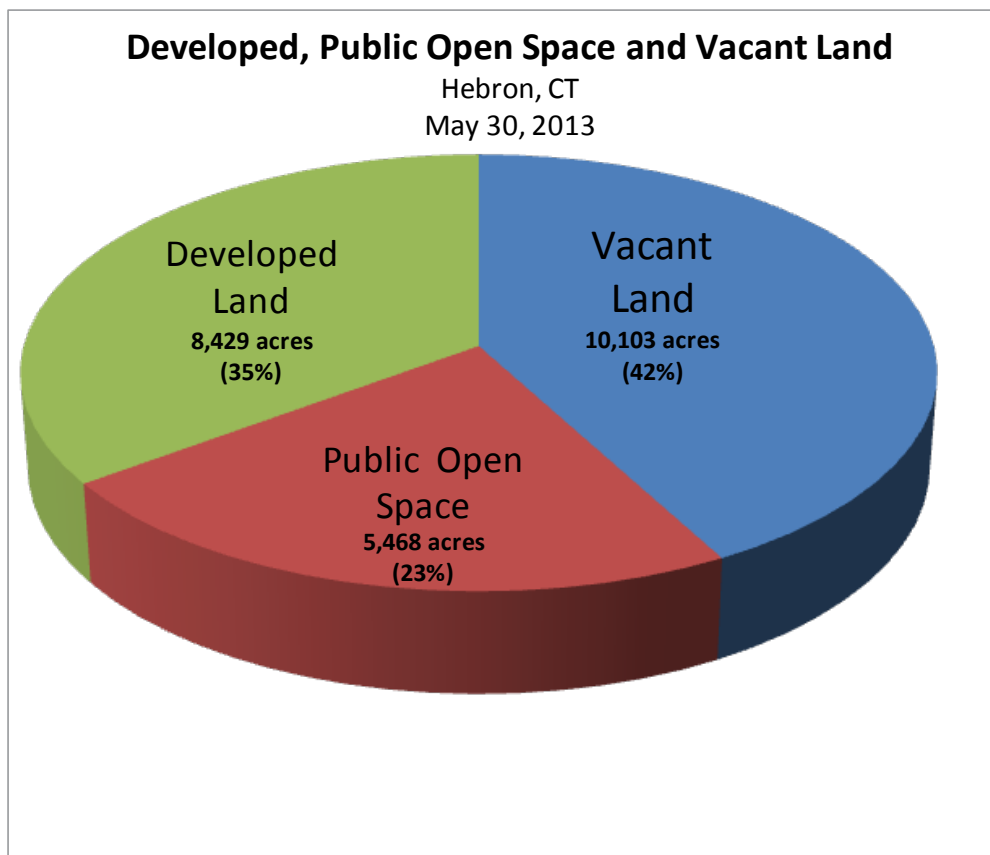
1. Encourage new businesses that are ecologically sensitive and which will blend aesthetically and functionally with the existing residential and business community.
2. Enhance the existing and future business sites within the district by careful control and upgrading of signage, lighting, landscaping and parking areas.
3. The Town should consider, through the capital improvements program, some efforts to enhance the public spaces (such as streetscapes) and encourage other private improvement efforts.
4. The Town should actively pursue efforts with the State Department of Energy and Environmental Protection to identify contaminated sites and initiate clean up and revitalization efforts in order to improve the aesthetic appearance and viability of sites and attract new businesses to this area.

5. Ensure the preservation of the water quality in the underlying aquifer particularly by careful maintenance, use, and storage of any chemical or hazardous material.
6. The Town should develop a specific Amston Village Action Plan that identifies the strengths and opportunities in this District and sets forth needed public and private steps to bring reinvestment and redevelopment to this area.
7. Continue to study what sites are appropriate for an Incentive Housing Zone (IHZ) consideration.

C. Residential Districts

I. Residential Land Analysis

This section of the plan uses the land use and vacant land data established in the Community Profile section of this Plan and presents an examination of vacant residential land in Town. The analysis will include calculations of which portions of this vacant land are buildable and which areas contain environmental and other constraints to development. The analysis will also include a carrying capacity for future residential development in Town. The chart below shows a complete land use summary of Hebron.



The land use data in the above chart is taken from the more detailed land use data contained in the Community Profile section of this Plan. In the above chart, “Developed Land” means all land committed to a permanent land use (homes, businesses, roads, etc.), “Public Open Space” means land permanently committed to open space (Town and State owned open space, agricultural land where development rights have been sold, etc.), and “Vacant Land” means any land not yet developed which may potentially be developed with a higher intensity use (vacant land, unprotected agricultural land, privately owned open space, etc.).

The above chart identifies all the land in Hebron, regardless of the zoning districts. For the following Residential Land Analysis calculations we will now focus only on residentially zoned land.

How Much of Our Town is Zoned Residential?

- **98% of the Town is residentially zoned**

Of the approximately 24,000 acres of land that make up Hebron, approximately 23,600 acres are zoned for residential development, approximately 98% of the Town. This includes both developed and undeveloped residentially zoned land. Of the developed residentially zoned land, this includes single family subdivisions, other parcels developed as house lots, other uses found in residential zones such as churches, schools, etc., and open space owned by the Town and the State. The vacant residentially-zoned land consists of farms, forests, open meadows and non-permanent open space (golf courses, etc.).

How Much of Our Residential Land is Developed / Committed?

- **58% of the residentially zoned land in Hebron is developed or committed to permanent open space**

Of these 23,600 acres of residentially zoned land in Hebron, about 7,380 acres are developed with housing, approximately 200 acres are developed with “institutions” (schools, fire stations, and other public facilities), 4,550 acres of residential land is public open space, and about 900 acres is privately held agricultural land but permanently preserved due to the State’s acquisition of its development rights. Along with the roadways that service these properties, about 13,700 acres of these 23,600 residentially-zoned acres are considered developed or permanently committed to open space or permanently preserved agricultural land. This represents about 58% of the residentially-zoned land in Hebron.

How Much of Our Residential Land is Still Vacant?

- **42% of residentially zoned land in Hebron is vacant**

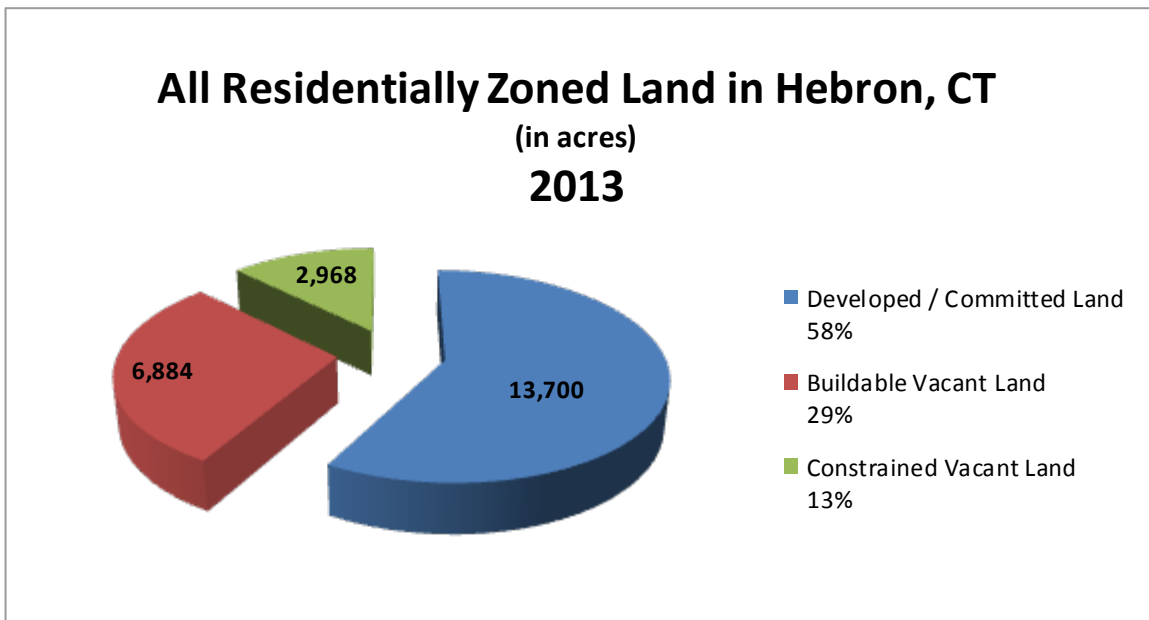
With the 13,700 acres, or 58% of the Town’s residentially zoned land being developed or committed to permanent open space, that leaves approximately 9,852 acres or about 42% of the residentially zoned land in town vacant and potentially developable.

How much of this Vacant Residential Land is Buildable?

- **Approximately 70% of the remaining vacant land is considered buildable**

The "Conditions Affecting Future Residential Development" map is a composite of other maps contained in the Plan. This map shows in one color all land that has been developed or permanently committed to a particular land use. The map also shows all parcels which are vacant. The map further shows what general areas of presently vacant lands are "constrained" by a significant natural resource that will limit the development of that parcel. These "constraints" are steep slopes, wetlands and flood plains.

Of the approximately 9,852 acres of residential zoned land vacant as of May 30, 2013, approximately 6,884 acres (70%) are considered buildable, and 2,968 acres (30%) have constraints to development. Constraints are flood plain soils, wetland soils, and soils with steep slopes of over 15%.



Where is this vacant Land Located?

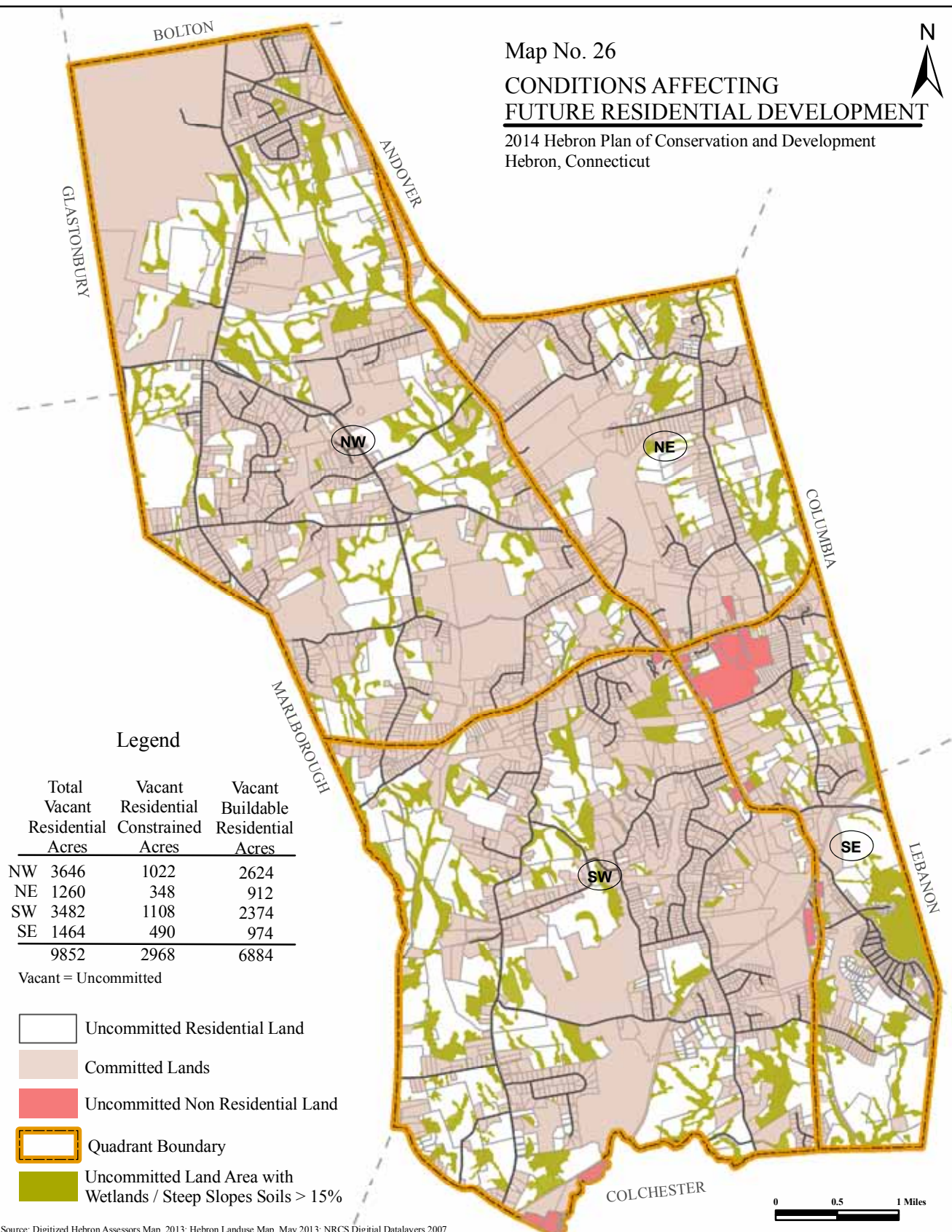
- **Approximately half the remaining vacant land is located north of CT RT 66 and half is located south of CT RT 66**

For the purposes of evaluating the vacant land in Town, the "Conditions Affecting Future Residential Development" map divides the Town into four quadrants, generally defined by Routes 66 and 85. A summary of residential vacant land is shown in the following Table.

Map No. 26

**CONDITIONS AFFECTING
FUTURE RESIDENTIAL DEVELOPMENT**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut

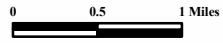


Legend

	Total Vacant Residential Acres	Vacant Residential Constrained Acres	Vacant Buildable Residential Acres
NW	3646	1022	2624
NE	1260	348	912
SW	3482	1108	2374
SE	1464	490	974
	9852	2968	6884

Vacant = Uncommitted

- Uncommitted Residential Land
- Committed Lands
- Uncommitted Non Residential Land
- Quadrant Boundary
- Uncommitted Land Area with Wetlands / Steep Slopes Soils > 15%



Source: Digitized Hebron Assessors Map, 2013; Hebron Landuse Map, May 2013; NRCS Digital Datalayers 2007

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Vacant Residentially Zoned Land				
Hebron, CT				
Quadrant		Total Vacant Residential Acres	Vacant but Constrained Residential Acres	Vacant Buildable Residential Acres
NW		3,646	1,022	2,624
NE		1,260	348	912
SW		3,482	1,108	2,374
SE		1,464	490	974
Total		9,852	2,968	6,884

The above chart shows that the remaining vacant land in Hebron is equally distributed north / south throughout the Town. There is 50% of the remaining vacant land located north of Route 66 and 50% located south. This is symbolic of the development history of Hebron that did not concentrate its growth around any central point or town center. Hebron's development history has been one of an agricultural community that has gradually experienced residential development in a dispersed fashion throughout town. What this means for the future is that growth, and the impacts of that growth, will not likely be concentrated in any one neighborhood. The location of future growth will be more determined by the availability of land for development rather than any other factor.

Vacant Land Analysis

It is important to know how much land in the community is presently vacant, how much vacant land is buildable, and how much vacant land contains features that present obstacles to development.

An analysis of vacant land and their natural features highlights the amount of vacant land area that contains fragile areas that are worthy of protection. Much of our land use regulations (wetland regulations, floodplain regulations, and buildable land area regulations) have been established to protect certain natural features and to encourage development to be respectful of the landforms that exist. Also, such an understanding of the remaining vacant land is important in arriving at an estimate of potential future housing and population growth in the community.

Analysis of Buildable and Constrained Vacant Residentially Zoned Land					
Hebron, CT					
Quadrant		Vacant but Constrained Residential Acres	Percent	Vacant Buildable Residential Acres	Percent
NW		1,022	28%	2,624	72%
NE		348	28%	912	72%
SW		1,108	32%	2,374	68%
SE		490	33%	974	67%
Total		2,968	30%	6,884	70%

The above Table shows that no one section of Town is significantly more encumbered by unbuildable land than another. The percent of buildable land in each quadrant ranges from 67% to 72% of the total vacant residentially zoned land. And the percentage of constrained land in each quadrant ranges from 28% to 33% of the total vacant residentially zoned land.

The term “buildable” is meant to describe land that is free of wetlands, floodplain and steep slopes and the term “constrained” is meant to describe land that contains wetlands, floodplain and steep slopes. The purpose of this analysis is only to describe how much remaining vacant residential land contains limitations to development.

C. Residential Districts

II. Plan for Residential Growth

Now that we have an understanding from the previous section of the Plan of the remaining vacant residential land in Town, residential development goals and policies are now established to guide future growth within this vacant land. These policies will serve as a basis for the Town land use regulations which serve to carry out these policies.

The establishment of clear goals and policies to guide future residential development is important. These goals and policies will help to preserve the character of the Town as future growth occurs, and will see that future residential growth best serves the needs of town residents.

Goal and Objectives

Goal: Provide for residential growth, which is varied, safe, and attractive, which meets the needs of future town residents and which protects the town's significant natural features.

Objectives:

1. Allow residential densities that are based on the natural limitations and opportunities offered by topographic and soil conditions, proximity to roads, and the economic provisions of public services.
2. Encourage attractive residential neighborhood design that relates to the land's natural and cultural features.
3. Broaden the range of housing types so that a full cross section of the population can be served.
4. Establish regulations and policies that encourage a sufficient supply of safe and affordable housing for all income groups.
5. Consider the findings of the Incentive Housing Zone (IHZ) Study that recommends locations and appropriate design for higher density housing, including mixed-use development, close to business districts.
6. Encourage clustering of residential developments where clustering will preserve natural and or cultural features that give Hebron its special character.
7. Encourage innovative design of residential developments by establishing flexible land use regulations.



C. Residential Districts

III. Potential Housing and Population Growth

After looking at past housing and population projections, this section looks at the potential for future housing and population growth in Town. It takes into account the vacant land analysis discussed previously, then it applies the established residential development policies, and finally extends it past trends of growth in housing and population.

What were the Past Population Projections for Hebron?

- **In 1987 the estimate was that our population could one day grow to be 36,000 people.**
- **In 2004 the capacity population was projected at 20,689 people.**

The previous Plans of Conservation and Development contained projections for housing unit and population growth. It is helpful as a planning tool and important from a planning history standpoint, to continue to document those past projections and to compare them to present day projections.

1987 Plan of Development: In 1987, the Town hired RPPW, Inc., a planning consulting firm, to assist the Commission in preparing an update of the Plan. As part of that effort, they produced a Vacant Land Analysis / Ultimate Population Potential. This analysis concluded that as of 1987 an additional capacity existed for over 9,000 additional dwelling units. They estimated that this could result in a total capacity population in Hebron of 36,000 people.

2004 Plan of Conservation and Development: In 2004 it was concluded that some assumptions within the 1987 methodology appear to have generated a too aggressive housing unit and population forecast. It was discovered that the development that occurred in Town during the 1990's and early 2000's occurred at a density that was 45% lower than predicted by RPPW, Inc.

A different methodology was employed in 2004. The projection for future housing and population growth was based on applying the average densities of residential developments approved over the previous five years. It then applied these densities to the existing vacant land inventory.

These densities are significantly lower than the densities used in 1987 Methodology. The reasons for this are many: since 1987 there has been a more aggressive open space requirement in residential subdivisions; more stringent wetlands regulations have been in force; and, there have been improved health code requirements.

This 2004 methodology projected a potential of an additional 4,373 housing units with a theoretical capacity population in Hebron of 20,689 people.

How Many More Dwelling Units Can Be Built In Town?

- **The build-out analysis in this 2014 Plan shows that there could be an additional 2,750 dwelling units built in Town.**

In the 2004 Plan of Conservation and Development the method of projecting future housing potential based on the density of approved subdivisions over the past planning period, has been determined to be an acceptable method for this analysis. However, the 2004 Plan was done at a time of very aggressive housing development in Town, a pace of development that was unlikely to be maintained over the long term. Another factor that must be taken into consideration is that the most recent planning period was affected by an unprecedented economic slowdown. To account for this, the average residential densities will be calculated over a larger horizon. The residential density factor used in this Plan is an average of the residential densities approved by zoning district, and built over the past 15 years.

**Potential Additional Dwelling Units
Within Vacant Residentially Zoned Land by Quadrant
Hebron, CT**

Area	NW	NE (SSD)	NE	SW (SSD)	SW	SE (SSD)	SE	Amston Lake	Village Green	Total
Vacant Acreage "X"	3646	23	1237	23	3459	112	1336	Note #1	Note #2	9,852
Projected Density	X	X	X	X	X	X	X			
	0.25 (R1)	2.5	0.25 (R1)	2.5	0.20 (R2)	2.5	0.25 (R1)			
Potential Additional Dwelling Units	912	58	310	58	692	246	334	40	100	2,750

- Note#1: Based on one potential house for each 10,000 s.f. of lots of record**
Note #2: Based on Approved Master Concept Plan
Note #3: Sewer Service District (SSD) has the potential for higher density

The preceding Table shows a summary of this methodology. This concludes that there is a potential for an additional 2,750 dwelling units on the 9,852 uncommitted acres existing as of May 30, 2013. This future growth of 2,750 new dwelling units, combined with the number of housing units as of the 2010 Census (3,567), plus the number of new housing units approved between the 2010 Census date and May 30, 2013 (65), this would result in a total dwelling unit potential of 6,382 dwelling units at capacity.

It should be noted that these projections are based on numerous factors and assumptions. Changes can occur to these factors that will dramatically alter these calculations. Changes may occur to local or State regulations or public policies. Or unforeseen changes may occur within the marketplace itself. Because of this, this calculation should be constantly revisited. It should also be understood that these are projected maximum capacities. They are not the likely capacity. Any event that changes a maximum development for any parcel (e.g., a purchase of land for open space, use of land for an institutional rather than a residential use, etc.) will reduce these numbers.

It should be noted that this methodology considers privately owned open space (e.g., golf courses) as vacant, and potentially developable. Although development of these lands is possible, it is less likely than other vacant lands. Therefore, these estimates can be assumed to be conservative estimates resulting in estimates on the very high side of potential future forecasts.

Two different population projections will be included in the Plan. A Capacity Population Projection will be included based on the preceding methodologies. Also, a Short-to-Mid Range Population Projection will be included.

[How Large Could Hebron's Population Grow?](#)

- **The projection in this Plan shows that there could be a maximum capacity population in Hebron of 17,459.**

Capacity Population Projections

This method relies on the ultimate dwelling unit capacity previously discussed. As with any such projection and method, there are certain inherent assumptions that are necessary which could alter the results. And because there are assumptions and constantly changing conditions, these projections should be re-evaluated periodically over time.

For the purpose of this projection, the above noted methodology for forecasting potential future dwelling unit growth will be used as a basis for capacity population projections. And the previous calculations resulted in a capacity projection of 6,382 dwelling units.

Due to normal vacancies that occur in the marketplace, a certain vacancy rate has to be assumed for the total number of housing units. The most recent U.S. Census indicated a vacancy rate of approximately 4%, which is a common vacancy rate in a suburban setting. Therefore, 6,382 total dwelling units would yield approximately 6,126 households in Hebron.

The Community Profile section of the Plan included information on the changing persons-per-household statistic. As noted, this is a dynamic factor that has changed dramatically over the past 50 years. The 2010 Census determined that Hebron had an average of 2.85 persons per household. While this average may decrease in the future, the most recent demographic data shows that this is not expected to drop as dramatically as what has occurred in the past. For the purpose of projecting a capacity population figure, this Plan will use the average determined in the 2010 Census.

Based on the estimated capacity of 6,126 households with an average person-per-household figure of 2.85, the capacity population figure we can use for planning purposes is 17,459.

As noted earlier in the projections for future dwelling units, these figures may be dramatically altered with changes to public policies such as future open space purchases by the Town or State, changes to zoning or subdivision regulations and changes to other land development regulations or changes in the marketplace itself. This underscores the need to constantly re-visit this analysis.

What Will Hebron's Population be in the next 10 – 20 years?

- **The short-to-mid range projections would show an estimated population in Hebron of:**
 - **10,400 people in 2020; and,**
 - **10,950 people in 2030.**

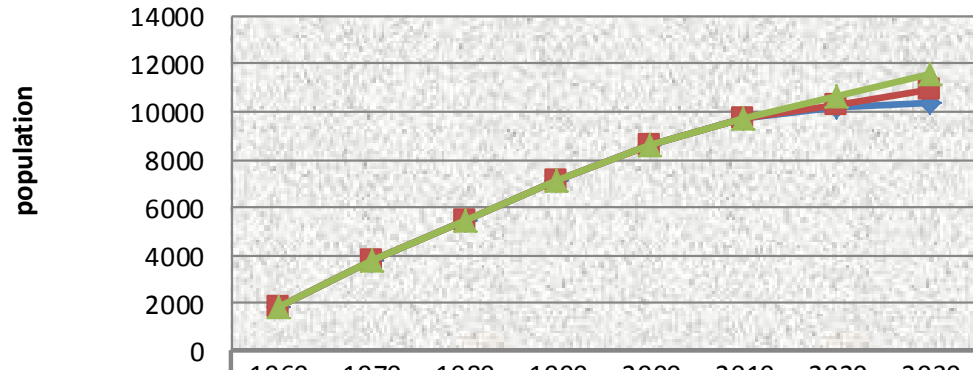
Short-To-Mid-Range Population Projection

For most planning purposes, a short to mid-range population projection is useful. Beyond a 10 to 20 year planning period, so many factors may change that projections beyond that period are of questionable value.

The Table below shows the historic population growth in Hebron plus a composite of population projections for 2020 and 2030 from a variety of sources. Traditional forms of population projections Adjusted Rate Method, and Building Permit Method are included and have been calculated by the Hebron Planning Office. In addition, projections from the State of Connecticut Data Center are incorporated.

These projections show that over this current Census period, from 2010 until 2020, an average of the different methodologies would suggest a population growth of approximately 7.2%. This would result in a 2020 population in Hebron of approximately 10,400 persons.

Historic Population Growth and Comparative Population Projections



◆ State of CT Data Center projections	1819	3815	5453	7079	8610	9686	10188	10378
■ building permit method	1819	3815	5453	7079	8610	9686	10300	10900
▲ adjusted rate method	1819	3815	5453	7079	8610	9686	10678	11574

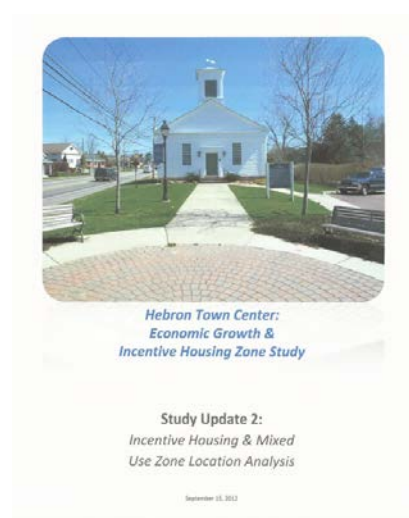


C. Residential Districts

IV. Housing Diversity

The Town encourages a wide range of housing types to serve all of Hebron's population. Diversity of housing is important to serve all of a town's population, including those in various age groups, at various periods of their career path and at various income levels. Housing diversity also provides choices for the Town's residents who may prefer different options as their lifestyles change or as age and circumstances might suggest different housing styles. Housing patterns that are clustered and are in higher densities also tend to reinforce the concept of a more viable Town Center and can serve as transitional land uses between higher density commercial areas and outlying single family uses.

During this planning period the Town undertook an important planning and housing study under the Incentive Housing Zone (IHZ) process. This was a State of CT grant-funded study where the Town engaged two consultants, specializing in zoning law and housing, to assist us in studying the housing needs in the community and looking at ways to encourage additional housing opportunities. The Study involved public workshops held at the Library, public online surveys of housing needs and preferences, another online visual preference survey of design and architectural preferences, and numerous meetings with land use boards. The study resulted in a number of reports and recommendations. The results of the surveys and the Hebron housing needs analysis can be summarized as follows:



Incentive Housing Zone Study Findings:

- **Most survey respondents believe Hebron needs a more diverse choice of housing and that most people cannot afford to purchase a home in Town**
- **Most believe multifamily, duplex, townhome and active adult/age restricted is needed**

- **A Hebron family earning 100% of the Area Median Income cannot afford the average price of a home in Hebron**
- **Town employees, middle aged couples with children and the older population are among the highest of those whose housing needs are perceived as not being met**
- **Data showed that a Hebron starting teacher's salary could only support a mortgage on a home that was \$100,000 less than the average home price in Hebron. Similar gaps were also found in groups such as the elderly, and those just entering the workforce**
- **While housing was tied as the highest need, most believe the Town Center needs more entertainment, retail and sit-down restaurants**
- **Most respondents like the Town Center for its history, architecture and streetscape**
- **Many responded that the Town Center needs a greater mix of businesses and more public gathering spaces**
- **Since 1990, the State of CT has lost more of its young worker population than any other State, and housing costs are cited as a major reason**
- **67% of respondents said the Town Center should be a mix of housing and business**



Hebron Town Center:
Economic Growth & Incentive Housing Zone Study

The IHZ Study resulted in a series of recommendations encouraging an increased density of uses, including a mix of housing and businesses in and around the Town Center. This concept would fulfill a two-fold purpose: first, it would permit alternative housing for those who prefer small housing units nearer to shopping and services; and second, a more dense and mixed use approach would reinforce the concept of a vibrant Town Center and would serve to bring more customers to the Town Center businesses. This latter purpose is entirely consistent with the recommendations of the Hebron Center Market Study that was conducted in 2013 for economic development purposes.

These recommendations are consistent with past Hebron planning policies that have seen more cluster and higher density housing around the Town Center which have included age-restricted housing developments as well as developments that had set aside housing for lower income households. The recent IHZ Study recommendations would provide more flexibility in zoning by allowing a mix of housing in the Town Center using a Mixed Use Overlay Zone or by designating several Incentive Housing Zone locations. The Study also recommended a comprehensive set of Design Guidelines that would guide the architectural appearance of higher density and business uses. This was in response to the opinions of Hebron residents who expressed this desire in the Study surveys. The land use commissions will need to review the recommendations of the Study to look at ways that they could begin implementing regulations and procedures that could permit a better variety of housing choices, and enhance Hebron Center, while being consistent with its established character.

Goals and Objectives

Goal: To provide diversity in the types of housing within the Town that will satisfy the needs of all socioeconomic and demographic levels.

Objectives:

1. Encourage the implementation of mixed land uses that may permit businesses and residences to coexist within developments to the benefit of both types of uses.
2. Establish flexible site development standards that will reduce the costs of housing.
3. Establish and maintain regulations that permit child, family, and group day care facilities, adult day care homes, congregate care facilities, neighborhood retirement housing, housing for the elderly, and accessory apartments.

Goal: To provide for appropriate areas within the Town where alternative forms of housing may occur.

Objectives:

1. Establish that the Hebron sewer service district is recognized as the area within the Town that has the infrastructural capabilities to support higher density single-family cluster housing and multi-family housing.
2. Establish that there are areas located within the sewer service district that are considered to be transitional land use areas, located within or adjacent to established

non-residential zoning districts, which may be considered suitable for higher density single-family cluster housing developments or multi-family housing.

Goal: To encourage the production of housing, both rental and owner occupied, in an acceptable quantity and quality to meet the economic means of the Town's population. Particular attention should be given to housing for the elderly, lower income families and to those just entering the workforce.

Objectives:

1. Establish inclusionary zoning provisions that will require a certain percentage of dwelling units to be dedicated to Hebron's affordable housing program. Such provisions shall include density bonuses as an incentive to construct affordable housing.
2. Enact new or refine existing regulations that will permit more flexible site development standards so as to reduce the costs of housing. Such standards may include: community septic and water supply systems; road, driveway, and parking standards; floor area requirements; and lot area and frontage requirements.
3. Permit the construction of new single-family homes on small lots at Amston Lake, which is an established homogeneous lower-cost housing neighborhood. In addition, the zoning regulations should continue to permit the conversion of seasonal dwellings to year-round occupancy, providing that State health and building codes are met.
4. Enact new, or refine existing zoning provisions that permit manufactured housing units.
5. Enact new or refine existing regulations to permit the establishment of accessory apartments within large single-family homes.



Goal: To review the Incentive Housing Zone study recommendations in order to determine the optimum manner to allow mixed use and higher density housing, consistent with Hebron’s Plan of Conservation and Development, the Regional Plan of Development and the State Plan of Conservation and Development.

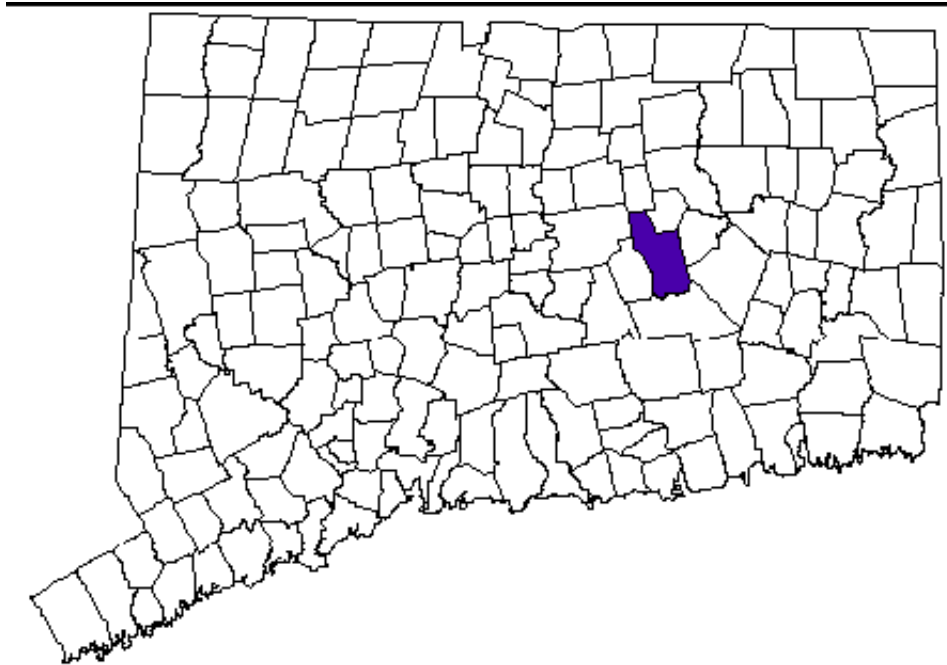
Objectives:

1. Review the recommendations of the IHZ study for a Mixed-Use Overlay District for areas within the Town’s business districts to encourage housing opportunities.
2. Determine how the recommendations for Incentive Housing Zones might best be applied in Hebron to permit alternative housing in clustered and mixed use settings consistent with the character of Hebron Center.
3. With the development of higher density, and mixed-use housing options, apply the recommended Design Guidelines that were part of the IHZ Study to ensure that the development is consistent with the character of the community.



Section 4

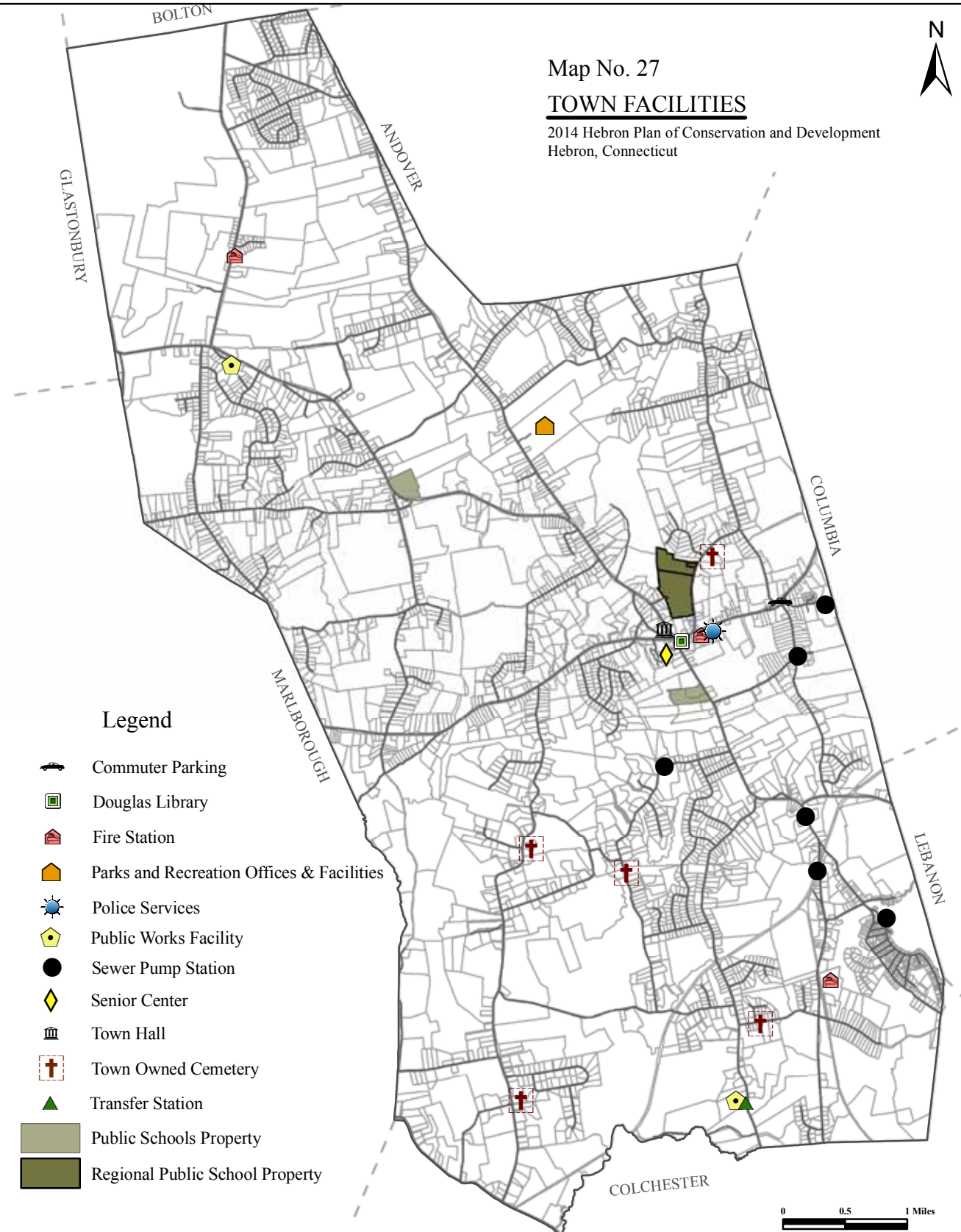
Municipal Infrastructure



Good fortune is what happens when opportunity meets with planning.
Thomas Edison

Map No. 27
TOWN FACILITIES

2014 Hebron Plan of Conservation and Development
 Hebron, Connecticut



Legend

- Commuter Parking
- Douglas Library
- Fire Station
- Parks and Recreation Offices & Facilities
- Police Services
- Public Works Facility
- Sewer Pump Station
- Senior Center
- Town Hall
- Town Owned Cemetery
- Transfer Station
- Public Schools Property
- Regional Public School Property

Source: Digitized Hebron Assessors Map, 2013; Hebron Historic Heritage; The Hebron Tricentennial Commission, 1992

The Municipal Infrastructure section of the Plan of Conservation and Development is intended to provide a description and inventory of the Town's public facilities, an assessment of the demand placed on these facilities, and the Town's best forecast as to the need to expand these facilities in order to meet current and future demands.

It is an important function of the Plan of Conservation and Development to review these important public facilities in the context of the Town's forecasted future needs but with an eye to minimizing the fiscal impact on the Town's residents. By properly addressing these issues in the Town's major planning document, future needs are addressed in a rational manner such that the Plan of Conservation and Development serves as a guide for future Town expenditures, priorities and Capital Improvement Projects.

A. Education

Public Schools

The town of Hebron presently houses four separate schools. Gilead Hill School (GHS) is an elementary school that serves Hebron students from pre-kindergarten to grade two. Hebron Elementary School (HES) is an intermediary school that serves Hebron students from grades three through six. Hebron, Andover and Marlborough together form Regional School District Number Eight and, as a region, are collectively served by the RHAM (Region of Hebron, Andover and Marlborough) complex of schools consisting of RHAM Middle School and RHAM High School (RHAM-MS and RHAM-HS, or collectively RHAM). RHAM-MS teaches grades seven and eight and RHAM-HS teaches grades nine through twelve.



The RHAM Board of Education offers some funding and transportation for students to attend charter magnet schools in the neighboring communities as part of the Greater Hartford Region Open Choice Program, including: Engineering/Green Technology Academy at Hartford High School (9-12), Insurance/Finance Academy at High School, Inc. (9-12), Law/Government Academy at Hartford High School (9-12), Nursing Academy at Hartford High School (9-12), Greater Hartford Academy of the Arts, ACT Magnet School, etc. Town funding is supplemented by state funding for these and for other alternative educational options aimed at "reducing isolation." Region 8's students also have the option to attend two Vocational Agricultural Schools in either Lebanon or Glastonbury, as well as any of the other Vocational Technical Schools in the state. As members of Region 8, the towns of Hebron, Marlborough and Andover are taxed to support the regional district schools corresponding to their town's percentage of total RHAM students.

1. Hebron Elementary School

Hebron Elementary School (HES) was built in 1947 and is located in the southern end of Hebron on 22.5 acres of land. During the past fifty-seven years, there have been four separate additions to the school in 1957, in 1963, in 1988 and in 2000. As a result of the 2000 addition, HES now contains approximately 75,866 square feet*, which includes twenty-three classrooms (two are dedicated for Special Education), a library-media center, art and music rooms, a gymnasium, a multipurpose room/cafeteria, support service rooms and the office area. HES also maintains six modular classrooms on the north side of the main building that were built in 2005. The twenty-six year old modular classrooms on the south side of the main building were demolished in the summer of 2012.

2. Gilead Hill School

Gilead Hill School (GHS) was built in 1967 in response to a growing Hebron student population. It is located on 25.4 acres of land in the Gilead section of Hebron. Since 1967, there have been three additions to the building in 1970, in 1988, and in 2000. As a result of the last addition, the school is now 70,387 square feet* and contains twenty-three classrooms, a library-media center, art and music rooms, a gymnasium, a multipurpose room/cafeteria, support service rooms and the office area. In 2003, due to concerns of over-crowding, grade 3 was moved from GHS to HES.

3. RHAM Middle School and RHAM High School

After a referendum in 2000, Region Eight authorized the construction of a new 368,970 square foot* high school facility--which includes the Region Eight middle school (63,190 square feet*). In the project, the old high school was demolished, major renovations and additions were made to the middle school and a new high school was erected connected to the middle school. The entire school complex sits on 76.82 acres and includes surrounding parking areas; baseball, softball, and soccer athletic fields, as well as a 400-meter synthetically- surfaced track and a track-encompassed natural turf competition field. In 2008 Administrative Offices were added to the high school section of the complex, and, in 2012 a concessions building on the side of the track and competition field was started and ultimately completed in 2013. The high school also includes an 800-seat auditorium.

* *Square footage information comes from the State Department of Education website.*

Private Schools

Hebron has three private 'center-style' pre-kindergarten facilities. Two of the facilities are located on Church Street a short distance from each other, the Christ Lutheran Early Childhood Center and the Hebron Cooperative Nursery School. The Christ Lutheran Early Childhood Center is a daycare, preschool and after-care facility and the Hebron Cooperative Nursery School, just up the road from the Christ Lutheran facility, is a pre-school serving young children ages three through four. In the Town's center, just off Pendelton Drive, there is another daycare, preschool and after-care facility, KinderCare of Hebron. All these facilities operate an organized, age-appropriate curriculum program and some have their curriculums certified by NAEYC (National Association for the Education of Young Children).

By law the Town is required to provide public school pre-kindergarten services to identified special needs children from the age of three. This state-mandated program is run at the RHAM High School, offers an organized curriculum, and provides a limited number of slots for non-

special needs children as model children. Since the number of model child slots is limited, however, most families gravitate towards the private pre-schools or choose options in neighboring towns.

In addition to the ‘center-style’ facilities, there are a number of private homecare facilities scattered throughout the Town, some of which may offer age-appropriate curriculum-based instruction. At the elementary and secondary school level there are no private education, charter or magnet school facilities within the Town.

The School-Age Population & Birth Rates

As noted in the Community Profile section of the Plan, as of the 2010 U.S. Census, Hebron had a population of 9,686 people. This number represents a 12.5% population increase in the last decade over the population in Hebron at the 2000 census (8,600). Likewise, between 2000 and 2010, Hebron’s school age population (children between ages 5 and 19) grew by 24%, however, Hebron’s under-5 population decreased by 39%.

In both 1990 and 2000, Hebron had the highest average number of persons per household in the Capitol region. In 2010 although Hebron’s average household size has dropped to 2.85 persons per household, households with families¹ have an average size of 3.19 persons per household, which is the second highest average size for family households in the region. High person-per-household values are typical of eastern Connecticut towns where attractive real estate values, excellent educational opportunities, and an attractive rural community character draw in younger families. While the person per household rate remains high, according to data from the New England School Development Council, Hebron’s historically high birth rate of 125 births per year during the years 1996 – 2005, has fallen to 71 – 110 births per year from 2006 – 2011. Indeed, largely due to the Economic Recession, from 2007 – 2009 Connecticut as a whole has experienced a decline of 8.6% in births—which is the largest decline in births among the six New England States.

Building Permits Issued for New Single-Family Houses	
Year	Single-Family
2000	41
---	---
2007	29
2008	13
2009	11
2010	7
2011	8
2012	4

The School-Age Population & New Housing Starts

Typically, the number of new housing starts (new house construction) in a town is a leading indicator of the number of births by about three years, since young couples usually choose to start a family within three years of moving to a new location. In recent years, the rate of growth in Town which began in the 1980s has continued-

¹ According to the US Census Bureau, “A family includes a householder and one or more people living in the same household who are related to the householder by birth, marriage, or adoption. All people in a household who are related to the householder are regarded as members of his or her family. A family household may contain people not related to the householder, but those people are not included as part of the householder’s family in census tabulations. Thus, the number of family households is equal to the number of families, but family households may include more members than do families. A household can contain only one family for purposes of census tabulations. Not all households contain families since a household may comprise a group of unrelated people or one person living alone.”

- albeit at a slower rate. Specifically, between 2000 and 2010, the number of households in Hebron has increased by 14.7%.

Source: HUD and Building Department

The slowing in growth of new housing starts is most likely due to the effects of the economic slow-down in Connecticut's real estate markets with respect to net 'in-out migration'. While the slow-down has caused Hebron to experience a slower growth rate and lower in-migration, this experience is nevertheless less than the effects of the economic slow-down to the rest of Connecticut. Unemployment is a lead indicator of recovery in the real estate markets. As of November, 2012, Connecticut's unemployment rate was at 8.8%, indicating the majority of Connecticut's real estate markets are not likely to bounce back in the near future. In Hebron, however, unemployment is at 5.4%--a rate which may result in Hebron's real estate market recovering more quickly than the rest of Connecticut since Hebron is still experiencing growth in new housing starts, thereby indicating Hebron is still considered a desirable destination for families.

Effects of Economic Trends, Birth Rates and In-Out Migration on Public Schools

At the writing of the 2004 Plan of Conservation and Development, there was significant concern over the possibility, should a gradually slowing economy reverse trend, that Hebron would experience a significant growth of 5% per year to each of its entering Kindergarten classes. This prediction did not come to fruition, but instead, a continued slowing of the economy occurred.

The distribution of grade level students immigrating to and emigrating from the community is generally uniformly distributed across grades and geographically, across the Town. Changes over time as a result of this movement are accounted for using Cohort Survival Ratio (CSR) prediction methodology. The CSR yields a number, the CSR number, which captures (numerically, and in this case, historically) the number of children in one grade who moved to the next grade. As a general note, a CSR number greater than one indicates net immigration (in-migration), while a CSR number less than one indicates net emigration (out-migration). CSR prediction methodology extrapolates the number of children in a grade by statistically accounting for the net effects of in-out migration. From its high in 2005-2006 (1244 students in PK-6th grade), Hebron has experienced a steady decline to 936 PK-6th grade students during the 2012-2013 school year. This decline accounts for a net 25% change in PK-6th grade enrollment and an approximate CSR value of -5.3%.

Enrollment and Its Effect on Capacity in Hebron Schools

Capacity, as it affects a school, bears explanation. Capacity is defined by square footage standards for different spaces within a building (classrooms, gymnasiums, cafeteria, etc.) and is based on "Space Guidelines for School Construction" developed by the School Facilities Unit of the Connecticut State Department of Education and other generally-accepted school design practices and standards. Capacity is also influenced by local decisions and policies of the Hebron and RHAM Boards of Education, such as class size policies, program offerings and "utilization factors" (the percentage of the day a particular space is used). To a certain point it is possible to increase class size and thereby increase capacity in the number of students, although the effects of doing so may, depending on the source referenced, be detrimental to education. Gains in capacity made by increasing class size is limited: 1) by the ability to physically fit the students and associated desks and equipment into the classrooms; 2) by the

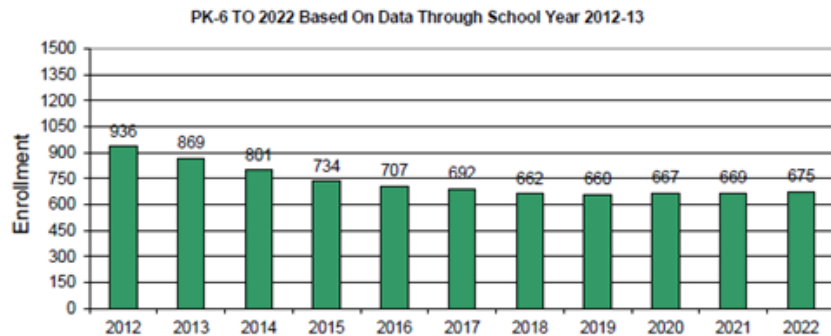
requirements imposed by fire codes; and 3) by the ability of core facilities (bathrooms, lunch room, library, music, art, physical education, etc.) to meet the needs of the students.

Taking into account the additions made to both elementary schools in 2000, the maximum projected capacity for HES is approximately 700 students and for GHS 620 students. As of October 1, 2012, the student enrollment at HES was 583 students, and at GHS 353 students, including pre-kindergarten. HES has twenty-nine classrooms including the portables, and GHS has twenty-three classrooms. This results in an average per pupil class size of 20.1 at HES (grades 3-6) and 15.3 at GHS (grades K-2). Elementary school class size policy is eighteen in grades K-1, twenty in grades 2-3, and twenty-four in grades 4-6.

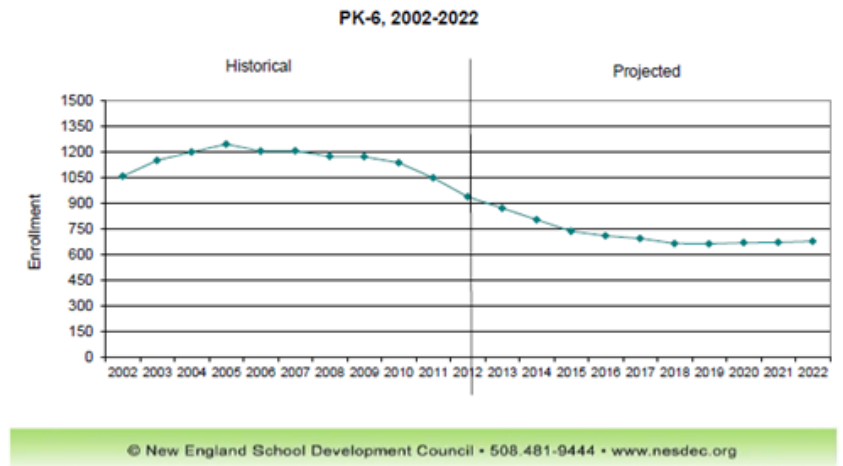
The 2000 building projects completed at the elementary schools were designed to meet an eight-year projection requirement when proposed in 1997. As such, both elementary schools can accommodate current enrollment levels as well as projected enrollment until 2022.

Looking out into the future, according to the NESDEC 2011 projections, K-6 enrollments are forecast to decrease by about 67 students annually over the next three years (2012-2014). During years four through eight (2015 – 2019) and continuing into the future, however, the declines are forecast to slow considerably, flatten out and begin to rise—likely due to a projected increase in sales of real estate. In fact, NESDEC’s prediction is that the real estate slowdown is likely to reverse itself before the 2016-17 school year, therefore future declines after 2021 are unlikely to occur.

NESDEC
Hebron, CT Projected Enrollment



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RHAM Projected Enrollments

Future school enrollment for RHAM Middle and High Schools is also projected to decrease over the next several years, but RHAM’s decline is felt later than the elementary schools’ since it takes about four years for elementary-aged students to enter RHAM. The effects of the decline, however, are potentially mitigated by the fact that, in addition to Hebron students, RHAM receives roughly 30% of its students from Marlborough and roughly 15.5% of its students from Andover—towns which are experiencing their own issues—declines or increases--related to in-out migration and birth rates.

The RHAM Middle School has a capacity of 700 students and currently enrolls 609 students. RHAM High School has a capacity of 1200 students and currently enrolls 1,156 students.** When completed in 2004, the RHAM Middle School and High School were projected to meet the Town’s future needs for the next 8 years (until 2013). Capacity at both schools have successfully been met, but, as with the elementary schools, RHAM’s student populations are subject to the same in-out migration and low birth rates and will need to be monitored-- although current prediction models indicate that over the next decade school-aged populations do not seem to be rising in a manner that will cause concerns with over-population in RHAM Middle or High Schools.

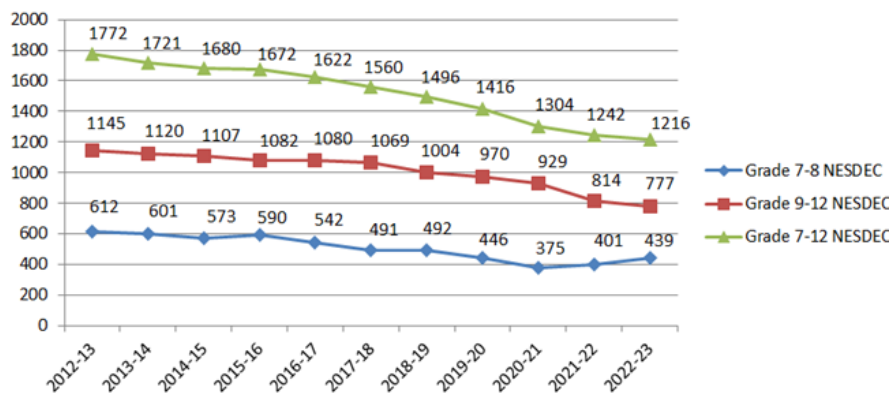
Since RHAM allocates its costs of operations and maintenance among three towns, it uses two sets of student enrollment projections. The first projection (roll-forward method) prepared by Region 8 staff, takes current enrollment numbers at the Kindergarten through 12th grade and rolls them forward, assuming the same number of students will progress to the next grade without regard to net in- and out-migration. These projections are helpful to determine percentages of students from each town for tax assessment purposes, but are rather static as a means of predicting future student enrollment.

NESDEC, the same company who compiles the Pre-K – 6th grade projections for Hebron’s elementary schools also generates student enrollment projections for the RHAM Middle and

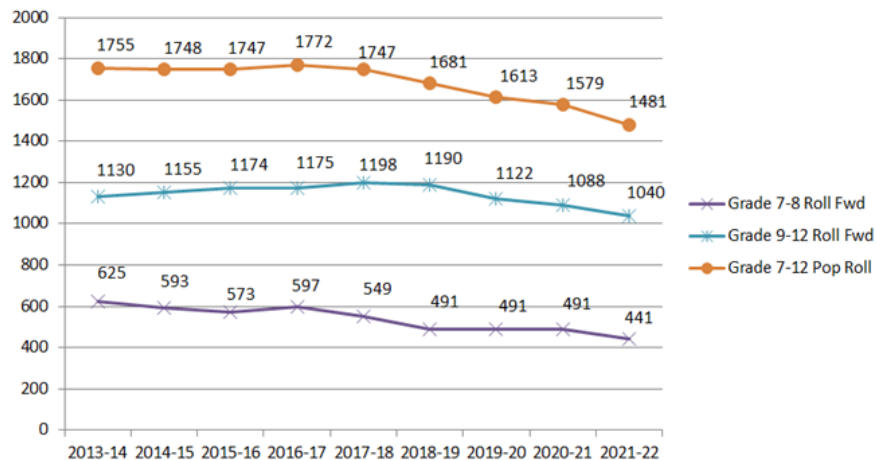
High Schools. In compiling these numbers for RHAM, NESDEC includes pre-kindergarten through 6th grade enrollment data from Hebron, Andover and Marlborough since students from all three towns eventually will attend RHAM. In enrollment data for each town, the greater the number of years out from the current year, the lower the rate of confidence in the predictions. When the prediction data from the three towns are combined, the resulting predictions can be skewed exponentially.

To mitigate the negative effects of both the 'roll-forward' method (which tends to be high) and the NESDEC predictions (which tend to be low), both charts can be viewed together to generate slightly more realistic enrollment predictions. *NOTE: For the purposes of this Plan of Conservation and Development for the Town of Hebron, the student totals below do not include pre-kindergarten through sixth grade students from Hebron, Marlborough and Andover, even though complete NESDEC projections for RHAM include these.*

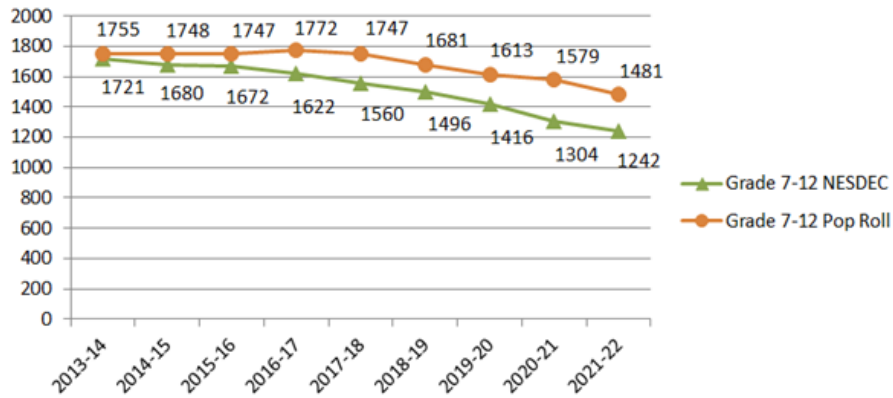
NESDEC RHAM Enrollment Projections



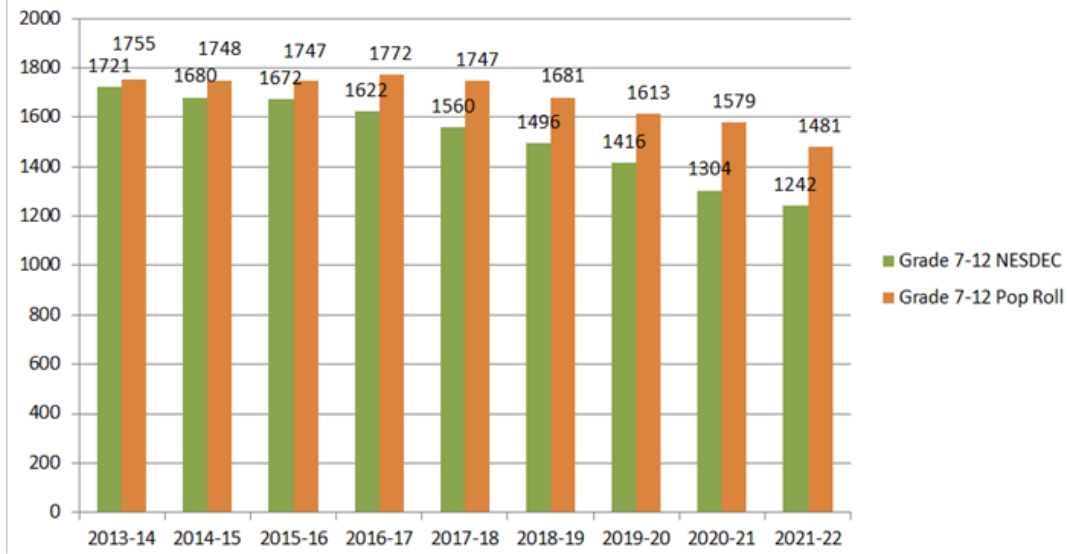
Roll-forward RHAM Enrollment Projections



NESDEC & RHAM Roll-forward Enrollment Projections



NESDEC & RHAM Roll-forward Enrollment Projections



Both the roll-forward and the NESDEC graphs show a decline in student population. RHAM typically experiences the highs and lows felt in the elementary schools about four years after the elementary schools since it takes that much time for the students to cycle through the earlier grades. Where Hebron elementary school predictions reveal a slowing in the decline in student enrollment in 2016-17, a flattening of enrollment in 2019, and the possibility of a gaining populations in 2021-2022, RHAM will not be experiencing this sequence of events until after 2021-22. Therefore, given the RHAM Middle and High School’s present capacity numbers, the RHAM complex is adequately- sized to meet RHAM student population needs in the next decade.

**** Current RHAM enrollment numbers are from the State of Connecticut’s Strategic School Profiles.**

Goals and Objectives

Goal: To continue to accommodate Hebron’s school-aged population with educational facilities and infrastructure that will allow students to perform to the maximum extent of their abilities.

Objectives:

1. Utilize the school’s recently-completed Facilities Study to guide analysis of existing school or other structures and sites in order to maximize their use as educational facilities and meet short- and long-term needs.
2. Support plans to purchase land owned by St. Peter’s Episcopal Church for the construction of a safe school drop-off area and for the construction of adequate parking at Hebron Elementary School.

Goal: To encourage and support the sharing of Town infrastructure.

Objectives:

1. Encourage the sharing of Town spaces, either in the construction of new facilities or in the renovation of existing facilities, in order to accommodate space needs for educational staff and to promote the potential to share educational and town staff and equipment.
2. Encourage and support the connection of school facilities to centralized Town infrastructure to promote sound future planning and growth. Consideration should be given to ‘phasing in’ (completing small portions at a time) or ‘roughing in’ future innovations for full construction at a later date.
3. Construct sidewalks from the town center to Hebron Elementary School.
4. Construct sidewalks from the RHAM High School complex up Wall Street to approximately Ridge Road.
5. Connect the Jeremy River Trail System, originating at Burnt Hill Park, to the RHAM High School complex.

Goal: To encourage opportunities by the schools and affiliated organizations, to maintain, rehabilitate, research and study Town open space, historical sites, State or Town parks and trails, etc. so as to reaffirm and strengthen a sense of civic spirit within the student body.

Objectives:

1. Encourage and support the Town departments in the continuation of, and/or creation of new programs similar to the Hebron Clean-Up Day.
2. Recommend that school administrators and teachers encourage community-oriented activities as part of meeting certain course objectives (such as an individual or team project as part of a course requirement).
3. Encourage participation among high school and middle school students in programs such as the Salmon River Partnership water quality testing initiative.

B. Emergency Services

Since the adoption of the 2004 Plan, there have been major changes and events that have impacted the Town and most other communities nation-wide that have and will necessitate major adaptations going forward for emergency services. Primary among these are increasingly frequent weather anomalies (record-setting winter snow falls, more frequent wind storms, warming weather in general, increased periods of drought, severe flooding), increased security concerns and a long, deep recession from which Hebron, along with so many other towns, has not fully recovered.



These conditions will continue to impact the ability of the town to provide timely and appropriate emergency services and will impact planning for a future where much of what has already occurred in just the past two years was unprecedented. This section will lay out the best case challenges for the next ten years in order to make sure that the town's emergency service facilities, sites, and equipment are adequate to the task.

The emergency services that will be reviewed are: Fire Protection, Emergency Medical Services (EMS), Police Services and Emergency Management.

I. Fire Protection

The Hebron Volunteer Fire Department is a municipal agency that provides fire, rescue, hazardous materials response and emergency medical services within the Town of Hebron and to areas of surrounding towns by automatic and mutual aid agreements. To cover the long and fairly narrow configuration of the Town, the Department operates out of three stations: Company #1, located on Main Street, a new Company #2 facility, constructed in 2005, located on Church Street in the Amston area and Company #3, located on North Street in the Gilead section of the Town. This logical distribution of resources continues to allow for a quick first response within the recommended response times while providing mutual backup when needed. In term of its personnel, a part-time appointed Chief, a Deputy Chief, two Assistant Chiefs, two career paid maintainers/firefighter/EMTs and approximately 40 active volunteers staff the Department. Responses are made to approximately 740 calls per year of which 67% are for emergency medical services.

Company #1 is the Town's central fire station located at 44 Main Street, on a 1.4 - acre site.

Located in the center of Town, this Company has primary fire protection duties for the Town's business district as well as the RHAM Middle and High schools. The building is currently 28 years old, is 9,500 square feet in area and has four emergency vehicle bays. The building also houses the Resident State Trooper's office and associated vehicle bay, the offices for the Town's constables as well as Emergency Management operations.

A new 9,400 square foot *Company #2* fire station was constructed in 2005 and is located at 663 Church Street, on a 4.0-acre parcel of land, in the Amston section of the community. The new fire station has three double-loaded equipment bays, and also houses administrative offices. This facility has primary fire protection responsibilities for the southern section of Town, where it is supported with mutual aid from Colchester, as well as serving as back-up for Company #1. The previous Company #2 Fire Station, located on Deepwood Drive, was demolished in 2012 with the assistance of the Amston Lake Tax District. Once demolished, the property was turned over to the Amston Lake community.

Company #3 is located on North Street and was constructed in the 1970's on 1.82 acres of land donated by the Foote family. The station is 3,080 square feet in size and contains three vehicle bays. In 2013, the site experienced a septic system failure, and given the site size and conditions, no replacement system is possible. This calls into question the long-term use of the site for a fire station.

Accomplishments

Since the adoption of the 2004 Plan, the following has occurred concerning the Fire Department:

- In 2005, a new Company #2 Fire Station was constructed on Church Street replacing the old Company #2 building on Deepwood Drive.
- In 2006, the Fire Department successfully applied for a grant for a needed tanker truck.
- In 2008, the Town purchased a second ambulance that has allowed the town to schedule necessary maintenance periods without affecting response time.
- In 2012, the Town demolished the deteriorated Company #2 building on Deepwood Drive and the Amston Lake Tax District assumed ownership of the property.
- The Fire Department worked closely with the Insurance Services Office (ISO) and in 2012 achieved an improved rating for Hebron under their Public Protection Classification program (PPC) used extensively by the insurance industry in writing policies and setting rates. As of October 1, 2012, the resulting community classification for Hebron improved to Class 4/8B.
- At the time of the 2004 Plan adoption, the Hebron Center Water System was just being created as a result of two private developments, the reconstruction of the RHAM schools and an investment by the Town. Since that time, public water mains and hydrants have been expanded along all of Main Street in the business district, along Liberty Drive, Horton Boulevard, Pendleton Drive and a portion of Wall Street.
- The Town Board of Selectmen in 2011 adopted an ordinance requiring street numbers be posted for all buildings so that they are easily readable to emergency response personnel.

Future Needs

The most pressing facility need is the future of the Company #1 building. The space is less than adequate for the existing equipment, for the needs of the State Police and for Emergency Management operations. The Town's acquisition of additional land behind the building that fronts on Pendleton Drive might allow additional parking, but does not solve the problem of the infrastructure itself and the deterioration of electrical, water and heating systems.

Space within the Company #1 fire station is at a premium. Sharing the facility with the Resident State Trooper's office makes for certain efficiencies in terms of both services being "first responders," however, the needs of the State Troopers for locked files, a separate entrance and secure office space, make being in the same building problematic.

Given the issues with the lack of adequate space for personnel, and the building conditions, the Town should hire an architect to do a needs assessment of the existing building and determine the space needs for the various functions that are located there and recommend if and when it is advisable to build a new Company #1, or a "Municipal Safety Complex", that would house the Fire Department, Ambulance Service, Resident Trooper, Police services and Emergency Management. If it is advisable to build a new building, a decision will have to be made on the location of the building.



Company #1 occupies prime real estate along Route 66 in the commercial district of Town. As the Town embarks on ambitious efforts to attract economic development to the Town, the existing 1.4-acre lot would be an attractive parcel, and a more logical site, for economic development. However, based on the historical pattern of emergency calls, remaining near the center of Town is sensible. A centrally-located Fire Station is appropriate to cover the senior housing facilities on Loveland Road, the Stonecroft senior housing, the RHAM schools, the Hebron Elementary School, as well as the ever increasing density of businesses in this area.

Company #3 has no capability for expansion, and as previously noted, the septic system has failed, and the site itself is very small. It can continue to serve as satellite station housing equipment which first responders in the Gilead section of Town could access. If further development in this part of Town creates a demand for a larger facility, a new site would have to be found.

Water

An adequate and convenient source of water for firefighting purposes is essential to fire department operations.

In the Town Center a public water system, operated by the Connecticut Water Company, has now been installed. In 2004, the water company installed the first phase of the Hebron Center Water System. This system was financed by a public-private partnership, including the Town, the water company, two private development projects in the Town Center and the Region 8 School District. Since that time the water system in Hebron Center has been extended down

Main Street to the Rt. 85 intersection, and also has been installed on Horton Boulevard, Liberty Drive, Pendleton Drive and a portion of Wall Street. The Hebron Center Water System provides a reliable water source for potential emergencies in Hebron Center. The system is provided with a diesel pump, and a 160,000-gallon storage tank, and a system of fire hydrants, which provides for full fire protection in the Town Center. This system was one of the reasons for the lowered ISO ratings for businesses in the Town Center.

Outside the Town Center, the Fire Department depends on dry hydrants, natural water sources, and water tankers to bring water to a fire as opposed to a public water supply system. A fire pond and dry hydrant type of water supply system is typical in a rural residential community. A committee within the fire department has updated their inventory of all fire ponds and all dry hydrant locations in Town. This information has been entered into a new layer on the Town's GIS mapping system to be more readily available to fire personnel.

In a large fire, water tankers need to go back and forth to the water source to replenish the supply. This is time consuming and not always the ideal situation particularly in a summer or drought conditions. The Fire Department is encouraging the Town to consider an ordinance, as other towns have done, of requiring underground cisterns be constructed in new subdivisions, and meeting the ISO rating of being able to deliver 250 gallons per minute. The Town would have to discuss at what size a new subdivision would be to fall under this requirement.

Goal & Objectives

Goal: The Town should continually review its emergency service needs and current facilities to ensure proper service and protection to its citizens.

Objectives:

1. The fire department and Town officials should develop a plan of future fire pond needs throughout the developing portions of town and adopt standards to be incorporated into Town regulations, ordinances and Planning and Zoning Commission actions. Further, the Town should consider an ordinance to require larger new subdivisions to install underground cisterns as an emergency water supply.
2. Support and encourage the proper expansion of the Hebron Center Water System.
3. Support the inclusion of full fire protection facilities with new water systems in the Town's business districts.
4. With the input of the Fire Department, develop a five, ten and twenty year strategic plan for fire department station improvements / replacements that has least impact on the municipal budget. A study should commence including a space needs assessment of the uses within Company #1 and a possible construction of a new building or a combined "Municipal Safety Complex" building.
5. Proceed to amend the Zoning Regulations to establish a maximum three-story height limit as this is what the current Town equipment can safely handle.
6. In conjunction with the Fire Department, develop standards for dry hydrant installation and maintenance.

7. Develop standards and a methodology of requiring acceptable maintenance of all common driveways for emergency vehicle access purposes.

II. Emergency Medical Services

Emergency Medical Services (EMS) is coordinated by the Hebron Volunteer Fire Department (HVFD). The HVFD provides 24-hour, first responder ambulatory service as well as basic life support (BLS) with the service of approximately 30 Emergency Medical Technicians (EMTs). First response regional coverage is provided to Hebron by the Town of Colchester in the Old Hartford Road area.



Hebron's EMS department is state licensed and each EMT must achieve and retain certification for BLS services. EMTs either report directly to a call or to the ambulance at Company #1. All EMTs carry oxygen and a medical bag with them to ensure availability of such equipment for use at the scene. Paramedics, dispatched from regional area health care facilities, provide for more advanced medical care.

Although the Town is not yet at the population threshold of 10,000 residents that would have required a second ambulance, Hebron acquired a second ambulance in 2008. The acquisition has allowed the department to schedule necessary maintenance on its original ambulance without reducing response times.

Accomplishments:

- In 2008 a second ambulance was purchased by the Town.
- Since the 2004 Plan the response time has considerably improved since the department has moved from housing all equipment at the three stations to outfitting personnel. Today, all EMS personnel carry a jump kit with oxygen and a medical bag and some (regular first responders) carry defibrillators. All apparatus have defibrillators as well.
- In 2010, a grant was obtained to purchase needed turnout gear.

Current conditions and inadequacies

EMS is based primarily from the Company #1 Fire Station on Main Street, Route 66. The desired first responder arrival time is 6-8 minutes, and ambulatory service should arrive at a scene in 10-12 minutes. Having EMS personnel respond directly to the call location, while other personnel go to Company #1 to retrieve one of the two ambulances, has improved response time. At both the Company #1 and Company #3 facilities there is a shortage of storage space for medical supplies as well as for decontamination facility space and decontamination equipment.

Future Needs

Additional space is needed at Company #1 and Company #3 fire stations for supplies and decontamination equipment. Conversion to a UHF radio system over the next five years will also be necessary. Equipment needs of the department are partially funded through the Town's

Capital Improvement Program as well as through grant opportunities when they become available.

Goal & Objectives

Goal: To provide EMS for town residents in an effective and efficient manner to achieve desired first responder arrival goals and to provide for quality BLS advanced medical care and ambulatory service.

Objectives:

1. To support the EMS department in its facility and equipment needs.
2. To encourage appropriate roadway connections and an overall efficient Town road system to facilitate better response time for EMS.
3. To assist the department in co-locating its telecommunication needs on existing structures.

III. Police Services

This section of the Plan will discuss police services provided in the Town of Hebron and future needs of the department.

Police services are currently based at the Company #1 Fire Station on Route 66, Main Street. The police area within Company #1 consists of two vehicle bays (575 square feet) and an office area (370 square feet). The Town contracts for the services of two Resident State Troopers, and while budgeted for 3, currently employs two part-time constables, a part-time administrative manager and the Chief of Police (currently a duty of the Town Manager). Seven day / twenty-four hour patrol coverage is currently not provided in Hebron; however, supplemental coverage is provided by State Troopers from Troop K's Police Barracks in neighboring Colchester. The Town is provided 24 hour police protection through the two Resident State Troopers, three part-time Hebron Police Officers (constables) and state troopers from Troop K in Colchester assigned to respond to calls in Hebron. Troop K is located at 15 Old Hartford Road, Colchester, CT. The future of Troop K itself is in doubt as the State is considering reconfiguring and reducing manpower levels; if Troop K is disbanded, Hebron's police coverage would come from Tolland, CT.



The Hebron Resident Troopers and Hebron Police Officers provide a full range of services including emergency response, criminal and accident investigation, crime prevention and community service projects. Hebron is one of three towns to use the Juvenile Review Board (JRB) as a diversion program for juveniles through the Andover Hebron Marlborough Youth Services (AHM).

Accomplishments:

- In 2007 The Town increased police presence and services in Town by contracting with the State Police for a second Resident State Trooper.

Current facilities, Conditions and Inadequacies

Operational space at the current location is adequate, although office, reception, parking, record and evidence space is somewhat crowded. Detention, investigation / interrogation and lock-up space are provided by Police Barracks in Colchester. The department currently utilizes two vehicles replaced on a three-year cycle. Current vehicular, equipment and communication needs of the department are met.



The crime in Hebron is among the lowest of towns with a population under 10,000. Burglary, larceny, DWI and vandalism are the most prevalent crimes committed in town.

Future Needs

With the addition of a second resident trooper, the needs of police staffing appear to be satisfied for the foreseeable future. When the Town should add additional troopers, constables or consider its own full-time police force will depend upon public demand, budgetary impact and safety concerns. Future needs for equipment and vehicles will be dependent on these factors as well.

The Company #1 space has been considered as a temporary site for police operations. The Town has discussed the possibilities of placing police operations in an expanded or new municipal Town office building. Potential locations for expanded facilities include the Village Green District and the current location of the Town Office Building. Or the other option, as previously discussed, is locating the Police services in a new Municipal Safety Complex building with the Fire Department's Company #1. Relocating police operations from Company #1 fire station will increase needed office, storage and parking space for Company #1 operations. In addition, a vacant one-acre town-owned parcel abuts the Company #1 site and may provide for additional parking and space for the fire department and possibly the police department if operations remain on site.

Goal & Objectives

Goal: To provide for adequate facility, communication and equipment needs of the police services department to achieve an effective and appropriate level of public safety within the community.

Objectives:

1. Analyze current deficiencies of police department facilities to determine current and future needs of the department.
2. Assess if the current facility site provides for an effective and efficient location from which police services are provided.
3. If the current site does not provide an adequate location to provide services, sites in the central area of town to relocate the primary operations of the department should be identified. Sites should be selected to ensure future expansion opportunities of the

department while considering the potential to locate within a new or expanded Town office building.

4. The department should continue to assess its current vehicular, communication and equipment upgrade or replacement needs through the Town's Capital Improvement Program and possible grant funding.

IV. Emergency Management

The Town's Emergency Management (EM) operations are run by a part time EM Director. He is responsible for securing and administrating grants, and making sure the Town is in compliance with the National Incident Management System (NIMS), an eligibility requirement of certain grant funding.

Emergency Management is part of NIMS, the national standard for incident management which provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to prevent, mitigate the effects of, and respond and recover from, all domestic disasters. Towns receive training from the State from NIMS, which is part of the Federal Emergency Management Agency (FEMA), which reports to Homeland Security.

EM is currently housed at the Fire Department's Co #1 fire station on Main Street mainly because there is an emergency generator located at that facility. The RHAM High School serves as the Town's emergency shelter—as well as for the Towns of Andover and Marlborough.

Currently the Town's EM Director is updating the Town's 2008 Natural Hazards Mitigation Plan which deals with minimizing risk from flooding, minimizing risk of forest fires, in part by recommending a timber management plan for Town owned forest lands, and reinforces the need to enforce wetlands and flood zone regulations.

Future Needs:

In the future, the Town Manager believes that the EM operations should be located at the Town Office Building. In the budget request for FY 2014, there is a CIP program for an emergency generator for the Town Office Building. This would open up the possibility of moving the EM operation there; and, the installation of an emergency generator at the Town Office Building would be a needed redundancy to the existing generator at the Co #1 fire station during times of emergencies. NIMS recommends an Emergency Operations Center as a stand-alone facility large enough to accommodate representatives from all emergency responders--liaisons from the Police, public works, EMS, and fire department.

Goal & Objectives:

Goal: The Town should continue to provide funding and resources for the Emergency Management operations of the Town to best protect its citizens in times of emergency.

Objectives:

1. The Town should successfully update its present 2008 Mitigation Plan.
2. The Emergency Management Director should continue to work to make the Town NIMS's compliant and then aggressively seek out State and Federal grants to assist with the Emergency Management needs of the community.
3. Ensure that the Emergency Management space needs are considered in the planning for a new or expanded municipal Town Office Building or a Municipal Public Safety Complex.



C. Public Works

This section of the plan will identify the services provided by the Town's Public Works Department and will describe its current resources and facilities. In addition, this section will review the needs of the department and what will be required to operate successfully into the immediate and foreseeable future.

Background

Public Works' current facilities are located at 550 Old Colchester Road, at the southern-most part of town, on a 19.6 acre rectangular-shaped parcel, the site of a former gravel pit. This town-owned parcel is abutted by Camp Connecticut to the north and west and a parcel owned by the Connecticut Light & Power Company (CL&P) to the south. To the east, across Old Colchester Road, are located some single family residential parcels as well as a parcel of open space recently purchased by the Town.



This site houses all of Public Works' major buildings and equipment, and it also is the site of the town's closed landfill and current transfer station. Of the 19.6-acre site, the landfill encompasses about fourteen and one-half (14 ½) acres, leaving approximately five (5) acres to accommodate the Public Works Department's buildings, equipment and materials as well as the transfer station and, the animal control facility. The site has five hundred feet of road frontage, and within that frontage there are five curb cuts onto Old Colchester Road.

The town employs 13 full-time employees in its public works department and one full time and one part-time employee at the transfer station. According to the Director, the staff size is considered minimal for a Town of this size, and is shorthanded for snowplowing responsibilities and vehicle maintenance. Services provided by the department include road maintenance and reconstruction, solid waste disposal, snow and ice control, roadside mowing, brush removal, curbing and curb replacement, maintenance of town buildings and grounds, vehicular maintenance of department vehicles as well as all other town-owned vehicles, site improvement and construction activities, and drainage maintenance and improvements. In addition, the Public Works Department assists in trail maintenance.

Accomplishments

Since 2004, the following has been accomplished with regards to the Public Works Department and its operations, and the Town's efforts to address the deficiencies in those facilities that were noted in the 2004 Plan of Conservation and Development:

- A 2010 "Town of Hebron Municipal Facilities Study" was conducted by the Town Building Official and the Fire Marshal identifying the conditions of all Town owned buildings, including the Public Works site and buildings.
- A space needs analysis of the Public Works functions was conducted by the engineering firm of CME Associates, Inc., titled: "Town of Hebron, Connecticut Department of Public Works Facility Building and Site Program, January 28, 2013". This study was conducted as a planning tool to guide the future development of a new facility and it contained detailed future building space needs.
- The Town Engineering consultant studied the adjacent CL&P owned property to determine its appropriateness for a Public Works yard expansion.
- With the purchase of the 170 acres Burnt Hill Park, the Town reserved approximately 10 acres as a potential area for some public works offices and functions.
- In 2011, The Town established a "Citizens Green Committee" to work on a number of environmental issues including furthering the Town's recycling efforts to increase the amount of recycling in Town and to reduce the Town's solid waste expenses.
- In 2012, the Citizens Green Committee provided a report to the Board of Selectmen outlining steps that should be taken to increase recycling and reduce costs at the transfer station.

Current Facilities, Conditions and Inadequacies

The entire Public Works operational facilities are restricted to a five-acre portion of the aforementioned 19.6 acre parcel. The 14-acre town landfill, operated from 1962 until it was closed and then capped in 1995, cannot be utilized or altered in any manner. The landfill, capped with clay and then topsoil, requires monitoring wells for leachate and mowing twice per year.



Public Works Complex: The five-acre portion of the site dedicated to the Public Works Complex encompasses several structures including the 100 ft. x 60 ft. steel maintenance / office garage; a 100 ft. x 40 ft. cement block building (80 ft. x 40 ft. used for cold storage and 20 ft. x 40 ft. used for animal control); a 26'x 40' salt shed; and two hangers being 70'x 10' and 60'x 10' in size. The site also includes above ground propane, gasoline and diesel tanks, an underground oil tank and septic system,

and an area for outdoor storage of construction materials, sand and gravel, and some equipment. The Town has secured the required Industrial Stormwater General Permit for this the drainage systems at this site.

The 6,000 square foot maintenance / office building is not in adequate condition, and is undersized for the operations it houses. The equipment bay area is crowded, lacks lifts, is inadequately lit, is height restrictive and has little room for parts inventory storage. The building lacks training or meeting rooms, has inadequate lunch and shower areas, and inadequate record storage space. There is also a lack of office space for the director and the road foreman. In the 2010 Facilities Study by the Town, several code deficiencies were noted in the building as well as numerous instances of excessive wear and tear and examples of the building being too small and spaces too cramped to be considered adequate to safely and efficiently serve the Department's needs. In addition, in the 2013 CME report, the conclusion of this study was similar to the previous facility study indicating that the overall facility is inadequate and that the current buildings are undersized and site is too small to use for expansion.

The 3,200 square foot cold storage building is also structurally inadequate. The aforementioned facility study identified numerous code violations, a number of wear-and-tear items and several developing structural issues.

The 800 square foot animal control facility, attached to the cold storage building, includes ten kennel canine enclosures with heated indoor / outdoor access and short run areas. While animal control does occasionally house cats, a segregated area designated for cats does not exist.

The salt shed was rebuilt in 2004 to cover the amount of salt and sand / salt mix required in the Town. However the department in the future plans to move toward the use of treated salt for ice control on the Town's roads and additional storage space would be required for that product. It should be noted that the Town does store a small quantity of salt / sand at a satellite location in the north end of Town on Salt Box Road.

The above mentioned 2013 CME study identifies sixty (60) vehicles and trailers that are included in the Town's vehicle / equipment inventory that the Public Works Department utilizes and / or maintains. The department requests replacement of its Public Works vehicles on a timely basis through the Town's Capital Improvement Program (CIP). A Town-wide vehicle replacement schedule is updated each year and replacements are funded through the CIP. This process is important to maintain so that multiple vehicles do not come up for replacement in the same year.

Transfer Station: In addition to facilities of the public works complex, the site also is host to the solid waste disposal facilities for the town. These facilities include two attendant stations, the compactor and its wooden shell, ten roll-off containers (which collect recyclables, household trash, bulky waste, metal, brush, leaves and grass clippings), a roll-off truck, a backhoe, and a compactor. All Municipal Solid Waste and recycling materials are transported to Willimantic Waste. Also, electronics are collected by a separate vendor selected by the Public Works department. Brush and other vegetation are accepted by Earthgrow, a permitted compost facility. An on-site compost area is not practical due to site constraints. Recyclables include newspapers/magazines, white paper, cardboard, metal food containers, glass and most plastics. Hazardous waste is collected on specified dates throughout the year through a regional effort at the Olcott Street disposal facility in Manchester. Bulky waste is currently



brought to Willimantic Waste, while bulk metal is recycled. The transfer station does collect and recycle waste oil, anti-freeze, batteries, tires and expired phone books. Dried latex paint is accepted and is disposed of in the household trash compactor. As with the Public Works facilities, the department requests replacement of Transfer Station vehicles and equipment on a schedule through the CIP.

On an average, the town disposes of 131 tons of solid waste and 47 tons of bulky waste per month. Ten tons per month of plant materials are removed while 38 tons of recyclables are removed. Currently, there is a fee schedule approved by the Board of Selectmen to dispose of certain large items such as bulky waste, appliances, tires, furniture, mattresses, and brush. A private waste disposal contractor also serves the Town and offers single stream recycling.

While the physical condition of the transfer station is adequate, the facility is considered overcrowded and inadequate in terms of space for the future. The Town Facility Study identified several code deficiencies and safety concerns with the Transfer Station offices. Also, State regulations require that some method be used to prevent stormwater from entering the containers.

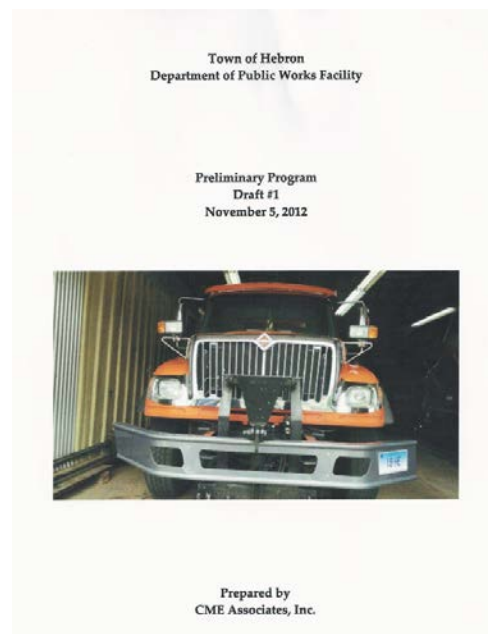
Future Needs

Due to the inadequate conditions of the existing facilities as noted above, and the lack of remaining usable acreage at its present location, a new public works facility is required. The Town needs to develop a plan as to: a) how to use the current facilities; and b) what and where to build new facilities to compliment what is kept at the current site.

Public Works Complex: Since 2004, the Town has reviewed several properties to determine the potential of expanding or relocating its operations. First, a review was conducted on the adjacent land owned by CL&P. The study revealed that an old sand and gravel removal operation removed much of the overlaying soils down to the water table rendering the land unsuitable for Town use. Secondly, the Town made provisions in the purchase of the Burnt Hill Park property to reserve a 10 acre area for public works offices and some vehicle storage. This site remains a possible location for such uses.

A four to ten acre site is desirable to meet the Public Works Department's current and future needs. The 2013 CME needs assessment identified the need for 1,500 square feet of Administrative facilities, 1,200 square feet of Support Facilities, and 16,600 square feet of Equipment Facilities. A larger Salt Shed and Covered Exterior Equipment Storage areas are also needed.

The Public Works facilities are clearly the Town facilities most in need of replacement and upgrading. The Town needs to follow up on the 2010 Facility Study and the 2013 CME study to find a site that satisfies current and future needs for this important Town operation. While other sites may be considered, one option that should be



further reviewed in some detail is to locate the Department administrative offices and some vehicle storage bays in a building addition to the Burnt Hill Park Parks and Recreation operations building. This could result in some added efficiencies by locating both department operations and vehicle storage and maintenance functions at the same location. This relocation project could be combined with leaving some vehicle storage spaces at the Old Colchester Road site with the Transfer Station and animal kennel. The Salt Box Road facility could likely be abandoned with this option. A master plan effort needs to move forward based on current studies.

Transfer Station: With either the relocation of the public works complex, or the relocation of portions of the operations, the current site for the transfer station would be adequate for future needs as the outdoor areas occupied by materials and equipment could be utilized for an expanded solid waste disposal operation. The current buildings on site could continue to house equipment and could provide an opportunity to expand the town's recycling program.

Goals & Objectives

Goal: Public Works Complex: To provide for adequate facilities, useable land and storage areas to ensure an efficient and effective delivery of public works services.

Goal: Transfer Station: To provide for adequate facilities to safely collect, store and dispose of solid waste and recyclables.

Objectives:

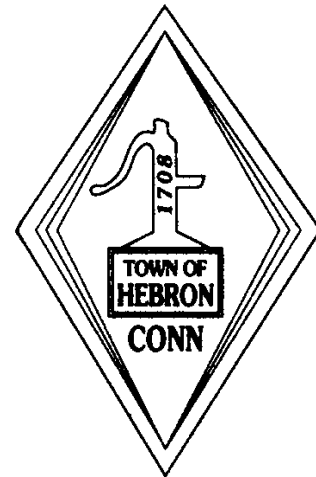
1. Complete a Master Plan of a new Public Works Facility utilizing the space needs analysis contained in the 2013 CME report. This should include an analysis of the Burnt Hill Park site, and any other location deemed practical. Potential sites should be selected to ensure future expansion opportunities of the department and to look comprehensively at Town and park maintenance equipment and operational efficiencies. The Study should consider that certain operations such as the Transfer Station and some vehicle storage could continue to exist at the present site. Care should be taken to adequately buffer abutting neighbors from view of the complex, wherever possible. Proper precautions to protect wetland soils are essential due to high vehicular use and the nature of storage materials necessary to operate the department. Following the Master Plan study, the Town needs to make a decision on which option to pursue, and quickly move to implementation, even if it is done in phases.
2. The department should continue to assess its current vehicular fleet and other equipment and structures for replacement through the town's Capital Improvement Program.
3. Construct adequate salt and sand/salt storage facilities in a manner that will accommodate new technologies and current practices in moving to a treated salt ice control process. Consider the most efficient location of such a facility. All facilities should be covered.

4. If practical, all equipment and vehicles should be protected from the elements.
5. Expand transfer station operations on site if primary public works operations are relocated.
6. Consider ways to modify and expand the Town's recycling program to all acceptable materials. Establish a plan for educating residents and businesses on the Town's recycling program to increase the percentage of residents who recycle, thereby reducing the amount of the Town's solid waste and associated expenses.
7. Consider a site for composting of plant materials, possibly in conjunction with RHAM, and the elementary schools. Costs of disposal would be reduced.
8. Expand the animal control facilities, when practical, to separately house cats from dogs; or, consider sharing animal control facilities / services with a neighboring town.
9. If the public works facility is relocated to Burnt Hill Park, consider the addition of a satellite recycling facility at this location if it can be properly managed and controlled.

D. Town Offices

Background

The town offices currently consist of 3 facilities, the Town Office Building, the Horton House, and the Town Records Building. The facilities are used by 23 town employees. The Horton House (2 levels plus a basement) is 2,705 sq. ft.; the Town Hall (2 levels) is 8,246 square feet, and the Town Records Building (1 level) is 432 square feet. The office complex sits on a total of 4.67 acres and is served by a parking lot that forms a semi-circle around the Town Hall building, and which contains 48 regular and 5 handicapped parking spaces.



Renovations and Building Initiatives

Since the last publication of this Plan in 2004, the Hebron Town Office Complex has undergone several renovations and improvements. Many of these renovations were made possible through local Capital Improvement Program funds, the Federal Small Cities Grant Funds awarded by the state for specially-approved projects, and by SIEMENS, USA which rewards with financial reimbursement approved energy-efficient projects which realize cost savings over a certain period of time.

Town Office Building

The Hebron Town Office Building is a wood-frame construction building with a brick veneer located at 15 Gilead Street (Rt. 85). After its initial construction in 1963, it was nearly doubled in size with a two-story 36 feet by 54 feet addition constructed in 1982. In 2009 a small addition was completed which added an elevator and addressed several ADA accessibility issues in the building. In 2009 and 2010 the asphalt shingles of the roof were replaced.

The Town Hall houses the day-to-day activities of the following departments and offices: the Town Clerk, the Finance Department, the Town Manager, the Tax Collector, the Assessor, and the Registrar of Voters. Up until 2011 it held offices for the Parks & Recreation Department and the Probate Judge. That year, Burnt Hill Park and its associated facilities were completed and the Parks & Recreation department moved to new offices at the park, and the Probate Judge offices were established in Glastonbury as part of the newly re-organized CT Probate Judicial Districts and as such, Hebron is now part of the Glastonbury-Hebron Probate district.

In addition to office space dedicated to the departments mentioned above, the Town Hall houses restroom facilities, storage closets, a kitchen and break room and two records vaults. The Town Office Building also contains a meeting room with a capacity of 39 people where various boards and commissions hold day and evening meetings. As the Town has grown, it has become apparent that the space in the Town Hall building has become inadequate to meet

the needs not only of the community, but also of the various Town departments who service the community's needs.

The inadequacy of space in the Town Office Building is apparent in the small-capacity meeting room which has the effect of causing many evening meetings to be held in other locations, the lack of waiting room or 'seating area' space for the public who must wait for an appointment, the compromised space of the under-sized Town Hall Vaults, and the lack of expansion space for all departments—in spite of gaining extra space when Parks and Recreation moved out.



In 2010 a study of municipal facilities (Town of Hebron Municipal Facilities Study) was conducted to identify maintenance or code violation concerns in various town buildings. The Town Hall, which has been tight on space for years, was of particular focus in this study. In spite of the 2009 addition which added an elevator and addressed some ADA accessibility issues, the Town Hall still is not in compliance with federal ADA regulations with regards to counter heights, maneuvering space and restroom accessibility. Unfortunately, even though Parks &

Recreation moved out and ceded its office space to the Finance Department, the facility is still undersized and any expansions or renovations designed to meet ADA regulations are not possible without compromising workspace area. In the near future, decisions will need to be made to achieve ADA compliance; to address issues related to the removal of old passive solar wall panels; to re-route drainage or install shielding to prevent gutter over-flow and subsequent damage to the building's foundation; to address replacement of attic insulation; to construct self-latching mechanisms on fire doors; and to correct fire code violations in the Town Clerk's fire-proof vaults, which have been compromised by penetrations through the walls.

With regards to this last item—the Town Clerk's Records Vaults, not only do these climate-controlled vaults not meet the current State guidelines, they are also significantly undersized to accommodate the demands of the public and of the Town Departments who use them. The vault on the first floor houses frequently-used records and the vault on the basement/first floor houses department files. The first floor vault is severely stressed on space and often is under threat of moisture infiltration in large storm events. In about 2009 a study of the Town's vaults was conducted and it was determined that the vaults could be enlarged and renovated to meet Town needs at a cost of approximately \$50,000. In light of this hefty cost it was determined the money for this renovation would better be devoted to a more long-term solution to the entire Town Hall complex.

The building's mechanical systems also need attention. The boiler, although replaced in 2007, runs inefficiently because it does not draw adequate combustion air, and the building's heating zone piping needs to be re-zoned. The building is in need of central air conditioning to replace existing window air condition units, which are frequently left in position during the winter. Likewise, the building's electrical system is outdated and inefficient and, if upgraded, could support emergency power connections and take advantage of energy- and maintenance-saving fixture options. The plumbing system is also outdated and needs renovation to accommodate the construction of ADA-compliant bathrooms.

Since 2004, the Town connected the Town Hall and the Horton House to the Town's sanitary sewer system. This was done by means of a grinder pump. Since public water has been extended in the Town Center and is available at the CT RTs 66 and 85 intersections, there is the opportunity to connect to public water as it has now become more economically feasible and advisable, as the present onsite wells age and require more testing and maintenance. Connection to the public water system makes possible future expansion of the Town Hall building complex, by providing adequate water supplies to accommodate both expansion of facilities and fire protection.

The Horton House

The Horton house, named for long-time town employee Mrs. Daniel G. Horton, who served as Probate Judge, Probate Clerk, and librarian, was built in approximately 1865 by Dr. Orrin White. The building features seven fireplaces, wide plank flooring and is of the Greek Revival Style. In 1988 the Town purchased the Horton house, together with the 1.2 acres of land on which it sits. The property and building were renovated shortly thereafter to accommodate the Town's land use departments. Currently, the property is listed as a historic property in the Town's land records.



The Horton House accommodates the Planning Department, the Building Department, the Wetlands Agent, and the WPCA Administrator and contains an office for the Chatham Health District. In addition, it offers the public access to Town Land Use personnel and to information about Town Properties. While not suffering the same space constraints as the Town Hall, the Horton House faces challenges typical of a historic structure with regards to storage (of land use records, in particular); outdated plumbing, electrical and HVAC systems; building maintenance and upkeep; and ADA compliance. In addition to office space for Land Use departments, the two-story Horton House contains a single restroom facility per floor. It also contains a very small meeting area with a capacity of 8 people.

In 1989, shortly after purchase by the Town, the building underwent a series of renovations, including the installation of the current rest room facilities, the reinforcement of floor framing to support live loads of 50 psf (pounds per square foot), the installation of a new roof, and the repair and replacement of exterior clapboards. In approximately 2009, a wooden plank ramp was removed and the front sidewalk was reconstructed and redesigned as a heated, sloping walkway which, in the winter, avoids dangerous icing situations.

The Horton House building foundation is comprised of loose-laid and mortar stone in many areas. This type of foundation is very porous and allows rodents and water to infiltrate the building. Several steps are employed to mitigate this condition including the continuous use of a sump pump, a dehumidifier, and the services of an accommodating feline and accomplished mouser, Howie the Cat. Due to the high moisture content, mold is a concern and basement wall board has been removed in several areas. In the 2011 renovations, all the roof leaders were connected to an underground pipe and this drainage was tied to a catch basin on Marjorie Circle. This has had the effect of moving underground water away from the building and has resulted in a much drier environment in the basement. This has made possible the storage of

mylars and building plans in the Horton House basement, which has freed up first and second story storage areas.

Drainage from the building's roof gutter system was antiquated and contributed to the moisture issue in the basement. In 2011, the gutter system was re-built to its original design, a new roof was constructed and the two chimneys (one of which served the building's boiler) were restored, as well as the interior flooring. In 2012 the building was re-painted, the front entry was restored and made handicap accessible from the north driveway; and the door, which was ill-fitting and misaligned, was replaced.

As is the case with the Town Hall, wall air conditioning units are employed at the Horton House. The installation of central air conditioning would alleviate inefficiencies caused by using wall units, although it may exacerbate storage space concerns. The Horton House is also serviced by an on-site well, located in an unknown location on the north side of the building, presumably under some bushes. Again, together with the entire Town Hall Building Complex, the Horton House ought to be connected to the Public Water system in the center of Town.

The Town Records Building

The Town Records Building is a twenty-four by eighteen square foot building and it houses the overflow records from the Town Hall vaults used by several Town departments. The building has its own electrical system which supports lights, two aged space heaters and two dehumidifiers that drain to the outside of the building. There is no running water or bathroom facilities and the building it is not climate controlled with regards to heating, although moisture is addressed with the two dehumidifiers. Typically, a town department will retain its own records in a vault in the Town Hall; however, the Town Hall vaults are under-sized. When a set of records reaches the point it can be closed out at the department level, the records are moved from the Town Hall to the Town Records Building where they remain for the duration of the statutorily-required retention period before they are ultimately destroyed. If a member of the public wants to view any of the records contained in the Records Building, they must make an appointment with the Town Clerk who will remove the required records from the Records Building and deliver them to the requestor at the Town Hall Building. Similarly, if Town Staff wishes to view any records, they must follow the same procedure. Since the demand to see records stored here is low and the present use of the building adequately meets the needs of the Public and Town Departments, there is no need to expand this building or to re-deploy it for any other use, since doing so would necessitate offsite record storage. The Town Records Building is an historical landmark; the building has often been open to the public on Hebron Maple Festival Weekend. The current Town Clerk, Carla Pomprowicz, who owns a large personal collection of posters from the time period when the Records Building was built, has plans to add pieces of her collection to the presently bare walls of the outer room of the Records Building (outside the vault) to give people viewing the building a feel for the historical climate that existed at the time the Town Records Building was built.

Goals and Objectives:

Goal: Provide effective and efficient Town government services.

Goal: Reduce infrastructure and operational costs.

Objectives:

1. Connect the Town Office Building Complex to the public water supply system.
2. Provide for emergency backup power for the Town Office Building Complex.
3. Supply Wifi service to the entire Town Office Complex

Goal: Promote short and long term planning initiatives to maximize the use of current facilities and to plan for future public facility needs.

Objectives:

1. In order to meet future needs, establish a task force to form a five, ten and twenty year plan which may include expansion or relocation of the Town Office Complex or parts of the Complex to the Village Green District.
2. Depending on the decisions of the above task force, develop a plan for the re-deployment or retooling of the Town Hall building and other Town Hall Building Complex sites, taking into consideration current upgrade and renovation needs and the departments who will use the re-tooled space.
3. Once a decision is made as to the long and short term uses for the Town Hall Complex make renovations to the building(s) to address ADA and code compliance issues.
4. Depending on the decision of the task force group and vote of the Town, meet additional space requirements either by:
 - a. Expanding the existing TOB.
 - b. Construct a new TOB in the Village Green District (VGD); or
 - c. Procuring a parcel of land within a central location and construct a new Town Hall or Town Hall Complex.



E. Library

The current Douglas Library is only the latest chapter in a long history of Hebron literary clubs and other, similar, associations dating back to 1844. In 1897, Ida Porter Douglas, wife of a prominent Hebron physician, Charles C. Douglas, both long time members of the Hebron Literary Society, led efforts to purchase land and build a public library for Hebron's residents. The "old" Douglas Library served the community until the new state-of-the art building was completed in 1999. Working with state guidelines for projected growth, the Library was expanded at that time to accommodate the needs of the community for the next 20 years. Today, the Library houses over 39,300 total print items (books and magazines) as well as over 6,000 non-print items (audio books, DVDs and music) in its 16,800 square feet, having ample room for future acquisitions and expansion of staff.



For most of its history, the library was owned by the Douglas Library of Hebron Association, a private, non-profit corporation. The Association receives income from a trust fund established by Dr. Douglas. This income is insufficient to fully support Library operations, and in 1989, the Library began to receive annual appropriations from the Town of Hebron. Since 2001, the Library receives approximately 98% of its budget from the Town (the trust income is deposited into the Town's general fund). The Friends of the Douglas Library raise money for the library from book sales and other fundraisers which help fund circulation materials and programs. In 2012, The Hebron Board of Selectmen appointed a Library Study Task Force to study and review alternatives for the provision of library services, the framework for the future of the Douglas Library and the agreement between the Town of Hebron and the Douglas Library of Hebron Association. The study concluded with a recommendation for the Town to take full ownership of the Douglas Library and all the associated property. In 2013, the Town approved Town ownership of the Douglas Library and approved an Ordinance governing its operation. As specified in the Ordinance, the Town now appoints the Library Board of Trustees, the Library's governing body.

Located on the south side of Main Street in the heart of the historic Hebron Green, the site's limited size resulted in the design of a multi-level, ADA compliant, Victorian-style addition and renovation to the original library building. There is currently parking for 39 cars, sufficient for the use of daily patrons but inadequate when the library's meeting rooms are used for public forums. The Hebron Green modifications, including the creation of connected parking lots

behind adjacent buildings on Main Street, and the securing of public parking easement rights on these parking areas, somewhat help to address this shortage. Other public/private ventures to increase the availability of parking in the general area should be encouraged. In 2012, the Town was awarded a grant under the State's Small Town Economic Assistance Program (STEAP) and one element of the grant was to provide additional public parking near the library.

Goal & Objectives

Goal: To serve the informational, educational, cultural, and recreational needs of all members of the Hebron community by providing access to a professional staff, a state-of-the-art facility, quality resources, programs, and services and preserving records of the Town's history that are entrusted to the library. (Douglas Library Mission Statement adopted in 2010)

Objectives:

1. To encourage the continued development of the Library's facilities and operation to meet the changing needs of the community.
2. To foster the use of the facility as an arts and cultural resource.
3. To adequately meet the parking requirements of the facility when it is used for large meetings or community functions by either investigating shared parking arrangements or by expansion of existing space.

F. Cemeteries

Hebron has a number of small, historic cemeteries dating back to the 1730's that help document the development of the Town and serve as reminders of its past. Below is a list of all Town Cemeteries. Also included are two additional cemeteries not officially recognized in Town Records: the individual gravesites of John Knowlton Rollo² and of Bulah Stark³. The Rollo gravesite is located on the south side of the discontinued portion of Slocum Road within the Salmon River State Forest. It contains a well-preserved headstone encircled by a stone wall.⁴ The Stark site is located roughly in the Burrows Hill Road section of town, although its exact whereabouts is unknown.



The other Hebron Cemeteries are listed below. Of these, three are in active use (New Hebron Cemetery, St. Peter's Cemetery and Gilead Cemetery):

1. Jones Cemetery, Niles Road; 1846-1900 (10 family graves)
2. Gott Cemetery, Niles Road; 1795-1865 (45 visible markers)
3. Godfrey Hill Cemetery, Gilead Street (90 markers)
4. Old Town Cemetery/New Hebron Cemetery, Wall Street; 1750-present; (Old Cemetery has 309 markers)
5. Jones Street Cemetery, Jones Street; 1777-1934 (170 markers)
6. Burrows Hill Cemetery, Burrows Hill Road; 1816-1940 (53+ markers)
7. St. Peter's Cemetery, Church Street; 1819-present
8. Gay City Cemetery, North Street; 1808-1838 (6 markers)
9. Gilead Cemetery, Gilead Street; 1751-present
10. John Rollo Grave Site, 1777 (one marker).
11. Bullah Stark Grave Site (aka Stark Cemetery), 1813 (presumably one marker).

² John K. Rollo's given name was "John Knowlton Rollo," however, through some quirk of history, "Nolton" was scribed on his headstone instead of "Knowlton."

³ Bullah Stark is listed in the Tolland County Connecticut Cemetery Records as being laid to rest in the Stark Cemetery on Burrows Hill Road, however, to date the actual site has not been located (a residence presently occupies the address the CCR cites as its location). Bullah Stark was the wife of Captain Benjamin Stark and she died on September 18, 1813 at the age of 24 years, 10 months.

⁴ Corporal John Rollo was a Revolutionary War soldier who heeded the call of the "Lexington Alarm," (a route and series of signals that started by William Dawes and Paul Revere and called to arms militia units from Massachusetts, Connecticut, New York and New Jersey). Rollo supported the Boston-area colonists for a total of twenty-one days before he passed away in 1777, although he did not fall in battle. Interestingly, the majority of the Rollo family rests in the Gilead Cemetery, however, because it is suspected that John K. Rollo died of small pox, the stringent rules of the day would not allow him to be buried or moved to a more populated location out of concerns of spreading the disease. Corporal Rollo was rumored to have been buried with his horse—again out of concerns of spreading the dreaded disease.

The Town of Hebron's Park and Recreation Department maintains the grounds at the Burrows Hill Cemetery, the Jones Street Cemetery, the Old Town Cemetery, and the two Niles Road Cemeteries (Jones and Gott Cemeteries). The others are maintained by private parties and the Rollo site is maintained by a Hebron Resident.

While Hebron has a growing population, to date, none of the religious organizations in Town have expressed a need for more burial space to accommodate this growth. Both the New Hebron Cemetery and Gilead Cemetery are non-denominational. New Hebron has approximately 5 acres of available land, and Gilead has approximately 6 acres. Both associations anticipate having adequate room to serve the community for the foreseeable future.

G. Roadways, Stormwater, Bridges, and Walkways

This section of the Plan will provide an overview of the Town's existing transportation since the adoption of the 2004 Plan, will identify infrastructure, will note improvements to the infrastructure that have occurred any existing areas of concern, and will outline the Town's current program for maintaining and improving Roadways. This section will also include goals and policies for the, Bridges and Walkways now and into the foreseeable future Town to guide officials in managing, improving and developing this system. For the purposes of this Plan, the Town's transportation system consists of roadways, bridges and walkways.



Roadways

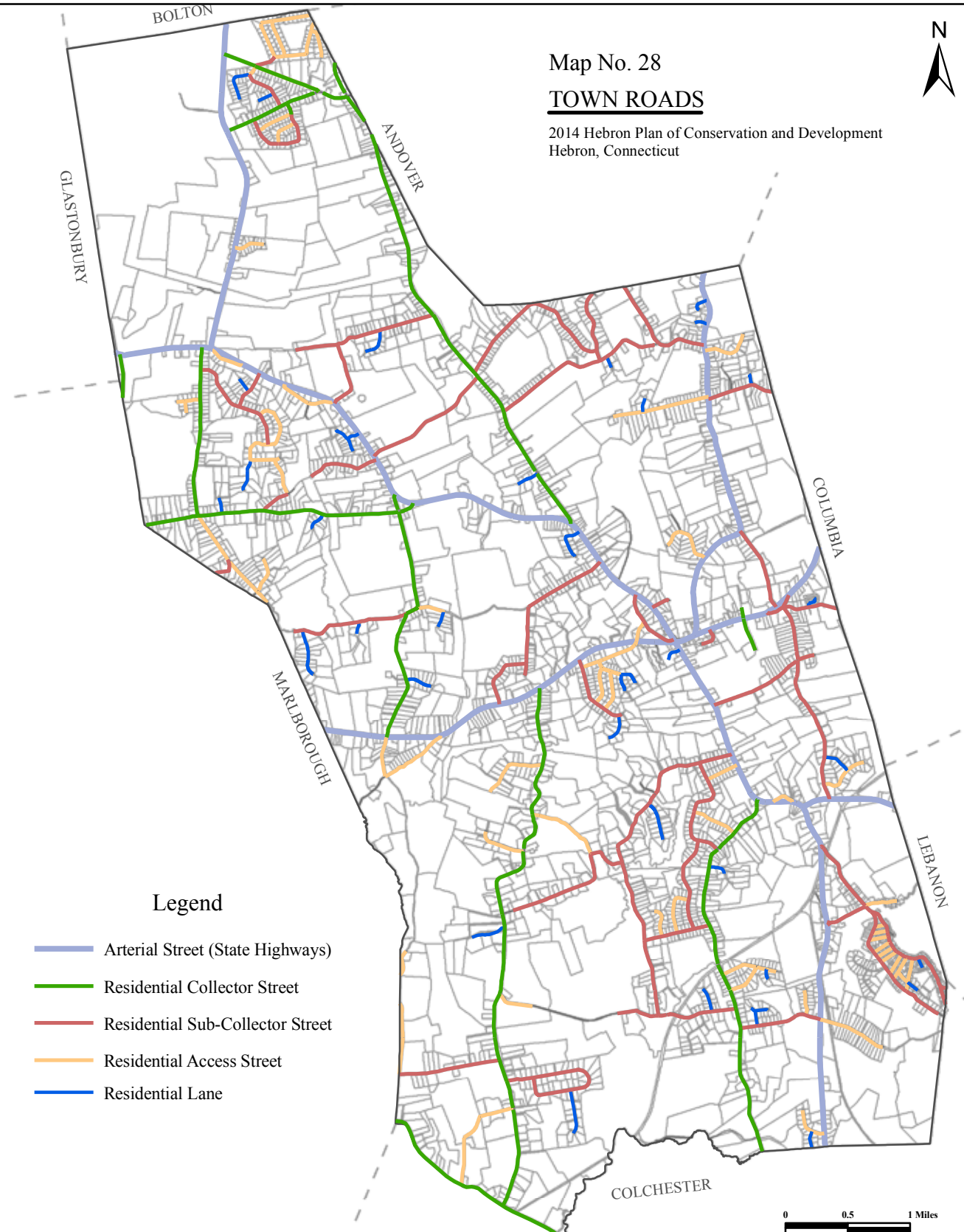
As of December 31, 2012, there were 101.23 miles of road in Hebron. Of this amount, the State of Connecticut maintains 22.23 miles (22 percent), the Town maintains 77.40 miles (76 percent), and 1.6 miles (2 percent) are privately owned and maintained roads. All roads in Hebron have one or two lanes.

The main State roads in Hebron are CT routes 66 and 85. The main north-south roadway in Hebron is CT RT 85. It is referred to as Gilead Street north of CT RT 66, and Church Street south of CT RT 66. The main east-west roadway is CT RT 66, referred to as Main Street east of CT RT 85, and West Main Street west of CT RT 85. CT RT 66 is the most heavily travelled roadway in Town used by both commercial and passenger car traffic, and serves commuter traffic from eastern CT traveling west to access Route 2 and the greater Hartford area. CT RT 85 and CT RT 66 intersect in the center of town, in the historic Hebron Green area. The intersection is controlled by one of the three traffic signals in Town. The other State roads in Town are: CT RT 316, Wall Street, extending north from CT RT 66 and eventually into Andover; CT RT 207, extending from CT RT 85 in Amston and running east to the Lebanon town line; and, CT RT 603, London Road, running east-west through a residential area of Hebron between CT RT 85 and the Andover town-line.






Hebron has several Town-owned main collector roads including: East Street, West Street, Burrows Hill Road / Jones Street; and Old Colchester Road (all north / south roads) and Martin Road (an east / west road). Most of these major roads run north / south due to the general

Map No. 28
TOWN ROADS

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

-  Arterial Street (State Highways)
-  Residential Collector Street
-  Residential Sub-Collector Street
-  Residential Access Street
-  Residential Lane

Source: Digitized Hebron Assessors Map, 2013:

NATHAN L. JACOBSON & ASSOCIATES, INC.

topographic layout of the Town and in particular due to the many north / south running major watercourses. The lack of east / west collector roads particularly in the southern half of Town somewhat hampers an efficient roadway network and causes trips that are not local in nature travelling through local subdivision streets. As can be expected, the majority of streets in Town are local streets serving individual, mostly residential, properties.

This will be further discussed in the Stormwater section, but it is worthwhile noting here that the Town has undertaken a philosophy of promoting Low Impact Development designs in new roadway construction. The use of swales along the side of roadways to encourage stormwater recharge, the use of stormwater quality filters at stormwater outlets, and the reduction in pavement, such as the use of grass islands in the interior of cul-de-sacs and revising regulations to have reduced road widths, are all aimed at reducing the environmental impacts of new construction on the Town's natural systems.

A Town Roadway map is included in this section showing the distinction between State, Town and privately maintained roads, as well as the functional classification system used by the State of CT.

Road Maintenance: The State of CT DOT office that oversees all new construction on State roads in Hebron, and does permitting and inspections for all new construction, falls under the purview of the DOT District 2 office, located in Norwich. The maintenance of State roads in Hebron is handled by both the Marlborough and Colchester CT DOT garages. There are no significant maintenance or construction projects planned by the State over the next several years.

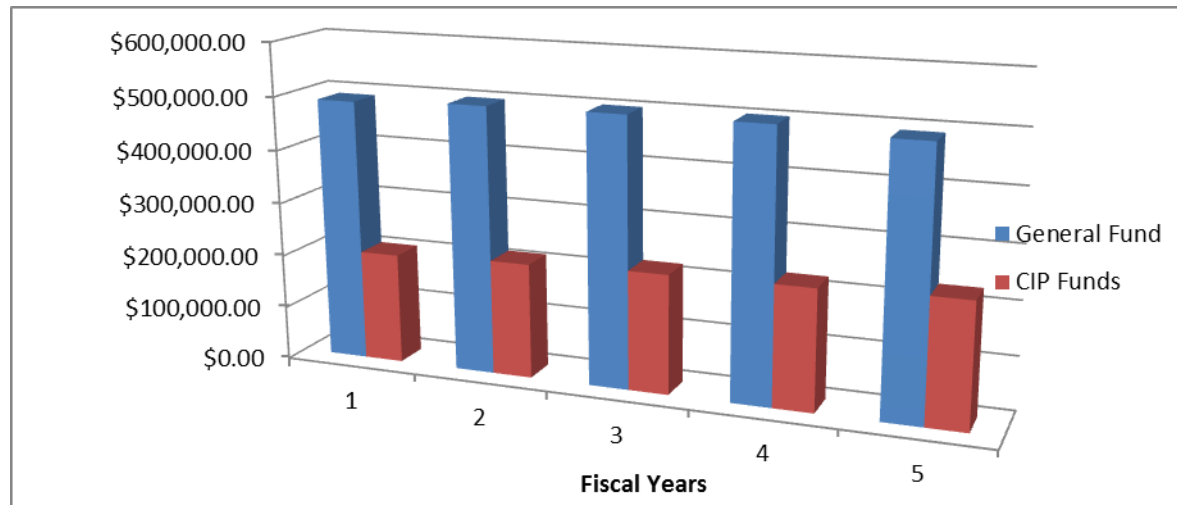
Town roads are maintained by the Hebron Public Works Department. This includes the Director, his Administrative Assistant, the Road Foreman, and 10 employees. In addition there is a full time and part time employee working at the Town's transfer station. Winter snow removal involves 12 of these employees. Responsibilities of the department include paving and resurfacing, snow and ice control, roadside mowing, brush removal, drainage maintenance, curbing and curb replacement, and road, drainage and infrastructure improvement projects. One of the current changes in maintenance operations now underway is the planned movement away from using sand as the primary product in ice control on the roadways. There has been a concern State-wide as to the impacts of sand build-up in watercourses, waterbodies and wetlands. Also, there is a significant cost to the Town in the Spring with the sweeping of Town roadways and vacuuming of catch basins to remove the sand after the winter. The Public Works Department is planning to move to using treated salts on the Town roads. This change will affect the facility needs for salt storage, but will allow the Town to go back to one sweeper.

Funding: The road network in Hebron is generally in good condition and normal maintenance by the State and Town should keep the existing roads at this standard. The following chart shows sources and history, over a five-year period, of funds available to the Town to maintain its roads. What the chart shows is a fairly consistent level of funding over a five year period of time, but with slightly increasing percentages coming from the CIP account. It is critical to maintain a sufficient level of funding for this important Town asset. And as material costs and equipment costs have risen over this five year period, one can assume that the amount of work that is possible, even with level funding, has actually decreased.

If the appropriate funding levels are not maintained in the road budget the excellent quality of the Town's road maintenance efforts could suffer. There are studies that clearly show it is far less expensive to properly fund a yearly road maintenance budget than to fund the repair costs associated with deferred or neglected maintenance. A significant part of the Town roadway maintenance budget comes from the Town's Capital Improvement Program (CIP) appropriations. This is a less stable source of funds than a budgeted amount within the Public works operating budget in the General Fund. Consideration should be given to placing the bulk of the roadway maintenance funds in the General Fund, not as a capital item which places it in competition with other one-time capital program needs.

ROAD MAINTENANCE FUNDING BY SOURCE

2009 FY THROUGH 2013 FY



Traffic Counts: The average daily traffic (ADT) is a common metric used to measure the volume of traffic on a road. It represents the total number of vehicles passing a point on a road in both directions during a 24-hour period. The most heavily traveled roads in town are CT RTs 66 and 85. Based on counts made by the State of Connecticut, Department of Transportation (CT DOT) in 2011, the highest ADT was 14,000, just west of the intersection of CT RTs 66 and 316. The ADT on CT RT 66 is above 10,000 along almost its entire length in Hebron. CT DOT traffic counts along its State roads are shown on the Roadway map in this section of the Plan. While these counts reflect relatively busy State roads, the data shows that traffic is within the roadways' design capacity.

Accident History: The state police reports traffic accidents on Town and State roads. During the years 2010 - 2012, between 79 to 102 traffic accidents were reported annually on State roads and Town roads. During this time period injuries occurred with 11.6 % of all accidents, and over 80% of all accidents occurred on State roads. There were no locations on Town roads that exhibited a concentrated or high traffic incident rate, and there were no locations that met

the criteria for inclusion on the state's list of road safety concern, known as S.L.O.S.S. (Suggested List of Surveillance Study Sites). Likewise, no locations were identified by the resident state trooper as serious accident-prone locations.

Traffic Signals: There are three full traffic signals in town: one at the intersection of CT RTs 85 and 66, one less than 1/8th of a mile east at the intersection of CT RTs 66 and 316 (Wall Street), and the Town's newest traffic signal at CT RT 66 and John Horton Boulevard which was installed in 2013.

Scenic Roads: Consistent with its rural character, Hebron has many primary and secondary roads that cross natural areas, including some that present scenic vistas of the surrounding area. The Zoning and Subdivision regulations recognize the value of preserving this rural character, as illustrated by the setback requirements for building development, the use of appropriate screening and plantings, as well as the requirement of the Planning and Zoning Commission to use conservation easements along Town roads to preserve tree-lines and stonewall.



Beyond the typical measures to preserve the rural character of roads in Hebron, it is also possible for a road to be designated a "Scenic Road" under the Town's Scenic Road Ordinance. The process for a road to be designated a scenic road can be initiated by the residents owning property along a particular road or by the Planning and Zoning Commission, according to the criteria set forth in the Scenic Road Ordinance. A Scenic Road designation can place limitations on improvements to and alterations of such designated roads, except those required for safety purposes. To date, one road has been designated as a Scenic Road in Town: Burrows Hill Road, from CT RT 66 south to Hope Valley Road.

Hebron Center / Village Green: Some, if not all of the roads in the Village Green development, adjacent to Main Street, are likely to become Town roads. The Master Concept Plan for this development shows a road connecting Main Street to Kinney Road near to an improved intersection with Church Street. The main road through the development will be a Town road and the layout and design should be carefully guided and planned by the Town to improve overall circulation in the whole of Hebron Center.

A traffic impact study was prepared as part of the Village Green approval process, which identified anticipated traffic generation from this development as well as the need for future roadway improvements. It is necessary that the Town be proactive in reviewing improvements in this area, with the State DOT, for as new development occurs it will be necessary to balance the need for safe traffic flow through Hebron Center in a way that does not damage the character of the center of Town. It is recommended therefore that contextual street design and traffic calming measures must be considered and implemented to lessen the impact of increased traffic and to maintain reasonable speeds.

Accomplishments Since 2004: Since the 2004 Plan of Conservation and Development was adopted, several improvements to Town roads have been accomplished:

- The previous dirt portion of Loveland Road has been completely reconstructed providing full drainage, better grades and a better sight-line at its intersection with CT RT 66. This was a cooperative effort between the Town and the developer of the Loveland Hills development.
- The Town, through Town Meeting action, formally discontinued several unimproved portions of Town roads that removed a tremendous potential liability on the Town. These discontinuances included portions of Grayville Road, Crouch Road, Paper Mill Road, Old Slocum Road, West Street and the entire length of Town Road (Robinson Road).
- Significant improvements to vehicular access and circulation along Main Street were accomplished through the reconfiguration of curb cuts along the frontages of the Ace Hardware store and in front of Gina Marie's Restaurant. This was accomplished with the use of STEAP grant funds and the tremendous cooperation of these business owners as the Town constructed sidewalks along Main Street and re-established the roadway edge in this area.
- Circulation through the business district was improved with the formalizing of the private roadway connection from Liberty Drive, east behind Dunkin Donuts, to the Ted's supermarket driveway. This resulted from private business owners' cooperation in establishing a public access easement in return for the assistance of the Town in paving this access-way. This improvement greatly reduces the number of cars having to enter and exit Main Street for short trips to these businesses.
- Public Parking was enhanced in the Hebron Green area by securing permanent public parking easements on several private parking areas in return for the Town's assistance in engineering design and paving. This cooperative arrangement resulted in rear common parking behind several businesses and improved traffic flow.

Potential Improvements: Generally, Hebron's roadways are in excellent condition due to the expertise of its Public Works management and sufficient funding for road maintenance provided by the Town. There are some road improvements, beyond simple maintenance, that are worthy of future consideration:

- Wellswood Road has been identified as a substandard roadway. The grade of the roadway as it approaches the intersection with Millstream Road is steep and does not meet accepted road standards. Throughout its length there are areas of excessive grades, curves, drainage and sight-line problems that should be addressed. The burden of potential future development in Columbia with access from Wellswood Road may make this substandard road more of a priority.
- The Lake Road / Ames Road / North Pond Road / Deepwood Drive intersection is an area that does not meet typically accepted design standards. This should be reviewed to determine if a more typical intersection design can be achieved to slow speeds and better control traffic movements.
- Although a State roadway, the Town should take the initiative in working with the CT DOT in designing and implementing traffic calming measures, and pedestrian improvement measures, along Main Street (CT RT 66).

Stormwater

Infrastructure: An integral part of the Town's infrastructure relates to the conveyance, control and management of stormwater runoff. The Town's drainage system includes two bridges, which are discussed later in this section, along with numerous culverts of varying size which convey watercourses beneath town roads. Also, many of the Town's roadways have surface or subsurface drainage provided by conveyance systems consisting of drainage inlets and piping or roadside swales. In addition to ongoing regular maintenance, the Public Works Department periodically undertakes drainage improvement projects to improve the safety and functionality of the road system through improved handling of stormwater runoff. Such improvements can minimize roadway flooding in severe storms, eliminate icing conditions and extend the longevity of roads by minimizing the impacts of freeze thaw cycles.

It should be noted that repair and rehabilitation of existing drainage culverts and systems will be an ongoing necessity in the immediate and longer term future. Specifically, drainage systems with corrugated metal piping and masonry or concrete block catch basins that were constructed 30 to 40 years ago are reaching the end of their useful life. These required repairs must be considered in future public works budgets.

Water Quality Aspects of Stormwater Management: In addition to the control and conveyance of stormwater runoff, an aspect of stormwater management which is increasingly relevant and important is the impact of runoff on water quality. The management and control of runoff from developed land is a concern in the context of the surrounding environment. Increased runoff from both impervious and managed surfaces has been shown to have both direct and indirect impacts on water quality, stream channel geomorphology and aquatic systems due to pollutant inputs and changes in the magnitude, frequency and duration of stormwater discharges to receiving waters. The practice of stormwater management is intended to reduce or mitigate these impacts.



On a broad scale, the controls used to manage stormwater runoff can be classified as land use controls or source controls. Land use controls involve the regulatory processes, including zoning, that govern land development and other activities. Typical examples would be stream or wetland buffer requirements, steep slope restrictions, impervious coverage limitations or requirements for erosions and sedimentation control. Source controls can be structural or non-structural and are intended to reduce pollutants at or near their source. Non-structural controls include best management practices such as illicit discharge detection, spill prevention, and storm drainage system maintenance. Structural controls are practices designed to reduce or mitigate impacts from stormwater runoff such as settling basins or infiltration practices.

On a smaller scale, the stormwater management controls used in land development design practices can be categorized as: storage controls, such as retention basins; infiltration controls, such as vegetated swales; or, end of pipe controls, such as hydrodynamic separators.

Historically, the emphasis on stormwater management has been flood control and reducing peak runoff rates. This typically resulted in development projects incorporating large detention or retention basins. While such measures can be effective in mitigating increased flows, they can also be an unattractive nuisance. The maintenance of these facilities often falls through the cracks, with private entities not being capable of carrying out maintenance tasks and time-strapped municipal public works departments having difficulty keeping up with them because of the amount of other responsibilities required of their department.

In recent years, the approach to land development practices is evolving as it relates to the control of stormwater runoff by better integrating the stormwater management components of a project into the overall project design. This is best accomplished by incorporating low impact development (LID) techniques such alternate design standards for streets and parking areas, minimizing and disconnecting impervious surfaces, breaking up drainage systems so as to create multiple points of smaller discharge, and treating stormwater at the source through infiltration practices instead of by end of pipe large scale storage basins.

The Town of Hebron has been progressive in its approach to stormwater management. The Town commissioned or participated in several studies which evaluated the impacts of stormwater runoff and recommended actions to minimize those impacts and improve water quality. Amendments to the land use regulations have incorporated specific stormwater management guidelines and have allowed for reduced impervious surfaces and incorporation of LID techniques in new land development projects. Further, the Town has incorporated LID practices in recent municipal sponsored projects.

EPA Stormwater Phase II Program: The current EPA Stormwater Phase II Program began on December 8, 1999 and is implemented on the State level by the CTDEP via the General Permit for the Discharge of Stormwater for Small Municipal Separate Storm Sewer Systems (MS4s). The MS4 General Permit was initially issued on January 9, 2004 and reissued on January 12, 2009. This mandatory Permit applies to all Towns with an Urbanized Area (UA) and census populations exceeding 1,000 in that UA. The Town of Hebron falls within this threshold and therefore must comply with the Permit requirements.

The intent of the General Permit is to ensure that each municipality takes steps to keep the stormwater entering its storm sewer systems clean before entering water bodies. More specifically, the Permit requires that the Town prepare and execute a Stormwater Management Plan which addresses six minimum control measures (MCMs). These measures are as follows:

1. Public education and outreach on stormwater impacts
2. Public Involvement/Participation
3. Illicit discharge detection and elimination
4. Construction site stormwater runoff control
5. Post construction runoff management in new development and redevelopment
6. Pollution prevention/good housekeeping for municipal operations

The Town of Hebron is in compliance with requirements of the General Permit through the following actions which have already been undertaken:

- The Town of Hebron has submitted the Part A Registration and Part B Registration (Stormwater Management Plan) of the General Permit.
- The Town has many Qualifying Local Programs in place for most of the MCMs within the Planning and Zoning Regulations and the Subdivision Regulations.
- The Town has completed the required MS4 Outfall Mapping
- Hebron submits Annual Reports to demonstrate the implementation of the MCMs. Annual Reports have been submitted through the end of the 2012 calendar year.
- Stormwater samples are collected annually from six (6) stormwater outfalls, two (2) within residentially zoned areas, two (2) within commercially zoned areas and two (2) within industrial zoned areas. The Town of Hebron MS4 stormwater outfall sampling program is compliant through the end of the 2011 calendar year.
- The Town of Hebron has implemented an illicit Discharge Detection and Elimination (IDDE) Ordinance.

Accomplishments Since 2004: Since the adoption of the 2004 Plan of Conservation and Development the following was accomplished:

- A stormwater study of the Hebron Town Center was undertaken and recommendations of that study were implemented, in part, through enhanced stormwater management requirements in their land use regulations.
- A study of the stormwater systems discharging to Amston Lake was undertaken and recommendations of that study were implemented through planned water quality improvement projects and improved maintenance practices.
- The Town participated in a study of the Salmon River Watershed and implemented recommendations of that study through amendments to their land use regulations.
- Land use regulations promoting the use of alternate design standards have resulted in construction of several subdivisions incorporating low impact development practices including roadside swales in lieu of piping and catch basins, alternate cul-de-sac design to reduce impervious surfaces and multiple drainage discharges with water quality basins in lieu of large scale detention basins.
- Town owned or Town sponsored projects including John Horton Boulevard and Burnt Hill Park have been constructed incorporating LID practices.

Bridges

There are 2 significant bridges in Town within the Town road rights-of-way: one on Marjorie Circle, and one on Grayville Road. The Marjorie Circle Bridge was determined to be structurally deficient based on a prior State Inspection. In 2006 the Town submitted an application for funding through the State Local Bridge Program for replacement of the bridge but it was not funded. The State lists other “bridges” in Town on Grayville Road and Old Colchester Road having culvert spans greater than 20 feet and, therefore, are included in the National Bridge Inventory.



There are numerous small private driveway bridges leading to private homes. Inspection of these bridges is not required, and it is the responsibility of the homeowner to maintain them in good condition. The Fire Chief has expressed concerns about their ability to carry the weight of fire trucks.

Accomplishments Since 2004: Since the adoption of the 2004 Plan of Conservation and Development, the following was accomplished:

- The Grayville Road Bridge was completely reconstructed.

Potential Improvements: In the near future, the Town should consider the following future project:

- Review the Marjorie Circle Bridge and have a professional engineer recommend any needed improvements.

Walkways

Walkways will include a description of both sidewalks and pedestrian paths. For the purposes of this section, the term “sidewalks” refer to pedestrian ways located alongside roadways, through residential neighborhoods or through established commercial developments. Sidewalks are usually paved, or are constructed of brick or some impervious material. “Pedestrian paths” on the other hand, for the purposes of this section, shall refer to pedestrian walkways that are not usually alongside a roadway. They often are not paved and are covered with a pervious material. Pedestrian paths also include trail networks through town or state-owned or maintained areas, such as Gay City State Park.



The Town of Hebron has greatly expanded its sidewalk system over the past 10 years with new sidewalks on the north and south side of Main Street (CT RT 66) within the Town’s business district, through Hebron Green area, north on Gilead Street (CT RT 85) to the Town Hall, north on Wall Street (CT RT 316) to RHAM, and along Liberty Drive and John Horton Boulevard. These sidewalks were funded through a combination of Town CIP funds but primarily from grants funded through the Small Town Economic Assistance Program (STEAP). This expansion of sidewalks serves to improve pedestrian flow throughout the Town center and reduces vehicle use for short journeys (i.e. store to store). In 2011, the Town, with the assistance of the University of Connecticut, conducted a Charette program open to all Hebron residents over three separate evenings. The purpose of the program was to seek citizen input

on what was desired in Hebron Center. Among other items, a strong sentiment was voiced to make Hebron Center more pedestrian friendly and to establish more sidewalks.

In addition to sidewalks, the Town has also created an excellent system of pedestrian paths in the center of Town extending from Veterans Park east, through Town open space, connecting to the Liberty Drive sidewalks, and extending further east through the Loveland Road residential developments. This will eventually extend down to Main Street forming a large loop walking system around and through the Town Center.

There are significant pedestrian paths on State owned properties. The State owns and maintains a significant path/nature trail network at Gay City State Park. Another outstanding path system is the Air Line Trail, a reclaimed railroad line. This trail, which is part of an extensive and growing statewide network, passes through Hebron in the southern portion of Town. It crosses significant nature areas, wetlands and streams. It has a stone dust surface and is frequented by joggers, cyclists and walkers. The Air Line Trail is located on property owned by the State of CT and has been fully upgraded by the Town using State grant funds. It is now the responsibility of the Town to maintain the Air Line Trail within Hebron.



The Recreation section of the Plan contains more information and maps on trails within Hebron and plans for future connections.

Accomplishments Since 2004: Since the adoption of the 2004 Plan of Conservation and Development, the following was accomplished:

- Construction of brick paver sidewalks throughout the Hebron Green area.
- Construction of concrete sidewalks along portions of Main Street, Gilead Street, Wall Street and John Horton Boulevard.
- Construction of pedestrian paths in Town open space behind the business district.
- Upgraded pedestrian walkways on the Air Line Trail and its spur to Colchester.

Potential Improvements: The Town should consider the following future projects:

- Continuing the Hebron Center sidewalk system south to the Hebron Elementary School.
- Continuing the sidewalk on Wall Street north to Ridge Road.
- Improving the pedestrian circulation between RHAM, the Town Center, and public facilities in Hebron Center.
- Connect the pedestrian paths in Burnt Hill Park to the Town Center within present Town and State open space lands.
- Begin to plan and implement the long term plan of connecting the Town Center via a pedestrian path or bikeway to the Air Line Trail and its Spur.

Goals and Objectives

Goal: To maintain a safe primary and secondary road and bridge network throughout the Town, and to maintain such roads and bridges in good condition.

Objectives:

1. To work with Connecticut DOT and the State Traffic Commission to (1) time new traffic signals to avoid congestion; and (2) to install traffic calming measures along CT RTs 66 and 85 in the business district.
2. To work with the CT DOT in managing the needed improvements to CT RTs 66 and 85 as development occurs in Hebron Center, but in a way that protects the character of the Center, in a way that slows traffic through the Center, in a manner that encourages pedestrian movements along Main Street, and with a design that is accomplished in context with the character of Center of Hebron.
3. To encourage roadway improvements and traffic calming measures when approving subdivisions and when approving curb cuts on town roads to minimize speed and decrease the risk of accidents.
4. To reduce the number of existing and future curb cuts and to provide for improved internal circulation by encouraging: (1) the use of common driveways; (2) connections between commercial parking lots; and (3) a roadway connection from Pendleton Drive into the Village Green road system, as vehicles exiting Pendleton Drive now often have trouble making a left hand turn.
5. To encourage the Town to increase road maintenance budgets as the mileage of Town roads increases, and to provide a stable funding source in the general fund.
6. To recommend the study of alternative technology such as a traffic preemption device for use in emergency situations by Fire and emergency services.
7. To encourage appropriate roadway connections and an overall efficient Town road system to facilitate better response times for emergency vehicles.
8. To advocate that the timing of traffic signals on CT RT 66 is coordinated as necessary to reduce congestion.
9. To advocate standards to ensure that small bridges on private driveways be constructed to support the weight of fire and emergency vehicles.
10. Continue to evaluate or assess the local road system to identify roadways most in need of maintenance or improvement.

Goal: To reduce environmental impacts from the construction of new roads and minimize increases in town maintenance costs and paved acreage.

Objectives:

1. To minimize the amount of impervious area and the linear feet of future town roads by encouraging cluster and open space development.
2. To encourage the creative design of subdivision roads, minimizing road widths, incorporating alternate cul-de-sac designs (vegetated island), and promoting low impact development practices (such as leaving a vegetated island) as outlined in the Town subdivision regulations and as recommended in the Salmon River Partnership studies.
3. To advocate application for scenic road designation to encourage preservation of the rural and scenic nature of the road, where the road meets the requirements of the scenic road ordinance.
4. Continue to utilize Conservation Easements along existing roads to protect stonewalls and treelines and the character of existing Town roads.
5. Support measures to limit the removal of trees within Town rights-of-way balancing the need for public safety and preserving the Town character.
6. Continue to investigate and encourage the use of environmentally friendly products for snow / ice removal and weed control.

Goal: To maintain the stormwater infrastructure throughout the town and safely convey stormwater runoff to minimize potential impacts to roads and property.

Objectives:

1. To assess, prioritize and undertake necessary repairs to existing drainage systems nearing the end of their useful life.
2. To continue to evaluate roadway conditions and make drainage improvements as needed to improve the safety and functionality of the Town's road system.

Goal: To control and manage stormwater runoff from existing infrastructure and new development to minimize impacts to water resources:

Objectives:

1. Prioritize and implement stormwater quality retrofit projects as outlined in the various stormwater management studies that have been completed to improve the quality of stormwater runoff.
2. Continue to incorporate LID techniques where possible in municipal infrastructure improvement projects.
3. Continue to evaluate land use regulations and promote the reduction of impervious surfaces and incorporation of LID techniques in new development projects.
4. Evaluate PWD maintenance practices including use of materials for snow and ice control, with consideration toward reducing the water quality impacts resulting from these activities.
5. Continue to prioritize maintenance activities such as cleaning of drainage structures and road sweeping so that priority and frequency are given to areas with more direct impacts to water resources.

Goal: To further encourage pedestrian traffic and cycling through the continued development of sidewalks, bikeways and pedestrian paths.

Objectives:

1. To advocate for the extension of sidewalks in the following locations:
 - a) Along CT RT 85 south to the Hebron Elementary School, interconnecting to other paths and sidewalks that may be part of the Village Green development
 - b) In coordination with the CT DOT, from the existing Senior Center into the center of town and Town offices; and,
 - c) Along Wall Street from RHAM north to Ridge Road (consider the Safe Routes to School program as a funding source).
2. To encourage pedestrian access and non-vehicular travel through the development of pedestrian paths in the following locations:
 - a) From the RHAM campus north to the Town Offices;
 - b) From the proposed “Loveland Hills” development to CT RT 66 and the business district;
 - c) Throughout the Village Green development project.

3. To advocate, in coordination with the CT DOT, installation of pedestrian crosswalk zones, pedestrian push buttons, and pedestrian walk lights at the major intersections in the Town center.
4. Improve the pedestrian circulation between RHAM, the Town Center, The AHM Youth Services facility on Pendleton Drive, the Town Library and other public facilities in Hebron Center.
5. To continue the expansion and interconnection of trail systems including the connection Burnt Hill Park Trail to RHAM and the Town Center (the Jeremy River Trail).
6. Plan for a long term pedestrian and/or bikeway connection from Hebron Center to the Airline Trail.
7. To promote health and public safety, consider requiring the establishment of a pervious pathway along new subdivision roads. Also consider pathways along existing road as part of any road improvement projects.



H. Utilities

I. Water

Both the residential and business sections of the Town of Hebron rely to a large extent on private wells for their drinking water supply. This is typical in a rural, residential New England community of this size and density. To a great extent, private wells adequately provide for the water supply needs of the Town.

Since the adoption of the 2004 Plan of Conservation and Development, the Planning and Zoning Commission amended their Subdivision Regulations to increase the private well water protection radius to afford better protection of private wells from sources of pollution.

In those areas of Town where a public water supply is required, it is generally supplied by the Connecticut Water Company (CWC), who in 2008 acquired the former Birmingham Utilities systems in Hebron. CWC is a privately owned water company, headquartered in Clinton, CT and has been granted a franchise from the State of CT Public Utilities Regulatory Authority (PURA) to operate a water company in Hebron. CWC also operates under the review and oversight of the State of CT Department of Public Health to ensure that the systems, and the water supplied, meets the current public health standards.

Currently CWC owns and operates seven public water supply systems within Hebron, bringing public water to residences and businesses located in these neighborhoods. These seven systems are: Amston Lake; Wellswood; Mill at Stonecroft; London Park; Hebron Center; Country Manor; and, Christ Lutheran Church.

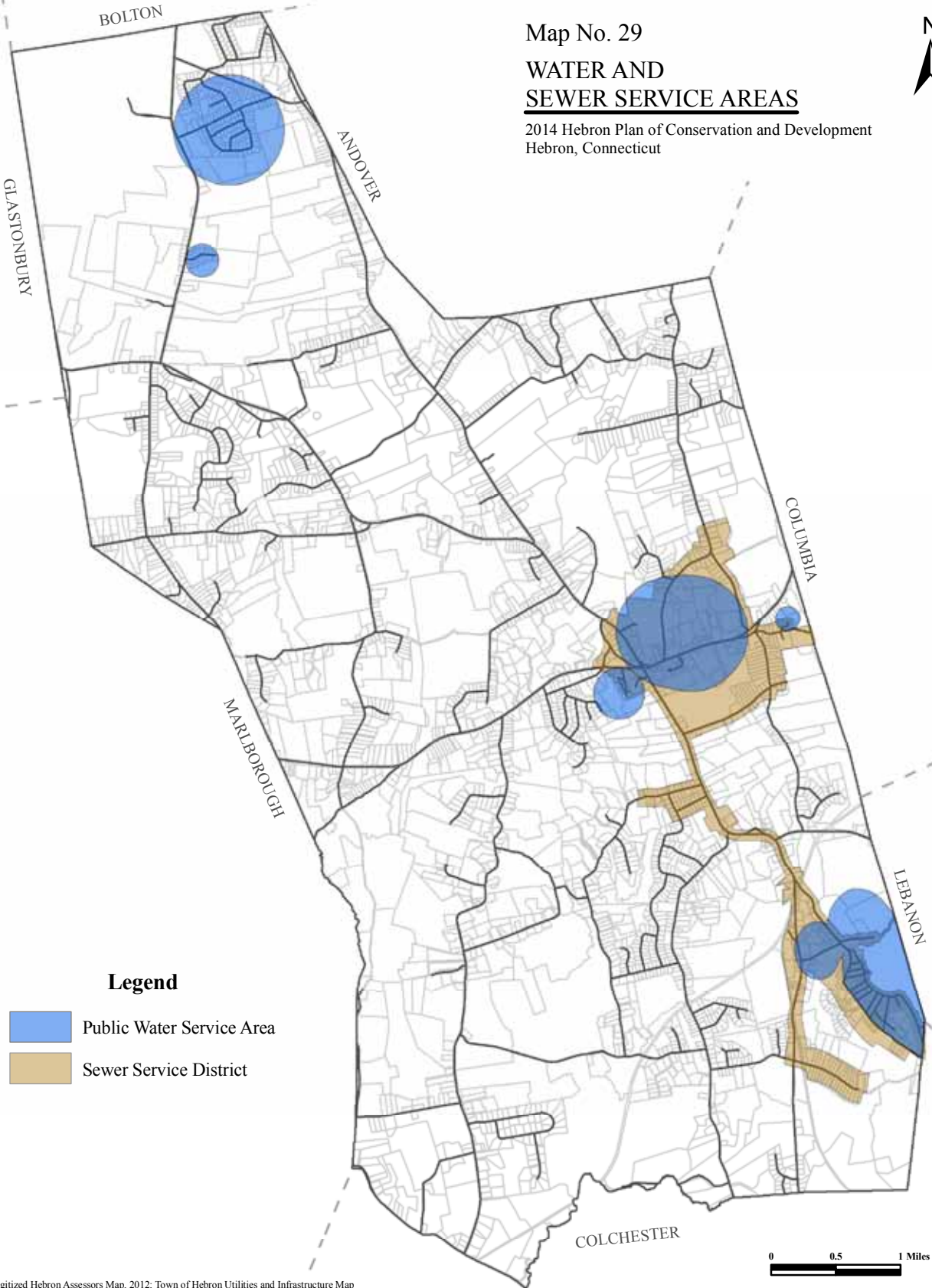
Amston Lake System

The Amston Lake neighborhood is the largest area in Hebron served by CWC. The Amston Lake System was originally designed and built to serve a seasonal community. The system presently serves approximately 342 customers in Hebron, Lebanon and Colchester, many of which are now year-round users.





Map No. 29
**WATER AND
SEWER SERVICE AREAS**

2014 Hebron Plan of Conservation and Development
Hebron, Connecticut



Legend

-  Public Water Service Area
-  Sewer Service District



Source: Digitized Hebron Assessors Map, 2012; Town of Hebron Utilities and Infrastructure Map

NATHAN L. JACOBSON & ASSOCIATES, INC.

This system has three active sources of water supply. Two of the three, the Church Street Well and the Firehouse Well are located in Hebron; and the third, the Island Beach Well, is located in Lebanon. The two wells in Hebron are activated depending upon the water levels in the 75,000-gallon atmospheric storage tank located on St. Ronan Road. The Island Beach Well is controlled based on the level in the 64,000-gallon atmospheric tank located adjacent to the well. All three wells are equipped with emergency standby power for continued service during power disruptions. The Church Street well was connected to the Amston Lake Water System in 2013 and represented a significant improvement to the system. This improvement was undertaken primarily to meet the peak water supply demands during the summer months in the Amston Lake neighborhood.

The system's highest demands occur in the summer and exceed 50,000 gallons per day (gpd). The lowest demand days occur in the winter months when only year round customers are served. CWC has obtained a Water Diversion Permit from the CT Department of Energy and Environmental Protection (DEEP) to withdraw a total combined volume of 75,000 gpd from the Firehouse and Island Beach wells and 57,600 gpd from the Church Street Well.

The distribution system in Hebron consists of approximately 18,600 feet of water mains. Much of the older original mains, which were cast iron or galvanized pipes, have been replaced with ductile iron pipe or PVC pipe in recent years.

Ongoing improvements to the system include the replacement of the remaining older water mains and the installation of individual water meters at each service location to encourage water conservation.

London Park System

This London Park System serves approximately 78 residences in a subdivision along London Road. The system was constructed in the 1950's and consists of two drilled wells and two 5,000-gallon pressure tanks. Emergency standby power for continued service during power disruptions is available.

The two active wells in this system are located in a well field near Jan Drive in an area of sand and gravel deposits. Sufficient area exists to drill additional wells if needed. The existing wells have more than sufficient capacity with an estimated safe yield of 90 gallons per minute (gpm). The current pumping rate for one well is 18 gpm and for the second well is 25 gpm.

Future improvements to the system that have been identified are to upgrade or construct a new pump house incorporating atmospheric storage. These improvements may allow the system to serve an expanded area if the need develops.

Mill at Stonecroft System

This system serves two senior housing developments and the Town's senior center. The Mill at Stonecroft is a private age-restricted housing development of 40 clustered units on private roads with access to West Main Street. The Hebron Elderly Housing Complex is a town- owned senior housing development of 24 units having access onto Church Street. The Town's senior center is located within the Hebron Elderly Housing Complex.

Two drilled wells serve the system with a 10,000-gallon atmospheric tank, a 5,000-gallon pressure tank and two booster pumps. Emergency standby power for continued service during power disruptions is available. This infrastructure is all located on the Mill at Stonecroft site with an interconnection to the Hebron Elderly Housing development. The initial system within the

Mill at Stonecroft development was constructed in 1991 and was tied into the Hebron Elderly Housing complex in 1994. No system upgrades are anticipated at this time.

Wellswood System

This system was constructed in 1993 to serve a cluster housing subdivision of 21 single-family homes on Wellswood Road. Two drilled wells and a pump house containing an atmospheric storage tank and a pressure storage tank serve the system. Emergency standby power for continued service during power disruptions is available. The system has an available water supply of 9,720 gpd with an average daily demand of 1,500 gpd. Each unit is individually metered to encourage water conservation.

There are no plans for expansion or upgrades to this system in the near future.

Hebron Center System

The Hebron Center System was constructed in 2002 / 2003 to initially serve the new RHAM high and middle school complex, a planned age-restricted housing development of 55 units on Loveland Road and the Hebron Business Park on Main Street. Full fire protection, including fire hydrants, is provided in this system. The water company projected that these three users would have a maximum demand of 30,000 gpd, and this figure was used as a design parameter. The system was designed to allow an expansion of the system throughout the center of Town, including to the Village Green District.



This system is served by three wells with a combined safe yield of 80 gpm. System storage is provided by an 180,000-gallon storage tank. Emergency standby power for continued service during power disruptions is available. The Town of Hebron, the Regional School District #8, the water company and private businesses all partnered to develop this system. Each service is individually metered to encourage water conservation.

In 2007 the Town of Hebron, using funds from a Small Town Economic Assistance Program grant, extended this public water system along the new John Horton Boulevard to serve the planned "Village Green" business expansion area.

In 2009, another major expansion of the Hebron Center Water system occurred with a 12 inch water main and hydrants being extended west along Main Street to the CT RT 85 intersection, as well as down the entire length of Pendleton Drive and north along Wall Street to the Hebron Plaza driveway. This improvement resulted in the great majority of businesses on Main Street being connected to the public water system.

As this system expands, new well sources and interconnections with other CWC systems are likely. CT DEEP has authorized a Diversion Permit for the well field which allows a combined withdrawal of up to 105,000 gpd from the three wells. The diversion permit further limits the use to the area of Hebron Town Center, and to no more than 250 service customers.

Country Manor System

The Country Manor system, located behind the Country Manor Apartments on Wall Street, was acquired by CWC in 2011. The system has one well with an estimated yield of 40 gpm that serves three multi-unit apartment buildings. This system is located adjacent to the Hebron Center System and is expected to be tied into it in the near future.

Christ Lutheran Church System

This system serves the church and a day care facility on the same site on Church Street. It consists of two drilled wells, a 5,000 gallon atmospheric storage tank, two booster transfer pumps and four small bladder pressure tanks.

There are no immediate plans to expand or upgrade this system.

In addition to the systems owned and operated by the CWC, there is another public Community Water System in Hebron providing water supply to a small neighborhood.

Abby Drive System

This is a system serving exclusively the Abby Drive neighborhood located off North Street in the northern part of Hebron. The system serves approximately 25 homes (approximately 100 people). The owner of the system is Abby Water, LLC located in Columbia, CT. The system has a single six inch diameter drilled well, located inside the pump house at 10 Abby Drive. The well has a reported capacity of 25 gpm. The system includes a 6,000 gallon atmospheric storage tank. Water is transferred to a 2,500 gallon pressure storage tank via booster pumps prior to being introduced into the Abby Drive distribution system.

Goals and Objectives

Goal: Continue to develop appropriate policies that protect private water supply wells, the principal source of water for current and future residents of Hebron.

Objectives:

1. Actively seek the assistance and expertise of the CT Department of Public Health and the Chatham Health District to develop appropriate protective regulations for private water supply wells.
2. Incorporate into the Town Subdivision Regulations, and other ordinances as appropriate, the highest protective standards for private water supply wells.

Goal: Encourage the proper development and management of public water supply systems in appropriate locations and where needed to support present and future land uses as identified in this Plan.

Objectives:

1. Encourage CWC to continue to invest in the existing Hebron public water supply systems to deliver the highest quality product to Hebron residents
2. Encourage CWC to incorporate infrastructure that will promote water conservation measures.
3. Encourage the provision of hydrants and full fire protection for all new public water systems within Hebron's business districts. And work with the Fire Department to determine needed mechanisms, such as a Town Ordinance, to achieve this objective.
4. Encourage efforts to extend the Hebron Center Water System into other appropriate areas within the Town Center; and, provide interconnections of this water system with other nearby public water systems of CWC.
5. Encourage CWC and the State regulatory agencies to evaluate any potential impacts to the surrounding recharge areas as further water systems and expansions are proposed.
6. Through proper planning and site design, attempt to use open space dedications and wetland buffer areas as the protective areas around public water supply wells.
7. Rights to future drinking water supplies on town-owned land should remain in Town ownership.
8. Public water supplies located in Hebron should primarily (or exclusively) serve Hebron town residents / businesses

H. Utilities

II. Sanitary Sewers

The Town installed public sewers in the early 1990s in response to an order from the CT Department of Environmental Protection to remedy areas of septic system failures. Approximately 17 miles of sewer lines have been installed, and are supported by 9 pump stations.



Sewers were installed along the following roads: Route 85 from Route 66 south to Crouch Road, Crouch Road, North Pond Road, Brennan Road, portions of Hope Valley Road, Slicer Drive, portions of Millstream Road, Kinney Road, portions of Wall Street, Main Street and Wellswood Road. Sewers were also installed in the Hebron portion of the Amston Lake area. The system in this area was sized to accommodate flows from the Amston Lake area of Lebanon. In 2012 the Town of Lebanon began construction of a sewer system in this neighborhood and in 2013 connected them into the Hebron sewer system.

Presently the average sewage flow from the Town of Hebron is 130,000 – 170,000 gallons per day (GPD). The planned maximum flows from Hebron were expected to be approximately 500,000 gallons per day. The sewage is pumped to the Town of Colchester and then pumped to the Town of East Hampton where the treatment plant is located. Hebron's basic sewer infrastructure (pipes) is designed to a capacity of 1 million gallons per day. This is not the case for the pumps at the various sewer pump stations which can be upgraded on an 'as need' basis. The combined Hebron and Colchester sewage flows are approximately 450,000 – 500,000 GPD. This flow all enters the Colchester pumping station, and that facility is nearing capacity. When the Colchester facility is upgraded, Hebron will need to participate in that cost at a rate equal to its share of the total sewer flows to that pumping station (presently at 28%). The cost of the Colchester facility upgrades were discussed by Hebron's CIP committee in recent years. The consensus between all towns using the station at that time was that there will be likely a 3 to 5 year period of design and approval process for this upgrade, which will give the Towns an early warning on the expenses required. The cost of the upgrade will likely be bonded by the Town of Colchester over a 20 year period, and Hebron's portion of the expense will likewise be spread out over this same time period. Both towns should continue to share information on these issues and future expenses on an ongoing basis. The East Hampton Treatment Plan has no capacity issues presently nor are any envisioned in the foreseeable future. That plant accepts over one million gallons per day.

When the sewer system was originally designed and installed, extensive discussions were held to define its purpose and a specific sewer service area was mapped. The primary purpose of the system was to address areas of septic failures. A secondary purpose was to promote economic development consistent with the goals and objectives of the Town's Plan of Conservation and Development primarily in the Hebron Center area. This is evident on the Sewer Service District (SSD) map which shows a large area in the center of Town within the district, and which is now classified as the Village Green district – an area of planned future economic development in Town. At the time of the Master Plan approval for the Village Green District, an analysis was performed of the amount of flows that would be generated by this project. The estimate at the time, given the projected uses, was a maximum of 67,000 GPD at full build-out. It was concluded that the overall system can support this build-out. That study identified one area in the Hebron infrastructure that will need to be upgraded, which is a short area of sewer pipe in Church Street near Old Colchester Road.

Agreements between the Town and the State were clear that the purpose of the system was to avoid development in environmentally sensitive areas. To support this concept the Town has adopted policies that limit expansions of the sewer service district and that serve to implement these original agreements.

Goal and Objectives

Goal: Continue to manage the Town's sewer service system in a way that supports the land use goals in the Plan of Conservation and Development.

Objectives:

1. Allow future expansions of the Sewer Service District only in those instances where it would be required to serve the Town's needs.
2. Continue to implement the policy that the sewer system should not permit development in environmentally sensitive areas.
3. Establish a consistent regular discussion between the Planning and Zoning Commission and the Water Pollution Control Commission and others to discuss the boundaries of the Sewer Service District as well as the sewer system in general as it may impact upon potential future development in Hebron.
4. The towns of Hebron and Colchester should continue to share information with each other and their respective Boards of Selectmen regarding the capacities of the system and its facilities so that future planning for improvements is clearly understood

I. TELECOMMUNICATIONS

From 1976 to 2002, the Federal Telecommunications Act (Act) allowed municipalities to regulate various aspects of digital communications proposed by cell phone companies who made applications to towns /cities to position cell towers within a municipality. Typically, a town or city was able to regulate not only the height of cell towers, but also the appearance, noise, and screening for the site. In 2002, a State Supreme Court ruling removed local approval of telecommunication sites and granted the Connecticut Siting Council exclusive jurisdiction in determining the application specifications of cell towers. While all parties agreed on the importance of allowing this emerging technology to prosper, not all agreed that the Siting Council was the party to enforce the Act. Many were concerned that the Siting Council would not honor the input of Towns and neighboring property owners in their interest not to create blight in the town and neighboring community. Fortunately, concerns over Siting Council enforcement have not materialized and, to date, additional build-out of towers by telecommunications companies has been responsibly regulated by the Siting Council with considerable influence by towns to the mutual benefit of both towns and telecommunications companies.



Goal and Objectives

Goal: To review and comment on cell tower applications before the CT Siting Council for locations within the Town of Hebron with the goal of protecting neighborhoods and minimizing any adverse effects through careful design, siting and screening.

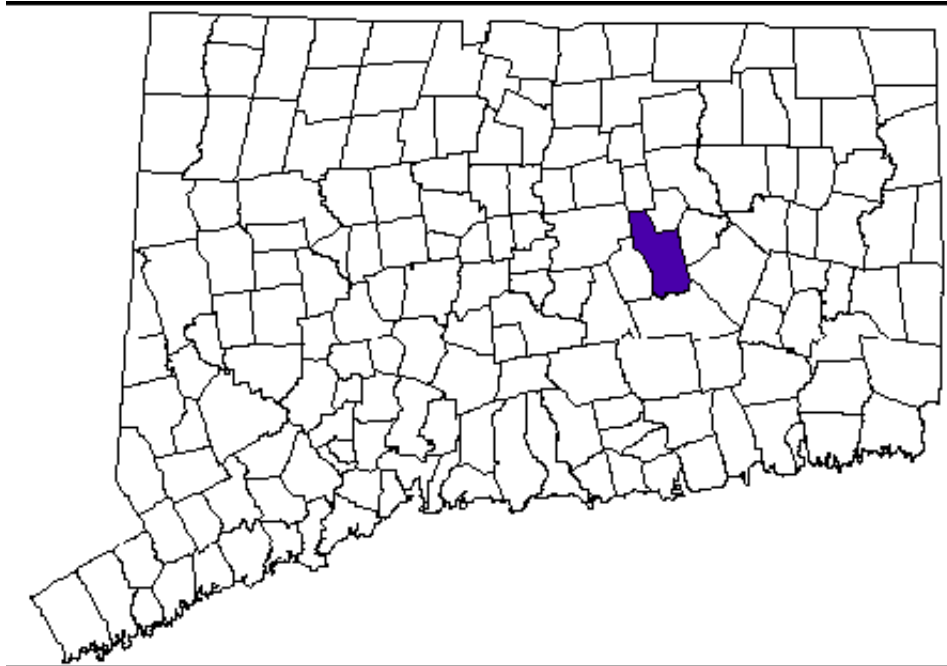
Objectives:

1. To maximize the use of existing and approved towers and other structures to accommodate new telecommunication facilities in order to minimize the number of necessary sites in the community;
2. To encourage co-location of facilities;

3. To site facilities below visually prominent hilltops;
4. To encourage creative design;
5. To protect historic and residential areas from adverse impacts;
6. To avoid potential damage to adjacent properties through proper engineering and careful siting;
7. To locate antennas for new telecommunications site primarily in the following order of preferences:
 - a) On or within existing buildings and structures such as water towers, utility poles, and silos using camouflage techniques in order to blend the facilities into the character of the neighborhood.
 - b) On or within new buildings or structures, using camouflage techniques in order to blend the facilities into the character of the neighborhood.
 - c) On existing or approved towers.
 - d) On new towers less than 75 feet in height located in commercial or industrial zones.
 - e) On new towers less than 75 feet in height located in residential zones.
 - f) On new towers 75 feet or greater in height located in commercial and industrial zones.
 - g) On new towers 75 feet or greater in height located in residential zones.
8. To require that all towers be a monopole design.
9. To require, in appropriate locations, that towers be of such design and treated with an architectural material so that it is camouflaged to resemble a tree with a single trunk and branches on its upper part; or, that towers be concealed within or camouflaged on an existing or proposed agricultural building or silo particularly in the rural or agricultural areas of the community; or, to require other available measures to camouflage proposed facilities.
10. To require appropriate screening of the proposed facility complex to minimize the visual effect to abutting property owners;
11. To work with the Connecticut Siting Council to develop a Master Telecommunications Plan for the Town.

Section 5

Consistency with State and Regional Plans



Planning is a process of choosing among those many options. If we do not choose to plan, then we choose to have others plan for us. - Richard I. Winwood



Consistency with State and Regional Plans

In preparing a Plan of Conservation and Development, a town is obligated to follow certain requirements and guidelines set forth by the State of Connecticut and as contained in the Connecticut General Statutes. The Forward of this Plan explains a summary of this process and these requirements. One of the requirements contained therein is that in preparing the plan, the Commission **shall** consider, among other things, the following:



- the state plan of conservation and development
- the regional plan of conservation and development

Also, the State Statutes go further to require, that local Plans of Conservation and Development must note any inconsistencies with the following growth management principles which are found in the State Plan of Conservation and Development:

- Redevelopment and revitalization of commercial centers and areas of mixed land uses with existing or planned physical infrastructure;
- expansion of housing opportunities and design choices to accommodate a variety of household types and needs;
- concentration of development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse;
- conservation and restoration of the natural environment, cultural and historical resources and existing farmlands;
- protection of environmental assets critical to public health and safety; and
- integration of planning across all levels of government to address issues on a local, regional and state-wide basis.

Both the State of Connecticut and the Capitol Region Council of Governments (CRCOG) have recently been in the process of updating their Plans. The State of Connecticut recently adopted the **“Conservation & Development Policies: The Plan for Connecticut: 2013-2018”**. Also the Capitol Region Council of Governments has recently finalized a draft of their new plan titled: **“Capitol Region Plan of Conservation and Development; Vibrant. Green. Connected. Competitive: 2014-2024.”**



The State Plan is based on the growth management principles found above and as listed in the State Statutes. While several of these Principles are Regional in nature, they are based on well-accepted smart growth planning principles that are entirely consistent with the goals and objectives of the Hebron Plan of Conservation and Development.

- The principle of concentrating development with existing infrastructure and the principle of concentrating growth along transportation corridors parallel the goals and objectives in the Hebron Town Center section. For years the planning philosophy of Hebron development policies has

been to discourage any type of sprawl development and concentrate new development around the infrastructure of Hebron Center and in a manner that supports the existing development in Hebron Center. This minimizes extensions of public utilities, supports a village center approach to development and allows other policies to work in other areas of Town such as open space greenway and conservation goals and objectives.

- The principle of expanding housing opportunities is entirely consistent with Hebron Plan’s “Housing Diversity” section that contains goals and objectives aimed at continuing to develop ways to encourage mixed-use development with housing opportunities; and, it encourages the implementation of other mechanisms to allow and encourage a variety of housing types to meet the needs of all of the Town’s population segments.
- The two State principles dealing with preservation and protection of natural features are supported by each of the sections of the Hebron Plan contained within the Conservation Plan & Polices section. These sections of Hebron’s Plan specifically look beyond its borders to ensure that the Town’s objectives are supported by the objectives of neighboring Towns. This is clearly demonstrated by Hebron’s active role in the Salmon River Watershed Partnership and by including the watershed-wide open space map in this Plan.

The regional plan developed by CRCOG was recently updated and is now in a finalized draft form. The formation of this plan involved a high degree of involvement and participation of the member towns in the Capitol Region. The Plan begins with a statement which is consistent with Hebron’s Plan of Conservation and Development Goals and Objectives: ***“Our success in maintaining the character of our individual communities, and the entire region, is often measured by how well we preserve our important historic and natural resources, while at the same time allowing for compatible new development that serves human needs. Our continued strength as a region will depend upon our ability to maintain the high quality of life and opportunities that many of our citizens now enjoy, while working to extend these opportunities to all current and future residents of our region.”***

The Regional Plan, while at times dealing with issues of a regional nature and necessarily dealing with urban core areas that exist in the region, also identifies many of the same primary planning concerns that are at the heart of the Hebron Plan of Conservation and Development. These include:

- Natural Resource Conservation including Sustainability,
- Watersheds and Water Quality,
- Open Space and Farmland Preservation,
- Land Use,
- Public Sewer and Water Service,
- Transportation,
- Housing and Economic Development.



The goals and objectives contained within each of these chapters in CRCOG’s regional plan are supportive and compatible to the Town’s goals and objectives, both in Hebron’s open space planning and conservation goals and also in Hebron economic development objectives.

The Regional Plan also provides valuable data for the region in which Hebron is located as well as data for communities surrounding Hebron. From a planning and public services standpoint, this data and the comparisons are extremely useful. Also, the economic well-being and the quality of life of any town is well-tied to the health of the Region as a whole; and, it is to the Town’s benefit to be supportive of the goals, policies and objectives that guide the Region as a whole and to work with other towns in the Region to make it a vibrant place to work and live.



The Regional Plan contains a new Section on Sustainability, and Hebron’s Plan contains such a new section as well. CRCOG has taken several meaningful steps in promoting sustainability and these are supportive of many of Hebron’s land use and conservation policies:

- CRCOG has adopted a Mission Statement: “Developing and supporting integrated, regional approaches to planning, projects and investments that will promote vibrant, healthy communities, protected natural resources and open spaces, equitable access to opportunities and an economically competitive Capitol Region to serve all our citizens today, and in the future.”
- A website has been established, www.GreenRegionCT.org which contains resources for towns and residents to assist with making their communities more vibrant, sustainable and environmentally friendly.
- CRCOG has concluded a study and published a 2012 report on, “Sustainable Land Use Regulations”, which provides an analysis of local land use regulations from a sampling of the region’s towns, and provides guidance on developing more sustainable local land use regulations. Model regulations, for use by all CRCOG municipalities, were

developed in the report titled: “Sustainable Land Use Code Project: Model Land Use Regulations” and published in 2013.

- CRCOG has been very active in Pedestrian-Bike planning. They have completed several studies and plans including “The Case for a Walkable / Bikeable Central Connecticut” which includes reference to the Air Line Trail and contains recommendations for a road bicycle network that identifies several roads through Hebron that would provide “effective linkages for bicyclists between towns and to commercial locations within towns.”

In summary, Hebron has for many years been an active participant in planning and policy development activities of the State and Capitol Region. This is an important activity to continue as it is vital that the State and Region hear input from all the towns that make up its various parts so that the goals and policies of each level of government are compatible.

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