



CHAPTER 5: IMPLEMENTATION STRATEGIES

This Chapter provides detailed strategies to implement the various recommendations identified in *Chapter 4: Planning Recommendations*. The strategies identified for each recommendation identifies policies, programs, projects, implementation partnerships, funding sources and priorities that should be considered to successfully realize this plan over time. The implementation matrix contained in this section provides details pertaining to the plan's overall implementation strategy and specific details about individual strategies, projects, programs and services.

Priorities have been identified for each of the recommended strategies, projects, programs or services. A priority rating scale of 1-3 is used to identify various implementation priority levels. Short-term or more immediate actions to be conducted over years 1-5 are identified as a priority level 1; medium-term actions that may require considerable planning or preparation focusing on years 5-10 are identified as priority level 2; and, long-term actions that may require extensive planning, preparation and coordination and are development dependent extend over years 10-20 are identified as priority level 3. Several implementation strategies have received more than one priority level due to various phases of project development.



(Page intentionally blank)



Kent Narrows Implementation Plan						
Plan Concept	Plan Objectives	Plan Element & Recommendation(s)	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Funding Sources	Priority
Waterfront Development	<p>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, conference center, and boatworks.</p> <ul style="list-style-type: none"> •Facilitate economic development efforts that support new business start-ups in niche markets to support development of a year-round destination. •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 eliminates unnecessary procedures and expenses. •Discourage highway service oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time. •Ensure that all new development and redevelopment will have architectural design sensitive to the character of Kent Narrows through establishing architectural design standards. 	<p>Land Use</p> <ul style="list-style-type: none"> •Encourage all new development to incorporate 2 or more uses (including residential and non-residential) within a single development. •Review, analyze and amend the zoning regulations for the WVC District to promote development of a waterfront village with predominantly mixed use structures, along with regulations to promote appropriate building scale and density. •Work collaboratively with the Critical Area Commission to inventory existing building footprints and impervious coverage to establish setback, floor area and impervious coverage for future redevelopment activity, while allowing immediate removal of dilapidated and fire damaged structures. •Consider expansion of the Growth Area boundary to include the Lippincott Marina site. <p>Public Safety</p> <ul style="list-style-type: none"> •Assess infrastructure to meet needs during emergency situations. •Coordinate between State, County and Local emergency service providers to adequately prepare for local impacts from natural disasters. 	<ul style="list-style-type: none"> •Amend County Code to permit appropriate waterfront land uses: <ol style="list-style-type: none"> 1) See strategies for commercial development and redevelopment (page 112 &113) 2) Establish parking requirements for seasonal uses. 3) Clarify and establish well defined regulations for implementation of bonus provisions. 4) Incorporate design guidelines contained in this plan. •Work with Critical Area Commission to establish existing footprints to allow flexibility in preparing a site for redevelopment such as removal of dilapidated structures with no loss of setback and impervious area (Critical Area Regulations). •Amend Growth Area boundary to include the Lippincott Marina site. 	Planning and Zoning Staff, Planning Commission, Department of Parks and Recreation, Department of Emergency Services, Developers and Property Owners, KNDF*, Critical Area Commission	General operating budget, Private Property Owner/Developer investment	1
		<ul style="list-style-type: none"> •Connect all new development and redevelopment to the public water and sewer systems whenever possible. 	<ul style="list-style-type: none"> •Amend County Master Water and Sewer Plan to recommend connection to public water and sewer systems. 			
		<p>Design, Aesthetics and Beautification</p> <ul style="list-style-type: none"> •Identify design standards for buildings, building location, style, color and signs. •Develop regulations, guidelines and incentives for on-lot aesthetics, infrastructure improvements and donation of public easements for waterfront boardwalks and other forms of public access to the waterfront. •Incorporate design criteria into zoning regulations from this plan and where appropriate from the 1992 Kent Narrows Waterfront Village Center Development Handbook. 	<ul style="list-style-type: none"> •Amend County Code: <ol style="list-style-type: none"> 1) To require dedication of 12 foot public easement along waterfront where feasible. 2) Development review requirements to improve waterfront with 12' boardwalk where feasible. 3) Development review requirements to provide public access to waterfront from other public areas, walkways/paths and sidewalks where feasible. 4) To incorporate design guidelines contained in this plan. 5) To replace 1992 Kent Narrows Waterfront Village Center Development Handbook with zoning updates. 			
		<p>Design, Aesthetics and Beautification</p> <ul style="list-style-type: none"> •Landscape existing parking lots along the roadway to create a uniform streetscape and reinforce characteristics of a destination place. •Consolidate access points of businesses making them safer and more aesthetically pleasing. 	<ul style="list-style-type: none"> •Developer Requirements: <ol style="list-style-type: none"> 1) Provide parking lot landscaping. 2) Provide easement for sidewalks and streetscape improvements along public rights-of-way. 			

* Kent Narrows Development Foundation



		Public Infrastructure & Facilities Refer to Commercial Development/Redevelopment plan concept. (page 113 &114)				
--	--	--	--	--	--	--

Kent Narrows Implementation Plan									
Plan Concept	Plan Objectives	Plan Element & Recommendation(s)	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Funding Sources	Priority			
Commercial Development/ Redevelopment	<p>Infill development and redevelopment of opportunity sites with mixed commercial and upper level residential development along with an emphasis on moderate repairs and other improvements to existing commercial structures in accordance with design standards. Redevelop under-utilized commercial properties including vacant commercial space and boat storage space.</p> <p>•Facilitate economic development efforts that support new business start-ups in Niche Markets to support development of a year-round destination.</p> <p>•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 eliminates unnecessary procedures and expenses.</p> <p>•Discourage highway service oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time.</p> <p>•Facilitate and promote private sector investment and growth.</p>	<p>Land Use</p> <p>•Encourage all new development to incorporate 2 or more uses (including residential and non-residential) within a single development.</p> <p>Economic Development</p> <p>•Create a destination place by promoting small-scale businesses.</p> <p>•Pursue the development of small businesses in <i>Niche Markets</i> to meet the needs of year-round residents, slip holders and visitors/tourists.</p> <p>•Pursue the development and redevelopment of opportunity sites with uses that expand tourism attractions that build upon the concept of geo-tourism: geography, heritage, natural environment and culture of Kent Narrows. Development and redevelopment opportunities include: conference center and resort development, mixed-use commercial center, museum/entertainment center, restaurant and small scale commercial development along waterfront, office mixed with residential development, parking facilities with small-scale commercial development and public parking with shuttle and bike rental.</p> <p>•Provision of reasonably priced housing opportunities for this service industry labor force in close proximity to the Kent Narrows is necessary to assure that Kent Narrows continues as a prime location for employment.</p>	<p>•Amend the County Code to allow flexibility and incentives for mixed use development:</p> <ol style="list-style-type: none"> 1) Mix "Class A" Office space with residential condominiums. 2) Mix "Class A" Office space with first floor commercial (retail and service). 3) Mix first floor commercial (retail and service) with residential condominiums. 4) Permit convention center and resort development for profit. 5) Permit museums, educational exhibits, entertainment and similar uses. <p>•Work with Critical Area Commission to establish existing footprints that allows flexibility with respect to preparing a site for redevelopment by removal of dilapidated structures with no loss of setback and impervious area (Critical Area Regulations).</p>	Property Owners/Developers, County Commissioners, Planning & Zoning, Critical Area Commission	Private and public investment	1,2,3			
			<p>•Remove dilapidated structures, assemble land through developer partnerships and develop/redevelop sites.</p> <p>•Provide public infrastructure and facilities – expansion of water and sewer facilities as needed.</p>						
			<p>•Acquire site(s) for new public parking and provide additional public parking as development occurs.</p>				County Commissioners, KNDF, Planning & Zoning	State Capital Program (<i>state bond program</i>), special tax revenues, County revenues, KNDF	2,3
			<p>•Work collaboratively to identify opportunities within sensible proximity to the Kent Narrows and at densities such that the free market will provide such type of workforce housing.</p>				Developers, County Commissioners, Planning & Zoning,	Private investment	2



Kent Narrows Implementation Plan						
Plan Concept	Plan Objectives	Plan Element & Recommendation(s)	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Funding Sources	Priority
Commercial Development/ Redevelopment (continued)	<p>Infill development and redevelopment of opportunity sites with mixed commercial and upper level residential development along with an emphasis on moderate repairs and other improvements to existing commercial structures in accordance with design standards. Redevelop under-utilized commercial properties including vacant commercial space and boat storage space.</p> <ul style="list-style-type: none"> •Facilitate economic development efforts that support new business start-ups in Niche Markets to support development of a year-round destination. •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 eliminates unnecessary procedures and expenses. •Discourage highway service oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time. •Facilitate and promote private sector investment and growth. 	<p>Public Infrastructure & Facilities</p> <ul style="list-style-type: none"> •Connect all new development and redevelopment to the public water and sewer system whenever possible. •Water – Expand/upgrade to meet current and future needs. •Sewer Facilities – Expand/upgrade to meet current and future needs. •Public Parking – Expand to meet current and future needs. •Assess infrastructure to meet needs during emergency situations. 	<p>Water</p> <ul style="list-style-type: none"> •Conduct a joint public and private water study to determine system needs on public and private property and to what extent the needs are translated into capital improvements. 1) Expand water facilities by making connections to other County facilities to expand distribution systems within the entire Growth Area. 2) Identify need that can only be met by new facilities such as a water tower. •Upgrade/replace distribution systems on private properties to ensure adequate distribution. •Eliminate on-lot wells for potable use whenever possible. •Encourage use of on-lot wells for non-potable uses such as watering of plants, boat washing and similar uses. <p>Sewer</p> <ul style="list-style-type: none"> •Maintain system capacity and treatment capabilities. •Expand capacity as needed for development. <p>Stormwater Management Facilities</p> <ul style="list-style-type: none"> •Clearly identify Critical Area and other state requirements that impact private and public community development projects. <p>Public Parking</p> <ul style="list-style-type: none"> •Enforce parking requirements. •Use wayfinding signage to direct visitors to parking. •Provide information kiosks at key locations in public spaces and public parking lots that include maps and information about various attractions and services. •Provide adequate lighting for safety. •Provide clearly marked pedestrian connections from parking lots to other locations. •Promote shared parking arrangements and agreements. •Enhance the trail system with additional parking lots at key locations. •Conduct parking analysis to include capacity analysis and feasibility assessment for new facilities. 1) Parking capacity analysis for existing and future parking needs. 2) Review parking standards based upon needs with 25% reduction provision. 3) Feasibility Study for new parking facilities to meet current and future needs and address the following issues . <ul style="list-style-type: none"> (a) Location of public parking facilities (lots and structures) to inland lots and lots on the edge of the Growth Area. (b) Satellite parking areas with shuttle service for employees. (c) Adequate parking for boat trailers. (d) On-street parking at appropriate locations. (e) Feasibility of a parking structure under the bridge. •Promote shared parking arrangements and agreements. <p>Capital Improvements Program (CIP)</p> <ul style="list-style-type: none"> •Develop a capital improvements program specific to Kent Narrows to identify the use of impact fees, special taxes and other sources of revenue for public improvements. 1) Sewer, water, streets and streetscapes, parks and other public lands, public parking and similar capital expenditures. 2) County lease of excess public parking areas to generate revenue to fund future parking and parking facilities (lots and structures). 	<p>County Commissioners, KNDF, Office of Economic Development, Department of Finance, County Departments, Water/Sewer Districts, Developers</p>	<p>General Funds, Bonds, Special Tax District funds, State Bond Program, State Grants and Developers (impact fees), Capital Improvements Programming</p>	<p>1,2</p>



Kent Narrows Implementation Plan						
Plan Concept	Plan Objectives	Plan Element & Recommendation(s)	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Funding Sources	Priority
Residential Development	In order to best preserve the waterfront character, all new residential development should be part of a mixed commercial development proposal.	Land Use <ul style="list-style-type: none"> •Encourage all new development to incorporate 2 or more uses (including residential and non-residential) within a single development. 	<ul style="list-style-type: none"> •Amend County Code to promote mixed use development to only permit residential development as part of a mixed-use development proposal. 	Planning and Zoning Staff, Planning Commission, Developers and Property Owners	General operating budget	1
Open Space Development and Creating Connections	<p>Preserve natural and scenic areas as open space and preserve views. Establish public open spaces and enhance existing public open spaces with connections to commercial development along the waterfront through the use of sidewalks, walkways, paths and boardwalks.</p> <ul style="list-style-type: none"> •Provide and preserve public access, views and vistas to the waterfront •Link the four quadrants for pedestrian access, centralize parking and provide for pedestrian access through the area, preferably along the waterfront to alleviate the need for vehicular traffic throughout Kent Narrows. •Establish County incentives for developers and property owners to create public improvements on or off their sites that enhance pedestrian access, create boardwalks along the water, create public plaza areas and create architectural features. 	Land Use <ul style="list-style-type: none"> •Work collaboratively with adjacent property owners to comprehensively develop a Master Plan for the Wells Cove area to effectively utilize and access the prime waterfront property for public access and use. •Target properties with waterfront access for waterfront, open space and geo-tourism development opportunities including park/open space with access to water activities, museums and educational exhibits (tourism attractions) and mixed commercial uses with publicly accessible boardwalks and/or pathways. 	<ul style="list-style-type: none"> •Prepare a Master Plan for Wells Cove developed as a waterfront park/open space. •Encourage public parking and private/patron parking (parking lots and structures) to be located on inland lots or on interior/inland portions of lots with waterfront access. 	Planning and Zoning Staff, Planning Commission, Department of Parks and Recreation, Developers and Property Owners	State grant funds, General operating budget	1
		Design, Aesthetics and Beautification <ul style="list-style-type: none"> •Identify design standards for street lighting, bollards, benches, trash receptacles, information kiosks and other amenities. •Identify landscaping standards. •Use street trees planted continuously along the roadway approaching Kent Narrows to reinforce the sense of arrival at their destination. 	<ul style="list-style-type: none"> •Amend the County Code to include design standards where appropriate. •Identify graphically a standard for design, aesthetics and beautification in public spaces. 			
		Public Space Improvements <ul style="list-style-type: none"> •Provide improvements to existing public lands that provide water access. 	<ul style="list-style-type: none"> •Public space improvements on county park lands at Well's Cove (boardwalk, public space, facilities to accommodate vendors and improved public space for special events and activities). 	County Commissioners, Departments of Parks & Recreation and Planning & Zoning	Various state funding sources, County Funds	1,2
		Bicycle & Pedestrian Connections <ul style="list-style-type: none"> •Refer to Circulation Plan Concept on last page of matrix for details. 				



Kent Narrows Implementation Plan						
Plan Concept	Plan Objectives	Plan Element & Recommendation(s)	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Funding Sources	Priority
Geo-Tourism	Continue preservation of waterfront heritage, natural and scenic resources enhanced by educational exhibits that sustain or enhance the geographic character of the environment, culture, aesthetics, heritage and the well-being of residents contributing to creating and sustaining a year-round destination. •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, conference center, and boatworks. •Increase and diversify waterfront experiences through establishing appropriate uses, activities/attractions, festivals, events and performances. •Encourage the County to reinvest hotel room taxes and special district taxes in recreation, tourism promotion and amenities in Kent Narrows.	Promotions •Develop promotional strategies specific to Kent Narrows (<i>promote as a year-round destination</i>)	•Develop a promotional campaign addressing various geo-tourism aspects of Kent Narrows .	Office of Tourism, KNDF	KNDF, special tax district funds and Hotel Tax	1
		Economic Development •Pursue the development and redevelopment of opportunity sites with uses that expand tourism attractions including geography, heritage, natural environment and culture.	•Develop a museum/ entertainment center. •Develop observation towers at key locations. •Develop a conference center and/or resort hotel.	County Commissioners, Office of Economic Development, Planning and Zoning Staff, Developers and Property Owners	County revenues, State funding sources, Developers and Property Owners	2 &3
		Land Use •Maintain land use regulations that preserve natural and scenic areas and open spaces Public Safety •Signage of dangerous areas where land meets the waters edge to restrict access from uses including walking, fishing, swimming and crabbing.	•Maintain current regulation for Critical Area Designations. •Credit for preservation and enhancement of viewscales and natural features. •Update Critical Area Program to recognize footprints of dilapidated buildings for future development to enable demolition in advance of development.	Planning and Zoning Staff, Planning Commission, Developers and Property Owners	General operating budget	1
		Programming •Program year-round events and activities that attract tourists. •Coordinate with County staff. •Continue to strengthen leadership of the KNDF and involvement in implementation of this plan. •Coordinate with State and Federal agencies	•Create a full-time position as a Kent Narrows Manager with an emphasis on programming, promotion and coordination of activities and year-round events, foster public/private partnership development and manage facility improvements in Kent Narrows.	County Commissioners, Office of Tourism, KNDF, Department of Parks and Recreation, and local businesses	County Commissioners, KNDF, Special Tax district funds, Hotel Tax, grants and local business sponsorships	1



Kent Narrows Implementation Plan						
Plan Concept	Plan Objectives	Plan Element & Recommendation(s)	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Funding Sources	Priority
Gateways	Establish Kent Narrows as a gateway to the Chesapeake Bay. Establish gateways to Kent Narrows for motorized and non-motorized modes of travel on both land and water. Gateways may include signage, plantings, structures and amenities at entranceways to Kent Narrows.	<p>Design, Aesthetics & Beautification</p> <ul style="list-style-type: none"> •Improve signage along US 50/301 to include attraction signage. •Improve and simplify existing gateway signage at US 50/301 exists 41 and 42. •Simplify and reduce amount of sign clutter along MD 18 and at other key locations to clearly identify amenities by quadrant. •Provide information kiosks that include maps and information about various attractions and services for pedestrians. •Develop a signage system consisting of directional signage, attraction signage and public parking signage. •Utilize the Chesapeake Country National Scenic Byway communities to establish gateway signage for Kent Narrows. •Use landscaping to help drivers realize they are entering a destination place. •Use decorative plantings at gateways around the base of welcome signs and at major intersections to help signal to travelers that they have arrived at a destination. 	<ul style="list-style-type: none"> •Create and implement a wayfinding signage plan and system. •Acquire land at key locations with appropriate access for the placement of observation towers/gateways via water. •Explore the possibility of gateway improvements at key locations in the Bay approaching Kent Narrows. •Use landscaping and decorative plantings at gateways around the base of welcome signs and at major intersections. •Use street trees planted continuously along the roadway approaching Kent Narrows to reinforce the sense of arrival at a destination. •Landscape existing parking lots along the roadway to create a uniformed streetscape and reinforce characteristics of this destination. •Participate in the Chesapeake Country National Scenic Byways program to place gateway signage. 	KNDF, County Commissioners, Office of Tourism, Department of Park and Recreation, Department of Planning & Zoning, Coast Guard	KNDF, Chesapeake Bay Foundation Programs, SAFETEA-LU (enhancement program), Special Tax District Funds and volunteers (<i>for maintenance of plantings</i>)	2
Organizational Structure and Leadership	<ul style="list-style-type: none"> •<i>Improve the organizational structure tasked to attract, manage and sustain economic development within Kent Narrows.</i> 	<ul style="list-style-type: none"> •Continuing to strengthen the leadership of the Kent Narrows Development Foundation and involvement in implementation of this plan. •Continue dedication of County Economic Development staff to support future development, infrastructure improvements and event organization in Kent Narrows and to act as a liaison to the business community providing an array of technical assistance including but not limited to facilitation of technical aspects of community development, grants writing and administration and public/private partnership development to support plan implementation. 	<ul style="list-style-type: none"> •County Office of Economic Development – incorporate appropriate aspects of this plan into work program. •Create a full-time position as a Kent Narrows Manager with an emphasis on programming, promotion and coordination of activities and year-round events, foster public/private partnership development and manage facility improvements in Kent Narrows. 	County Commissioners, KNDF, Office of Economic Development and County Departments	General operating budget, KNDF and special tax funds (<i>funded by County, private or combination of both</i>)	1,2



Kent Narrows Implementation Plan						
Plan Concept	Plan Objectives	Plan Element & Recommendation(s)	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Funding Sources	Priority
Circulation/Transportation	Provide safe and efficient means of transportation for all modes of travel to access Kent Narrows as a point of destination and to then travel about within Kent Narrows by means of land and water.	<p>Bicycle & Pedestrian Connections</p> <ul style="list-style-type: none"> •Develop streetscape, boardwalk and trail connections to enable movement within and between the four quadrants. •Provide pedestrian scale lighting, plantings, signage and other amenities. •Develop regional connections with expansion of the Cross Island Trail to provide connections to Chester, south of US 50, along MD 18. •Promote safe travel behavior through the use of appropriate signage and by providing share-the-road information. •Provide printed information with advice on travel routes, parking facilities and potential congestion/conflict areas. •Provide physical separation between Cross Island Trail on the old Kent Narrows bridge and along MD 18 east of the bridge. <p>Water Access & Safety</p> <ul style="list-style-type: none"> •Provide water taxi service. •Identify appropriate water gateways through a coordinated effort with the Coast Guard and other agencies. •Improve traffic safety by extending the 6 mph markers to the first day marker at the south end of the Narrows. <p>Traffic Congestion</p> <ul style="list-style-type: none"> •Identify traffic congestion solutions based upon a study of both existing and forecasted conditions in conjunction with the location of existing and proposed parking facilities. <p>Traffic Calming</p> <ul style="list-style-type: none"> •Reduce traffic speeds through enforcement. •Improve signage and roadway conditions. •Reduce traffic speeds by making roadway improvements. •Use alternative pavement material for shoulders to narrow the perceived width of roadway. •Use alternative paving material for crosswalks, parking areas and high pedestrian use areas. •Enhance MD 18 with improvements such as tree plantings, sidewalks and streetscape improvements, physical separation of the Cross-Island Trail and extension of the trail to improve safety, to enhance local character and to create visual interest for drivers to slow traffic speeds. <p>Traffic Management During Special Events</p> <ul style="list-style-type: none"> •Use temporary signs and delineation of temporary parking areas, and employ traffic control personnel during special events to improve safety and traffic operations while maximizing parking availability. •Use road closures and announcements of road closure for special events, advanced planning and advanced notice to adequately manage traffic. •Provide shuttle service from parking facilities to events and attractions. <p>Controlling Access</p> <ul style="list-style-type: none"> •Consolidate the access points of businesses making them safer and more aesthetically pleasing. <p>Public Transportation System</p> <ul style="list-style-type: none"> •Assess feasibility of public transportation service (seasonal or year-round shuttle/trolley) to connect Kent Narrows with town centers and other key locations within the region. 	<ul style="list-style-type: none"> •Design and implement streetscape improvements along MD 18 for entire length of Kent Narrows Growth Area. •Design and implement pedestrian crossing improvements at key intersections and locations •Design and implement bicycle and pedestrian facilities to connect existing facilities with public open space and the waterfront. •Provide information kiosks that include maps and information about various attractions and services for pedestrians . •Continue development of the Cross-Island Trail within Kent Narrows and to the edges of the Growth Area to allow for connections within the region. •Develop a basic traffic management plan for special events (modify as needed due to specifics of each event). •Contract with a shuttle service for special events. •Amend County Code to restrict access on to MD 18. •Conduct a traffic congestion analysis incorporating parking feasibility study results to analyze future conditions. •Conduct feasibility study for seasonal and year-round shuttle/trolley system. <ol style="list-style-type: none"> 1) Research other systems from regions of similar conditions, attractions and needs. 2) Service characteristics should consider: per day fee, employee incentives; connections with parking lots outside of Kent Narrows; access to airport; fixed route; on-call services; and public/private sponsorship. •Explore the possibility of public water access at the Exploration Center through the canal on the adjacent property. 	Maryland State Highway Administration, County Commissioners, Department of Public Works, Planning & Zoning, Department of Parks and Recreation, Sheriff's Office	State highway funds and federal transit funds, enhancement funds, County revenues and private developers, State park and recreation grants, Special Tax District funds	1, 2