

An aerial photograph of a town, likely Riverbend, USA. The image shows a mix of residential and commercial buildings, a large roundabout in the foreground, and a river winding through the background. The sky is clear and blue.

HEBRON STRATEGIES

SAMPLE GROWTH READINESS ASSESSMENT & COMMUNITY INVESTMENT ACTION PLAN

Building Communities Worth Inheriting

Demonstration Report for Communities Moving from Planning to
Implementation

PURPOSE OF THIS SAMPLE

This sample report is provided for demonstration purposes only. Riverbend, USA is a fictional community profile created to illustrate Hebron Strategies’ approach to growth readiness, community investment, and implementation planning.

Fictional community. Real-world implementation framework.

WHAT THIS SAMPLE DEMONSTRATES

Review What Already Exists
Use current plans, studies, capital priorities, and local knowledge as the starting point.

Identify What Is Blocking Progress
Surface housing, infrastructure, site readiness, funding, and capacity constraints.

Prioritize Investment
Connect community goals to practical projects, responsible parties, and funding paths.

Build an Implementation Roadmap
Sequence near-term actions into a realistic 24-month path forward.



EXECUTIVE SUMMARY

Growth Pressure

Riverbend is experiencing growth demand that exceeds its current implementation capacity.

Housing Constraint

Housing supply is not keeping pace with workforce demand.

Infrastructure Constraint

Water, sewer, transportation, and utility capacity are shaping where development can occur.

Infill Opportunity

Downtown and underutilized sites offer near-term redevelopment potential.

Implementation Gap

Existing plans identify many of the right priorities but lack a clear execution sequence.

24-Month Roadmap

The report organizes priority actions into a two-year implementation sequence.



Overall Assessment

Riverbend is a growing community with strong regional potential, but housing constraints, infrastructure limitations, and limited implementation capacity are slowing progress. Existing plans identify many of the right priorities, but additional sequencing, funding alignment, and accountability are needed to move projects from concept to execution.

COMMUNITY SNAPSHOT

24,000

+8%

5-Year Growth

80,000

Regional Trade Area

3 Years

Since Comprehensive Plan

Economic Base

- Primary sectors: healthcare, logistics, light manufacturing, regional retail
- Growing employer base
- Regional trade area of approximately 80,000

Readiness Pressures

- Older downtown corridor
- Limited housing availability
- Infrastructure upgrades needed
- **Key challenge:** growth demand exceeds implementation capacity



EXISTING PLANS REVIEW

We do not replace existing plans. We help implement them.

Documents Reviewed in This Sample

Comprehensive Plan

Capital Improvement Plan

Economic Development Strategy

Housing Study

Master Plans

What the Plans Already Provide

Community goals, policy direction, identified needs, recommended projects, and long-range priorities.

What Is Still Missing

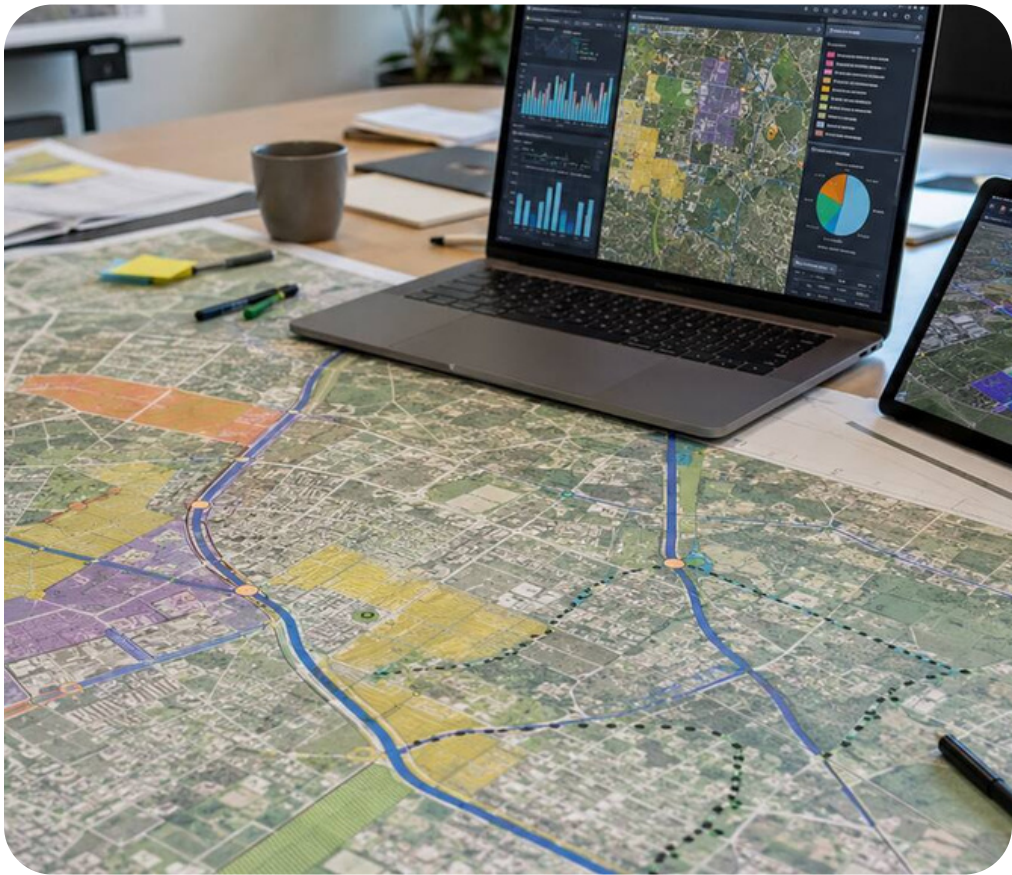
Near-term responsibilities, funding sources, sequencing, and a practical structure for implementation.

Common Implementation Gap: Plans identify priorities, but near-term responsibilities, funding sources, and sequencing are unclear.



GROWTH READINESS SCORECARD

Category	Rating	Summary
Housing Availability	Moderate Risk	Supply is not keeping pace with workforce demand.
Infrastructure Capacity	High Risk	Water/sewer constraints limit growth areas.
Site Readiness	Moderate Risk	Several parcels need infrastructure or entitlement work.
Economic Development Alignment	Moderate Risk	Employer growth is not fully connected to housing/infrastructure planning.
Implementation Capacity	High Risk	Staff capacity limits project advancement.



Immediate Priority

Address infrastructure capacity and implementation capacity first. These two constraints have the greatest potential to slow housing, development, and investment activity.

2

High-Risk Categories

3

Moderate-Risk Categories

The most significant constraints in this sample are **infrastructure capacity** and **implementation capacity**.

KEY FINDINGS: HOUSING & INFRASTRUCTURE

FINDING 1

Housing supply is limiting workforce growth.

Riverbend’s available housing options are not keeping pace with workforce demand. Limited housing availability may affect employer recruitment, employee retention, and the community’s ability to support future economic growth.

Readiness Signal
Housing Availability: Moderate Risk

Near-Term Action
Identify priority housing sites.

Lead
City / EDO

Timeline
0-6 months



FINDING 2

Infrastructure constraints are shaping where development can occur.

Water, sewer, transportation, and utility capacity influence which areas can realistically support near-term development. Without clear infrastructure priorities, private investment may be delayed or directed away from strategic growth areas.

Readiness Signal
Infrastructure Capacity: High Risk

Near-Term Action
Conduct utility capacity review.

Lead
Public Works

Timeline
0-6 months



KEY FINDINGS: IMPLEMENTATION, INFILL & FUNDING

FINDING 3

Existing plans lack a clear implementation sequence.

Riverbend’s existing planning documents identify important goals and recommendations, but many actions lack clear sequencing, responsible parties, funding pathways, and implementation milestones. This makes it harder to determine what should happen first.

Implementation Need
Sequence actions, define ownership, connect funding, and establish milestones.

FINDING 4

Infill and redevelopment sites offer near-term opportunities.

Underutilized parcels, vacant properties, and older commercial corridors may provide opportunities for housing, mixed-use development, small business growth, and neighborhood reinvestment.

Evaluation Lens
Readiness, infrastructure access, and community impact.

FINDING 5

Funding opportunities need to be matched to priority projects.

Riverbend may be eligible for infrastructure, housing, economic development, and redevelopment funding tools. Funding is most effective when specific projects are clearly defined, prioritized, and aligned with available programs.

Near-Term Action
Match priority projects to funding sources.

The common thread across all five findings is implementation: Riverbend has identified priorities, but needs clearer sequencing, ownership, funding alignment, and project readiness.

HOUSING

Support workforce growth by expanding housing readiness.

Riverbend’s housing supply is not keeping pace with workforce demand. The immediate opportunity is to identify priority housing sites, support workforce housing, and reduce barriers to new development.

Near-Term Actions

- Identify priority housing sites.
- Support workforce housing strategies.
- Reduce barriers to new development.

LEAD
City / EDO

TIMELINE
0-6 Months

POTENTIAL FUNDING
Local Funds / Grant Support



INFRASTRUCTURE

Unlock development by clarifying system capacity and priority improvements.

Infrastructure constraints are shaping where development can occur. Riverbend should prioritize water, sewer, road, and utility improvements that unlock near-term development opportunities.

Near-Term Actions

- Conduct a utility capacity review.
- Prioritize water, sewer, road, and utility improvements.
- Align infrastructure investments with strategic growth areas.

LEAD
Public Works

TIMELINE
0-6 Months

POTENTIAL FUNDING
State Infrastructure Programs



ECONOMIC DEVELOPMENT

Connect employer growth to site readiness, workforce needs, and infrastructure investment.

Riverbend’s employer base is growing, but economic development alignment remains a moderate readiness risk. The opportunity is to connect site readiness, workforce needs, and infrastructure priorities into a coordinated investment strategy.

Near-Term Actions

- Prepare a developer outreach package.
- Advance site readiness actions.
- Align employer growth with workforce and infrastructure priorities.

LEAD
EDO

TIMELINE
6-12 Months

POTENTIAL FUNDING
Operating Budget



COMMUNITY REVITALIZATION

Turn underutilized corridors and infill sites into near-term investment opportunities.

Riverbend’s older downtown corridor and underutilized properties offer opportunities for mixed-use development, small business growth, public-space investment, and neighborhood reinvestment.

Near-Term Actions

- Create a downtown infill incentive policy.
- Advance corridor improvements and redevelopment sites.
- Evaluate sites based on readiness, infrastructure access, and community impact.

LEAD
City Council / Planning

TIMELINE
6-12 Months

POTENTIAL FUNDING
Local Redevelopment Funds



PRIORITY ACTION MATRIX

Priority	Action	Lead	Timeline	Potential Funding
High	Identify priority housing sites	City / EDO	0-6 months	Local funds / grant support
High	Conduct utility capacity review	Public Works	0-6 months	State infrastructure programs
Medium	Create downtown infill incentive policy	City Council / Planning	6-12 months	Local redevelopment funds
Medium	Prepare developer outreach package	EDO	6-12 months	Operating budget
Medium	Align CIP with growth areas	Administration / Public Works	12-24 months	Capital budget / grants
High	Match priority projects to funding sources	Administration / Consultant	0-6 months	Federal / state / local programs

0-6 Months

Three high-priority actions establish housing, infrastructure, and funding readiness.

6-12 Months

Policy and market-facing actions support redevelopment and developer engagement.

12-24 Months

Capital planning aligns longer-term infrastructure investment with growth areas.

FUNDING STRATEGY

Federal Tools

- EDA
- CDBG
- Infrastructure grants

State & Regional Tools

- State economic development programs
- Infrastructure funding
- Housing programs

Local & Private Tools

- Capital improvement funding
- Public-private partnerships
- Tax increment financing, where available

Illustrative Funding Alignment

Priority Action	Potential Funding Path	Timing
Identify priority housing sites	Local funds / grant support	0-6 months
Conduct utility capacity review	State infrastructure programs	0-6 months
Create downtown infill incentive policy	Local redevelopment funds	6-12 months
Prepare developer outreach package	Operating budget	6-12 months
Align CIP with growth areas	Capital budget / grants	12-24 months
Match priority projects to funding sources	Federal / state / local programs	0-6 months

IMPLEMENTATION OWNERSHIP

Clear ownership is what turns recommendations into work.

City / EDO

Identify priority housing sites and coordinate housing readiness.

Public Works

Conduct utility capacity review and advance infrastructure planning.

City Council / Planning

Develop a downtown infill incentive policy and support redevelopment tools.

EDO

Prepare developer outreach materials and coordinate investment attraction.

Administration / Public Works

Align the capital improvement program with strategic growth areas.

Administration / Consultant

Match priority projects to federal, state, and local funding sources.



The implementation structure is designed to address the accountability gap identified in Riverbend’s existing plans.

TWO-YEAR IMPLEMENTATION ROADMAP

0-6 Months

- Confirm priority growth areas
- Review existing plans
- Identify top housing/infill sites
- Match projects to funding sources
- Conduct utility capacity review

6-12 Months

- Advance infrastructure planning
- Develop incentive options
- Begin developer outreach
- Prepare grant applications

12-24 Months

- Launch priority projects
- Track milestones
- Adjust roadmap
- Evaluate next-phase investments
- Align CIP with strategic growth areas



Sequencing Logic

First establish priorities, site readiness, and funding alignment. Next advance planning tools, incentives, outreach, and applications. Then launch projects, track progress, and adjust the roadmap.

CONCLUSION / NEXT STEPS

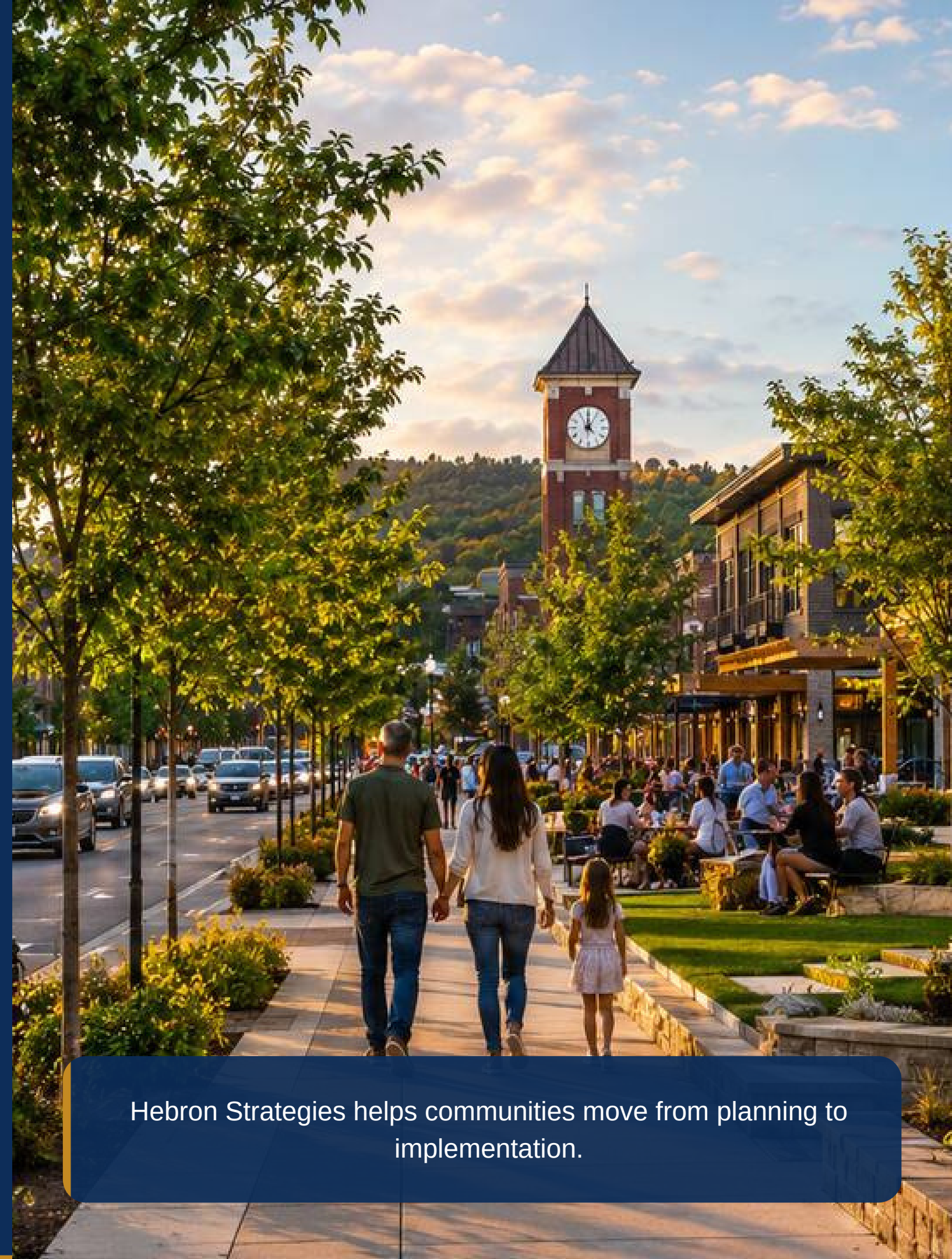
RIVERBEND DOES NOT NEED ANOTHER LONG-RANGE PLAN.

It needs an implementation strategy that connects existing priorities to practical next steps, funding pathways, responsible parties, and measurable milestones.

The Sample Roadmap Connects

- Priority projects
- Funding pathways
- Responsible parties
- Measurable milestones

Building Communities Worth Inheriting



Hebron Strategies helps communities move from planning to implementation.