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CHAPTER 3: COMMUNITY PLANNING ISSUES

Within any community there are growth and development issues that should be addressed so that the community achieves its desired future. Kent Narrows has several issues of importance, several unique assets, and specific development objectives, opportunities and needs. The following were derived from input received from the CAC, TAC, Community Survey and, interviews as well as analysis of data and study conclusions and observations.

Community Assets

Assets of Kent Narrows were identified by the community through the Community Survey, Community Advisory Committee (CAC) and Technical Advisory Committee (TAC), and interviews. The assets are features, structures, uses, and opportunities that people like or would like to preserve or see more of in their community. The following is a synopsis of comments made in the Community Survey. A complete survey analysis is available in the Appendix of this plan.

Community Survey Identified Assets

- Natural beauty, wildlife refuges, waterfowl, seafood, pristine waterfront, picturesque, beautiful vistas from land and from water.
- Boating environment, boating character, boats, bridge, water, currents, lack of congestion on the water, boat slips, Eastern Shore character.
- The scale of the current development, limited development, un-crowded, low rise buildings, fact that not all the buildings are “uniform”; It has its own Eastern Shore character not like the waterfront on the western shore.
- Amount of preserved, undeveloped land, open space.
- On its way to becoming a quaint village, retains some ties to traditional uses, comfortable, relaxed, safe, quiet, easy going, slower pace, and clean.
- Good restaurants, nautical restaurants, dock restaurants and bars, locally owned restaurants and services.
- Live entertainment, diversity of activities in the summer, no fast food restaurants.
- Easy access to water and land, central to most boating destinations in the Bay, vital link between two major bodies of water with all the amenities.
- Piney Narrows Yacht Haven, Visitors / Information Center, Maritime Museum.
- A working waterfront, with watermen, fishing boats, ramps, and processing operations.
- Walking trails, biking trails, Cross Island Trail, recreational boating opportunities.
- Potential, lots of possibilities.

The identified assets are those items, features, structures, atmosphere, and characteristics that are considered strengths or community identifiers that may be or have characteristics that are desirable to carry into the future. Typically assets are considered areas of strength upon which to build.



Community Issues/Concerns

Several issues and concerns that were identified through work with the CAC, TAC, and from the Community Survey resurfaced with consistency throughout the planning process. The common issues and concerns or themes include pending development, parking and boat storage, special taxing district, marinas, marine activities, preferred land uses, parking and infrastructure needs and design guidelines. Issues and concerns are those items, features, structures, atmosphere, and characteristics for which there are no readily discernable solutions or approaches. Typically a concerted effort by a group or partners is needed to successfully address community issues and concerns. Studying such issues can provide clearer community objectives and vision.





Priority Issues and Concerns

The Table 17 includes the priority community issues and concerns as identified by the CAC, TAC and Community Survey respondents. The priorities were ranked 1 through 5 using the following priority ranking system: 1 – High Priority, 2 – Medium-High Priority, 3 – Medium Priority, 4 – Low Priority, 5 – Very Low Priority. Table 17 represents an average ranking of priority by the CAC and TAC with key community concerns.

Table 17: Community Issues

Priority Issues	Citizens Advisory Committee	Technical Advisory Committee	Key Community Comments
<p>Infrastructure Needs:</p> <ul style="list-style-type: none"> •Water / Sewer and Parking Capacity •Improve Route 18 accessibility •Safe pedestrian and bicycle facilities •Taxes and infrastructure costs are high 	2.1	2.7	<ul style="list-style-type: none"> •There is a need for more parking, public and private, for boating and for businesses. •Parking in general is disorganized. Coordinate with private property owners for special events requiring maximum utilization of parking areas (public and private). •Improve local traffic circulation and take measures to decrease congestion. •Improve pedestrian crossings, traffic signals, and address capacity issues. Consider pedestrian crossing and the trail with a special pavement pattern and/or material. Separate the pedestrian/trail walkway from Route 18. •Consider no traffic light or circle and utilize a flashing light or yield to pedestrian signs. •Since taxes are already high, if new developments are permitted they should defray the cost of infrastructure improvements. •Taxes for new development are not earmarked for water and sewer improvements.
<p>Lack of Attractions:</p> <ul style="list-style-type: none"> •Lack of varied activities •Need destination marketing •Need a downtown or business district 	2.3	2.6	<ul style="list-style-type: none"> •Although the current amenities, restaurants, and services adequately serve the needs of the community, if new development is to occur it should replace or improve existing facilities. •If new development is to occur in areas other than existing facilities, then it should include attractions, events, and services that are indicative of or in character with a small, rural, fishing village.
<p>Preservation of Natural Amenities:</p> <ul style="list-style-type: none"> •Preserve & enhance atmosphere such as boats, open water, watermen heritage •Preserve natural splendor of the water and waterfowl •Balance preservation and community development goals •Enhance the natural environment with appropriate amenities 	1.6	1.9	<ul style="list-style-type: none"> •Kent Narrows provides relatively easy access to and from larger cities, the region, and the community via land and water. Consideration for the working waterfront, seafood industry, and fishing village heritage and atmosphere is important. •Enhance the area by augmenting current 'working seaside' amenities with like 'seaside' amenities such as boardwalks, floating docks, public boat access, public docks, and boating at a smaller - pedestrian scale while providing better connectivity to and between uses. •Improve the overall ambiance by cleaning up trash, removing or rehabilitating abandoned or dilapidated structures, and promoting cleanliness. •Consideration should be given to the inherent beauty of the waterfowl, wildlife, landscapes and seascapes. Conservation of the waterfront character (boats, bridges, and currents) in harmony with natural and manufactured environments is important.
<p>Coordination of Waterway Activities with Special Events:</p>	3.0	2.3	<ul style="list-style-type: none"> •There is an apparent disconnection between water and watercraft activities and planned local business or community events. •Advanced advertisement of bridge closures for events is lacking.



Community Preferences

In the Appendix of this plan are further details and descriptions of the issues and concerns as well as general observations and conclusions as derived from CAC, TAC, and Community Survey respondents with respect to community preferences. The following, however, are observations and conclusions made with respect to preferences based on issues and concerns.

- Preservation/conservation of the current scenic, natural and environmental beauty and quality is paramount to the future of Kent Narrows.
- The watermen heritage must be included as part of future development and redevelopment of the community.
- A community-wide understanding and shared vision about development scale, type and character is lacking (an architectural style unique to Kent Narrows is needed).
- Importance must be placed on serving the current population while maintaining water-based heritage and enhancing the qualities of Kent Narrows as a year-round destination.
- Kent Narrows must maximize every opportunity for visitors and residents to enjoy the character of Kent Narrows, including unique water and land features.
- Community development efforts should focus on opportunities for vacant lands, redevelopment, rehabilitation and revitalization of abandoned and dilapidated structures and underutilized sites.
- Provide improved signage system to guide visitors to and within Kent Narrows.
- Kent Narrows should provide year-round attractions and activities for all ages of diverse interests that sustain or enhance the natural environment.

Planned/Pending Development

Pending development includes those developments that have been recently constructed or have been submitted to the Department of Planning after 2000 and prior to January 2005. The developments were included in the existing condition data and are included in the build-out analysis. A description of these developments is presented in Table 18.



Table 18: Recent and Planned/Pending Development

Time Line	Development / Alteration	Description	Status of Development	Housing Units	Estimated Commercial Parking Spaces	Estimated Population	Estimated Non-residential Space (Square Feet)
2000	Kent Narrows Growth Area	Census Block Level		215	3,157	323	688,620
2005	Recent Developments <i>(modifications to base)</i>	Narrows Pointe	Approved	38	-	57	-
		Hilton Hotel-Phase 1	Approved & Constructed		157		74,850
		<i>Subtotal</i>		38	157	57	74,850
	Adjusted Total			253	3,314	380	763,470
	Planned/Pending Developments	Appletree Custom Homes	Pending Plan	1	-	2	-
		The Tides - Downey Land Development	Final Plan Approval	15	33	23	
		Bay East Development (49 Units)	Concept Plan Application	49	125	74	
		Downey Lands Development	Sketch Plan Application	10	28	15	
		Hilton Hotel - Phase 2	Final Plan Approval	10	56	15	7,000
		Holiday Inn Express Expansion	Concept Plan Approval	-	-	-	14,780
<i>Subtotal</i>			85	242	129	21,780	
Kent Narrows Growth Area Total			338	3,556	509	785,250	

Note: adjustments were made to calculate units and population for the study area.

As illustrated in Table 18, the number of housing units, estimated commercial parking spaces, population and estimated non-residential space (in square feet) for Kent Narrows in 2000 included 215 housing units, 3,157 parking spaces, 323 people and approximately 689,000 square feet of non-residential space.

Since 2000, several developments have been constructed including Narrows Pointe, and the Hilton Hotel Phase I. The data used for these developments were derived from the submitted subdivision land development plans. These developments account for 38 additional housing units, 157 additional parking spaces, and approximately 75,000 additional square feet of non-residential development. The estimated population for these developments includes an average of 1.5 people per housing unit which is based on current occupancy rates; the average rate accounts for an additional 57 people.

Pending developments includes those projects for which construction plans have been submitted and are presumed that, when found to be in compliance with County ordinances and regulations, will gain approval and eventually be constructed. These developments include The Tides, Bay East Development, Downey Lands Development, the Hilton Hotel – Phase II, and the Holiday Inn Express Expansion. The location of the developments is illustrated in *Map 4: Planning Area & Pending Development Areas*. The data used for these developments were also derived from submitted subdivision land development plans. These developments account for 84 additional housing units, 242



additional parking spaces, and approximately 129 additional people and an additional 22,000 square feet of non-residential space.

The Kent Narrows Growth Area is estimated, including existing conditions and pending development plans as illustrated in Table 18, to have a total 338 housing units, approximately 3,550 parking spaces, a total population of 509 and approximately 785,000 square feet of non-residential space. These estimates not only provide a snapshot of the current conditions in Kent Narrows but also provide a basis from which to formulate build-out scenarios.

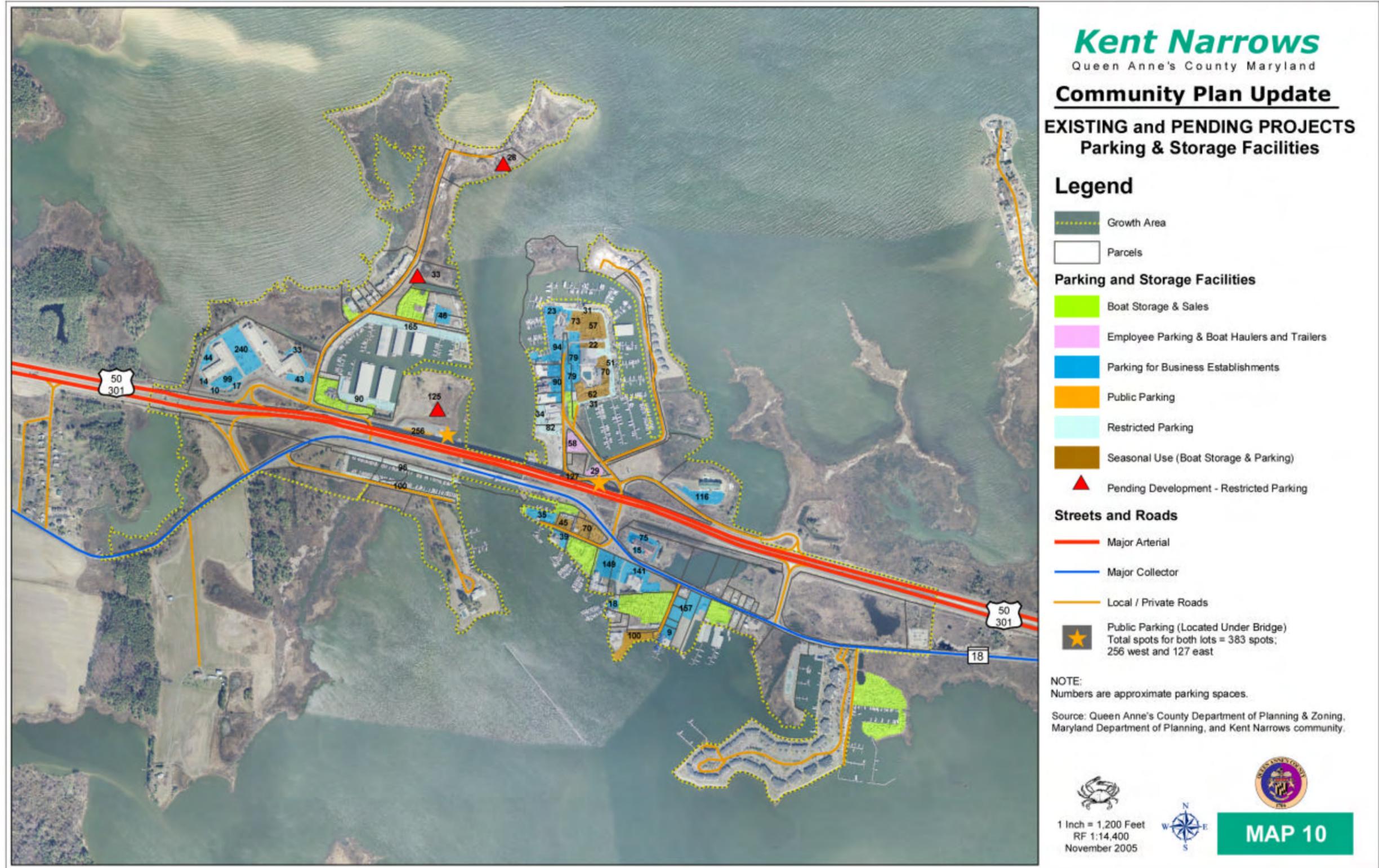
Parking and Storage

Parking and boat storage are of concern to the community. An approximate inventory of parking spaces and storage areas was completed by reviewing subdivision land development plans and by using aerial photography to count spaces. The inventory includes counts and area calculations for boat storage and sales, employee parking and boat hauler and trailer parking, parking spaces, restricted parking and seasonal use (boat storage and parking). The results of the inventory are presented in *Table 19: Parking Facilities*, and in *Map 10: Existing Parking and Boat Storage Facilities*.

Table 19: Parking Facilities

Parking Type	Number of Facilities	Acres	Parking Spots	Percent of Total
Boat Storage	12	10.5	56	2%
Employee Parking	2	0.9	87	2%
Parking for Business Establishments	24	16.3	1,665	47%
Public Parking	3	1.4	483	14%
Restricted Special	3	3.3	186	5%
Restricted Parking	9	6.6	680	19%
Seasonal Use	7	5.3	399	11%
Total	60	44.3	3,556	100%

As Table 19 illustrates, within the Kent Narrows Growth Area there are sixty parking and storage facilities on approximately 44 acres of land that provide approximately 3,550 parking spaces. The number of parking spaces for specific facilities is indicated on Map 10.





Special Taxing District

Queen Anne's County established a special taxing district which was adopted by ordinance (Ordinance No. 92-11) and is known as the Special Kent Narrows Tax District. The taxing authority is the Kent Narrows Commercial Management and Waterfront Improvement Authority; a copy of the ordinance is contained in the Appendix of this plan. The special tax applies to commercial properties where \$0.06 is levied for every \$100 of assessed value of the property. The collected taxes are used for the security, maintenance, and amenities in the district, and for the design, approval, and financing of public improvements in the district. Public improvements include pedestrian and bicycle pathway systems, landscaping, signs, and lighting as needed to improve or enhance pedestrian access and safety throughout the district. Within the tax district some properties are eligible for exemption. *Map 9: Special Taxing Districts* illustrates the district's boundaries. In fiscal year 2004, according to Queen Anne's County Department of Finance, the taxes brought approximately \$21,000 in revenue.

Critical Area Designation Regulations

Critical Area Designation regulations affect both development opportunities and the ability to create and maintain Kent Narrows as a tourist destination. Kent Narrows currently is a tourist destination with evidence of dilapidated and fire damaged structures. Due to Critical Area regulations, removal of dilapidated and fire damaged structures well in advance of a proposed development plan trigger more stringent setback, floor area and impervious coverage regulations for redevelopment of the site. Therefore, the structures remain as eyesores to both the local community and visitors to Kent Narrows. The issue for property owners is the ability to preserve the setback, building footprint and impervious surface for future development/redevelopment opportunities. There is a need to work with the State Critical Area Commission to address this issue.

Public Lands, Parks and Open Space

There are several key parcels publicly owned and improved that provide access to the waterfront within Kent Narrows. In addition to water access, these lands provide views and vistas of the water. Preserving and enhancing public access to the waterfront, views and vistas are crucial elements of a waterfront destination. The following provides a brief description of each by quadrant. Please refer to *Figure 4: Quadrants of Kent Narrows* to reference the various quadrants.

Northwest Quadrant

- The Chesapeake Visitor's Center/Exploration Center provides visitor information on area attractions and accommodations. The Center also offers educational exhibits, day time public parking, and public view and access to the waterfront. There is a connection to the Cross Island Trail via pedestrian pathways.
- The County owned public parking lot and boat launch area under the bridge provide public view and access to the waterfront. The public parking consists of non-metered parking spaces for both vehicles and boat trailers. There is access to the Cross Island Trail from the parking lot.
- The Cross Island Trail, a County-owned public facility, provides waterfront views.

Southwest Quadrant

- The County owned Watermen's Marina provides public view and access to the waterfront. Charter fishing boats are available to the public. Local and regional watermen rent slips. The marina provides parking for each slip.



Southeast Quadrant

- Wells Cove is a County-owned facility providing public access to the waterfront and public landing. In addition, the site provides public parking for use by visitors and patrons of local businesses. Sightseeing tour boats and charter fishing boats embark and disembark from this location.

Northeast Quadrant

- The County-owned public parking lot under the bridge provides public view to the waterfront. The parking area consists of non-metered parking spaces available for use by patrons of local commercial establishments. There is access to the Cross Island Trail and pedestrian pathways from the parking lot.



Marina Summary

According to survey respondents there is a need for expanded marina services. *Table 20: Marina Summary* describes the current name, services, number of slips, and amenities of existing marinas.

Table 20: Marina Summary

Name & Description of Facility	Ownership & Operation	Number of Slips	Fueling Capabilities	Other Marina Services	Amenities	Other Information
Piney Narrows Yacht Haven – A year-round, recreational yachting facility with resort features offering condominium slips.	?Owners - Condominium Association ?Operation – 9 member elected Board of Directors	280 open and covered slips (50% are rented slips)	?Gas ?Diesel	?60 ton travel lift ?Repairs on-site ?Winter bubbling to dock facilities ?Free pumpout	?Swimming pool and picnic area ?Heated and air conditioned restrooms and showers ?Laundry facilities ?Yachtsmen’s Club Lounge ?Fence with card key entry ?Ship’s Store ?Electrical and phone service ?Bicycle racks	?Onsite management company offering marketing and reselling services. ?Dock boxes for storage ?Safety equipment at each dock (ring buoys, dock ladders and fire extinguishers) ?Marina newsletter
Mears Point Marina – A full service marina.	?Private Ownership – slip rentals on annual basis only	600 slips	?Gas ?Diesel	?Free pumpout stations for annual renters ?35 ton travel lift	?Swimming pool, kiddy pool and poolside bar ?Full facility bathhouses and restrooms ?Yacht Club by membership ?Large party pavilion ?Landscaped picnic areas ?Paved/lighted parking areas ?Security fence ?Ship’s Store ?Laundry facilities ?Gym/fitness center	?Transient slips require a 2-night minimum on holidays and weekends ?Dry land storage ?Yacht sales and resale services ?C&C Charters
Other Privately Owned Marinas	Private Ownership	396 slips				
Community Slips	County Ownership	162 slips				
TOTAL Number of Slips		1,438 slips				

Condominium Slip – A condominium slip is similar to an apartment condominium in that the owner receives a “fee simple” deed (which is insurable and recorded at the County Land Records) which carries with it an exclusive right to the use of the slip. Further, the owner receives an undivided interest in all condominium property (referred to as common elements) as



specified in the condominium documents which, in this case, includes the piers, swimming pool, parking lots and other areas. Like other real estate, owners can sell their slips at any time, privately or through a broker.

As presented in Table 20, there are approximately 1,438 slips available in the Growth Area. A significant number of slips available for rent, most of which are either privately owned or rented on an annual basis. Few transient slips are also available.

Slip Holder Survey (Identification of Niche Markets)

A survey of slip holders was conducted. Details pertaining to the survey and survey results are contained in the Appendix to this plan. The survey was conducted to identify preferences, life-styles and needs of marina slip holders/users. In summary, the marinas are popular spots because of boating, restaurants, location within the region, local atmosphere, the quality of marinas and marina amenities. In addition, slip users are attracted other amenities in Kent Narrows such as the exploration center, sightseeing opportunities, and regional attractions such as museums and guided boat tours.

Slip holders currently participate in a variety of outdoor recreational activities including power boating, walking, swimming, biking and fishing. Local events of interest include the annual fireworks on the 4th of July, boat shows and boat races. Slip users would like better access to entertainment and activities such as outdoor and indoor concerts, movies, wine tasting and art shows. Slip users have a desire for the following non-boating amenities: newspapers and magazines, basic grocery items, farmers market, water taxi and bicycle rentals. Other needs and desires include services such as pet sitting or kennels, playgrounds for children, sailing and boating classes on navigation and docking and power squadron classes. And, slip users desire various dining opportunities in addition to those that already exist such as coffee/breakfast shops, delicatessens and dinner cruises. These responses to the survey identify *niche markets* for further study and analysis. (Source: *Kent Narrows Marina Slip Holder Survey, 2005* – refer to the Appendix of this plan for detailed survey results).

Visual Preference Survey Summary

A visual preference survey (VPS) is an innovative and successful technique that enables citizens to evaluate physical images of natural and built environments. The process involves asking participants to view and evaluate a wide variety of slides depicting streetscapes, land use, site designs, building types, aesthetics and amenities. Individual scores cards were used to indicate the level of preference for what they have seen. The results are analyzed to determine what is appropriate for the community. A visual preference survey was conducted with the CAC members in June 2005. A complete version of the survey, images, and results are available in the Appendix. Responses ranged from strong opposition (-2) to strong preference (+2).

Survey results provide an indication of community preferences regarding development type, style and density. The following pictures, from the visual preference survey, are an example of polar responses where there was strong opposition for slide 2, and strong preference for slide 30 (shown below).





Average Response -2.0

Average Response 1.9

Other than the polar slides, the top preferred slides included slides 12, 17/20, 26, and 27; while the top opposed slides included slides 4, 15, 22, and 28. The latter three slides of the top opposed slides had an average response value of -0.4 to 0.1 or no preference. The following slides include the top preferred and top opposed slides. The preferred images were utilized to prepare architectural design concepts and guidelines unique to Kent Narrows.

Top Preferred Slides:



Slide 12

Average Response 1.6



Slide 17 / Slide 20

Average Response 1.6



Slide 26

Average Response 1.5



Slide 27

Average Response 1.6

Top Opposed Slides:



Slide 4

Average Response 0.0



Slide 15

Average Response -0.4



Average Response 0.1



Average Response 0.1

Community Vision for Kent Narrows

A community vision for Kent Narrows was created based on community issues, concerns, preferences and opportunities. The following statement is the result of collaboration of all planning partners and the community at-large. The shared community vision hopes to:

Establish Kent Narrows as a year-round destination for visitors and local residents while highlighting the heritage of the traditional working waterfront character.

Development Objectives for Kent Narrows

Based upon the previous plan objectives and input from the CAC and the public at large through identifying assets, issues/concerns and opportunities, the planning objectives for the Kent Narrows Growth Area were identified as follows.

1. To establish Kent Narrows as a year-round destination by encouraging a mixture of uses that will attract visitors to the area. Such uses include, but are not limited to, specialty retail, restaurants, public seafood and farmers markets, hotels and a conference center and boatworks.
 - Facilitate economic development efforts that support new business start-ups in *Niche Markets* to support development of a year-round destination.
2. To link the quadrants of Kent Narrows for pedestrian access, centralize parking and provide for pedestrian access throughout the area, preferably along the waterfront, to alleviate the need for vehicular traffic throughout the community.
 - Identify key pedestrian connections linking existing facilities to provide interconnectivity within and between all quadrants as well as improving public access to the water.
3. To ensure that all new development and redevelopment will have architectural design sensitive to the character of Kent Narrows through establishing architectural design standards.
 - Develop design standards that address buildings setbacks, scale, massing and height that will preserve and enhance access, views and vistas to the water.
4. To establish County incentives for developers and property owners to create public improvements on or off their sites that will enhance pedestrian access, create boardwalks along the water, create public plaza areas, and create architectural features.



-
5. To allow flexibility in development standards in order to encourage innovation and creativity in development and redevelopment and to discourage underutilization of valuable parcels of land by creating a development review process and regulations that facilitate development and eliminate unnecessary procedures and expense.
 6. To continue the Kent Narrows Development Foundation, a not-for-profit corporation charged to facilitate achieving plan goals, objectives and policies.
 7. To discourage highway service-oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time. Such uses include, but are not limited to, gas stations, automobile sales and/or services, fast food restaurants that are not part of an overall development project, and non-seafood or non-marine related light industrial uses.
 8. To encourage the County to reinvest room taxes and special district taxes collected from Kent Narrows property owners in recreation, tourism promotion and amenities in Kent Narrows.
 9. To further enhance a waterfront experience unique to Kent Narrows through achieving various waterfront objectives such as:
 - Increasing and diversifying waterfront experiences through establishing appropriate uses, activities/attractions, festivals, events and performances;
 - Facilitating the involvement and support of partners, property owners and the community;
 - Facilitating and promoting private sector investment and growth;
 - Providing and preserving public access, views and vistas to the waterfront; and
 - Providing adequate public facilities, services (including water, sewer and parking) and activities to support a year-round waterfront destination.
 10. To encourage the County to evaluate all County-owned or County-leased land for highest and best use.



Opportunities for Kent Narrows

The opportunities for Kent Narrows are numerous as evidenced by the input received through the CAC, TAC, and public involvement process. This section provides a synopsis of identified priority opportunities, opportunity sites, and build-out scenarios.

Table 21: Community Identified Opportunities, lists priority opportunities as identified by each group and summarized responses from the Community Survey. There are nuances within priorities and comments that may expand beyond the scope of the priority opportunities. These nuances may need to be further addressed to meet community needs. However, the list and comments provide an indication of the opportunities most important or perceived as most important to the overall community. The priorities were ranked 1 through 5 using the following priority ranking system: 1 – High Priority, 2 – Medium-High Priority, 3 – Medium Priority, 4 – Low Priority, 5 – Very Low Priority. Table 21 represents an average ranking of priority by the CAC and TAC with key community comments.

Table 21: Community Identified Opportunities

Priority Opportunities	Citizens Advisory Committee	Technical Advisory Committee	Key Community Suggestions
Opportunities to Establish Connections: <ul style="list-style-type: none"> •Trails, paths for observation and access to waterfront •Integrated waterfront boardwalk with direct access to business •Connectivity between types of access (boat, pedestrian, vehicle) 	2.1	2.1	<ul style="list-style-type: none"> •Non-invasive observation areas that provide access to marshes and seascapes are desirable. •Well planned, not overdone boardwalks that provide access to waterfront activities and adjacent businesses can help preserve natural environments, views, and the businesses. •Naturalist trails, bicycle trails, and pedestrian trails that connect land uses with waterfront uses and connect to existing Cross Island Trails are desirable.
Redevelopment Opportunities: <ul style="list-style-type: none"> •Emphasis on commercial development •Build small shops 	2.3	1.8	<ul style="list-style-type: none"> •Concentrate on redeveloping currently vacant or under-utilized properties with businesses that are in keeping with waterfront or fishing village character. •Avoid a false "touristy" character; stick with authentic and small scale design characteristics. •Consider better building maintenance and a standardized palette for structure characteristics • Attract or encourage small scale businesses that preserve the working elements or character of Kent Narrows including historic waterfront location(s) and watermans heritage while providing family destinations, fine and casual dinning, and shopping areas with specialty shops (i.e. marine, art supply, breakfast / coffee shop, art gallery and waterfront restaurants).
Public/Private Partnership Opportunities: <ul style="list-style-type: none"> •County Involvement (tax incentives, county owned land) •County development requirements and procedures •Critical Area Commission 	2.0	2.1	<ul style="list-style-type: none"> •Utilize county owned properties to provide public access to waterfront or preserve environmentally sensitive areas. •Use county tax incentives for businesses that add to the desired community character and not add pressure to the current tax base. •Ordinances/regulations and procedures should be modified and streamlined. •Work with Critical Area Commission for design options.
Geo-Tourism Opportunities: <ul style="list-style-type: none"> •Public destination on public lands to connect walkways / boardwalks; year round events •Create a year-round destination 	1.8	2.9	<ul style="list-style-type: none"> •Develop for all ages and interests year round activities and events that center on water activities and heritage; consider specifically children and teens. •There exists a possibility that Kent Narrows can become a year-round resort village with a town center.



Niche Markets

Niche Markets refer to the existence of consumer groups with identifiable tastes and life-styles. In Kent Narrows there are several distinct consumer groups including hotel users (both tourist and meeting/conference accommodations), marina slip holders/users, regional dining community and local watermen. Each of these groups represents market segments that have different niches that translate into business development opportunities. As previously identified, the marina slip holders/users were surveyed to define tastes or preferences, life-styles and needs. These *niche markets* or market segments of the recreation and tourist market are important to the success of Kent Narrows becoming a year-round destination. The results of the Marina Slip Holder Survey identify small business opportunities, business expansion opportunities and governmental activities in areas such as expanded tourism attractions, events/activities/entertainment, basic consumer goods and boating services. Refer to details provided in the Appendix to further define *niche markets* for further exploration.

The following are some general business development strategies when considering a new business start-up or business expansion opportunity with respect to a targeted *niche market*.

- Taking on a new niche for an existing business can be a low-risk way to grow your business.
- Niche marketing can be cost effective provided you know who your potential customers/clients are.
 - Conduct additional research and analysis to define niche markets. *(This research conducted in conjunction with the plan is an initial step in the market analysis process.)*
- Unique needs of niche markets can be met through effective communication with target groups.
 - Utilize existing marina newsletters as a means to communicate goods, services, attractions and events/activities within Kent Narrows.
- Consider direct competitors and test market to gauge the market’s receptiveness to products and services.
 - Research competitors in the region for convenience of location and accessibility for target market and research if businesses have tried and failed specific target markets.
 - Promote and provide a one-time offer of goods or services in conjunction with an existing business to test the market’s receptiveness to the new product or service.

Opportunity Sites

In addition to opportunity issues there are several identified opportunity sites, which are illustrated in *Map 11: Opportunity Sites*. Opportunity sites are identified by mapping undeveloped land, under-utilized land, planned development areas, private conservation land, and marsh lands. The following definitions are provided for various terms associated with opportunity sites.

Undeveloped lands are those that have been classified as undeveloped or agricultural lands and are not marsh lands or wetlands. Agriculture is a land use that is vital to a community and it has been included in undeveloped lands. Under-utilized lands are those lands for which the current use is considered not to be the highest and best use and/or which have limited economic viability. These areas include vacant or dilapidated structures, parking lots, storage areas, and underdeveloped lands. Undeveloped lands and under-utilized lands with the reduction of marsh lands and areas planned for development yield the net area for evaluation through a build-out analysis. These areas are identified as opportunity sites as depicted on Map 11.

Build-out Scenarios

Build-out analysis is a lot-by-lot or area-by-area analysis to estimate the total number of existing and developable units (housing units and square footage of non-residential space) based on current zoning



and other applicable land use regulations for a particular study area. The analysis can be conducted for various development scenarios for purposes of economic and environmental impact assessment. This type of analysis provides the basis for discussion and consensus building around a preferred future plan for a particular region, community or site.

Build-out analysis identifies potential future land use, population, housing units and square footage of non-residential space projected for the study area under various development scenarios. Scenario analysis and comparisons will be further discussed to support identification of a preferred future land use plan for the study area. A complete description of the build-out scenarios and process are available in the Appendix.

Three build-out scenarios were used to demonstrate future development potential. These are: 1) a residential development scenario; 2) a non-residential development scenario (also referenced to as commercial); and, 3) a mixed use scenario (also referred to as commercial with residential). Each of the build-out scenarios are based on current land uses, approved development plans and planned developments. The development standards used in this analysis were derived from Queen Anne's County Zoning Ordinance with input from County staff. Each scenario was developed using the following baseline assumptions.

- Each scenario builds upon existing conditions
- Each scenario uses undeveloped land and under-utilized lands as land available for development and redevelopment
- Each new residential unit is occupied by 1.5 people (the current unit average)
- Each new residential unit is required to provide 2 parking spaces per unit
- 1 parking space is required for every 300 square feet of commercial development (average size based on waterfront and commercial activities)
- All residential units are estimated at 1,600 square feet unless otherwise specified

Further assumptions per each specific scenario are also provided in the Appendix. *Table 22: Build-out Scenario Summary*, describes the projected impact of each scenario. Note that "bonus" refers to the floor area ratio (FAR) of a structure where the current allowable FAR is 30 percent (0.30) and that with the bonus, when granted, allows the FAR to increase up to 50 percent (0.50), whereby the floor area ratio of a structure is permitted to be 30 to 50 percent of the total area of the parcel on which the structure stands.

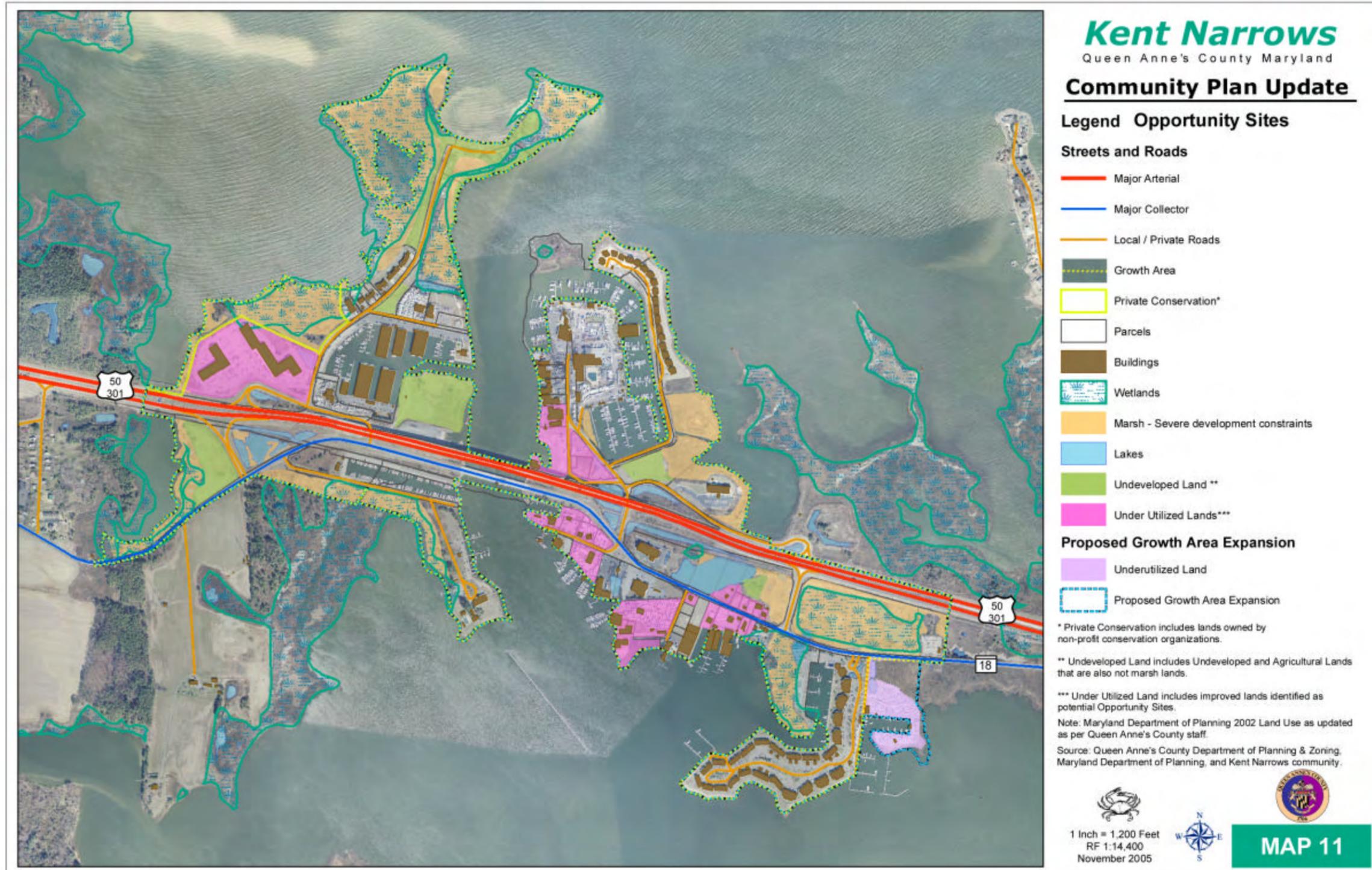




Table 22: Build-out Scenario Summary: Existing Plus Projected

Development / Alteration	Total Projected Housing Units	Total Projected Commercial Parking Spaces	Total Projected Population	Total Projected Non-residential Space (Square Feet)
Existing Conditions for Kent Narrows Growth Area (2005)	338	3,556	508	785,250
Existing Viable Development*	334	2,540	502	575,789
Scenario 1: Residential Build-out Total	682	3,236	1,024	575,789
Scenario 2: Non-Residential Build-out Total With Bonus	334	5,700	502	1,523,655
Scenario 2: Non-Residential Build-out Total Without Bonus	334	4,436	502	1,144,508
Scenario 3: Mixed-Use Build-out Total With Bonus	689	4,515	1,035	954,935
Scenario 3: Mixed-Use Build-out Total Without Bonus	569	3,635	853	763,466

* Existing Viable Development, includes current economically viable properties, whereby if pending development were considered it would “reduce” the dwelling unit count by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included).

Note that in *Table 22: Build-out Scenario Summary*, some scenarios portray a lesser amount of housing units or non-residential space; the lesser amounts are a function of the under-utilized land whereby it is presumed that existing structures (residential and non-residential alike) are not rehabilitated but that the structures are replaced as per the characteristics of the scenario. For instance, in *Scenario 1: Residential Build-out* the identified under-utilized outlets are presumed to be replaced at a rate of 8 units per acre, resulting in a net loss of non-residential (commercial) space.

Proposed Growth Area Expansion

Although the 2002 Comprehensive Plan planning policies do not support expansion of Growth Areas, consideration has been made as part of the build-out analysis for expansion of the current Growth Area. In order to support the vision of this plan, further consideration of Growth Area expansion should be evaluated to support community needs such as parking, boat storage on lots less desirable for development as a year-round destination and additional development necessary to support year-round destination activities and attractions. Original analysis included lands to the east and west of the Growth Area (refer to Appendix for further details and analysis). After careful consideration, the CAC recommended consideration of only the Lippincott Marina site only for expansion of the Growth Area as part of this planning effort; refer to *Map 11: Opportunity Sites*. Inclusion of this site in the Growth Area would increase the acreage of the Growth Area from approximately 376 acres to 380 acres. *Table 23: Impact of Expanded Growth Area*, provides data regarding the impact of an expanded Growth Area for each scenario with and without bonuses and with the proposed expansion of the Growth Area Boundary including the Lippincott Marina.



Table 23: Impact of Expanded Growth Area

Development / Alteration	Total Projected Housing Units	Total Projected Commercial Parking Spaces	Total Projected Population	Total Projected Non-residential Space (Square Feet)
Existing Conditions Kent Narrows Growth Area (2005)	338	3,556	508	785,250
Existing Viable Development*	334	2,540	502	575,789
Scenario 1: Residential Build-out Total	682	3,236	1,024	575,789
Scenario 1: Residential Build-out Total with Expansion of Growth Area	713	3,299	1,071	575,789
Scenario 2: Non-Residential Build-out Total With Bonus	334	5,700	502	1,523,655
Scenario 2: Non-Residential Build-out Total Without Bonus	334	4,436	502	1,144,508
Scenario 2: Non-Residential Build-out Total With Bonus & Expansion	334	5,983	502	1,608,597
Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion	334	4,606	502	1,195,473
Scenario 3: Mixed-Use Build-out Total With Bonus	689	4,515	1,035	954,935
Scenario 3: Mixed-Use Build-out Total Without Bonus	569	3,635	853	763,466
Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion	721	4,692	1,082	988,912
Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion	590	3,733	885	780,285

*Existing Viable Development, includes current economically viable properties, whereby if pending development were considered it would “reduce” the dwelling unit count by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included).

Build-out Fiscal Impacts

Additional dwelling units and additional non-residential uses create an increased demand on services but also provide additional revenue. The following tables provide estimated data on these fiscal impacts. *Table 24: Fiscal Impacts of New / Rehabilitation Development*, provides estimated revenues for public schools and fire station / apparatus. The public school impact fee was calculated as \$2,569 per dwelling unit. The fire station / apparatus impact fee was assessed as \$828 per dwelling unit and an average \$1.15 per square foot of non-commercial. The rates were derived from the Queen Anne’s County Code.



Table 24: Fiscal Impacts of New / Rehabilitation Development

New Development / Alteration	Projected Housing Units	Projected Non-residential Space (Square Feet)	Public Schools	Fire Station / Apparatus	Total	50 % Reduction for Growth Area
Scenario 1: Residential Build-out Total	348	-	\$ 894,423	\$ 288,276	\$ 1,182,700	\$ 591,350
Scenario 1: Residential Build-out Total with Expansion of Growth Area	379	-	\$ 974,576	\$ 314,110	\$ 1,288,686	\$ 644,343
Scenario 2: Non-Residential Build-out Total With Bonus	-	947,866	-	\$ 1,092,415	\$ 1,092,415	\$ 546,208
Scenario 2: Non-Residential Build-out Total Without Bonus	-	568,719	-	\$ 655,449	\$ 655,449	\$ 327,725
Scenario 2: Non-Residential Build-out Total With Bonus & Expansion	-	1,032,808	-	\$ 1,190,311	\$ 1,190,311	\$ 595,155
Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion	-	619,685	-	\$ 714,186	\$ 714,186	\$ 357,093
Scenario 3: Mixed-Use Build-out Total With Bonus	355	379,146	\$ 913,150	\$ 731,278	\$ 1,644,428	\$ 822,214
Scenario 3: Mixed-Use Build-out Total Without Bonus	235	187,677	\$ 602,679	\$ 410,544	\$ 1,013,223	\$ 506,612
Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion	387	413,123	\$ 994,981	\$ 796,811	\$ 1,791,792	\$ 895,896
Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion	256	204,496	\$ 656,687	\$ 447,335	\$ 1,104,022	\$ 552,011

Note: Impact fee for All Other Residential was used (\$2,569 per unit) and impact fee for commercial was an average of \$1.15 per square foot.

Further revenues were calculated using projected assessed values of dwelling and non-residential space. The assessed values were calculated using an average assessed value of \$265,943 for dwelling units and an average \$107.04 per square foot for non-residential space. The average values for residential were derived from 2004 tax assessment office data, and the average values for non-residential properties were derived from 2004 tax assessment office data for recent non-residential development. The results of the calculations are provided in *Table 25: Projected Assessed Value of New / Rehabilitation Development*.



Table 25: Projected Assessed Value of New / Rehabilitation Development

Scenario Name	Projected Housing Units	Projected Residential Assessment* (thousand)	Projected Non-residential Space (Square Feet)	Projected Non-Residential Assessment** (thousand)	Projected Total Assessment (thousand)
Scenario 1: Residential Build-out Total	348	\$92,591	-	\$-	\$92,591
Scenario 1: Residential Build-out Total with Expansion of Growth Area	379	\$100,888	-	\$-	\$100,888
Scenario 2: Non-Residential Build-out Total With Bonus	-	\$-	947,866	\$101,459	\$101,459
Scenario 2: Non-Residential Build-out Total Without Bonus	-	\$-	568,719	60,875	\$60,875
Scenario 2: Non-Residential Build-out Total With Bonus & Expansion	-	\$-	1,032,808	110,551	\$110,551
Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion	-	\$-	619,685	66,330	\$66,330
Scenario 3: Mixed-Use Build-out Total With Bonus	355	\$94,529	379,146	\$40,583	\$135,113
Scenario 3: Mixed-Use Build-out Total Without Bonus	235	\$62,389	187,677	\$20,089	\$82,478
Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion	387	\$103,000	413,123	\$44,220	\$147,221
Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion	256	\$67,980	204,496	\$21,889	\$89,869

* Note: Assessed Value of Residential Properties were assumed at an average \$265,943 unless otherwise specified

** Note: Assessed Value of Non-residential Properties were assumed at an average 107.04 per square foot

The projected assessed values of new / rehabilitated development, as presented in Table 25 were used to project property tax revenue and special taxing district revenues, as illustrated in *Table 26: Projected Revenues of New / Rehabilitation Development*. Property taxes were projected using a 2005 rate of \$0.087 per \$100 of assessed value from property tax. Special Tax District revenues were projected using the 2005 rate of \$0.06 per \$100 of assessed value from commercial properties only; the Special Taxing District is illustrated on *Map 9: Special Taxing Districts*.



Table 26: Projected Revenues of New / Rehabilitation Development

Scenario Name	Projected Housing Units	Projected Non-residential Space (Square Feet)	Projected Total Assessment (thousand)	Projected Property Tax (2005 rate of 0.87 per \$100 Assessed Value) (thousand)	Projected Special Tax District Rate (2005 rate of .06 per \$100 Total Assessed Value of Commercial Properties) (thousand)	Projected Tax Revenue (Base plus Special District) (thousand)
Scenario 1: Residential Build-out Total	348	-	\$92,591	\$806	\$-	\$806
Scenario 1: Residential Build-out Total with Expansion of Growth Area	379	-	\$100,888	\$878	\$-	\$878
Scenario 2: Non-Residential Build-out Total With Bonus	-	947,866	\$101,459	\$883	\$61	\$944
Scenario 2: Non-Residential Build-out Total Without Bonus	-	568,719	\$60,875	\$530	\$37	\$566
Scenario 2: Non-Residential Build-out Total With Bonus & Expansion	-	1,032,808	\$110,551	\$962	\$66	\$1,028
Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion	-	619,685	\$66,330	\$577	\$40	\$617
Scenario 3: Mixed-Use Build-out Total With Bonus	355	379,146	\$135,113	\$1,175	\$24	\$1,200
Scenario 3: Mixed-Use Build-out Total Without Bonus	235	187,677	\$82,478	\$718	\$12	\$730
Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion	387	413,123	\$147,221	\$1,281	\$27	\$1,307
Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion	256	204,496	\$89,869	\$782	\$13	\$795

* Note: Assessed Value of Residential Properties were assumed at an average \$265,943 unless otherwise specified

** Note: Assessed Value of Non-residential Properties were assumed at an average 107.04 per square foot



Infrastructure Improvement Needs

With any development there are increased infrastructure demands, some of the demands can be met with existing infrastructure but in general existing infrastructure will need improvements. The following describe existing conditions and potential demands that could be placed on the current: transportation, water, and sewer infrastructure.

Transportation

Trip generation rates for the proposed developments and projected traffic volumes were derived from the Institute of Transportation Engineers’, Trip Generation Manual, 7th Edition. There are three levels of assessment, which are existing, proposed developments, and future. For each of these levels of assessment, each of the six key intersections was revealed to have Critical Lane Volumes (CLV) at a Level of Service (LOS) A. Intersections that operate at a LOS A are better than the acceptable LOS C levels. *Table 27: Future Critical Lane Volume Data*, provides the future AM and PM peak CLV and projected LOS for the six key intersections.

Table 27: Future Critical Lane Volume Data

Key Intersections	AM CLV(LOS)	PM CLV(LOS)
MD 18 at US 50/301 Exit 41 Ramps	346(A)	542(A)
Piney Narrows Road at Piney Narrows Road	186(A)	288(A)
Piney Narrows Road at the public boat ramp	154(A)	203(A)
MD 18 at Piney Narrows Road	440(A)	616(A)
MD 18 at Kent Narrows Way	344(A)	593(A)
MD 18 at US 50/301 Exit 42 Ramps	314(A)	695(A)

Source: Adequate Public Facilities Study for A Proposed 49 Unit Age-restricted, Townhouse-style, Condominium Development Project October 2004, Appendix III Traffic Impact Study July 2004.

Although key intersections currently operate at a LOS A and are projected to continue to operate at the same level, traffic congestion occurs during peak season times (*both heavy use of the channel by boats and heavy use of roadways by vehicular traffic*), special events and incidents that block or shut down US 50/301.

Bicycle and Pedestrian Facilities

Pedestrian facilities include paths, walkways and boardwalks with missing links that would otherwise connect parking facilities with various attractions throughout the four quadrants, a lack of proper ADA compliance and a lack of physical separation of bicycle/pedestrian facilities from the vehicular travel lane at locations along portions of MD 18 including the drawbridge. Pedestrian safety concerns exist with respect to inadequate lighting of parking lots and pedestrian facilities and inadequately marked and signed pedestrian crossings.

Parking Facilities

Although general parking is adequate for private uses and facilities, public parking seems to be in high demand during peak periods and special events. Parking is an issue of major concern to the community. Additional public parking will be needed as future development occurs and management of use of public parking and private parking during special events is crucial.

The following describes the methodology used to determine the existing and potential parking needs for Kent Narrows. *Map 10: Existing Parking & Boat Storage Facilities* and *Map 12: Future Parking & Boat Storage Facilities* depict current and opportunities for potential changes in parking capacity.



Kent Narrows

Queen Anne's County Maryland

Community Plan Update

FUTURE Parking & Storage Facilities

Legend

-  Growth Area
-  Proposed Growth Area Expansion
-  Parcels
- Facility Type**
-  Boat Storage & Sales
-  Employee Parking & Boat Haulers and Trailers
-  Parking for Business Establishments
-  Public Parking
-  Seasonal Use (Boat Storage & Parking)
-  Future Lots
-  Private Parking
-  Pending Development - Private Parking
-  Public Parking (Located Under Bridge)
Total spots for both lots = 383 spots;
256 west and 127 east
-  Future Development - Restricted Parking

NOTE:
Numbers are approximate parking spaces.

Future Lots were calculated with 20% of area for isles and landscaping and an average spot size of 10' x 20'
Refer to tables for existing and future parking spot totals

Source: Queen Anne's County Department of Planning & Zoning, Maryland Department of Planning, and Kent Narrows community.



1 Inch = 1,200 Feet
RF 1:14,400
November 2005



MAP 12



Table 28: Existing and Projected Future Parking Spaces, illustrates the results of the Build-out Scenario analysis using identified Opportunity Sites (undeveloped and under-utilized land) for the Mixed Use Build-out Scenario (Map 11: Opportunity Sites). Parking space projections are illustrated in the table for both future development within the existing Growth Area boundary as well as for proposed expansion of the Growth Area (columns C and D).

This analysis provides the existing estimated parking spaces for Kent Narrows by type of parking facility. Existing parking data do not account for residential parking spaces. Projected parking data for future residential and non-residential uses (commercial uses) are accounted at a rate of two parking spaces per every new residential unit and one parking space per every 300 square feet of non-residential space (refer to Build-out Scenario Documentation). Counts for existing parking includes the 175 public spaces of county spaces (Public Parking (County) located under the MD 50 / 301 bridge and on county-owned land. Restricted Special parking accounts for existing parking spaces and submitted land development plans and carried through columns A to D for both surface and decks include the following assumptions:

Surface Parking Assumptions: parking spaces are estimated based on total lot area, less twenty percent of lot area for isles and landscaping with an average 200 square feet per parking space (10' x 20').

Deck Parking Assumptions: Deck parking spaces were calculated assuming an average 200 square feet per parking space, two levels (ground level and deck), and aisles.

Table 28: Existing and Projected Future Parking Spaces

Parking Type	Existing Parking Spots	Percent of Total	Scenario 3: Mixed-Use Build-out Total With Bonus (A)	Scenario 3: Mixed-Use Build-out Total Without Bonus (B)	Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion (C)	Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion (D)
Boat Storage	56	2%	-	-	-	-
Employee Parking	87	2%	61	34	66	37
Parking for Business Establishments	1,665	47%	1,161	644	1,265	702
Public Parking (County)	483	14%	483	483	483	483
Public Parking (Surface)	-	0%	2,103	2,103	2,103	2,103
Public Parking (Decks)	-	0%	383	383	383	383
Restricted Special	186	5%	186	186	186	186
Restricted Parking	680	19%	474	263	517	287
Seasonal Use	399	11%	278	154	303	168
Total	3,556	100%	5,130	4,250	5,307	4,348

Currently there is a demand for additional public and private parking located in close proximity to commercial establishments. Safety, access and location issues are crucial with respect to use of existing public parking lots by patrons of commercial establishments. Public perception based upon these critical issues prevents public patrons from routinely using the existing public parking facilities to the fullest extent.



Other issues pertain to the allocation of public spaces for private use. The public parking may be used by developers and commercial establishments in order to meet parking requirements. And, in some cases public parking spaces have been allocated multiple times to more than one developer or commercial establishment, while spaces routinely go unused due to issues (both real and perceived) previously described.

Public parking and private parking demands during special events typically exceed capacity and parking management plans have been used to address needs. These management plans include utilization of both public and private parking resources as well as any additional space that is used for parking.

Projected parking needs as described above, under various build-out scenarios indicate a demand for parking that will require significant land area in competition with land area requirements for principle land uses (both current and future) that yield higher economic returns. Public parking facilities (lots and structures) should be considered for development through public/private partnerships on key inland lots, on satellite lots both within and outside of the existing growth boundary, and on lots along the edge of an expanded growth boundary if expansion of the Growth Area boundary is considered.

Signage

Numerous types of signage exists including signs to address traffic safety requirements, wayfinding and directional signage, off-premise signs for various establishments and other forms of signs resulting in sign clutter and confusion for visitors. Images of various types of signs are provided to depict various types of signs as well as the over-abundance of signage within Kent Narrows.





Water

The County's Water Treatment Plant at Oyster Cove treated an average of 66,143 gallons per day (gpd) for the four quarters ending in July 2005. Between October 2004 and January 2005 the plant consumption was approximately 66,143 gpd. The current water pressure is 50-65 pound per square inch (psi). *Map 13: Water Service Area*, illustrates the water facilities in Kent Narrows.

Table 29: Water Needs

Description	Projected Housing Units (Column A)	Projected Water Needs per dwelling unit (250 gpd /unit in Column A) (Column B)	Projected Non-residential Space (Square Feet) (Column C)	Projected Non-residential Water Needs gpd (0.25 gpd / square foot in Column C) (Column D)	Projected Development Water Needs gpd (Sum of Columns B & D) (Column E)	Total Water Needs gpd (Existing Conditions plus Projected Needs) (Column F)
Existing Conditions* Kent Narrows (2005)	334	83,500	575,789	143,947	227,447	227,447
Scenario 1: Residential Build-out Total	348	87,040	-	-	87,040	314,487
Scenario 1: Residential Build-out Total with Expansion of Growth Area	379	94,840	-	-	94,840	322,287
Scenario 2: Non-Residential Build-out Total With Bonus	-	-	947,866	236,966	236,966	464,414
Scenario 2: Non-Residential Build-out Total Without Bonus	-	-	568,719	142,180	142,180	369,627
Scenario 2: Non-Residential Build-out Total With Bonus & Expansion	-	-	1,032,808,	258,202	258,202	485,649
Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion	-	-	619,685	154,921	154,921	382,368
Scenario 3: Mixed-Use Build-out Total With Bonus	355	88,862	379,146	94,787	183,649	411,096
Scenario 3: Mixed-Use Build-out Total Without Bonus	235	58,649	187,677	46,919	105,569	333,016
Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion	387	96,826	413,123	103,281	200,106	427,554
Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion	256	63,905	204,496	51,124	115,029	342,476

*Existing Conditions include viable development such as current economically viable properties plus pending development reduced by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included) assuming redevelopment occurs. Existing conditions assumes that all existing development were connected to the public water system.

Unit calculations and square footage calculations reflect amount for new units as derived from Table 22. (Projected subtract from existing conditions).

Explanation of calculations: Column B = Column A unit count multiplied by 250 gpd

Column D = Column C sq. ft multiplied by 0.25 gpd

Column E = Sum of Columns B & D

Column F = Existing Conditions (227,447) added to Column E (projected)

Refer to the Queen Anne's County, 2005 Comprehensive Water and Sewerage Plan.

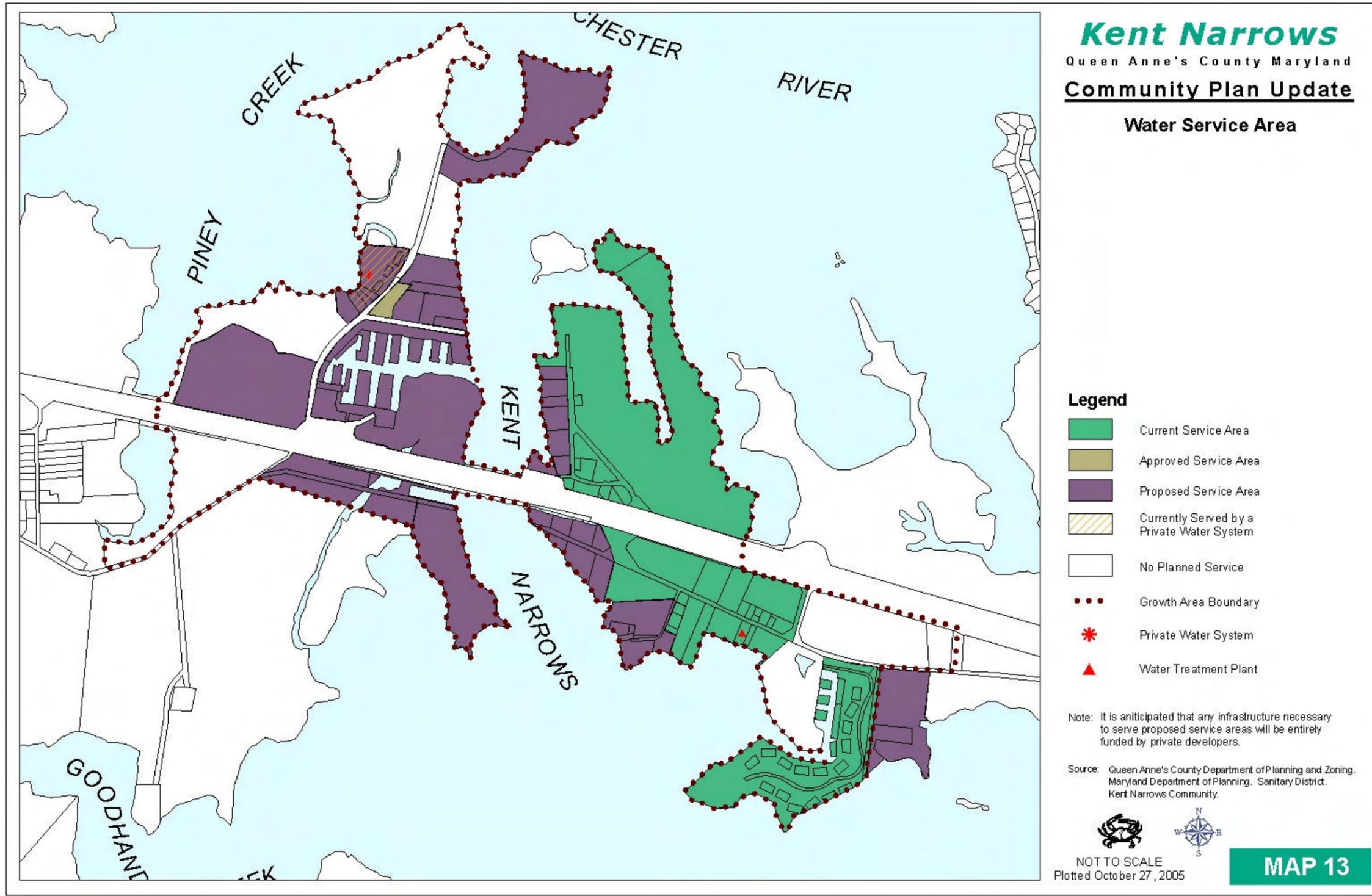


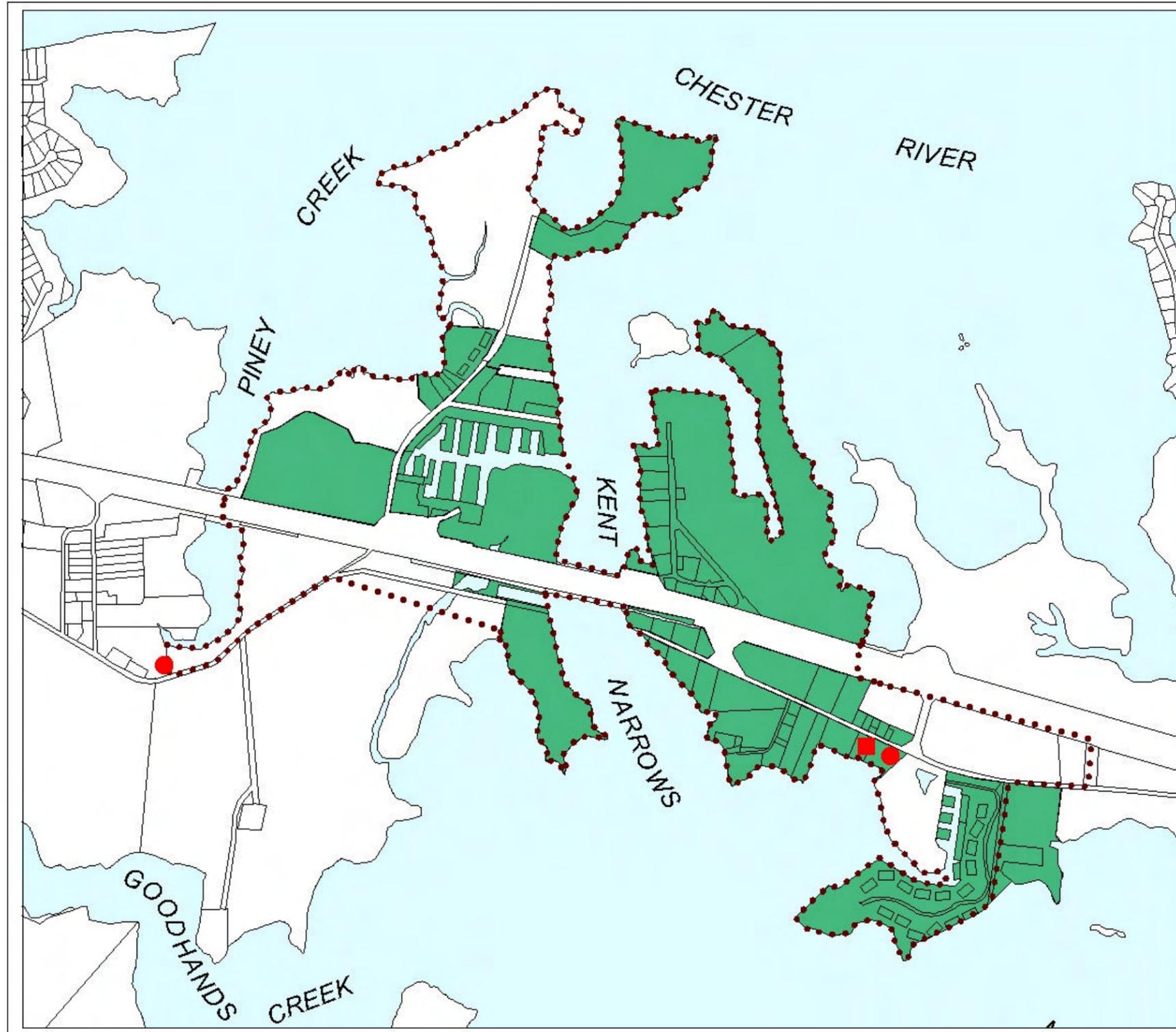
The treatment process in the water treatment plant (WTP) must be able to meet the maximum daily demand, which in this case is 236,166 gpd for the day of highest use for current connections (2003). Allowing for operation for only 20 hours per day and 4,200 gallon per day for backwash water, the existing Oyster Cove WTP can produce a maximum of 300,000 gallons in any day. Capacity is restricted by a groundwater appropriation permit of 88,000 gpd. The water service area provides water to approximately two-thirds of the properties on east side of Kent Narrows and none on the west side. Future plans for water service expansion include a water tower as funds allow. *Table 29: Water Needs*, projects water needs based on projected housing units and projected non-residential space as per build-out scenarios, and does not include current housing units or non-residential uses.

Table 29: Water Needs, is based on data from the build-out scenarios (refer to Table 22 and details in Appendix) where the estimate average allocation per dwelling unit is 250 gpd, and the average allocation for non-residential useage is 0.25 gpd per square foot. Due to lack of monitoring devices and on-lot systems, capacity needs for existing conditions have been calculated based upon averages provided by Queen Anne's County assuming that all development would be connected to the public water system. Provided that all units and non-residential space are connected to water services, an estimated 83,500 gpd will be needed for residential and 144,000 gpd for non-residential space or a total 227,500 gpd will be needed. To date, a total of 98,789 gpd of water is allocated to Kent Narrows, all of which services residential and commercial properties on the east side of the channel (62,500 gpd residential and 36, 289 gpd commercial). Based upon the above calculations (current and projected), there is a need for future expansion of facilities to meet water demands.

Sewer

The allocated sewage flow for Kent Narrows is 158,248 gpd, the actual flow per day is unknown as the flow is not connected to water useage and is not metered. Based on the projected demands for water there will be an increased demand for sewer capacity. If all future uses are to be serviced by water and sewer, then sewer capacity must, at a minimum, be capable of processing potential water capacity (demand). *Map 14: Sewer Service Area*, illustrates the current facilities in Kent Narrows.





Kent Narrows

Queen Anne's County Maryland
Community Plan Update
 Sewer Service Area

Legend

-  Current Service Area
-  No Planned Service
-  Growth Area Boundary
-  Collection Station
-  Pump Station

- NOTES: 1) It is anticipated that all collection and transmission systems to serve planned service areas will be entirely funded by private developers.
 2) Service Area Maps should be used for planning purposes only.

Source: Queen Anne's County Department of Planning and Zoning,
 Maryland Department of Planning, Sanitary District,
 Kent Narrows Community.



NOT TO SCALE
 Plotted October 27, 2005



MAP 14



Table 30: Sewer Needs

Description	Projected Housing Units (Column A)	Projected Sewer Needs per dwelling unit (250 gpd/unit in Column A) (Column B)	Projected Non-residential Space (Square Feet) (Column C)	Projected Non-residential Sewer Needs gpd (0.25 gpd / square foot) (Column D)	Projected Development Sewer Needs gpd (Sum of Columns B & D) (Column E)	Total Sewer Needs gpd (Current 135,468 Allocated Flow plus Projected Flow) (Column F)
Existing Conditions* Kent Narrows (2005)	334	83,500	575,789	143,947	227,447**	227,447**
Scenario 1: Residential Build-out Total	348	87,040	-	-	87,040	222,508
Scenario 1: Residential Build-out Total with Expansion of Growth Area	379	94,840	-	-	94,840	230,308
Scenario 2: Non-Residential Build-out Total With Bonus	-	-	947,866	236,966	236,966	372,434
Scenario 2: Non-Residential Build-out Total Without Bonus	-	-	568,719	142,180	142,180	277,648
Scenario 2: Non-Residential Build-out Total With Bonus & Expansion	-	-	1,032,808	258,202	258,202	393,670
Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion	-	-	619,685	154,921	154,921	290,389
Scenario 3: Mixed-Use Build-out Total With Bonus	355	88,862	379,146	94,787	183,649	322,117
Scenario 3: Mixed-Use Build-out Total Without Bonus	235	58,649	187,677	46,919	105,569	241,037
Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion	387	96,826	413,123	103,281	200,106	335,574
Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion	256	63,905	204,496	51,124	115,029	250,497

*Existing Conditions include viable development such as current economically viable properties plus pending development reduced by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included) assuming redevelopment occurs. Existing conditions assumes that all existing development were connected to the public water system.

** Since the number of units and square footage of non-residential were changed, this number was calculated using the same method as each of the scenarios; the allocated flow for Kent Narrows is 135,468 gpd. Unit calculations and square footage calculations reflect amount for new units as derived from Table 22. (Projected subtract from existing conditions).

Explanation of calculations: Column B = Column A unit count multiplied by 250 gpd
 Column D = Column C sq. ft multiplied by 0.25 gpd
 Column E = Sum of Columns B & D
 Column F = Existing Conditions (135,468) added to Column E (projected)

Refer to the Queen Anne's county, 2005 Comprehensive Water and Sewerage Plan.



Table 30: Sewer Needs, is based on the projected number of housing units and projected square footage of non-residential space per build-out scenarios, and does not include current housing units or non-residential uses. The projection makes the following assumptions concerning sewer flow: the flow per dwelling unit equals 250 gallons per day (gpd); and, the flow for non-residential space equals 0.25 gallons per day per square foot (gpd/sqft). The non-residential flow value is the average of two recognized flows including Office at 0.09 gpd/sqft and Restaurant (sit-down) flow of 0.375 gpd/sqft.

Consideration for marina flows was not included in projections; however, the County has allocated an average daily flow of 15 gpd per commercial slip and 5 gpd per non-commercial slip. According to the marina summary there are approximately 1,438 slips (*1,276 commercial slips and 162 non-commercial/community slips*); therefore, average daily flow or daily useage for marina operations is estimated at 19,950 gpd.

Build-out Population Projections

Using existing data and data as projected for each of the build-out scenarios it is possible to project total housing units, commercial spaces and non-residential space to support population projections for each of the build-out scenarios. *Table 31: Projections Based on Scenarios*, provides the results of the projections. The projections were made based upon the build-out scenarios of undeveloped and underutilized land in the Growth Area and a build-out scenario for the proposed Growth Area expansion. An average 1.5 persons per unit was used to generate population projections. Parking space projections were generated by presuming two parking spaces for every residential unit and one parking space per every 300 square feet of non-residential space. A complete description of the methodology is available in the Appendix.



Table 31: Projections Based on Scenarios

Development / Alteration	Projected Total Housing Units	Projected Total Commercial Parking Spaces	Projected Total Population	Projected Total Non-residential Space (Square Feet)
Existing Conditions* Kent Narrows Growth Area (2005)	338	3,556	508	785,250
<i>Existing Viable Development*</i>	334	2,540	502	575,789
Scenario 1: Residential Build-out Total	682	3,236	1,024	575,789
Scenario 1: Residential Build-out Total with Expansion of Growth Area	713	3,299	1,071	575,789
Scenario 2: Non-Residential Build-out Total With Bonus	334	5,700	502	1,523,655
Scenario 2: Non-Residential Build-out Total Without Bonus	334	4,436	502	1,144,508
Scenario 2: Non-Residential Build-out Total With Bonus & Expansion	334	2,823	502	660,731
Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion	334	2,717	502	626,754
Scenario 3: Mixed-Use Build-out Total With Bonus	689	4,515	1,035	954,935
Scenario 3: Mixed-Use Build-out Total Without Bonus	569	3,635	853	763,466
Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion	721	4,692	1,082	988,912
Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion	590	3,733	885	780,285

**Existing Conditions include viable development such as current economically viable properties plus pending development reduced by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included) assuming redevelopment occurs. Existing conditions assumes that all existing development were connected to the public water system.*

According to Table 31, the population projection for Kent Narrows, based on land available for development, ranges from 502 people (no growth) to 1,082 people (*Scenario 3: Mixed Use Build-out with Bonus and Expansion*).



Summary of Identified Needs

In order to realize the shared community vision of establishing Kent Narrows as a year-round destination place for visitors and local residents along with preserving the watermen's heritage, future development of Kent Narrows must focus on fostering the appropriate mix of land uses supported by the appropriate timing of infrastructure improvements to support destination development activities. The build-out analysis measured impacts on community issues such as parking, revenues and infrastructure to provide an indication of an optimum development scenario for Kent Narrows. The optimum development scenario to achieve the future vision is a mixed-use development scenario with an emphasis on commercial development mixed with residential development. This development scenario is further defined by a summary listing of needs by planning topic. The identified needs provide the basis for development of recommendations and implementation strategies.

Land Use Needs

- Development that is consistent with the character of waterfront development and destination land uses.
- Preservation and enhancement of the natural environment to support eco-tourism activities and to preserve or enhance views and vistas and to maintain access to water on all quadrants.
- Emphasis on non-residential development that contributes to creation and sustainability of a year-round destination.
- Development or redevelopment of opportunity sites to create a year-round destination.
- Redevelopment of under-utilized sites.
- Removal of dilapidated structures.
- Relocation of boat storage to lands of lesser value to further enhance the waterfront community as a year-round destination place.
- Consideration to include the Lippincott Marina site as part of the growth boundary.
- Preserve established setback, building footprint and amount of impervious coverage for redevelopment properties within designated Critical Areas.
- Clearer definition of the bonus provisions in the zoning regulations for the Waterfront Village Center (WVC) by all participants in the development process (*County staff, developers and Commissioners*).

Transportation Needs

- Improved pedestrian safety and lighting.
- Improved directional signage for motorists and pedestrians to attractions, facilities (*i.e., parking*) and the water.
- Solutions to address traffic congestion during peak times and special events.
- Expanded pedestrian access to provide linkages and connections to existing attractions, facilities (*i.e. parking*) and the water.
- Alternate modes of transportation providing connections to key locations within the region.
- Assess parking needs for the current and future development.

Public Infrastructure and Facility Needs

- Additional water and sewer capacity to meet current and future user needs.
- Adequate public and private parking facilities appropriately located to support current and future development parking requirements and needs.



Design, Aesthetics and Beautification Needs

- Improved property maintenance.
- Public and private development that preserves and enhances the natural environment while contributing to the character of a waterfront community.
- Additional landscaping on public and private property.
- Reduction of sign clutter while improving directional signage for motorist and pedestrians.
- Streetscape improvements including traffic calming techniques, sidewalks, lighting, street trees, signage and pedestrian crossings.
- Signage that announces Kent Narrows as a destination place.
- Maintain views, vistas and water access.
- Building and site design requirements and guidelines that enhance the waterfront character establishing Kent Narrows as a unique destination place.

Economic Development Needs

- Community development that augments or contributes to development of a year-round destination, such as museums and educational exhibits, offices, conference facilities and businesses attracting *niche markets*.
- Coordination between waterway activities and community events.



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