

Appendix 1:

Plan Implementation and Streamlining Element





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Section 1.0 Implementation & Streamlining

The goals, objectives and recommendations from each of the Plan Element sections provide the basis for implementation and streamlining. This section contains actions consisting of strategies, projects, programs and services identified for implementation to realize plan goals, objectives and recommendations.

The following is a listing of lead agency and implementation partners with abbreviations. Abbreviations are used in the implementation matrix in the Lead Agency & Implementation Partners column.

Queen Anne's County Departments & Agencies

AO – QAC Administrator's Office
 AB – QAC Agricultural Board
 BOE – QAC Board of Education
 DA – Department of Aging
 DF – Department of Finance
 DPW – QAC Department of Public Works
 EDAT – QAC Department of Economic Development, Agriculture and Tourism
 EDC- Economic Development Commission
 ENVHD – QAC Environmental Health Department (State Agency)
 HA – QAC Housing Authority
 HCS – QAC Department of Housing and Community Services
 KNDF – Kent Narrow Development Foundations
 LGE – QAC Department of Land Use, Growth Management & Environment
 CEP – Community and Environmental Planning
 LUZ – Land Use and Zoning
 P&R – QAC Department of Parks and Recreation
 SCD – QAC Soil Conservation District

Regional Agencies

CCNSBA – Chesapeake Country National Scenic Byway Alliance
 COG – Council of Governments (Towns)

R50C – Route 50 Corridor Committee
 USRC – Upper Shore Regional Council

State Agencies

CAC – Critical Area Commission
 MDP – Maryland Department of Planning
 MDE – Maryland Department of the Environment
 MDOT – Maryland Department of Transportation
 MDTA – Maryland Transportation Authority
 MHT – Maryland Historical Trust
 SHA – Maryland State Highway Administration

- Maryland Scenic Byways, Office of Environmental Design
- Regional & Intermodal Planning Division
- Community/Highway Design Division

Recommended Queen Anne's County Boards

HCSAB – Historic and Cultural Sustainability Advisory Board

Other References

CWSP – Comprehensive Water & Sewerage Plan
 LESA – Land Evaluation Site Assessment

Section 1.1 Implementation Matrix

The following Implementation Matrix is organized to correspond in color and section number with Plan Elements. Lead agency or agencies are highlighted in yellow.

<p>Orange Blue Green Brown Rose Purple Turquoise Grey</p>	<p>Section 1.0 Land Use Element Section 2.0 Sensitive Areas, Water Resources and Mineral Recovery Element Section 3.0 Priority Preservation Area Element Section 4.0 Historic & Cultural Preservation Element Section 5.0 County/Town Planning Framework Element Section 6.0 Economic Development & Tourism Element Section 7.0 Workforce Housing Element Section 8.0 Community Facilities & Transportation Element</p>
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Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 1: Review current site design standards to further promote environmental protection, landscaping and aesthetics as well as seeking to preserve scenic beauty, vistas, viewscapes, and un-fragmented forestland and farmland through compact residential design.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1.Continue to promote “scenic byways” with consideration of land use and design tools to ensure the corridors retain their beauty and scenic characteristics (potentially US 301 and MD 544, currently MD 213 and MD 18 are Scenic Byways) and continue to participate in the State’s Scenic Byways Program.	1.1 Implement existing Chesapeake Country Scenic Byway Corridor Management Plan.	EDAT, LGE, SHA	Y
2.Establish design standards that will preserve vistas, viewscapes, and un-fragmented farmland that include: a. Screening; b. Setbacks; c. Sign guidelines to preserve scenic appearance of the corridor; d. Enhanced buffer yard requirements along major transportation corridors; e. Contiguous clustered lots and provide for efficient road and lot design; f. Open space required by subdivisions to remain viable for agricultural practices.	2.1 Create a Corridor Overlay Zoning District and relevant standards and guidelines. 2.2 Amend Chapter 18 to implement the cluster subdivision recommendation.	CEP	N
3. Create a Route 50 Corridor Plan that considers buffer, signage and architectural standards.	3.1 Seek State and federal funding to prepare a Route 50 Corridor Plan, develop and implement.	CEP, DPW, MSHA, R50C	N
4. Develop Eastern Shore vernacular design standards for highway/retail commercial. Identify vernacular and create pattern book.	4.1 Establish a working committee to collaborate with County staff to conduct research to support development of a pattern book.	CEP, HCSAB	N
5. Utilize innovative stormwater management techniques that incorporate Environmental Site Design (ESD).	5.1 Apply the County’s new Environmental Site Design (ESD) standards.	DPW, LGE, MDE, SCD	N
6. Develop conservation-by-design standards consistent with public safety standards.	6.1 Review and modify site design and environmental standards for cluster development.	LGE, DPW, ENVHD	N



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 1: Review current site design standards to further promote environmental protection, landscaping and aesthetics as well as seeking to preserve scenic beauty, vistas, viewsapes, and un-fragmented forestland and farmland through compact residential design.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
7. Discourage residential development along major transportation corridors. a. Noise is inappropriate for residents. b. Traffic congestion is greater.	7.1 Consider Corridor Overlay Districts to establish appropriate setbacks, buffers and access management standards for major transportation corridors. Use noise standards for residential neighborhoods to determine appropriate setbacks and buffers.	LGE	N
8. Review interrelation of forest protection, forest mitigation and landscape requirements to improve residential and non-residential site design.	8.1 Conduct necessary research, studies and analysis. 8.2 Develop appropriate standards and regulations.	LGE	N
Objective 2: Allow growth in existing Planning Areas and provide for designation of new Planning Area(s) for purposes of preserving equity in farmland, decreasing the potential number of new units in the AG and CS districts, and developing environmental and site design standards.			
1. Promote planned neighborhood development as a village that results in reduced environmental impacts.	1.1 Review and modify existing zoning districts to consider new design standards and requirements as appropriate for planned neighborhood developments.	CEP	N



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 2: Allow growth in existing Planning Areas and provide for designation of new Planning Area(s) for purposes of preserving equity in farmland, decreasing the potential number of new units in the AG and CS districts, and developing environmental and site design standards.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
<p>2. The following items a, b, c and d shall be considered holistically. Existing zoning and other laws remain in place before any changes are made to land use or code while a new Transfer of Development Rights (TDR) program is planned, approved, and implemented, and functional receiving areas are established.</p> <p>a. Designate new County Planning Area(s) or other Planning Area around existing towns with the following characteristics:</p> <ul style="list-style-type: none"> i. Development in New Planning Area(s) shall require the purchase of TDRs or Noncontiguous Development Rights (NCDs); ii. New Planning Area(s) shall be planned, in coordination with recommendations already approved, in terms of size and the number of TDR's required for different types of residences, to have the capacity to absorb the TDRs or NCDs confirmed for Agricultural (AG) and Countryside (CS) zoned properties not including rights that may be transferred using other means such as Maryland Agricultural Land Preservation Foundation (MALPF), Rural Legacy, Purchase of Development Rights (PDR), etc.; iii. New Planning Area(s) shall be planned to respect greenbelt and open space commitments of towns, while appropriately linked to towns to give New Planning Area(s) residents access to businesses, schools and public services; iv. New Planning Area(s) shall be planned to respect scenic vista setbacks from highways and shall require community designs consistent with the rural, small town character of the Eastern Shore; and 	<p>2.1 Create an enhanced TDR program and adopt.</p> <p>2.2 Establish Joint Planning Agreements.</p> <p>2.3 Provide technical assistance to Towns to establish Adequate Public Facilities Ordinances.</p> <p>2.4 Through mutual agreement coordinate Municipal Growth Elements (MGE) through face-to-face meetings between the County and Towns and continued coordination of planning and implementation between County and Towns with establishing appropriate density standards for newly up-zoned lands through annexation and establishment of greenbelts as well as coordination of resources to provide adequate public facilities as well as establishing the Towns as receiving areas.</p> <p>2.5 Develop an enhanced TDR program limiting TDRs to PFAs for purpose of protection of Agricultural lands.</p> <p>2.6 Identify and design new Planning Areas.</p>	<p>CEP, AB, COG, EDAT</p>	<p>N</p>
		<p>Refer to Goal 1, Objective 1, Recommendations 1, 2 & 3.</p>	<p>COG, LGE and MSHA</p>



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 2: Allow growth in existing Planning Areas and provide for the designated new Planning Area(s) for purposes of preserving equity in farmland, decreasing the potential number of new units in the AG and CS districts, and developing environmental and site design standards.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
v. Conduct a cost/benefit analysis which considers shared government financing options for the necessary infrastructure including water, sewer, roads and schools. b. Confirm TDRs, PDRs and NCDs on the basis of 1 dwelling unit per 8 acres for all Agricultural (AG) and all Countryside (CS) zoned land not in Critical Area. c. Review the need to eliminate the ability to transfer NCDs in the Agricultural (AG) and Countryside (CS) zoning districts. d. The total number of units eligible for development in the AG and CS zoning districts shall not exceed the number of units that otherwise could be developed as minor subdivisions using a density calculation of 1 dwelling per 20 acres. Major subdivisions may be permitted in the AG and CS districts, only if the development rights in excess of minor subdivision limits are transferred from those otherwise eligible for minor subdivisions.	v.1 Conduct Shared Financing Study.	DPW, AO, CEP, COG, DPW	Y/N
	v.2 Expand infrastructure where appropriate to support the establishment of employment centers and to address health and safety issues.		
	b.1 Downzone CS from 1/5 acres to 1/8 acres so that zoning densities in the CS Zoning District are consistent with the current AG zoning cluster density.	CEP, EDAT	N
	c.1 Conduct analysis of benefits and develop incentives for TDRs to Planning Areas and Municipal Growth Areas.	CEP, EDAT	N
d.1 Use this parameter as part of the downzoning of AG and CS districts.		CEP, EDAT	N
3.To promote the prompt implementation of these recommendations, the Planning Commission commits itself to recommend the adoption of a new TDR Program within eighteen months of the date of the adoption of this Plan.	Refer to Goal 1, Objective 2. 3.1 Implement immediately.		
Objective 3: Support family farming by continuing to implement the zoning tools for lot line adjustments and sliding scale subdivision.			
1.Continue to allow sliding scale subdivisions at the current allowed density of 1 lot per 100 acres or part thereof.	1.1 Continue current policy.	LGE	N
2.Continue to allow administrative subdivisions that permit adjusting lot lines that do not create new lots.	2.1 Continue current policy.	LGE	N



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 4: Seek to protect Critical Areas.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Do not allow classification changes in Critical Areas except for: a. designated Planning Areas; b. a public service need is demonstrated; c. existing and future institutional uses; or d. where there is no net increase in intensity.	1.1 Amend Chapter 14. 1.2 Encourage reuse of vacant and abandoned properties within Critical Areas.	CEP	N
2. Establish shoreline buffers on Critical Area parcels in accordance with State legislation and requirements.	2.1 Amend Chapter 14.	CEP	N
3. Within the Agricultural (AG) and Countryside (CS) zoning districts, no new development within the 300 foot shoreline buffer is permitted, except where grandfathered by provisions in Chapter 14, or unless a hardship is demonstrated.	3.1 Amend Chapter 14.	CEP	N
4. When Critical Area Transfer of Development Rights (TDRs) is used, both sending and receiving parcels must provide established buffer areas consistent with adopted State regulation.	4.1 Amend Chapter 14.	CEP	N
5. No growth allocation granted, outside of designated Planning Areas, to create Intensely Developed Areas (IDA), except for institutional and public service uses.	5.1 Amend Chapter 14.	CEP	N
Objective 5: Promote energy efficient buildings.			
1. Consider State and National standards for constructing green buildings when promulgated.	1.1 Apply state and national standards as appropriate for the County.	LUZ	N
2. Consider the application of Leadership in Energy and Environmental Design (LEED®) standards or other innovative energy saving technologies for public and commercial buildings.	2.1 Integrate design standards within current County Codes.	LUZ	N



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 6: Improve design standards to include innovative energy and environmentally sustainable elements.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Explore and research sustainable and resource conservation codes to identify opportunities appropriate for use in Queen Anne’s County.	1.1 Establish in-house working committee to research and develop sustainable and resource conservation codes.	LGE, DPW	N
2. Create a vision of desirable types of innovative energy and environmentally sustainable developments.	2.1 Prepare concept diagrams for sustainable development patterns to demonstrate application of regulation and innovative energy and environmentally sustainable solutions.	LGE, DPW	N
3. Consider increased density rewards for innovative and environmentally sustainable residential and commercial developments.	3.1 Amend Chapter 18 and 14.	CEP, DPW	N
Objective 7: Explore the prospect of creating a pilot project using a shared wastewater system to achieve better rural design as well as concentrated development in any new Planning Areas.			
1. Any such pilot project would need to be a public utility operated by a government entity.	1. Conduct necessary studies and investigations for using shared facilities. Identify pilot project areas working collaboratively with the property owners and/or developers. 2. Adopt appropriate regulations for shared facilities.	DPW, ENVHD, LGE	Y/N
2. A shared facility ordinance may be required.			



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 8: Proactively manage growth that reflects the County’s vision and adequately provides for thoughtful growth.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1.Zoning densities in the Countryside (CS) zoning district be made consistent with the current Agricultural (AG) zoning cluster density. Downzone Countryside (CS) from 1 dwelling unit per 5 acres to 1 dwelling unit per 8 acres for cluster subdivision techniques.	1.1 Refer to Goal, Objective 2, Recommendation 2(b).	CEP, EDAT	N
2.Focus on attracting businesses that have the least impact on the environment.	2.1 Establish incentives for low-impact businesses. 2.2 Review regulations to ensure minimal environmental impacts.	EDAT, LGE	N
3.Seek to increase facilities and residential opportunities for low income, seasonal workers and the elderly.	3.1 Develop partnerships to promote housing for all types for all incomes and households. 3.2 Establish development incentives to provide these housing opportunities. 3.3 Strengthen the County’s Housing Programs through funding, partnering and implementation.	HCS, CEP, HA	N
4.Be a conscientious steward of land and waterways as well as natural assets through a variety of protection measures.	4.1 Continue to enforce current policies and to strengthen and enforce those policies through County Codes. 4.2 Provide public education on the importance of stewardship and measures individual property owners can take above and beyond regulations.	CEP, CAC, DPW, MDE, SCD	N



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 9: Ensure that sufficient commercially zoned lands exist and those lands are appropriately located and provided with infrastructure.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
<p>1. Create a database of commercially developable land that accounts for sewer or septic limitations and availability, non-tidal and tidal wetlands, environmental buffers, and other limitations so that the County has an inventory of commercially developable land.</p> <p>a. Maintain an inventory of existing commercial and residential space as a means to encourage infill development and revitalization where there is existing infrastructure.</p> <p>b. The database should include a map of the undeveloped commercial land contiguous to the US 50 corridor from Kent Island to the US 50/301 split.</p> <p>c. The database should not include tax exempt properties such as churches, governmental buildings, and schools.</p>	<p>1.1 Create and maintain the database.</p> <p>1.2 Map commercially developable land.</p> <p>1.3 Develop a marketing strategy including incentives for the adaptive reuse of vacant spaces, infill development and development of target properties.</p>	EDAT, LGE	N
<p>2. Expand the provision of infrastructure to support the establishment of employment centers.</p>	<p>2.1 Identify necessary infrastructure in coordination with studies identified below.</p> <p>2.2 Identify funding sources.</p>	EDAT, DPW, CEP, COG	Y
<p>3. Promote the development of Business Parks and Commercial Centers at key locations that support sustainable smart growth.</p>	<p>3.1 Conduct Market Studies, Environmental Impact Assessments and/or Infrastructure Assessments that identify optimum locations, mitigation measures, design standards and infrastructure investments.</p>	EDAT, DPW, LGE	N
<p>4. Encourage commercial zoning around towns and established Planning Areas.</p>	<p>Refer to Goal 1, Objective 2, Recommendation 2.</p>	CEP, COG	N



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 10: As part of the refining of the Transfer of Development Rights (TDR) Program consider how TDRs are utilized in non-residential projects.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Consider the use of TDRs for increases in building height in non-residential projects.	1. Create and adopt TDR standards. 2. Amend Chapter 18.	CEP	N
2. Consider modifications to the TDR Program for floor area and impervious coverage in non-residential projects.			
Objective 11: Incorporate economic centers as part of the development pattern to support Planning Areas.			
1. Designation of new Planning Areas should include analysis of siting new economic centers that support sustainable smart growth.	Refer to Goal 1, Objective 2, Recommendations 2(a)(iii) and (v). Refer to Goal 1, Objective 9, Recommendations 2, 3 and 4.		
Objective 12: Seek to preserve unique community identities.			
1. Encourage infill development compatible with existing historic architecture that contributes to maintaining community identity.	1.1 Establish architectural standards and site design standards consistent with the character of traditional neighborhoods. 1.2 Consider preservation and sustainable tools to establish appropriate community infill development standards.	CEP, HCSAB	N
2. Consider a variety of land-use tools that promote preservation of historic sites and structures.	2.1 Explore tools and techniques for historic preservation.	CEP, HCSAB	N



Goal, Objectives & Recommendations – 1.0 Land Use			
Goal 1: Growth Management, Regulations, Design/Land Use			
Objective 13: Support the establishment of greenbelts to define the boundary of Planning Areas and in coordination with Towns, as appropriate.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Promote the designation of greenbelts as part of the County's Priority Preservation Area (PPA). (Refer to Section 3.0, Priority Preservation Area Element, of this Plan).	Refer to Goal 1, Objective 2, Recommendation 2. 1.1 Identify priority lands for preservation based upon LESA criteria and additional PPA criteria to determine lands to be identified as greenbelts. 1.2 Utilize various preservation tools, techniques and incentives to permanently preserve areas identified as greenbelts.	EDAT, CEP, COG	Y
Objective 14: Understand the fiscal consequences of implementing the Comprehensive Plan.			
1. Analyze the cost of achieving the goals and recommendations of this plan and the revenues it will produce.	1.1 Conduct necessary study and analysis. 1.2 Evaluate results of analysis to support modification and/or development of appropriate policies and regulations.	AO, LGE	N



Goal, Objectives & Recommendations – 2.0 Sensitive Areas			
Goal 1: Resource Protection, Conservation and Preservation Strategies that Promote High Water Quality and Protect Aquatic Life with Emphasis on Critical Areas.			
Objective 1: Seek to implement watershed based planning to comply with nutrient Total Maximum Daily Loads (TMDLs) of receiving waterways as identified by the State.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Develop and implement strategies to reduce pollutant loads on a watershed by watershed basis in accordance with the nutrient TMDLs.	1.1 Seek funding for development of watershed management plans and watershed-based planning, management and regulation. 1.2 Implement policies and strategies to improve water quality with the goal of removing impaired waterways from the State’s list. 1.3 Continue to enforce pump-out of on-site septic systems at least once every five years (Ordinance 08-09).	DPW, CEP, MDE	Y
2. Consider innovative nutrient reduction technologies for septic systems.	2.1 Research innovative cost effective technologies.	ENVHD, CEP, DPW	N
3. Reduce the impacts of impervious surfaces through Environmental Site Design (ESD).	3.1 Apply the County’s new Environmental Site Design (ESD) standards.	DPW	N
4. Collaborate closely with Kent, Caroline and Talbot Counties with whom we share watershed boundaries.	4.1 Continue to participate in regional organizations to discuss and coordinate studies, planning and implementing mechanisms to protect water resources.	CEP, USRC and Surrounding Counties	N
Objective 2: Promote and facilitate the protection of Sensitive Areas.			
1. Support State programs for the protection of wetlands.	1.1 Continue to seek training and understanding of state programs and applicability to the County. 1.2 Target preservation through Queen Anne’s County Land Preservation Foundation (QLPF).	DPW, EDAT, LGE,	N
2. Continue to implement the County’s wetland and stream buffer protection ordinances.	2.2 Provide public outreach and education of ordinances as well as consistent enforcement.	LGE, DPW	N



Goal, Objectives & Recommendations – 2.0 Sensitive Areas			
Goal 1: Resource Protection, Conservation and Preservation Strategies that Promote High Water Quality and Protect Aquatic Life with Emphasis on Critical Areas. Objective 3: Seek to protect Critical Areas.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Do not allow classification changes in Critical Areas except for: a. designated Planning Areas; b. a public service need is demonstrated; c. existing and future institutional uses; or d. where there is no net increase in intensity.	Refer to 1.0 Land Use – Goal 1, Objective 4, Recommendation 1,		
2. Establish shoreline buffers on Critical Area parcels in accordance with State legislation and requirements.	Refer to 1.0 Land Use – Goal 1, Objective 4, Recommendations 2, 3, 4 & 5.		
3. Within the Agricultural (AG) and Countryside (CS) zoning districts, no new development within the 300 foot shoreline buffer is permitted, except where grandfathered by provisions in Chapter 14, or unless a hardship is demonstrated.			
4. When Critical Area Transfer of Development Rights (TDRs) is used, both sending and receiving parcels must provide established buffer areas consistent with adopted State regulation.			
5. No growth allocation granted, outside of designated Planning Areas, to create Intensely Developed Areas (IDA), except for institutional and public service uses.			
Goal 2: Conservation, Preservation and Regulation Strategies to Include Environmental Protection and Resource Conservation Measures. Objective 1: Develop steps to improve water quality in order to be removed from the State’s impaired waterway list.			
1. Promote agricultural “best management practices” and in residential communities incorporate Environmental Site Design (ESD).	1.1 Promote agricultural best management practices. 1.2 Implement County’s ESD regulations with emphasis on non-structural practices for stormwater management plans. 1.3 Continue to educate both agricultural community and residential community how to minimize environmental impacts.	LGE, DPW, EDAT	N



Goal, Objectives & Recommendations – 2.0 Sensitive Areas			
Goal 2: Conservation, Preservation and Regulation Strategies to Include Environmental Protection and Resource Conservation Measures.			
Objective 1: Develop steps to improve water quality in order to be removed from the State’s impaired waterway list.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
2. Manage the County’s water resources in accordance with the County’s Comprehensive Water and Sewerage Plan.	2.1 Continue to assess existing public water and sewerage facilities and future needs for expansion and upgrade of such facilities. 2.2 Continue to coordinate the update of the CWSP with the Comprehensive Plan and the expansion of existing Planning Areas or establishment of new Planning Areas. 2.3 Coordinate provision of public facilities with growth.	DPW, COG, LGE, Development Community	Y
3. Encourage water conservation practices.	3.1 Provide public education materials and information outlining water conservation.	CEP, DPW	N
4. Promote innovative and environmentally sustainable development to protect water resources in order to meet future demands.	4.1 Continue to update County’s standards to include innovative procedures, solutions and designs.	LGE, DPW	Y
5. Seek grant opportunities for stormwater management retrofits.	5.1 Conduct an assessment to identify priority projects. 5.2 Seek grant funds for priority projects through appropriate grant programs. 5.3 Coordinate other priority infrastructure improvement projects with these projects (i.e. roadway improvements, water and sewer expansions and upgrades, etc.).	DPW, LGE, MDE	Y/N



Goal, Objectives & Recommendations – 2.0 Sensitive Areas			
Goal 2: Conservation, Preservation and Regulation Strategies to Include Environmental Protection and Resource Conservation Measures.			
Objective 1: Develop steps to improve water quality in order to be removed from the State’s impaired waterway list.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
6. Encourage the development of watershed management plans.	6.1 Seek grant funding to perform watershed management plans.	DPW, CEP	Y/N
7. Track impervious surface percentage on a watershed basis.	7.1 Maintain and update County impervious surface GIS coverage. 7.2 Conduct an annual assessment by watershed. 7.3 Utilize analysis to assist with development reviews and application of ESD standards.	LGE	N
8. Further limit fertilizer use on residential properties.	8.1 Continue to enforce Ordinance 08-10 for Critical Area Buffer. 8.2 Consider other opportunities to reduce nutrients.	LGE	N
Goal 2: Conservation, Preservation and Regulation Strategies to Include Environmental Protection and Resource Conservation Measures.			
Objective 2: Protect Sensitive Areas.			
1. Continue to implement County resource protection standards, ordinances and regulations pertaining to floodplains, steep slopes, streams and stream buffers, shore buffers, wetlands, erosion hazard areas, woodlands, and habitats of threatened and endangered species.	1.1 Continue current policies.	LGE, CAC, DNR, DPW, MDE	N
2. Evaluate the need to increase the size and effectiveness of buffers.	2.1 Utilize State research and findings with respect to benefits and effectiveness of buffers to determine appropriate size. • Utilize local characteristics and data of feature to determine appropriate buffer size.	LGE, CAC, DNR	N
3. To accommodate storm surges, rising sea level, and climate change, prevent development in mapped flood zones for category 3 storms and evaluate the appropriateness to go beyond the FEMA requirements and consider further restrictions based upon projected sea level rise.	3.1 Consider relevant State and national studies and standards. 3.2 Conduct necessary analysis to determine requirements.	LGE, CAC, DNR, DPW, MDE	N



Goal, Objectives & Recommendations – 2.0 Sensitive Areas			
Goal 2: Conservation, Preservation and Regulation Strategies to Include Environmental Protection and Resource Conservation Measures.			
Objective 2: Protect Sensitive Areas.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
4. Implement aggressive efforts to reduce sediment, nutrient and pollution delivery to flowing streams and the Chesapeake Bay by employing Environmental Site Design (ESD) techniques.	4.1 Implement County’s ESD regulations.	DPW, LGE	N

Goal, Objectives & Recommendations – 2.0 Sensitive Areas – Mineral Resource Recovery			
Goal 1: Undeveloped Lands where Mineral Resources are Found Remain Available for Recovery Activities Accompanied with Appropriate Reclamation Plans.			
Objective 1: Promote mineral resource recovery practices that seek to minimize adverse effects on the environment and that the associated reclamation plans are compatible with adjoining land uses.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Identify mineral resource recovery practices and standards that could be appropriate to enhance current regulation of mineral resource recovery with the intent to minimize environmental impacts.	1.1 Research and develop mineral resource recovery practices and standards to enhance current regulations, minimize environmental impacts, and requirements for reclamation plans to be compatible with adjoining land uses.	LGE, EPA, MDE	N



Goal, Objectives & Recommendations – 3.0 Priority Preservation			
Goal 1: Agricultural Land Preservation			
Objective 1: Establish reliable resources for agricultural land preservation and gain significant local support in conjunction with State agricultural land preservation decisions.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Support preservation of large contiguous blocks of land, such as 1,000 acres, with guidelines and agreements with participating landowners using a variety of preservation programs as incentives for permanent preservation.	1.1 Continue to implement Priority Preservation Area strategies and preservation programs. <ul style="list-style-type: none"> Programs include: MALPF, MET, TDRs and PDRs 1.2 Implement the rural land preservation strategy outlined in Section 3.0.	EDAT, LGE	N
2. Promote the acceptance of farms that apply for Maryland Agricultural Land Preservation Foundation (MALPF) into the Program.	2.2 Match MALPF funds from the agricultural transfer tax. 2.3 Aggressively apply for preservation funding.	DF, EDAT	N
3. Continue to utilize Federal, State and Local funding sources to support agricultural land preservation.	3.1 Maintain MALPF Certification and other State program requirements to receive State preservation resources.	EDAT, CEP	N
4. Identify tools and techniques to purchase development rights, such as: private mortgage, bonds, leases, conservation easements, Purchase of Development Rights Program (PDR) and tax incentives.	1. Conduct necessary research and analysis to determine feasibility of tools and techniques. 2. Continue PDR program with dedicated funding from the recordation tax. 3. Continue tax credits for MALPF properties.	EDAT, LGE	N
5. Enhance the Purchase of Development Rights (PDR) program through consideration of use of County bonding authority and/or the use of other funding mechanisms.			



Goal, Objectives & Recommendations – 3.0 Priority Preservation			
Goal 1: Agricultural Land Preservation			
Objective 2: Establish Priority Preservation Areas that target appropriate areas of the County’s agricultural lands.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Establish agricultural PPA land that meets the minimum State requirements to ensure that the County continues to be eligible for State preservation funding.	1.1 Continue to apply the LESA criteria for the preservation of lands within area shown on Map ESA-10 Priority Preservation Area.	EDAT, CEP	N
2. Create additional ranking criteria to be used with the Land Evaluation Site Assessment (LESA) process for the MALPF program ranking and create additional tools for priority ranking criteria for preservation of land in the PPA.	2.1 In addition to lands that are either prime agricultural soils or forested, additional points can be gained if lands fall within: <ul style="list-style-type: none"> • Sensitive Areas and Targeted Ecological Areas and Tier II High Quality Watersheds (refer to Maps ESA 3 and 6). • Contiguous to existing preserved lands. • Proximity to Rural Legacy Areas. 	EDAT	N
3. Establish an “opt out” provision for properties located in the PPA area.	3.1 Create a procedure for “opt out” by property owners located within PPA.	CEP, EDAT	N
4. Also included is Land Use Goal, 1, Objective 2, Recommendation 1 and 2 on page 1-27.	Refer to 1.0 Land Use – Goal 1, Objective 2, Recommendations 1 and 2.		



Goal, Objectives & Recommendations – 3.0 Priority Preservation			
Goal 1: Agricultural Land Preservation			
Objective 3: Protect and preserve agricultural land and deed-restricted open space.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Protect agricultural land through zoning regulations.	1.1 Achieve preservation of 85% deed-restricted open space when using cluster development techniques. 1.2 Protect agricultural land through zoning regulations that do not permit residential density greater than 1 dwelling per 20 acres.	CEP, EDAT	N
2. Establish the undeveloped Agricultural (AG) and Countryside (CS) zoned lands that have potential for preservation as Priority Preservation Areas.	2.1 Implement zoning regulations that support the preservation of lands identified as a PPA on Map ESA-10. 2.2 Use County’s GIS mapping and LESA scoring to determine priority lands.	CEP, EDAT	N
3. Seek to coordinate with municipalities to accept growth by encouraging adequate infrastructure and/or plans to expand infrastructure.	Refer to 1.0 Land Use – Goal 1, Objective 2, Recommendation 2(a)(v).		
4. Identify and implement environmental management practices for all categories of land use.	Refer to 2.0 Sensitive Areas – Goal 2, Objective 1, Recommendations 1 & 4.		



Goal, Objectives & Recommendations – 3.0 Priority Preservation			
Goal 2: Resource Conservation/Preservation and Environmental Protection through Sustainable Smart Growth Management Policies			
Objective 1: Continue to achieve the preservation of 85% deed-restricted open space when using cluster development techniques on agricultural lands.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Evaluate current zoning regulations or similar regulations that support preservation.	Refer to Goal 1, Objective 3, Recommendation 1. 2.1 Continue techniques that provide preservation without any public funding through creation of deed-restricted open space.	LGE, EDAT	N
2. Evaluate current preservation tools and techniques, such as Non-Contiguous Development, PDR, and TDR and other tools to achieve the preservation goals.			
3. Identify potential tools and techniques for a Pilot Project using shared septic systems to achieve better rural design and concentrated development to reduce environmental impacts.	Refer to 1.0 Land Use – Goal 1, Objective 7, Recommendations 1 & 2.	CEP, DPW	Y
Objective 2: Encourage Sustainable Smart Growth Management approaches.			
1. Allow for sufficient growth and provide incentives for growth within Planning Areas, and Municipalities.	1.1 Modify infill development standards to achieve desired minimum densities. 1.2 Provide incentives for infill development and adaptive reuse of vacant and underutilized sites. 1.3 Plan and fund infrastructure to support growth identified in Municipal Growth Elements (MGEs) and County Planning Areas.	CEP, COG, EDAT, DPW	Y
2. Consider the expansion of existing Planning Areas and/or establishing new Planning Areas as receiving areas for Transfer of Development Rights (TDRs). a. Towns and Planning Areas should be considered as TDR Receiving Areas through mutual agreement. b. The Council of Governments, Planning Commission and Public Works Advisory Board will review the range of incentives available for providing public infrastructure within municipalities and Planning Areas that is necessary to support the utilization of TDRs. All newly up-zoned properties in the municipalities and County shall meet maximum zoning district densities and shall be required to purchase TDRs in consideration of the public infrastructure benefits and incentives to be received from the County.	Refer to 1.0 Land Use – Goal 1, Objective 2, Recommendation 2.		



Goal, Objectives & Recommendations – 3.0 Priority Preservation			
Goal 2: Resource Conservation/Preservation and Environmental Protection through Sustainable Smart Growth Management Policies			
Objective 2: Encourage Sustainable Smart Growth Management approaches.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
3. Consider appropriate locations for new Planning Areas with development incentives.	3.1 Utilize ESA Maps 1, 2, 3, 6 and 10 to assist with the identification and design of new Planning Areas. 3.2 Partner with Development Community to provide public infrastructure.	CEP, DPW, Development Community	Y/N
Objective 3: Promote the protection and preservation of forest lands.			
1. Seek to protect forest lands from fragmentation.	1. Continue to implement the Forest Conservation Act and Amendments <ul style="list-style-type: none"> • Research and develop new protection measures. • Adopt regulations to promote the protection and preservation of forest lands to achieve recommendations. 	LGE, CAC, DNR, MDE	N
2. Seek to retain existing levels of forested lands.			
3. Promote the conservation and expansion of forests located in areas such as stream and shoreline buffers, wetlands, and steep slopes.			
4. Consider conducting a tree canopy assessment study and subsequently establishing a reasonable canopy cover threshold for new development.	4.1 Seek grant funds to conduct study and establish development standards to protect tree canopy by establishing a reasonable canopy cover threshold for new development.	CEP	N
5. Identify and promote the conservation of habitat corridors.	5.1 Utilize various State and federal programs that emphasize the protection of wildlife habitats and habitat corridors.	CEP, DNR, EDAT, P&R	N
Goal 3: Awareness, Education and Funding			
Objective 1: Continue to garner local support for agricultural land preservation.			
1. Explore opportunity for creation of voluntary County Agricultural Districts as a mechanism to provide an inventory of potential applicants for easement acquisition.	1.1 Research successful programs.	EDAT, AB, CEP	N
2. Continue to aggressively apply for preservation funding.	2.1 Seek POS, MALPF, MET, Rural Legacy Program, CREP and CRP funds and other preservation funding.	EDAT, AB, CEP	N



Goal, Objectives & Recommendations – 4.0 Historic & Cultural Preservation			
Goal 1: Minimize Factors Impacting Historic & Cultural Resources			
Objective 1: Identify initiatives related to the inventory of historic sites and cultural resources of the County. Support historic and cultural preservation initiatives.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. County Commissioners, County Planning staff and Planning Commission should work collaboratively to support historic preservation relating to the inventory of historic sites and cultural resources within the County.	1.1 Complete current phase of historic sites inventory. 1.2 Store information in County’s GIS database so sites are mapped and associated with other planning data and the status of sites can be tracked.	CEP	N
2. Identify grant opportunities to support historic sites inventory in the County.	2.1 Seek grant funding for subsequent phases of historic sites inventory. 2.2 Inventory additional sites and resources that speak to the County’s history and heritage. <ul style="list-style-type: none"> Define and identify additional historic landmarks. 	CEP	N
3. Convene a diverse group of stakeholders to acquaint them with the Comprehensive Plan’s recommendations related to the inventory of historic sites and cultural resources of the County.	Refer to Goal 2, Objective 1, Recommendation 1(a).		
Objective 2: Review various mechanisms to support historic and cultural preservation in the County.			
1. Conduct a study of various tools that may be employed to preserve historic and cultural resources of the County.	1. Reduce impacts on registered historic districts. 2. Preserve unique community identities. 3. Research land-use tools that promote preservation of historic sites and structures and adopt as appropriate.	CEP	N
2. Seek to create a toolbox of various preservation techniques used to conserve historic and cultural resources within the County.			
3. Seek to educate the community of the benefits of historic and cultural preservation.			
4. Convene a diverse group of stakeholders to encourage the application of tools that may be identified to conserve the historic and cultural resources of the County.	Refer to Goal 2, Objective 1, Recommendation 1(a).		



Goal, Objectives & Recommendations – 4.0 Historic & Cultural Preservation			
Goal 1: Minimize Factors Impacting Historic & Cultural Resources			
Objective 3: Balance growth with historical and cultural preservation and attempt to preserve historic sites of Queen Anne’s County.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Inventory significant sites through grant funded programs.	Refer to Goal 1, Objective 1, Recommendation 1		
2. Seek National Register of Historic Places nomination for inventoried historic sites of significance.	2.1 Complete necessary studies and documentation to meet eligibility criteria for designation.	CEP	N
Goal 2: Historic Preservation Regulations			
Objective 1: Create a Historic and Cultural Sustainability Advisory Board.			
1. Recommend to the County Commissioners the creation of this Board with the following responsibilities:	1.1 Educate the community of the benefits of historic and cultural preservation.	CEP	N
a. Investigate the merits of the creation of a Historic and Cultural Preservation Commission.	1.2 Educate the community of the benefits of historic and cultural preservation		
b. Seek to bring awareness to the issues of preservation and conservation, and identify tools that may be utilized by property owners for such purposes.	1.3 Create and staff a Historic and Cultural Sustainability Advisory Board.		
c. Seek to develop a checklist used during development review that may be used for identification and conservation of historic and cultural resources.	1.c.1 Research other Counties to determine components of checklist. 1.c.2 Develop and pilot checklist followed by adoption of procedures and requirements associated with checklist.	CEP	N
d. Seek to strengthen the demolition permit review process for potential historic sites.	1.d.1 Research other Counties to determine appropriate process. 1.d.2 Develop requirements and materials/forms to support permit process.	LGE	N
e. Review “Compliance Archeology” principles and make recommendations regarding its potential application.	1.e.1 Identify “Compliance Archeology” principles. 1.e.2 Educate the Board about applicability of principles.	CEP and HCASB	N



Goal, Objectives & Recommendations – 4.0 Historic & Cultural Preservation			
Goal 3: Aesthetics			
Objective 1: Reduce the impacts of signage within registered historic districts of the County.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Seek to develop signage guidelines consistent with the goals of the registered historic districts of the County.	1.1 Research sign guidelines and case law with respect to first Amendment.	CEP	N
2. Seek to strengthen existing design standards pertaining to development or redevelopment within designated historic districts.	2.1 Research design standards for infill development within historic districts. 2.2 Identify and adopt design standards.	CEP	N
Goal 4: Feature and Area Identification			
Objective 1: Identify additional sites and resources that speak to the history and heritage of Queen Anne’s County.			
1. Complete a County-wide Historic Sites Survey (including: sites, landmarks, demolished and preserved sites).	Refer to Goal 1, Objective 1, Recommendation 1,		
2. Identify areas for possible future historic district designation.	2.1 Utilize the results of the historic sites inventory and conduct additional research with respect contributing factors and requirements to identify potential historic district designation.	CEP	N
3. Identify locations and funding opportunities for historic site markers or signage.	3.1 Research appropriate MHT and MSHA programs.	CEP	N



Goal, Objectives & Recommendations – 4.0 Historic & Cultural Preservation			
Goal 4: Feature and Area Identification			
Objective 1: Identify additional sites and resources that speak to the history and heritage of Queen Anne’s County.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
4. Define and identify additional historic landmarks in the County.	4.1 Define as part of inventory. Refer to Goal 1, Objective 1, Recommendations 1 & 2.	CEP	N
5. Develop a tracking system of demolished sites and preserved historic sites.	5.1 Develop historic asset management and tracking tool. 5.2 Integrate tracking tool with other parcel and permitting databases.	LGE	N
Objective 2: Identify historic and cultural resources that may promote arts and entertainment centers or districts that may be self-sustaining.			
1. Seek and identify opportunities to support the promotion of historic sites and cultural resources as opportunities for the arts and entertainment.	1.1 Identify historic and cultural resources that promote arts and entertainment centers.	CEP, EDAT	N
	1.2 Coordinate strategies with Economic Development and Tourism strategies in Section 6.0. <ul style="list-style-type: none"> • Cross-market cultural activities, tourism and historic sites. • Create and coordinate programming for historic sites with community events and activities as well as tourism attractions. • Continue communications and collaboration between historic sites Consortium and County Departments. 	CEP, EDAT, Organizations	N
	1.3 Coordinate with Queen Anne’s County Arts Council and arts organizations.		



Goal, Objectives & Recommendations – 5.0 County/Town Planning Framework			
Goal 1: Foster Government Cooperation and Participation.			
Objective 1: Promote inter-jurisdictional (Town/County) cooperation with respect to planning and growth related issues, including the new TDR program in order to manage growth.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Establish joint planning agreements.	1.1 Establish joint planning agreements that include initiatives and incentives to develop business and employment centers, and to accept TDRs. <ul style="list-style-type: none"> TDR Program requires coordination with Towns to accept growth by supporting infrastructure and/or plans to expand infrastructure. 1.2 Support planned business parks in municipalities. 1.3 Coordinate with Towns and bordering Counties on comprehensive /community plans. 1.4 Convene joint Planning Commission meetings with Towns and Bordering Counties to discuss and resolve planning issues.	CEP, GOG, USRP	N
2. County funding for Town infrastructure should be conditioned upon compliance with County APFO.	2.1 Coordinate and negotiate with the Towns.	CEP, Towns, COG	N
3. Encourage the creation of a mechanism to support the permanent establishment of Council of Governments (COG).	3.1 Foster inter-jurisdictional coordination.	CEP, GOG, USRP	N
Objective 2: Initiate joint planning opportunities between County & Towns and with surrounding Counties.			
1. Seek to include representatives of Towns and bordering Counties in comprehensive and applicable community plan updates to encourage County cooperation among Towns and neighboring Counties.	Refer to Goal 1, Objective 1, Recommendation 1.		
2. Encourage joint planning commission meetings with Towns and bordering Counties to discuss and resolve planning issues.	2.1 Participate in joint planning opportunities between County and Towns and surrounding Counties.	CEP, COG, Towns	N



Goal, Objectives & Recommendations – 5.0 County/Town Planning Framework			
Goal 1: Foster Government Cooperation and Participation.			
Objective 3: Encourage State coordination with the County and the Towns.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1.Utilize the Upper Shore Regional Council, Maryland Association of Counties (MACo) and/or the Maryland Municipal League as the organizational structure to facilitate collaboration and cooperation.	1.1 Participate in meetings.	CEP	N
Objective 4: Attract State resources to match County and local resources for infrastructure improvements to support designated Planning Areas.			
1. Utilize a variety of tools such as designation/modification of Priority Funding Areas and other special designations to establish eligibility for State funds.	1.1 Establish necessary standards and regulations to comply with State eligibility requirements.	CEP, COG, Towns	N
Objective 5: Support funding initiatives for increased parks, recreation and open space which may include parking lots and facilities within the parks, within the designated Planning Areas, Towns and existing population centers.			
1.As funds are provided by the State to Queen Anne’s County, the County and Towns should coordinate project details and priorities to ensure the appropriate location and development of public facilities to meet Town/County needs.	1.1 Enhance coordination between State, County and Towns to obtain resources for infrastructure to support Planning Areas.	LGE, EDAT	N
Objective 6: Support Town planning by offering County resources for technical and professional services and planning assistance as incentives to achieve responsible smart growth.			
1. Share County resources with Towns supported by fee for service as appropriate.	Refer to Goal 1, Objective 1, Recommendation 1. 1. Implement joint planning and implementation agreements.	CEP, all County Departments	N
2. Provide technical assistance as appropriate to Municipalities for infrastructure and other planning issues.			
Objective 7: Support Town initiatives that utilize innovative energy and environmentally sustainable technology or strategies.			
1.Identify State and federal funding mechanisms for innovative energy and environmentally sustainable technology.	1.1 Research funding opportunities and consider regulations.	CEP	N
Objective 8: In accordance with Article 66B establish Town and County planning processes that foster implementation of community and comprehensive plans.			
1. Utilize the adopted plans to establish indicators and performance measures that comply with the annual reporting requirements of Article 66B.	1.1 Measure, monitor and evaluate indicators identified in various Plan Elements. Track and report annually.	CEP	N



Goal, Objectives & Recommendations – 5.0 County/Town Planning Framework			
Goal 2: Continue to Direct Growth to Designated Planning Areas.			
Objective 1: Allow growth in existing Planning Areas and provide for the designated new Planning Area(s) for purposes of preserving equity in farmland, decreasing the potential number of new units in the AG and CS districts, and developing environmental and site design standards.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Promote planned neighborhood development as a village that results in reduced environmental impacts.	Refer to 1.0 Land Use, Goal 1, Objective 2, Recommendation 1.		
2. The following items a, b, c and d shall be considered holistically. Existing zoning and other laws remain in place before any changes are made to land use or code while a new Transfer of Development Rights (TDR) program is planned, approved, and implemented, and functional receiving areas are established. a. Designate new County Planning Area(s) or other Planning Area around existing towns with the following characteristics:	Refer to Land Use – Goal 1, Objective 2, Recommendation 2.		
<ul style="list-style-type: none"> i. Development in New Planning Area (s) shall require the purchase of TDRs or Noncontiguous Development Rights (NCDs); ii. New Planning Area(s) shall be planned, in coordination with recommendations already approved, in terms of size and the number of TDR's required for different types of residences, to have the capacity to absorb the TDRs or NCDs confirmed for Agricultural (AG) and Countryside (CS) zoned properties not including rights that may be transferred using other means such as Maryland Agricultural Land Preservation Foundation (MALPF), Rural Legacy, Purchase of Development Rights (PDR), etc.; iii. New Planning Area(s) shall be planned to respect greenbelt and open space commitments of towns, while appropriately linked to towns to give New Planning Area(s) residents access to businesses, schools and public services; iv. New Planning Area (s) shall be planned to respect scenic vista set-backs from highways and shall require community designs consistent with the rural, small town character of the Eastern Shore; and 	Refer to Land Use – Goal 1, Objective 2, Recommendation 2.		



Goal, Objectives & Recommendations – 5.0 County/Town Planning Framework			
Goal 2: Continue to Direct Growth to Designated Planning Areas.			
Objective 1: Allow growth in existing Planning Areas and provide for the designated new Planning Area(s) for purposes of preserving equity in farmland, decreasing the potential number of new units in the AG and CS districts, and developing environmental and site design standards.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
v. Conduct a cost/benefit analysis which considers shared government financing options for the necessary infrastructure including water, sewer, roads and schools. b. Confirm TDRs, PDRs and NCDs on the basis of 1 dwelling unit per 8 acres for all Agricultural (AG) and Countryside (CS) zoned districts. c. Review the need to eliminate the ability to transfer NCDs in the Agricultural (AG) and Countryside (CS) zoning districts. d. The total number of units eligible for development in the AG and CS zoning districts shall not exceed the number of units that otherwise could be developed as minor subdivisions using a density calculation of 1 dwelling per 20 acres. Major subdivisions may be permitted in the AG and CS districts, only if the development rights in excess of minor subdivision limits are transferred from those otherwise eligible for minor subdivisions.	Refer to Land Use – Goal 1, Objective 2, Recommendation 2.		
3. To promote the prompt implementation of these recommendations, the Planning Commission commits itself to recommend the adoption of a new TDR Program within eighteen months of the date of the adoption of this Plan.	Refer to Goal 1, Objective 2. 3.1 Implement immediately.		



Goal, Objectives & Recommendations – 6.0 Economic Development & Tourism			
Goal 1: Preserve and Promote an Agricultural, Maritime and Natural Resource Based Economy.			
Objective 1: Support agri-businesses, maritime, natural resource based and eco-businesses through existing markets and exploration of new and innovative agricultural markets and promote them within the County.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. County government should take into consideration the fact that changes may occur in agriculture practices and associated economic impacts and should consider the commercial component of principal agricultural, maritime and natural resource based industry segments.	1.1 Amend Chapter 18 to expand the principal permitted uses in AG and CS zoning districts to certain commercial components to complement to principal agricultural uses.	CEP, EDAT	N
2. Create new ways of offering incentives to agri-businesses, eco-businesses and eco-friendly businesses.	2.1 Conduct necessary research and partner with the appropriate state agencies to offer incentives.	EDAT	N
3. Incentive programs should be sensitive to and reflect future changes in industry practices and economy	3.1 Build capacity for infrastructure to support industries in professional and technical services.	EDAT, LGE	N
4. Build and support current agricultural, maritime and recreation industry sectors.	4.1 Establish new business parks focused on providing jobs in these industries.	EDAT	N
Goal 2: Promote Traditional Business Development.			
Objective 1: Support methods and programs to attract and retain business using traditional economic development tools recognizing a need for business incubators and telecommuting infrastructure support.			
1. Support through appropriate planning tools the infrastructure necessary for telecommuting, for new start-up businesses and business expansion targeting high-tech and cleaner/greener businesses.	1.1 Build broadband technology to support expanded employment opportunities.	Utility Providers	N
2. Encourage occupancy and/or redevelopment of vacant commercial space.	2.1 Promote use of commercial TDRs.	EDAT	N
3. Explore opportunities for higher education and workforce development.	3.1 Provide technical and innovative training options and solutions. 3.2 Expand vocational training programs. 3.3 Attract post secondary education and training facilities and attract post graduate education and research facilities. 3.4 Support educational programs that provide post secondary education and continued education programs.	EDAT and Educational Facilities	N



Goal, Objectives & Recommendations – 6.0 Economic Development & Tourism			
Goal 2: Promote Traditional Business Development.			
Objective 2: Continue and expand incentives for business location and development/expansion.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Create incentives such as streamlined review processes and permits and other mechanisms that may be appropriate.	1.1 Asses review process and permits to determine efficiencies.	LGE	N
Objective 3: Incorporate economic centers as part of the development pattern to support Planning Areas.			
1. Designation of new Planning Areas should include analysis of citing new economic centers that support sustainable smart growth.	Refer to 1.0 Land Use – Goal 1, Objective 2, Recommendation 2(a)(iii) and (v). 1.0 Land Use Goal 1, Objective 9, Recommendations 2, 3, and 4.		
2. Promote the development of Business Parks and Commercial Centers at key locations that support sustainable smart growth.	Refer to 1.0 Land Use – Goal 1, Objective 9, Recommendation 3.		
Objective 4: Support initiatives to create employment opportunities and commercial viability.			
1. Build cooperative town/county planning initiatives to develop business and employment centers that attract employment based industries that incorporate Environmental Site Design.	1. Support initiatives to create employment opportunities, development and expansion, and commercial viability.	CEP, EDAT	N
2. Support incentives to create employment centers and include in Joint Planning Agreements.			
Objective 5: Ensure that sufficient commercially zoned lands exist and those lands are appropriately located and provided with infrastructure.			
1. Create a database of commercially developable land that accounts for sewer or septic limitations and availability, non-tidal and tidal wetlands, environmental buffers, and other limitations so that the County has an inventory of commercially developable land.	Refer to 1.0 Land Use – Goal 1, Objective 9, Recommendation 1		
a. Maintain an inventory of existing commercial and residential space as a means to encourage infill development and revitalization where there is existing infrastructure.			
b. The database should include a map of the undeveloped commercial land contiguous to the US 50 corridor from Kent Island to the US 50/301 split.			
c. The database should not include tax exempt properties such as churches, governmental buildings, and schools.			



Goal, Objectives & Recommendations – 6.0 Economic Development & Tourism			
Goal 2: Promote Traditional Business Development.			
Objective 5: Ensure that sufficient commercially zoned lands exist and those lands are appropriately located and provided with infrastructure.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
2. As part of the ongoing comprehensive planning process, consider adding or deleting commercial land uses as appropriate based on analysis of the above database.	Refer to 1.0 Land Use – Goal 1, Objective 9, Recommendation 1		
3. Expand the provision of infrastructure to support the establishment of employment centers.	Refer to 1.0 Land Use – Goal 1, Objective 2 Recommendations 2 & 3. 3.1 Create planning tools to support infrastructure for telecommuting, new businesses and business expansion targeting high-tech and cleaner/greener businesses.	CEP, EDAT, DPW, COG	Y



Goal, Objectives & Recommendations – 6.0 Economic Development & Tourism			
Goal 2: Promote Traditional Business Development.			
Objective 5: Ensure that sufficient commercially zoned lands exist and those lands are appropriately located and provided with infrastructure.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
2. Encourage commercial zoning around towns and established Planning Areas.	Refer to 1.0 Land Use. 2.1 Collaborate with Towns to maintain and upgrade public infrastructure and services to support employment and workforce housing.	CEP, EDAT, COG	N
Goal 3: Explore Opportunities for Hospitality Industry Niches.			
Objective 1: Develop, support, and promote County cultural activities and heritage tourism opportunities.			
1. Promote the County as a wedding destination.	1.1 Prepare an implement a work plan for the promotion of hospitality industry. <ul style="list-style-type: none"> • Create a brand. • Work with existing businesses within this industry to collaboratively market. • Identify existing and new niche commercial retail and service opportunities in support of this industry and an Arts & Entertainment District. 	EDAT	N
2. Promote ecotourism.	2.1 Participate in regional marketing strategies.	EDAT	N
3. Cross-market cultural activities, tourism and historic sites and historic and cultural events.	Refer to 4.0 historic and Cultural Preservation Goal 4, Objective 2, Recommendation 1.		
4. Coordinate with Queen Anne’s County Arts Council and other organizations or committees involved in cultural or historic initiatives.			
Objective 2: Use historic and cultural resources to support and develop tourism.			
1. Create and coordinate programming with historic and cultural sites with community events and activities as well as other tourism attractions.	Refer to 4.0 historic and Cultural Preservation Goal 4, Objective 2, Recommendation 1.		
2. Continue communication and collaboration between Historic Sites Consortium and Queen Anne’s County Department of Economic Development, Agriculture & Tourism.			



Goal, Objectives & Recommendations – 7.0 Workforce Housing			
Goal 1: Provide Affordable Workforce Housing Supply			
Objective 1: Foster opportunities to create a supply of workforce housing affordable to appropriate income levels through various approaches, methods and programs.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Collaborate with the municipalities and identify locations in planning areas in which to provide workforce housing.	1.1 Establish workforce housing opportunities in Joint Planning Agreements.	CEP, COG, Towns	N
2. Encourage and allow appropriate density increases and range of unit types to allow workforce housing to be an economically viable development option.	1. Identify zoning districts and location in which to allow density increases and mix of dwelling unit types.	CEP, HA and Development Community	N
3. Encourage incorporation of workforce housing within developments.	2. Foster private-public partnerships and provide appropriate incentives.		
4. Study potential means of improving the viability of the MPDU program.	4.1. Study program and make necessary adjustments to program and applicable regulations.	HA and CEP	N
Objective 2: Continue to implement various approaches, methods and programs that promote workforce housing.			
1. Continue to allow accessory apartments in association with single-family lots, and commercial apartments.	1.1 Evaluate accessory and commercial apartment standards.	LGE	N
2. Promote infill development and redevelopment activities and where appropriate encourage the replacement, installation, and/or upgrade of public infrastructure improvements such as roads, curbs, gutters, public water and sewer, and sidewalks.	2.1 Replace, install and/or upgrade public infrastructure in existing communities and Planning Areas in order to promote infill development. Appropriately schedule the funding of these public facility retrofits and repairs in the Capital Improvements Program (CIP).	CEP, DPW, COG and Towns	Y
	2.2 Develop private-public partnership.		
3. Create partnerships between the County and Towns to identify new workforce housing opportunities.	3.1 Foster County and Town partnerships.	CEP, HA, Towns	N
4. Continue to implement the County's housing and homeownership assistance programs and expand funding and eligibility.	4.1 Maximize the level of County funding with State funding for the program.	HA	Y



Goal, Objectives & Recommendations – 7.0 Workforce Housing			
Goal 1: Provide Affordable Workforce Housing Supply			
Objective 2: Continue to implement various approaches, methods and programs that promote workforce housing.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
5. Encourage non-profit involvement in providing affordable housing.	5.1 Develop partnerships between Development Community, Housing Authority and non-profit housing development corporations or providers.	HA, Development Community and Non-Profit Organizations Capital	N
6. Consider increased density as an incentive to provide affordable housing.	Refer to Goal 1, Objective 1, Recommendation 3.		



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation - Transportation			
Goal 1: Multi-Modal Transportation Network.			
Objective 1: Plan, design, improve, manage, maintain and expand infrastructure and community facilities and services responsibly to meet the needs of local residents and businesses.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Expand public bus service.	1.1 Continue to provide transit services for special needs population. 1.2 Seek funding to expand transit service. 1.1 Coordination with Maryland Upper Shore Transit System and County Ride to seek funding and implement projects, programs and services.	MDTA, County Ride	N
2. No more major residential subdivisions should be permitted on Kent Island until transportation issues are resolved.	Refer to Goal 1, Objective 1, Recommendation 2.		
3. Examine infrastructure within Planning Areas and identify areas where infrastructure is deficient through the Comprehensive Water and Sewerage Plan (CWSP) and within the Master Roadway and Transportation Plan, which is part of this Section.	Refer to 1.0 Land Use – Goal 1, Objective 2, Recommendation 2(a)(v).		
4. Create a strategic implementation plan and funding strategies to address infrastructure deficiencies in coordination with the Capital Improvements Program (CIP).	4.1 Conduct necessary assessment of public facilities to meet current and project demands. 4.2 Appropriately schedule the funding to address these infrastructure deficiencies in the Capital Improvements Program (CIP).	CEP, DPW	Y
5. Review the use of impacts fees and impact fee subareas as an incentive to encourage development within designated Planning Areas.	5.1. Conduct necessary assessments and studies to identify subareas and appropriate impact fees.	LGE, EDAT, DPW	N



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 1: Multi-Modal Transportation Network.			
Objective 2: Strongly support resolutions to traffic problems in the County caused by through traffic that impede the movement of local traffic and citizens.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. The needs of residents in the County take precedence over the “drive through” populations.	1.1 Seek funding to conduct traffic study with emphasis on peak-time and seasonal congestion mitigation.	DPW, SHA	N
a. Create a more reliable public transportation system including increased bus service for existing population.	1.a.1 Seek funding to support transit service. 1.a.2 Coordinate placement of park-and-ride facilities with current and potential bus routes.	DA, DPW, SHA	Y
b. Initiate joint planning efforts to relieve thru traffic congestion in the County and adjoining population centers.	Refer to Section 5.0 County/Town Planning Framework.		
c. In coordination with the State Highway Administration review how peak hours are determined in association with the impact on the Level of Service (LOS) for the analysis conducted in traffic studies.	1.c.1 Coordinate with SHA to determine appropriate methodology and peak times. 1.c.2 Incorporate methodology into future traffic studies.	LUZ, DPW, SHA	N
2.A list of priority transportation improvement projects in no specific order:			
a. US 301 & MD 304 Interchange – complete design and fund for construction.			
b. US 50/301 & MD 213 Interchange – This project is the number one component of the long-range US 50 Ocean Gateway project. Complete final design and fund for construction.			
c. US 50 Ocean Gateway Safety & Capacity Improvements – Continue planning, design and construction of interim improvements along this corridor. Specifically, a new signal at Carmichael Road with geometric improvements and service road connections.	2.1 Support implementation of projects through partnership with the State, surrounding Counties and key stakeholders.	LGE, DPW, EDAT, MSH, MDOT, MDTA	Y



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 1: Multi-Modal Transportation Network.			
Objective 2: Strongly support resolutions to traffic problems in the County caused by through traffic that impede the movement of local traffic and citizens.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
<p>d. Cox Creek Connector & Dundee Overpass – This is a needed project to provide both safety improvements and to allow for necessary highway system alternatives for local and emergency traffic mobility. Funding for planning and design is requested. Special funding sources should also be considered to address the growing concern.</p> <p>e. Stevensville Streetscape – Fund for construction.</p> <p>f. Kent Island Transit – Maintain and expand commuter bus lines and routes.</p> <p>g. MD 213 at Fey Road – Continue planning and design for safety and capacity improvements.</p> <p>h. Chesapeake Bay Bridge – Develop an implementation plan for safety, preservation and capacity improvements. This must identify both immediate and long-range plans/activities to safely and efficiently move traffic to and from the west.</p> <p>i. An independent comprehensive inspection of the bridge using the latest technology should be initiated immediately to preserve safety and maintain the current structures.</p> <p>ii. The study and evaluation of a third Bay crossing and commencement of the NEPA process is needed to evaluate future capacity requirements.</p>	<p>2.1 Support implementation of projects through partnership with the State, surrounding Counties and key stakeholders.</p>	<p>LGE, DPW, EDAT, MSH, MDOT, MDTA</p>	<p>Y</p>



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 1: Multi-Modal Transportation Network.			
Objective 3: Create safe and adequate infrastructure related to mobility which is available for all modes of travel.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Identify alternate locations for a third Chesapeake Bay Bridge in collaboration and coordination with the State and other agencies.	1.1 Collaborate with planning and implementation partners to continue necessary studies to address environmental impacts and transportation needs. 1.2 Provide informational materials and community outreach.	LGE, CC, EDAT, DPW, MDTA, MDOT, SHA, State Legislative Delegation, Surrounding Counties	N
2. Work with the State Highway Administration to designate beach traffic lanes to Ocean City and Delaware beaches, which may result in: a. Removal of traffic lights along US 50; b. Reduction in accidents; and c. Improvement in local traffic mobility.	2.1 Partner with the State to study, fund and implement improvements.	DPW, SHA	Y
3. Work with the State Highway Administration and Toll Authority to develop a US 50/301 Corridor Plan to help move traffic through the County.	Refer to 1.0 Land Use – Goal 1, Objective 1, Recommendation 3.		
4. On this State road, work with the State Highway Administration to adjust the sections of US 50 between US 301 and MD 404 to be a limited controlled access highway.	4.1 Partner with the State to study, fund and implement improvements.	DPW, SHA	Y
5. Improve the local roadway system to provide alternative routes for local residents especially in areas around US 50/301. a. Provide local access/frontage roads for business and resident traffic.	5.1 Study and identify alternative routes. 5.2 Fund and implement through partnership as part of development plans and in the County's Capital Improvements Program (CIP).	CEP, DPW, Development Community, SHA	Y



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 1: Multi-Modal Transportation Network.			
Objective 3: Create safe and adequate infrastructure related to mobility which is available for all modes of travel.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
6. Provide commuting citizens a reliable transportation route in the County to other metropolitan areas while assuring access for deliveries to the Eastern Shore. Also promote delivery access to major airport systems, mainly Baltimore/Washington International Thurgood Marshall Airport (BWI), and warehouse facilities and other markets.	6.1 Manage the roadway system safely and efficiently for all modes and users and seek to balance limited street capacity among competing uses. 6.2 Study opportunities for alternate connections between modes of transportation within the region to support the movement of goods and people to and from the County.	DPW, MDOT, SHA, Other Partners	Y
7. Support State funding of interchanges at key intersections, in no order of priority: a. At the Outlets in Queenstown; b. US 50 and MD 213 at Chesapeake College; c. US 301 and MD 304; and d. US 50 and Carmichael Road.	1. Include the projects in the priority list forwarded to County Commissioners for inclusion in the Transportation Priority Letter submitted to MDOT seeking State funding for planning, design and construction. 2. Promote ridesharing/carpooling and use of transit to reduce vehicular traffic. 3. Partner with the State to study, fund and implement improvements.	DPW, DA, LGE, MDOT, SHA	Y
8. Promote adequate public transportation and availability of park-and-ride facilities for transit.			
9. Encourage and improve bypass around Centreville.			
10. Support the interchange at US 50 and MD 404.			
11. Design a new overpass in Queenstown to connect MD 18 on the south side of US 50 and the north side of US 301. This would permit free movement for local traffic and avoid the use of US 50/301.			
12. Support a study for the realization of the Cox Creek connector.	12.1 Seek funding for study. 12.2 Establish partnership with MSHA.	DPW, SHA	N



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 1: Multi-Modal Transportation Network.			
Objective 3: Create safe and adequate infrastructure related to mobility which is available for all modes of travel.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
<p>13. Support initiation of design and funding by the State Highway Administration for the replacement of the Chester River Bridge.</p> <p>a. Cooperate with Kent County and SHA to preserve rights-of-way so that preservation easements and developments do not prohibit construction of a new bridge.</p> <p>b. Promote the design of a well landscaped unit incorporating bicycle, pedestrian and local access integrated into the community fabric on both sides of the river.</p>	13.1 Continue to coordinate with SHA and partners to support design and construction phases of the project.	DPW, SHA and Kent County	N
<p>14. Require that any analysis of traffic safety and volume shall cover the following:</p> <p>a. Periods of peak usage as determined by normal rush hour traffic specific to usage.</p> <p>b. Peak usage specific to Chesapeake Bay Bridge and seasonal traffic.</p> <p>c. The ability of residents to move from one side of Route 50 to the other side of Route 50 during peak volumes on the Chesapeake Bay Bridge and seasonal traffic.</p>	14.1 Establish study and analysis methodology for traffic impact assessments to include peak usage specific to the Chesapeake Bay Bridge and seasonal traffic.	LUZ, DPW	N
15. Acquire information regarding roadway capacity, traffic safety and volume through the use of independent traffic consultants approved and funded by the County and reimbursed by the applicant of the new project.	15.1 Establish requirements for use of County designated or approved consultants for preparation of traffic impact assessments and studies.	CEP, DPW	N
Objective 4: Develop a Transportation Study identifying capital improvement projects consistent with the Future Land Use Plan and the Master Roadway and Transportation Plan.			
1. Determine from the Transportation Study Capital Improvement Projects that are consistent with the Comprehensive Plan and annually prioritize State Highway Administration (SHA) projects in the Queen Anne’s County Transportation Priority Letter.	<p>1.1 Prioritize projects forwarded to County Commissioners for inclusion in Transportation Priority Letter.</p> <p>1.2 Submit to MDOT to seek State funding for planning, design and construction.</p>	LGE, DPW, MDOT	Y



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Objective 5: Support efforts to achieve cooperative planning with Maryland State Highway Administration (SHA).			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Support studies and leverage resources that create and mandate alternate routes for truck traffic.	1.1 Seek funding for truck access route study, which will include appropriate level of collaboration with the Towns. 1.2 Implement by installing signs along routes that restrict truck traffic and other means as recommended in the study.	DPW, COG, SHA	N
Goal 2: Ensure that transportation decisions, strategies and investments are coordinated with land use goals and support sustainable smart growth management strategy.			
Objective 1: Design transportation infrastructure to support land use goals for compact, accessible, walkable neighborhoods.			
1. Apply the complete streets philosophy to identify multi-modal transportation solutions and making connections to and from residential neighborhoods to employment and commercial centers.	1.1 Provide programs and facilities to promote bicycling, walking and carpooling to reduce vehicular use. 1.2 Continue to seek State and federal funding to assist with the completion of various phases of proposed and potential path and trail projects identified on Map CF-2. 1.3 Partner with Development Community for public improvements. 1.4 Require that new projects incorporate multi-modal solutions and that new development provide connections between neighborhoods and employment/commercial centers. 1.5 Evaluate an impact fee for off-site improvements such as sidewalks, multi-modal trails and facilities.	LGE, DPW, SHA, Development Community	Y



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 2: Ensure that transportation decisions, strategies and investments are coordinated with land use goals and support sustainable smart growth management strategy.			
Objective 1: Design transportation infrastructure to support land use goals for compact, accessible, walkable neighborhoods.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Apply the complete streets philosophy to identify multi-modal transportation solutions and making connections to and from residential neighborhoods to employment and commercial centers.	1.6 Review Roadway Design Manual to ensure standards accommodate multi-modal options and context sensitive design solutions when identifying right-of-way requirements as well as design. 1.7 Apply FHWA’s Complete Streets standards.	LGE, DPW, SHA, Development Community	Y
Objective 2: Incorporate public involvement in the planning, design and construction of all transportation projects.			
1. Continue to provide opportunity for public involvement in the planning, design and construction of transportation improvements.	1.1 Continue and enhance public involvement opportunities.	LGE, DPW, P&R, SHA, Development Community	Y
Objective 3: Make the design and scale of transportation facilities compatible with planned land uses and with consideration for the existing and planned character of neighborhoods.			
1. Use flexibility in design to achieve context sensitive design solutions compatible with the character of the neighborhood.	1.1 Review Roadway Design Manual to ensure standards accommodate multi-modal options and context sensitive design solutions when identifying right-of-way requirements as well as design. 1.2 Consider community character and the environment when developing design solutions.	LGE, DPW, SHA	N



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 2: Ensure that transportation decisions, strategies and investments are coordinated with land use goals and support sustainable smart growth management strategy.			
Objective 4: Protect neighborhood streets from through traffic.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Utilize a number of access management strategies to provide adequate and safe access while discouraging through traffic. Examples include: shared driveways, one-way in/one-way out, restrict left turns, alternate traffic routes and other similar solutions.	1.1 Review and revise the Roadway Design Manual to incorporate access management strategies, solutions and techniques. 1.2 Implement strategies as part of new development projects, as well as in conjunction with County and State transportation projects and improvements as feasible.	LGE, DPW, SHA, Development Community	Y
Objective 5: Protect scenic corridors identified on Map T-3 by applying sustainable smart growth management strategies.			
1. Develop land use and sign regulations, site design and buffering and screening requirements to protect the character and scenic landscapes along the corridor.	Refer to 1.0 Land Use – Goal 1, Objective 1, Recommendations 1-3.		
2. Implement a variety of Byway Enhancement Guiding Principles as identified in this Plan.	Refer to 1.0 Land Use – Goal 1, Objective 1, Recommendations 2, 3, & 7.		



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 3: Manage the roadway system safely and efficiently for all modes and users and seek to balance limited street capacity among competing uses.			
Objective 1: Promote safe and convenient bicycle and pedestrian access throughout the transportation system and programs.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Create and continue to review and update a County Bicycle and Pedestrian Plan in conjunction with updates to the Comprehensive Plan.	1. Develop list of projects to be included in the County's Capital Improvements Program (CIP). 2. Identify specific state and federal funding sources to augment County funds. 3. Partner with the State and Development Community to implement programs and projects.	LGE, B&PAB, EDAT, DPW, P&R, SHA, Development Community	Y
2. Add bicycle lanes, signed bicycle routes and shared lane markings to develop the on-street bikeway network.			
3. Use innovative designs and bicycle-specific treatments at intersections and small connector paths to improve safety and interconnectivity.			
4. Coordinate planning, design and implementation of bicycle facilities with the incorporated towns as well as with communities across the County.			
5. Launch a bicycle parking initiative.			
6. Require new housing, retail and office development to provide bicycle parking.			
7. Work with Maryland Upper Shore Transit System and County Ride to accommodate bicycles in support of a multi-modal transit system, and improve bicycle parking at transit stops.			
8. Continue to develop off-road paths to create a connected trail system with connections to spine routes that serve key destinations in the County.			
9. Identify roadway improvements to reach acceptable levels of comfort for existing and proposed bicycle routes.			
10. Identify roadway improvements to reach acceptable levels of comfort for existing and proposed bicycle routes.			
11. Seek to strengthen the enforcement of traffic laws related to bicycles/pedestrian safety.			



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 3: Manage the roadway system safely and efficiently for all modes and users and seek to balance limited street capacity among competing uses.			
Objective 1: Promote safe and convenient bicycle and pedestrian access throughout the transportation system and programs.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
12. Acknowledge Bicycle Routes Map as the Official Queen Anne’s County Map for designated bicycle routes. Refer to Map T-5.			
13. Pursue various funding opportunities to improve level of comfort on specific roadway segments as identified through further study.			
14. Pursue various funding opportunities to develop, enhance and promote designated bicycle routes.			
15. Consider options for County & State wayfinding signage for bicycle routes.	1. Develop a list of projects to be included in the County’s Capital Improvements Program (CIP). 2. Identify specific State and federal funding sources to augment County funds. 3. Partner with the State and Development Community to implement programs and projects.	LGE, B&PAB, EDAT, DPW, P&R, SHA, Development Community	Y
16. Promote the designated bicycle routes as viable options for connectivity.			
17. Work with residents, community groups, businesses, civic associations and all property owners to expand the network of walkways on existing public rights-of-way and in new acquisitions of open space.			
18. Create and implement a Safe Routes to School Program in public and private schools.	18.1 In coordination and collaboration with BOE seek funding to create and implement programs consistent with State and Federal Program guidelines. 18.2 Identify priority locations for improvements such as paths, trails and sidewalks to connection neighborhoods to schools. 18.3 Seek funding to assist with improvements.	CEP DPW, BOE	Y
19. Continue the extension of existing paths/trails as depicted on Map CF-2 with respect to proposed trails and greenways.	Refer to Goal 3, Objective 1, Recommendations 1-17.		



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 4: Manage the roadway system safely and efficiently for all modes and users and seek to balance limited street capacity among competing uses.			
Objective 1: Promote adequate capacity on the street system for both vehicular and non-vehicular modes.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Implement with assistance from the State improvements to MD Route 8 and interchange of US 50/301 at MD Route 8.	1.1 Partner with the State to study, fund and implement improvements. 1.2 Include the project in the priority list forwarded to County Commissioners for inclusion in Transportation Priority Letter submitted to MDOT seeking State funding for planning, design and construction.	DPW, LGE, MDOT, SHA	Y
Objective 2: Promote efficient freight and goods movement.			
1. Utilize the rail to the maximum extent as possible to serve the County and region.	1.1 Coordinate with State and regional agencies that promote rail usage and expansion. 1.2 Coordinate implementation of rail transportation and economic development strategies.	EDAT	N
Objective 3: Allocate roadway right-of-way space for various modes such as vehicles, bicycles and pedestrians.			
1. Review Roadway Design Manual to ensure standards accommodate all modes of transportation when identifying right-of-way requirements as well as design. Follow Complete Streets Principles.	Refer to Goal 2, Objective 1, Recommendation 1.		
Objective 4: Make intersection improvements where necessary to enhance safety, mobility and accessibility.			
1. Partner with the State to study, design and construct intersection improvements identified on Map T-3.	1. Partner with the State to study and implement improvements.		
2. Partner with the Towns to seek assistance from implementation partners such as the State and development community to complete transportation projects identified in Town and Community Plans as reflected on Maps T-4A through T-4G and the Designated Bicycle Routes Map T-5.	2. Include the projects in the priority list forwarded to County Commissioners for inclusion in Transportation Priority Letter submitted to MDOT seeking State funding for planning, design and construction.	DPW, COG, SHA	Y



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 5: Provide adequate roadways to meet current and future safety, mobility/accessibility and structural conditions needs.			
Objective 1: Continue roadway maintenance and operations to meet transportation needs.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Explore innovative approaches to roadway maintenance and operations to reduce the overall cost.	1.1 Research tools and techniques for improving roadway life cycle. 1.2 Incorporate innovative maintenance and operations procedures and processes.	DPW	N
Objective 2: Continue roadway capital improvements to meet transportation needs.			
1. Explore various funding mechanisms, partnerships and grant sources to enable capital projects to be undertaken.	1.1 Continue to routinely coordinate with SHA staff to discuss current projects and future projects and funding opportunities.	DPW, SHA	N
Objective 3: Apply access management strategies to roadways.			
1. Utilize a variety of access management strategies to ensure mobility at acceptable levels of service along US 50/301.	Refer to Goal 1, Objective 4, Recommendation 1.		
Goal 6: Continue to provide transit services for special needs populations and other users.			
Objective 1: Find ways to continue service and to expand service as needs increase.			
1. Continue to seek funding to support transit service.	Refer to Goal 1, Objective 1 and Recommendation 1.		
Goal 7: Reduce traffic congestion along major corridors.			
Objective 1: Provide programs and facilities to promote bicycling, walking and carpooling to reduce vehicular use.			
1. Continue to seek state and federal funding to assist with the completion of various phases of proposed and potential path and trail projects identified on Map CF-2.	Refer to Goal 3, Objective 1 Recommendations 1-17.		
2. County elected officials, with support from the State Legislative Delegation, will continue to provide annual written priority list to the Secretary of MDOT for multi-modal transportation improvement needs.	2.1 Include the projects in the priority list forwarded to County Commissioners for inclusion in Transportation Priority Letter submitted to MDOT seeking State funding for planning, design and construction.	DPW	N



Goal, Objectives & Recommendations – 8.0 Community Facilities & Transportation			
Goal 7: Reduce traffic congestion along major corridors.			
Objective 2: Promote ridesharing/carpooling and use of transit.			
Recommendations	Strategy, Project, Program or Service	Lead Agency & Implementation Partners	Capital Item (Y/N)
1. Seek funding to conduct a study to support the placement of additional park-and-ride facilities.	1.1 Partner with MSHA for funding to undertake study.	CEP, DPW, SHA	N
2. Identify types of incentives needed to promote ridesharing / carpooling.	2.1 Implement MSHA strategies for ridesharing/carpooling.	DPW, SHA	N

Appendix 1:
***Plan Implementation and
Streamlining Element***