

Volume 2:
***Policies, Implementing Strategies
and Priorities***



***2002 Comprehensive Plan
Queen Anne's County, Maryland***

Adopted by the Queen Anne's County Commissioners on May 21, 2002

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and Priorities***

2002 Comprehensive Plan

Queen Anne's County, Maryland

Recommended for Adoption by the
Queen Anne's County Planning Commission
on January 10, 2002

*Adopted by the
Commissioners of Queen Anne's County
on May 21, 2002*

Website

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Preface

This is Volume 2 of the two-volume Queen Anne's County Comprehensive Plan. It provides the Plan's policy direction, implementing strategies and priorities. Volume 1 provides a detailed overview of existing conditions, trends and issues. A technical appendix that provides the details of the alternative scenarios analysis and infrastructure assessment completed during the plan update process supplements these two volumes. This appendix material is available at the County's Department of Planning and Zoning.



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1.0 Plan Purpose and Major Issues

Role and Purpose of the Plan

The Comprehensive Plan is a guide for the location, character and extent of proposed public and private development in Queen Anne’s County. The Plan’s policies and recommendations will be implemented over time through many distinct decisions including the rezoning and subdivision of land and the location and construction of public improvements. The Plan provides the policy basis for the integration and coordination of these decisions and actions. The County’s land use ordinances are to be amended to be consistent with the Plan.

The County has been implementing the recommendations of the 1993 Comprehensive Plan Update and those contained in the Community Plans for Stevensville, Chester, Grasonville, Kent Narrows, Queenstown and Centreville. This 2002 Comprehensive Plan builds on the policies and recommendations of the 1993 Plan. The recommendations of the Community Plans (Growth Area Plans), as adopted, still remain valid and are included as a part of this Plan except as superseded by any inconsistent recommendations of this 2002 Comprehensive Plan.

Under the State’s planning statutes (see below) the Plan and Community Plans must be updated every six years. This revision and update is needed to respond to changing conditions, unforeseen events and trends and changing objectives, which may include the possible identification of additional Growth Areas.

Legal Basis

Under Maryland Law, the Planning Commission has the duty to make and approve a Comprehensive Plan and then recommend its adoption to the County Commissioners. The Plan is to “serve as a guide to public and private actions and decision to ensure the development of public and private property in appropriate relationships.” The State law (Article 66B) requires that the Plan “serve as a guide for the development and economic and social-well being of the County.” The Plan is to be composed of a number of interrelated elements that address the following areas: land use, transportation, community facilities, sensitive areas, mineral resources, and plan implementation. The Planning Commission may include other elements, as it deems necessary, such as economic development and tourism, and parks and recreation.



In addition, the Plan must also designate areas on or in close proximity to tidal waters for loading, unloading, and processing fish and shellfish as well as docking and mooring of commercial fishing boats, vessels and storage area for oyster shells. This requirement is meant to facilitate commercial fishing and reasonable access to waterways by commercial watermen.

As a result of 2000 amendments, Article 66B now includes “Eight Visions” that must be implemented through the plan’s recommendations. The “Eight Visions,” which are incorporated in this Plan, are:

1. Development is concentrated in suitable areas.
2. Sensitive areas are protected.
3. In rural areas, growth is directed to existing population centers and resource areas are protected.
4. Stewardship of the Chesapeake Bay and the land is a universal ethic.
5. Conservation of resources, including a reduction in resource consumption, is practiced.
6. To assure the achievement of items (1) through (5) of this section, economic growth is encouraged and regulatory mechanisms are streamlined.
7. Adequate public facilities and infrastructure under the control of the county or municipal corporation are available or planned in areas where growth is to occur and
8. Funding mechanisms are addressed to achieve these visions.

Major Issues This Plan Seeks To Address

The Plan seeks to continue to address and resolve two overarching themes, which reaffirm the County’s long-standing growth management policies and recommendations in effect since the 1987 Comprehensive Plan. These are framed as interrelated questions:

- How can the County encourage and direct growth to existing communities and within designated Growth Areas and,
- How can the County continue to keep its rural areas rural and preserve agricultural lands?

Some of the issues and concerns identified during the Plan development process are provided below as they relate to the overarching themes. Other issues that are of a more general nature are included under a separate listing. The lists are not prioritized.



HOW CAN THE COUNTY ENCOURAGE AND DIRECT MORE GROWTH TO EXISTING COMMUNITIES AND WITHIN DESIGNATED GROWTH AREAS?

- How should sanitary sewer, water and transportation systems be upgraded within the Growth Areas? How much will these improvements cost?
- What new schools are needed in the next 20 years and where are they needed?
- How can the County reduce its dependence on relocatable classrooms? At what cost?
- What can the County do to keep public facilities in step with development?
- How much public and private recreation and open space is needed and where?
- What can the County do to attract jobs so as to reduce out-commuting and increase the County's fiscal strength?
- Where should the County develop its next business park? Should there be a focus on "information based economy" businesses?
- Should impact fees be re-vamped so that the impacts of new growth are borne by new development and not existing residents? Can such fees be structured to encourage development in the Growth Areas rather than in rural areas?
- What should the County do to assess road capacity needs as it reviews development proposals and their impacts?
- How should the County determine an acceptable level of service standard for traffic flow in Growth Areas without deflecting growth into rural areas?
- To increase carpooling and express bus ridership to the Baltimore and Washington areas, where should additional park and ride lots be located along the US 50/301 corridor? How can these needed facilities be incorporated into the development review process so that as lands are developed, areas for the park and ride lots are reserved by the developer?
- What can be done to improve local circulation within the western Growth Areas, which has been complicated by the "reach the beach" improvements to US 50/301?
- How can parking standards be changed to reduce parking requirements or permit shared or off-site parking?
- Should the County consider relocation of the Bay Bridge Airport and redevelopment/reservation of that prime land for employment uses long-term?
- As older strip retail becomes obsolete along US 50/301 and SR 18, should the County consider purchase and land banking of these for future employment uses?



- Even though the County plans and policies are in accord with the State’s smart growth legislation, the County is not guaranteed nor is it “entitled” to State funding. It is merely eligible to receive funding. What can be done to increase funding sources and levels available to Queen Anne’s County?

HOW CAN THE COUNTY KEEP ITS RURAL AREAS RURAL AND PRESERVE AGRICULTURAL LANDS?

- How can the County increase funding for agricultural preservation efforts?
- How can the Transfer of Development Rights and non-contiguous development regulations be improved/honed to increase their effectiveness?
- Should the County consider a Purchase of Development Rights program where the County would buy development rights in agricultural areas to preserve these lands for agricultural uses?
- Can the permitted uses within the Agricultural zoning district be expanded to include uses such as wineries and other uses to increase the flexibility of the zone and the likelihood of sustaining agricultural use of the land?
- Can areas such as Southern Kent Island, where there are serious private septic system failures, be addressed through extension of public water and sanitary sewer service without “opening up” these fragile areas to additional widespread development?
- Can the road standards be amended to encourage road design dimensions in rural areas that preserve and enhance the rural character?
- How can design standards for subdivision and development be instituted that will improve the quality of rural design and preserve rural character at the same time?
- How can the zoning ordinance be changed to include a crossroads zoning district to permit some development of commercial and business uses in non-incorporated rural areas?
- There is a need to provide for some economic and residential development in this portion of the County and to proactively manage growth pressures from Delaware and increasing traffic on US 301. Should a northern County growth area be established?
- What should the County do to facilitate continuation of commercial fishing and to maintain access by commercial fisherman to the County’s waterways?



- How can the buffering standards for new residential development adjacent to agricultural-zone areas be augmented to protect agricultural operations from “nuisance” complaints?

OTHER IMPORTANT ISSUES

- How is Queen Anne’s County impacted by regional development trends? What pressures and trends are likely to impact the County’s future growth?
- What can the County do to make sure that it is able to participate in the “information based economy” by improving access to high-speed telecommunications networks?
- What can the County do to increase telecommuting options for County residents such as establishing a telecommunications center?
- How can the County continue to build on its strong base and location to improve its capture of tourism dollars?
- What business/recreational facilities such as conference facilities are needed? Where should they be encouraged?
- What should the County do if rail lines are determined to be surplus by their current owners? What policies should be in place to evaluate these opportunities?
- To accommodate the need for new elementary schools, should the County consider increasing the size of new and updated elementary schools to 600 students (from 500)?
- How should the County improve stormwater management?
- How should the County reassess the method used to determine public safety staffing needs to ensure that the County has a satisfactory ratio of personnel to residents and businesses?
- Does the County need to enact coastal floodplain protection standards?
- How should the County plan for the site identification of a staging area for trucks within the US 50/301 corridor during bridge closings as a result of weather or other emergencies?

The answers to these and other issues and questions related to growth are included in this Plan.



How This Plan is Organized

This Plan is organized around two overarching themes: promoting growth in developed areas and preserving the County's rural character and agricultural lands. These themes were used as a framework for developing the Plan because they encompass and reinforce major concerns voiced by the citizens over the County's future.

These themes are discussed through a series of plan elements including land use, transportation, community facilities, fiscal health, business development and tourism, sensitive areas and mineral resources. Tables, images and maps supplement the Plan's text. Each of the plan elements has the same general format. Issues the Plan seeks to address are identified first. They are followed by interrelated policies and action strategies that address the issue. The Attachment 1 on page 84, "Implementation Element" includes the action agenda that identifies priorities for the Plan's implementation. The Attachment 2 on page 108, "Review and Relationship of the 1993 to the 2002 Plan," reviews the goals, objectives and policies of the 1993 Comprehensive Plan, assesses whether they have been implemented and how the issues raised in the 1993 Plan are addressed in this Comprehensive Plan 2002.

The Comprehensive Plan Elements mentioned above are preceded by this description of the Plan and the section that follows, which highlights the history of planning in the County, provides an overview of the designation of the County's six Growth Areas, and summarized the 20-year growth estimates assumed for this Comprehensive Plan.

The Plan is based on a substantial amount of supporting analysis and information. To make it as reader-friendly as possible, much of this analysis and background data has been separated from the Plan's recommendations in this volume. The Plan's Volume 1: "County Profile" provides a detailed overview of existing conditions and issues. The Plan's Appendix, "Alternatives, Analysis, Projections" provides a summary of the rigorous alternatives analysis that was undertaken as part of the plan update process.



2.0 Historical Overview and Projections

Historical Planning Perspective

The principal objective of planning is to anticipate, prepare for and plan for land use patterns over the stated 20-year horizon of the Plan. Thus, land use planning is principally forward thinking. However, an integral part of any comprehensive planning process must include a historical perspective to provide insight into the existing land use conditions. The following section is intended to provide an overview of Queen Anne's County Comprehensive Plans to date. Also included are specific dates and events that impacted or influenced the County's residential, commercial and industrial growth pattern.

This historical overview is supplemented by Attachment 2 on page 108 of this Plan, which reviews the goals, objectives and policies of the 1993 Comprehensive Plan, assesses whether they have been implemented and how the issues raised in the 1993 Plan are addressed in this Comprehensive Plan 2002.

1965 Comprehensive Plan

The first Queen Anne's County Comprehensive Master Plan was adopted in 1965. Development pressure was increasing in the County in the 1960's as a result of the opening of the Chesapeake Bay Bridge in 1952. By 1964, land speculators had already subdivided approximately 9,000 small lots. 80 percent of those lots were on Kent Island. The remaining 20 percent were on the Chester River. All of these lots were created prior to the existence of any type of standards for soil performance to determine suitability for septic systems. Public sewer did not exist nor were assurances or provisions for it considered at that time. Furthermore, there were no sureties to ensure the construction of roads or provisions for adequate drainage. The combination of small lot sizes, heavy clay soils, high water tables, and poor surface drainage aggravated the on-site disposal problems.

In addition, by the 1960's, much of the land along the US 50/301 corridor from Stevensville to Grasonville was zoned for commercial development. The agricultural and waterfront areas were typically zoned for one house per every one or two acres. Environmental protection standards in this early plan and ordinance were minimal.

According to the 1965 Plan, heavier concentrations of the population were found in the western and northern parts of the County. Sixty one percent of the total population in 1960



resided in Election Districts 3,4 and 5. Variations in the population trends within the County were not determined to be significant except for Kent Island and Queenstown. Their close proximity to the Bay Bridge was noted as the reason for higher population density there.

The Plan accurately projected that by 1980 the population in Queen Anne's County would reach 25,000 to 27,000. (The 1980 census number for Queen Anne's County was 25,508). It also anticipated that 40 percent of the 20-year growth would come from natural increases and that about 60 percent would be from migration from elsewhere.

The 1965 Plan indicates there was evidence of the population "clustering" at many locations along the County's extensive shorelines. According to the 1965 Plan: "The shores of the Chesapeake Bay and its tributaries are proving to be an important factor in attracting people to live and play in this County, and it is these areas in particular that will require close watching and careful planning."

The 1965 Plan proposed land use provisions and zoning categories that left approximately 16 percent of the County's acreage in residential uses, approximately 2 percent in commercial and industrial uses and the balance (around 82 percent) in agricultural/rural uses. The maximum theoretical buildout of the County, based on the 1965 Plan, was approximately 261,000 dwellings (the equivalent of 880,000 people based on 3.36 people per household). However, with permitted densities of 1-2 dwellings per acre in the agricultural district, conceivably 66 percent of the development (172,000 dwellings or 577,000 people) could have been located in this district. 3,300 acres of commercial/industrial building coverage was theoretically possible under the proposals of the 1965 Plan.

1973 Second Bay Bridge Completed

The completion of the second span of the Chesapeake Bay Bridge in 1973 was long awaited by the many travelers anxious to "reach the beach." The second span also played an important role in the development of Kent Island as the commute became easier from job centers on the Western Shore. As a result, the Kent Island/Grasonville areas became a much more attractive bedroom community and provided the catalyst for additional development pressures.



1981 – Kent Narrows, Stevensville and Grasonville (KNSG) Sewer Treatment Plant

Several factors contributed to the ultimate construction of the County's sewer treatment plant. They included the steadily increasing growth of year round-residents on Kent Island, an increasing number of septic system failures, and the adverse impacts on shellfish in waters contaminated by septic system discharges to groundwater. As a result, the County was able to secure significant Federal and State grant funds to remedy these conditions.

The construction of a public sewerage system for the Chester, Stevensville, Kent Narrows and Grasonville wastewater subdistricts was completed in 1981 utilizing EPA grants. The initial facilities, which came on-line in 1982, consisted of a vacuum collection and force main transmission systems for the US 50/301 corridor and an 0.8 mgd treatment plant. The plant was re-rated to 1.0 mgd in May of 1986, and doubled to 2 mgd in 1990 at a cost of \$6.5 million.

The location of the treatment plant was based on the need to maximize the mixing zone of the treated effluent and the waters receiving the treated effluent. Because the Chesapeake Bay would provide the maximum dilution, a site adjacent to the Bay was the clear and obvious choice. The current site was chosen because of its proximity to the area to be served. In addition, the closer the proximity of the treatment plant to the receiving water, the lower the cost of the plant construction.

The availability of sewer had a significant impact on the development potential of the Kent Narrows, Stevensville, Grasonville area. The treatment facility addressed the failing septic systems and allowed properties to be developed that, did not pass percolation tests under the Wet Season Standards developed in 1973 or the On-site Construction Standards developed in 1985.

1987 Comprehensive Plan

The next major Plan Update was adopted in 1987, fourteen years after the opening of the second Bay Bridge and six years after the construction of the KNSG sewer treatment plant.

The Plan was divided into six chapters: Goals and Objectives, Principals, Policies and Standards; Natural Resources; Community Character; The Land Use Plan; Transportation; and Capital Planning and Community Facilities.



The 1987 Plan's primary goals and objectives were to preserve and protect the Chesapeake Bay and its tributaries, to maintain the County's existing rural character and to preserve and protect large areas of the County for agricultural use. The Plan proposed to meet those objectives by reducing the number of dwelling units in the agricultural and rural areas, to improve the overall quality of housing stock, and to address the relative lack of affordable housing.

The growth management component of the 1987 Plan intended to limit urban sprawl and concentrate or direct new growth into areas designated as "growth nodes" where growth could be adequately serviced by public infrastructure and directed away from environmentally sensitive and rural areas.

After the Plan was adopted, the County completed a comprehensive down-zoning process and adopted a new set of zoning and subdivision regulations. The new performance-based zoning ordinance was a radical departure from the County's original "Euclidean" zoning regulations. Inland agricultural areas were "down zoned" to one house per every eight acres with a condition that the homes be clustered on 15 percent of the site with 85 percent to remain as open space. Waterfront areas were "down zoned" to one house per every five acres with similar cluster and open space restrictions.

With the rezoning of the entire County, the new zoning classifications resulted in approximately 10 percent of the County dedicated to residential uses, 1 percent to commercial and industrial and 89 percent to agricultural/rural uses. The 1987 down-zoning reduced the maximum theoretical buildout in the County to 60,500 dwelling units or 161,000 people, only 44 percent of which could be located in the agriculture/rural areas. In addition, the 3,300 acres of commercial/industrial acreage proposed in the 1965 Plan was reduced to approximately 780 acres under the 1987 Plan.

When compared to the 1965 Comprehensive Plan, the 1987 Plan initiated an obvious and significant overall decrease in the long-term development potential of the County.

1989 - Chesapeake Bay Critical Act

In 1989, the County adopted its Chesapeake Bay Critical Area Program, implementing ordinance and maps in accordance with State law. The Critical Area is generally defined as all lands within 1,000 feet of the shoreline or head of tidal waters for the Bay proper and its tidal tributaries. The Critical Areas Program and Maps are considered as overlays to County zoning regulations and maps.



Land use designations of IDA (Intensely Developed Areas), LDA (Limited Development Areas) and RCA (Resource Conservation Areas) were applied based on land use patterns as of December 1, 1985.

IDA areas are those where residential, commercial, institutional and/or industrial developed land uses predominate and where relatively little natural habitat occurs. IDA lands are permitted to develop at the densities and intensities allowable under the County's zoning ordinance.

LDA lands are areas currently developed in low or moderate intensity uses that contain plant and animal habitats. LDA lands are permitted to develop at the density permitted by the County zoning ordinance, but are limited to 15 percent impervious coverage with a few exceptions.

RCA lands are those characterized by nature-dominated environments (wetlands, forests, abandoned fields, etc.) and resource utilization activities (agriculture, forestry, fisheries, aquaculture, etc.) density is limited one (1) dwelling unit per 20 acres and no new land may be zoned for institutional, industrial or commercial development.

State law governing the Chesapeake Bay Critical Area regulations provides little discretion for local governments to change environmental protection standards. The County's local Critical Area regulations are essentially prescribed by the State.

However, in accordance with State law, the County does have the ability to change a limited amount of Critical Area mapping in order to facilitate local growth management objectives. This process is called "growth allocation" and is limited to 5 percent of the County's overall total Resource Conservation Area (RCA), less State tidal wetlands and Federally owned lands. ("Growth allocation" permits RCA land to be remapped as LDA or IDA lands or LDA land to be remapped as IDA lands). As a result, Queen Anne's County had a total of 1,528 acres of Growth Allocation available initially. 153 acres were pre-mapped during the initial program adoption.

In addition, the Critical Area criteria requires the County coordinate its use of Growth Allocation with the municipalities. As a result, 186 acres were granted by the County to the Town of Centreville and 160 acres to the Town of Queenstown for use within those municipalities.



The Growth Allocation process was established with the adoption of the Critical Area Ordinance. Amendment of the development area classification is on a project-by-project basis and all conversions count against the County's total allocation.

Taken together, the 1987 Comprehensive Plan and the 1989 Critical Area Program accomplished three significant growth management objectives:

- The overall development potential of the County was significantly reduced as a result of development restrictions on agricultural and waterfront lands. This was accomplished at a time when the County's population was relatively small and the vast majority of its land was undeveloped. Unlike the suburban Western Shore counties, Queen Anne's County adopted substantial growth controls before market driven development consumed much of the County's rural and waterfront lands.
- Zoning districts and Critical Area mapping were arranged in such a way as to direct the majority of new development to within and around existing communities that had infrastructure or had the potential for infrastructure expansion. Vacant lands within and on the perimeter of existing communities were generally planned for future development. Rural areas were generally planned to stay rural, an approach to land use management later endorsed in the Statewide 1992 Planning Act.
- Environmental protection standards for sensitive areas such as tidal wetlands, non-tidal wetlands, forests and habitat areas were are now firmly integrated into development regulations. A combination of local and State regulations ensured that new development projects were reviewed for their impact on the environment.

1992 Economic Growth, Resource Protection and Planning Act

In, 1992, Maryland adopted the Economic Growth, Resource Protection and Planning Act as an amendment to Article 66B. The Planning Act mandated that, by July of 1997, all local governments in the State adopt plan and implementation strategies that achieve seven general "visions":

- Development is concentrated in suitable areas;
- Sensitive Areas are protected;
- In rural areas, growth is directed to existing population centers and resource areas are protected;
- Stewardship of the Chesapeake Bay and the land is a universal ethic;



- Conservation of resources, including a reduction in resource consumption, is practiced;
- To assure the achievement of the above- mentioned visions, economic growth is encouraged and regulatory mechanisms are streamlined; and
- Funding mechanisms are addressed to achieve these visions.

In short, the Planning Act requires local governments to concentrate growth in and around existing developed areas, promote economic development and protect sensitive natural resources. The Act also requires that all State and local government investments in infrastructure (roads, sewer, water, schools, etc.) are consistent with adopted local growth management plans.

1993 Comprehensive Plan

In 1993, Queen Anne’s County adopted a second major Comprehensive Plan Update. The 1993 Plan reaffirmed the guiding principles of the 1987 Plan and added policies to assure compliance with the mandates of the 1992 Planning Act. Queen Anne’s County was the first county to adopt a plan consistent with the 1992 Planning Act.

One of the major recommendations of the 1993 Plan Update was that specific development plans should be prepared for each of the County’s six designated Growth Areas: Stevensville, Chester, Kent Narrows, Grasonville, Queenstown and Centreville. (The Kent Narrows Plan and its associated zoning changes had been adopted in April of 1992 as part of the implementation of the 1987 Plan.)

Each Growth Area plan was intended to address land use, transportation, infrastructure and community design issues peculiar to that area of the County. Each growth area plan, once adopted, was to become a part of the 1993 Comprehensive Plan.

The essential framework of the 1987 Plan and acreages dedicated to the specific uses remained the same. The maximum theoretical buildout under the 1993 Plan and subsequent 1994 rezonings, taking into consideration Critical Area regulations, was 54,700 dwellings, only 41 percent of which could be built in the agricultural/rural areas of the County.

In 1995, the County began preparation of growth area (community) plans for Queenstown, Centreville and Chester. The County Commissioners adopted the Chester Community Plan and the associated comprehensive zoning changes needed to implement that Plan in 1997.

The plans for Queenstown and Centreville involved County coordination with the governments of each incorporated municipality. The County and Towns, with help from



appointed citizen advisory committees, consultants and County Planning Department staff, prepared draft community plans that were adopted in 1998.

Community plans for Grasonville and Stevensville were begun in 1997. These plans were also prepared with assistance from appointed citizen advisory committees, consultants and Planning Department staff. Both plans were adopted in 1998 with follow-up comprehensive zoning changes occurring in 1999.

A detailed review of 1993 Comprehensive Plan Goals, Objectives, Policies, and Implementation status and their relationship to 2002 Draft Plan recommendations are included here as Attachment 2 of this Plan.

1997 Smart Growth Initiatives

In 1997, the State of Maryland enacted “Smart Growth” legislation. Whereas the 1992 Planning Act was intended to encourage growth management and the protection of resources at the local government level, the Smart Growth legislation gives the State programmatic and fiscal authority to require local jurisdictions to implement “smart growth” planning.

The centerpiece of the Smart Growth legislative package is the “Priority Funding Areas” law. This law limits State funding for infrastructure and economic development to locations that meet specific State criteria. “Priority Funding Area” law effects Queen Anne’s County in two ways. First, State fiscal support is only provided to areas planned for development and to those already developed. Second, the law prevents the State from funding infrastructure in rural areas where growth is not encouraged. Other Smart Growth programs, like “Rural Legacy” and “Live Near Your Work,” contribute to the overall goal of preserving rural resources and making cities and towns more attractive to live.

2000 - Eighth Vision Added to Article 66B

Amendments to Article 66B of the Annotated Code of Maryland enacted in 2000 included the addition of an eighth vision for local governments to implement as part of their Comprehensive Plans. The eighth vision states: “Adequate public facilities and infrastructure under the control of the County or Municipal corporation are available or planned in areas where growth is to occur.”



An Analysis of the 1993 vs. 2002 Growth Area Boundaries

Growth Areas 1993 vs. 2002

During the public process associated with the development of the draft Comprehensive Plan, there has been significant discussion related to the size of the Growth Area boundaries in 1993 versus the boundaries shown on the 2002 Comprehensive Plan Maps.

According to the 1993 Plan, the accompanying Plan Maps showed only “highly generalized boundaries for each of these sub-areas.” The generalized Growth Areas are for illustrative purposes only and will be refined in subsequent stages of the planning process outlined ...” The planning process outlined involved prioritizing the areas and subsequent completion of detailed sub-area master plans for those areas over the 20 year planning period. The detailed sub-area or growth area plans were intended to provide the opportunity for a closer look at specific places and a more finely tuned analysis of the generalized Growth Areas.

As a result of the adoption of the Community Plans outlined earlier in this Chapter, the boundaries of the Growth Areas were revised to accurately reflect the decisions made during those separate planning processes.

The 2002 Plan map reflects the changes made in all of the growth area boundaries as a result of the Community Plan process between 1993 and 2002. In an effort to address the concerns, the Queen Anne’s County GIS Department digitized the highly generalized boundaries from the 1993 Plan map and compared them to the current boundaries of the six designated Growth Areas. The following analysis summarizes the differences between the 1993 Plan map and the 2002 Plan map.



Change in Growth Area Boundaries (in acres)

	<u>1993</u>	<u>2002 *</u>	<u>Change *</u>	<u>Percent Change in size of the GA from 1993 to 2002 *</u>
Centreville	1,552	3,909	2,357	151.9%
Queenstown	1,350	2,840	1,490	110.4%
Grasonville	1,901	1,939	38	2.0%
Stevensville	1,719	3,278	1,559	90.7%
Chester	2,053	1,908	(145)	(7.06%)
Kent Narrows	415	415	0	0%
	8,990	14,289	5,299	58.9%

* *The 2002 Comprehensive Plan includes the growth area boundaries as defined in the growth area (community) plans that were adopted from 1992 to 1998. Thus the changes shown between 1993 and 2002 are based on the changes adopted when the growth area plans were adopted and not because of any changes this 2002 Plan includes or proposes.*

Initial drafts of the 93 Plan indicated that based on the historical trends, Kent Island would likely absorb more than 50 percent of new growth over the next 20 years. As a result of significant citizen concern and input relating to this forecast, the 1993 Plan was modified prior to adoption to include a policy objective that calls for Kent Island to absorb approximately one-third of anticipated growth in the next 20 years, while shifting the other two-thirds to Grasonville, Queenstown, and Centreville.

This policy objective was problematic for several reasons. With the adoption of the 1993 Plan and the identification of “generalized” Growth Areas, Kent Island received approximately 44 percent of the total acreage located within the Growth Areas. While the generalized Growth Areas located on Kent Island were reduced to some degree prior to the adoption of the 1993 Plan, they were not reduced sufficiently to insure that the policy objective could be met. The 1993 Plan did not include any other policies, strategies, zoning or ordinance recommendations that would implement or achieve the policy of reducing the percentage of new growth on Kent Island.

As noted in the table above, as a result of the individualized planning process associated with the preparation and adoption of all six Growth Area Plans, the amount of land located within the six designated Growth Areas is approximately 5,300 acres or 59 percent larger than the generalized growth area boundaries contained in the 1993 Plan. In contrast, the



amount of land located within Kent Island's two and one-half Growth Areas (Stevensville, Chester and half of the Kent Narrows) is approximately 1,414 acres or 36 percent larger than was reflected on the generalized growth area boundaries contained in the 1993 Plan.

With the adoption of all six Growth Area Plans, the size of the Kent Island Growth Areas relative to the total size of all six Growth Areas has been reduced from 44 percent of the total in 1993 to slightly less than 38 percent today. This reduction occurred because the size of Kent Island's Growth Areas grew at a rate of 36 percent, compared with the 81 percent increase in size associated with the Centreville, Queenstown, and Grasonville Growth Areas since 1993.

In addition, as a result of the zoning decisions associated with the adoption of all six Growth Area Plans, an analysis of buildout potential (included in Attachment D of Volume 1), indicates that the total maximum residential development potential of the Growth Areas located on Kent Island is approximately 32 percent of the overall potential of all six Growth Area Plans. Therefore, though the Kent Island Growth areas are somewhat larger than the generalized areas shown in the 1993 Plan, the adoption of the detailed Growth Area Plans has ensured the 1993 Plan objective that new growth on Kent Island be reduced to one-third of the total anticipated in the County through 2013.

Growth Projections Assumed for the 2002 Plan

This Plan assumes that between 2000 and 2020, approximately 400 to 600 new housing units will be built per year in Queen Anne's County. The ten-year average from 1990 to 2000 was approximately 400 units per year, with a high of 527 units in 1994 and a low of 232 in 1990. At an average of 2.5 persons per household, the range of 400 to 600 new units per year equates to 1,000-1,500 persons per year.

The County's estimated jobs to housing ratio for 2000 is approximately 0.6. The alternatives analysis completed assumed a jobs to housing ratio of 0.9 job for every new housing unit. Subsequently, it was felt that this was probably too great a change from current trends. Thus, the Comprehensive Plan assumes that over the next twenty years, new jobs are anticipated to form at an average rate of 0.75 for each new housing unit with a lower rate during the first ten years and a higher rate for the second ten-year period. That would provide a range of 300 to 450 new jobs per year based on the estimate of 400 to 600 new housing units a year.



3.0 Land Use Element

This element focuses on what land use policies and actions the County should implement to direct growth into the designated Growth Areas and keep the rural areas rural. Interrelated issues, policies and action strategies are outlined below. For details on existing land use conditions and trends, please refer to Volume 1: The County Profile of this Comprehensive Plan.

Land Use Issues, Policies and Strategies

Land Use Issue 1: The Role and Use of the Comprehensive Plan.

The Comprehensive Plan text and maps contain detailed recommendations for development and preservation including the appropriate location for various types of development, areas appropriate for rural development and agriculture, the general character of roads, and the extent of public water and sanitary sewer utilities. The Comprehensive Plan Maps (LU-1 on page 21 and LU-2 on page 22), the Thoroughfare Plan Map (see Map T-1 on page 37 in the Transportation Element), the Sewer and Water Service Phasing Maps (see Maps CF-1 on page 54 and CF-2 on page 57 in the Community Facilities Element) provide the foundation of the Comprehensive Plan. These maps should be used in conjunction with one another as well as the text of the Plan.

2002 Land Use Plan Maps

During the public review process, concerns were voiced over the visual impact of the Growth Areas on the Land Use Plan Map (LU-1 on page 21). Many citizens indicated that the growth areas appeared to have no open space or preserved land within their boundaries. In an effort to address these concerns, a second Land Use Plan map has been included (LU-2 on page 22).

The Comprehensive Plan Map: Countywide (LU-1 on page 21) delineates:

- the existing growth area boundaries as a result of the individual community plan processes completed and adopted during 1997 and 1998.;
- the limits of the incorporated town boundaries;
- existing rural business areas;
- established residential areas outside of the Growth Areas that include:



- lands served by public water and sewer (Prospect Bay)
- lands planned to be served by public water and sewer as they have been identified as problem areas in the Master Water and Sewer Plan
- areas served by private well and septic
- deed restricted open space as a result of utilizing the cluster or non-contiguous subdivision technique;
- permanently preserved lands (i.e. MALPF, MET, Rural Legacy, TDR sending parcels or private conservation easements);
- the rural-agricultural lands of the County.

The land use allocation table at the top left of the map indicates the percentage of the County land mass associated with each of the specific categories.

The Comprehensive Plan Map: Growth Areas (LU-2 on page 22), shown at a more detailed scale, focuses on:

- the existing growth area boundaries shown are a result of the individual community plan processes completed and adopted during 1997 and 1998;
- public lands;
- existing open space or preserved lands within the Growth Areas;
- existing development or infill areas;
- the minimum 25 percent open space requirement for the lands currently zoned for planned development.

Although the planned development district for Queenstown has not been mapped yet, text amendments are in process and it is anticipated the associated mapping will follow, both of which are consistent with the Queenstown Community Plan.

In addition, the preserved lands outside the Growth Areas have been shown in an effort to address the issue of separation between the existing Growth Areas. With the Stevensville, Chester and west side of Kent Narrows Growth Areas immediately adjacent to one another physical separation is not possible without creative visual techniques as the Growth Areas continue to develop.



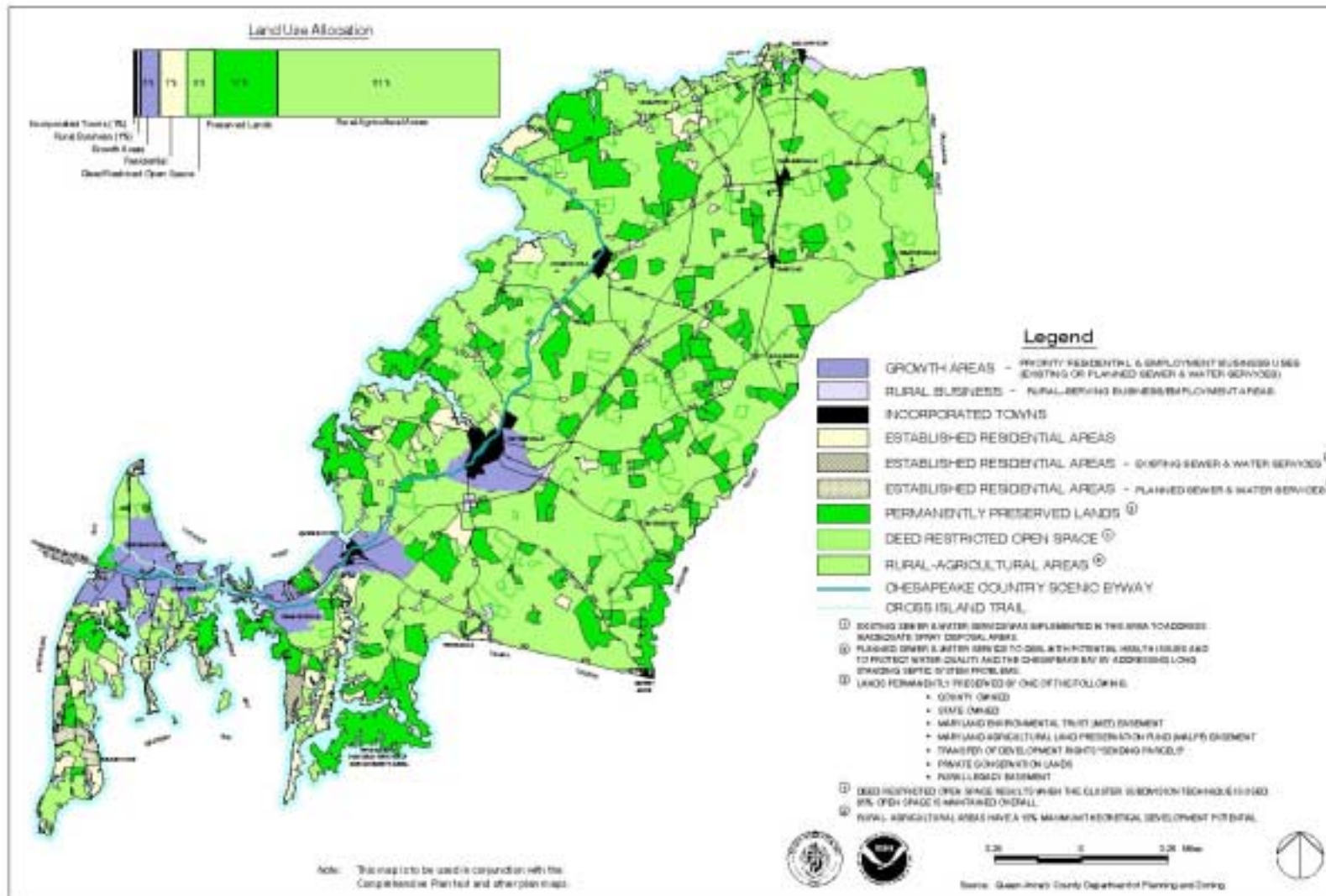
The land use allocation table at the top left of the LU-2 Map (on page 22) indicates the percentage associated with each of the specific categories based on the 6% of the County within the Growth Area boundaries.

Land Use Policy 1A: Use the Comprehensive Plan Map to guide development and preservation decisions and to promote public health, safety and welfare.

Implementation Strategies

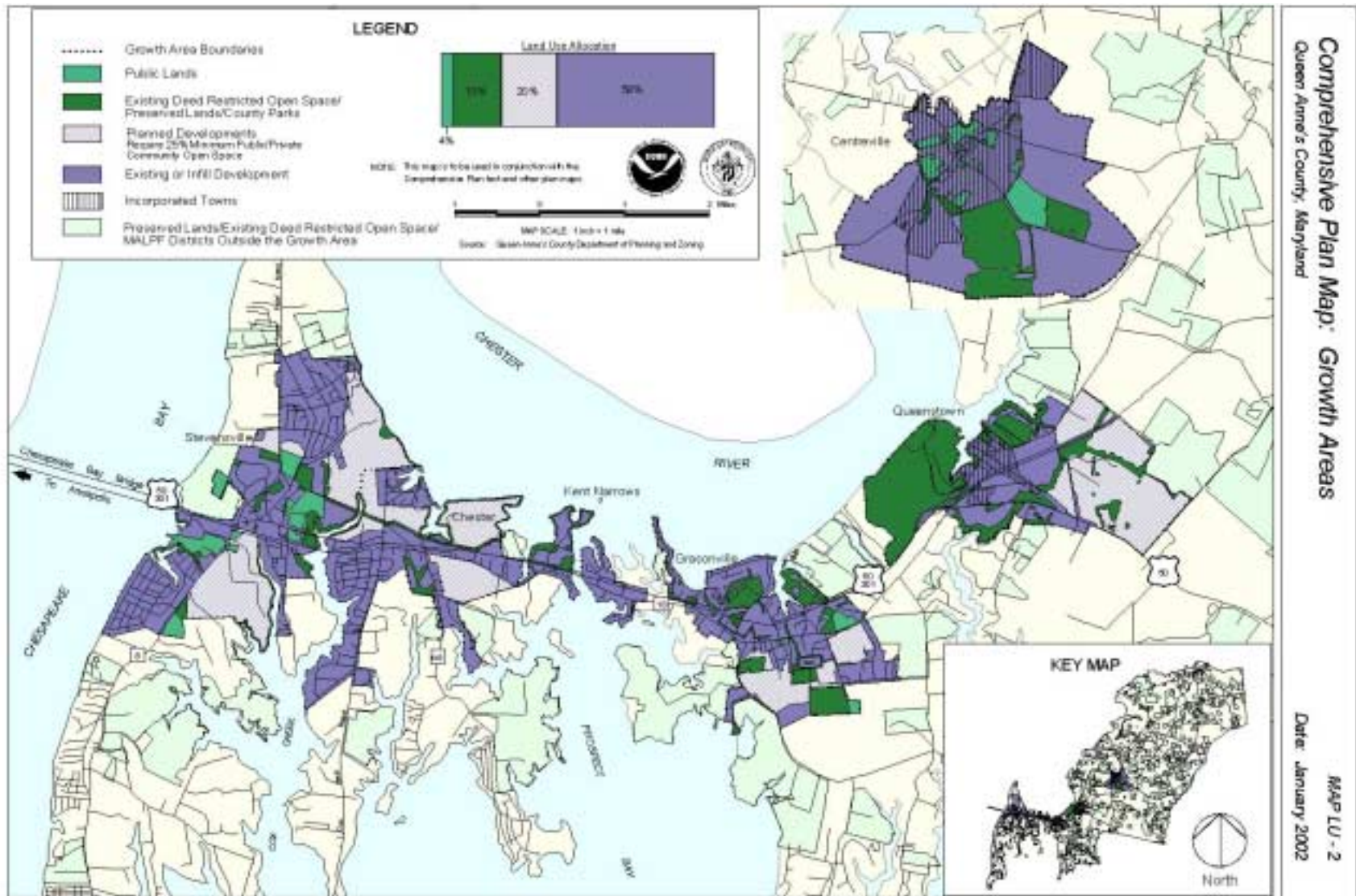
1. Use the Comprehensive Plan Map (Map LU-1 on page 21) in conjunction with the other Comprehensive Plan maps, policies and implementation strategies to guide decision-making on development and preservation efforts and investments. The County's Growth Areas (Stevensville, Chester, Kent Narrows, Grasonville, Queenstown and Centreville) are the focal points for residential, employment and mixed use development.
2. Beginning in fiscal year 2002-3, revise the Community Plans for Stevensville, Chester, Grasonville, Kent Narrows, Queenstown and Centreville to be consistent with the recommendations of this Comprehensive Plan.
3. Include the Comprehensive Plan Maps as part of a continuing County outreach program to increase the public's understanding of the County's growth management framework.
4. Update the Priority Funding Area maps periodically to reflect amendments that are made to the Master Water and Sewer Plan.
5. Review the criteria for Types of Areas Eligible for Priority Funding Area designation (for example Rural Villages and Areas Principally Zoned for Employment) and update the PFA maps to ensure all eligible areas are mapped appropriately. Explore the funding opportunities that are available from the State through "Smart Growth" programs.
6. During the Comprehensive re-zoning update process, evaluate if there is a need or justification to move or relocate any of the existing Suburban Industrial and Suburban Commercial zoning on properties outside of the Growth Areas to properties more consistent with the County's long-term growth management goals.





Comprehensive Plan Map: Countywide- LU-1





Comprehensive Plan Map: Growth Areas - LU-2



Land Use Policy 1B: Changes to the existing Growth Area boundaries.

Within the six existing designated Growth Areas, the maximum theoretical buildout would permit approximately 20,000 dwelling units and 13,000,000 square foot of non-residential floor area. Full buildout of these areas within the next 20 years is unrealistic. Nevertheless, over time there will be pressure to modify or expand the existing boundaries for a variety of reasons. This pressure could include the need to address new State land use initiatives, the need to address/correct public health, safety and welfare issues, County policy objectives or development pressure.

Implementation Strategies

1. During the next planning update period, the Stevensville, Chester, and west side of the Kent Narrows growth area boundaries shall not be enlarged to accommodate new growth.
2. During the next planning update period, the east side of the Kent Narrows, Grasonville, Queenstown, and Centreville growth area boundaries shall be determined through their respective individual community plan update process. Significant enlargements/adjustments to a growth area boundary should be supported by a land demand analysis that clearly provides necessary justification for the change.
3. Any of the Growth Areas may be altered, reconfigured, or enlarged to accommodate an identified public service use or to address a public health, safety or welfare issue.

Land Use Policy 1C: The first Kent Narrows Community Plan was adopted in April of 1992, as part of the implementation of the 1987 Plan. With the subsequent adoption of the 1993 Plan, it was amended and included as Chapter V of that Plan. Because the Kent Narrows Plan is referenced and included in the 1993 Plan, there is a need to retain that Community Plan as the current guidance for that area until such time as the County revisits it.

Implementation Strategies

1. The Kent Narrows Community Plan will remain the County's land use and development policy direction for the Kent Narrows growth area and is included in this 2002 Comprehensive Plan in its entirety by reference.



2. The County should revisit the recommendations of the Kent Narrows Community Plan during the regular cycle of growth area community plan update process, which is expected to occur in FY 2002.

Land Use Policy 1D: Continue to recognize the importance and benefits of maintaining and developing relationships with jurisdictions within Queen Anne's County as well as with our neighboring counties.

Implementation Strategies

1. The County should continue to work cooperatively with the incorporated towns during the review of updates and amendments of plans, programs, ordinances and/or maps and provide the necessary technical assistance when required or requested.
2. The County should develop inter-jurisdictional cooperative agreements with the incorporated Towns of Queenstown and Centreville to formalize the relationship regarding development review of major projects located within these Growth Areas.
3. When appropriate, the County should continue to participate in regional planning efforts and develop regional partners in issues related to planning, transportation, land preservation and economic development.
4. Continue to work cooperatively with adjacent jurisdictions to develop regional transportation priorities. (for example: MD 404)

Land Use Issue 2: Coordination of growth area development with public infrastructure availability.

The County needs to better coordinate growth area development with public infrastructure improvements.

Land Use Policy 2A: Provide public sewer and water in the Growth Areas in a phased approach that maximizes the benefits of public infrastructure investment, relates the pace of growth to the availability of infrastructure, and promotes contiguous development.



Implementation Strategies

1. Encourage all development (consistent with Master Water and Sewer Plan Guidelines) within the Growth Areas to be on public water and sewer. If public systems are not yet available, the developer may pay to extend and upgrade such facilities to the property or wait until others have extended it.
2. Implement the upgrades to the Kent Narrows/Stevensville/Grasonville (KN/S/G) wastewater treatment plant to a 3 or 4 Million Gallons Per Day (MGD) capacity to meet identified needs.
3. Implement additional upgrades to the KN/S/G wastewater treatment plant to 5 MGD to meet the development expected within the 20-year horizon of this plan.
4. Review, revise and reestablish a policy within the County's Master Water and Sewer Plan on how the County's limited sanitary sewer treatment capacity is allocated among potential users. Priorities should include redevelopment of existing properties, economic development objectives, and the community and the public service oriented uses in addition to the other priorities established by the Sanitary Commission.
5. Tie subdivision and site plan approvals to adequate public facilities standards.
6. Provide for a phasing of sewer and water infrastructure within the Growth Areas by implementing a phasing plan that targets growth and investment in priority areas first. The recommended water and sewer phasing maps are included in the Community Facilities element of this Plan. Update the County's Master Water and Sewer Plan to be consistent with these service maps.
7. In cases where public infrastructure improvements may be planned but not immediately implemented, define special assessment areas where the costs of capital improvement directly benefiting properties within that area can be collected from the owners of both new and existing developments.
8. Develop a master plan for water and sewer service lines and associated collection, transmission, and treatment facilities necessary to serve the Growth Areas.



Special Assessments

Special assessments are a revenue tool designed to recover capital improvement costs directly from benefiting properties within a designated “benefit area.” They may be collected from owners of both new and existing developments. Unlike impact fees and mandatory dedications, special assessments may be used to pay for existing infrastructure deficiencies.

Land Use Issue 3: There is a need to promote the attractiveness of the Growth Areas for development.

The County needs to establish policies and implement regulations that will enhance the attractiveness of the Growth Areas for development and thus steer development into the Growth Areas.

Land Use Policy 3A: Promote development within the Growth Areas by providing incentives and improving the quality of life in the Growth Areas.

Implementation Strategies

1. To the extent feasible, co-locate public facilities such as parks, libraries, schools, and or senior centers to provide for community activity centers.
2. Revise the County’s development codes to promote pedestrian and bicycle mobility.
3. Encourage pedestrian and bicycle connections between cul-de-sacs and adjacent streets.
4. Create incentives for retirement housing within the Growth Areas as retirees require no additional schools and produce less peak hour traffic.
5. Formulate and establish a consistent, equitable and manageable developer reimbursement policy for the incremental costs of oversizing sewer and water lines as part of a development project that helps provide for future capacity for the service area.
6. Encourage a balance of public and private active recreation facilities to serve the Growth Areas.
7. Take advantage of additional funding opportunities afforded by the Chesapeake Country Scenic Byway, Heritage Area and SHA Neighborhood Conservation Programs to implement projects that will facilitate community improvements in the Growth Areas.
8. The County should develop a historic preservation ordinance that allows eligible enrolled property to voluntarily participate in historic rehabilitation tax credit programs



through Maryland Historical Trust. Within the Growth Areas, the incorporated towns of Queenstown and Centreville maintain their separate jurisdictional control with respect to developing their own ordinance.

Land Use Issue 4: There is a need to address affordable housing in and out of Growth Areas.

The County's lack of rental housing stock and multi-family development make it difficult for some people who live and work in the County, particularly those in the service sector, to find moderately-priced or affordable housing within the County. The lack of affordability is compounded by a lack of availability, particularly in the rental market. The problem also extends to the home buying market, because there are relatively few lower cost homes.

Land Use Policy 4A: Promote a variety of housing types within the County.

Implementation Strategies

1. Amend the County's development regulations to include a provision that requiring moderately priced dwelling units within new residential development above a certain number of lots and providing a density bonus and/or other incentives to the developer to make it economically feasible. (*See Montgomery County, Maryland's Moderately Priced Dwelling Unit program as an example*). Also, explore a system for prioritizing the availability of the affordable units so that current residents and workers have access to them first.
2. During the update of the development ordinance, consider provisions that would expand existing accessory apartment provisions in residential zones to allow year-round rentals to non-family members of the primary dwelling.
3. Encourage the redevelopment and improvement of existing buildings, particularly in Growth Areas, and especially when these structures may be used for moderate or affordable housing.
4. Review and consider incorporating the State's new Smart Code provisions, also known as the Maryland Building Rehabilitation Code, into the County's building codes to facilitate the rehabilitation of existing buildings.
5. See Business Development and Tourism Policy 5A implementation strategies 1 & 2 on page 78.



Land Use Issue 5: Agricultural Preservation.

The County has some of the most productive agricultural soils in the State and a long history of agriculture productivity. The County needs to enhance and improve its existing tools to further promote and protect agricultural lands and the agricultural economy.

In addition, the County's regulations do not permit a full range of non-traditional agricultural enterprises within the agricultural zoning district, which hinders some farm owners from maintaining economic viability.

Land Use Policy 5A: Enhance the amount of the County's lands outside the Growth Areas that are preserved for agricultural production.

Implementation Strategies

1. During the ordinance update, reevaluate the TDR program and consider fine-tuning implementation techniques that will enhance the program.
2. During the ordinance update and review of the TDR provisions, consider changing the density on transferring properties from one unit per four acres to one unit per eight acres.
3. During the ordinance update process, consider fine-tuning the implementation techniques of the non-contiguous program and then confirm or revise how non-contiguous ownership is defined in the code.
4. Increase County funding for preservation easements through the Maryland Agricultural Land Preservation Foundation (MAPLF) program and consider any changes necessary to maximize available funding.
5. Consider implementing a purchase of development rights program to protect highly productive agricultural lands from being developed. Consider the zero coupon bonds program in Howard County as a model in addition to other strategies.
6. Continue to sponsor and/or support Rural Legacy applications and consider inter-jurisdictional applications with adjacent counties in the future.
7. As a part of a public outreach program, consider a segment on preservation options.



Land Use Policy 5B: Promote the economic viability of farming and of commercial fishing.

Implementation Strategies

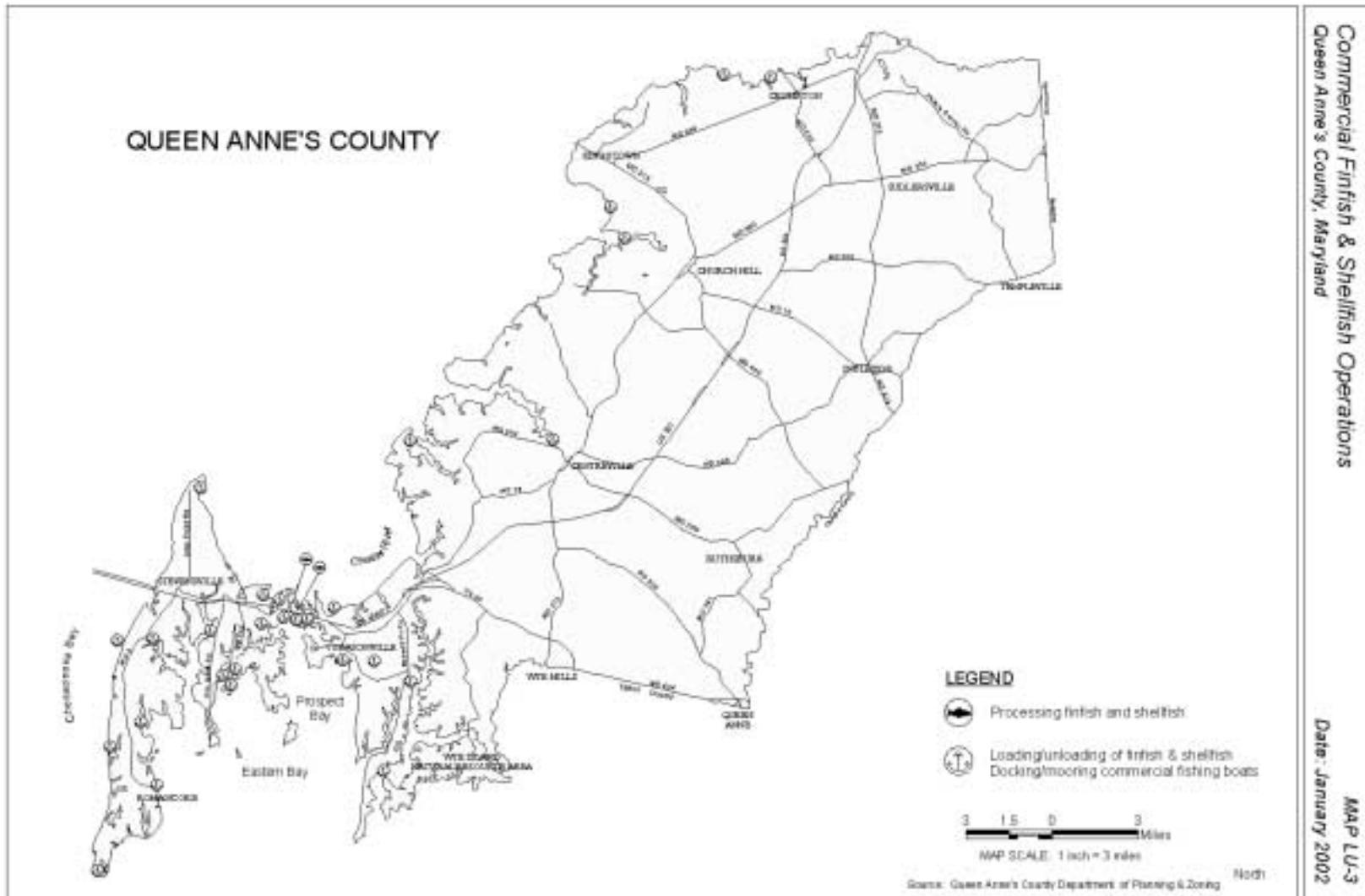
1. Expand the definition of agricultural uses permitted in the AG district to include non-traditional farming-related enterprises such as wineries, cheese-making operations, summer camps and farm related recreational uses.
2. During the ordinance update, review provisions for migrant labor housing and provide standards within the AG district to include housing for seafood workers.
3. To facilitate the continuation of commercial fishing in the County, provide for adequate water access to the County's waterways. Adequate water access includes areas for commercial fisherman for docking, mooring, and loading/unloading. These access and support facility areas are shown on Map LU-3 on page 30. In addition, areas in close proximity to some of these water access points should be available for fin- and shell-fish processing.
4. Explore options to access waterways for aquaculture.

Land Use Policy 5C: Protect existing agriculture and commercial fishing areas from development pressures and impacts.

Implementation Strategies

1. Consider augmenting the buffer requirements and/or distance setbacks of new non-agricultural, residential development that is adjacent to AG zoned land to protect continued agricultural uses from nuisance claims.
2. Allow commercial fisherman docking and processing facilities in appropriate waterfront areas provided that conflicts with surrounding land use are minimized to the extent feasible.
3. Consider developing "right to fish" language.
4. Complete a periodic review of the existing "right to farm" language.





Commercial Finfish & Shellfish Operations - LU-3



Land Use Issue 6: Protect, Preserve, and Enhance Rural Lifestyle and Character.

In addition to agricultural preservation, the County needs to enhance its efforts to maintain the County's rural character and lifestyle, which are so important to the County's image. Only six percent of the County's lands are in designated Growth Areas. The vast majority of the County is left and should be left in a low density and rural development pattern.

Land Use Policy 6A: Protect and promote rural character and landscapes within non-Growth Areas throughout the County.

Implementation Strategies

1. Modify development regulations to expand/revise the existing use table for the Village Center zoning district that would allow for a variety of small businesses.
2. During the comprehensive re-zoning process, evaluate all existing Village Center zoning and determine if there are appropriate places for expansion and possible identification of new Village Center zoning districts.
3. Maintain the sliding scale subdivision technique that has been so successful.
4. Include design standards for subdivision and development to improve the quality of rural design and preserve rural character, including buffering and maintenance of forest cover.
5. During the ordinance update process, create a waiver for MALPF easement properties from road frontage requirements to allow access via an access easement.
6. During the ordinance update, review State regulation of mega-farms and their adequacy to protect environmental and rural character in the County and determine if additional County regulations are needed.
7. The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily participate in historic rehabilitation tax credit programs through Maryland Historical Trust.

Land Use Issue 7: There is a need to facilitate job development in the County.

The County is predominantly a bedroom community with approximately 60 percent of working residents commuting outside the County for employment. The County's jobs to housing ratio is one of the lowest in the State. Although the growth area plans include



detailed land use recommendations that encourage a mixture of uses and the development of community focus, there is a need to identify other ways the County can encourage business formation through its land use policies and regulations.

Land Use Policy 7A: Earmark and reserve high quality employment lands with highway and infrastructure access for future employment uses.

Implementation Strategies

1. The community growth area plan update process is projected to begin in Fiscal Year 2002. It will include the review and update the plans for Chester, Stevensville, Grasonville, Kent Narrows, Queenstown and Centreville. During this growth area plan update, identify those yet-to-be-developed lands that have good access to or frontage on arterial roadways and consider planning them for employment uses including office and light industrial uses.
2. As part of the development regulations update, review and update the permitted uses in commercial and industrial zones to allow significant differentiation among zones and to refine or augment the uses permitted.
3. Consider rezoning highly accessible locations near key intersections for office/business park uses.
4. Undertake a study of the potential economic development spin-off and technology transfer from Chesapeake College. Based on the results of the study, consider the appropriate designation for the area (Growth Area, Priority Funding Area, Special Economic Development District, etc.) to facilitate its eligibility for grants and special funding.
5. Consider acquiring lands for employment as part of an overall land banking program so that development options are not foreclosed. The County should hold the lands and make them available for private sector development when market conditions are more favorable to employment uses as the County matures from a predominately residential county to a more balanced economy.
6. Undertake a study of potential sites for a new County business park. Review the sites identified in the Centreville and Queenstown growth area plans as well as other potential sites. Consider the needs of diverse potential users including “information” businesses as well as more traditional industrial and employment users.



Land Use Policy 7B: Encourage home-based businesses that are compatible with residential and mixed-use areas in support of the County’s economic development efforts.

Implementation Strategy

1. Establish appropriate standards for home occupations in the development code.

Land Use Issue 8: The County’s development ordinances need to be simplified, updated, and streamlined.

The County’s existing development ordinances are cumbersome and complex to use and the development review process for site plan review is time-consuming. In addition, it is difficult for the developer or the community to understand the development potential of any given site without substantial investment of time and detailed analysis.

Land Use Policy 8A: To regulate development in an efficient and streamlined manner through a process that is more user-friendly and predictable.

Implementation Strategies

1. During the development ordinance update, consider a threshold for site plan to distinguish between minor site plans approved administratively and major projects requiring Planning Commission approval.
2. During the development ordinance update, consider requiring mandatory Planning Commission recommendations to the Board of Appeals for industrial conditional uses that may have significant community impacts.
3. Revise development regulations to move away from the heavy emphasis on performance-based standards that are complicated to use and difficult to understand; move to a simpler and more transparent system.
4. During the ordinance update, simplify the way density, net buildable, open space, and impervious area and non-residential intensity are calculated.
5. Remove the Urban Residential (UR) floating zone.
6. Consider revising development codes to minimize the use of flag lots and double-frontage lots.



7. Develop and implement a policy and process that outlines how the County's available Critical Area growth allocation is to be apportioned.
8. During the ordinance update process, revise the code to include guidelines for the siting of telecommunications towers.
9. Increase the County's public education and outreach activities related to the County's land use policies and implementation of growth management strategies. Ensure adequate resources are available to implement this strategy.
10. Consider developing and integrating a septic reserve area/ perc area/suitable soils analysis as a component of the development review process. This analysis should be of sufficient detail so that comprehensive layout planning could be done initially and prior to design and phasing the development of the overall site.
11. During the ordinance update, review zoning standards for solid waste, landfills and sludge storage.
12. During the ordinance update, review the requirements, process and procedures associated with conditional uses, variances and appeals to ensure the most effective and efficient processing of all applications and appeals.
13. Review and revise existing UC design standards and incorporate them as appropriate, into zoning districts that permit commercial uses.
14. During the zoning ordinance update, consider establishing a threshold prior to requiring a master plan for development be provided.
15. During the ordinance update, review and revise as necessary the appropriate requirements associated with the approval and construction of a pier.

Land Use Issue 9: Clarification of “Open Space” Terminology.

The term “open space” is used to mean several different kinds of undeveloped lands. “Open space” should be more clearly defined to mean either the lands that will remain undeveloped in perpetuity, or lands that are now undeveloped but that are being held for future development within subdivisions.



Land Use Policy 9A: The County will clearly distinguish in its documents and regulations whether land currently undeveloped is to remain so in perpetuity or may be developed at some future date.

Implementation Strategy

1. Amend County development regulations to re-name the various types of “open space” associated with development and subdivision techniques (for example agricultural open space, private or public community space) to clarify the uses permitted and remaining development potential.



4.0 Transportation Element

This element includes transportation policies and recommendations. Interrelated issues, policies and action strategies are outlined below. For details on current transportation conditions and trends, please refer to Volume 1: The County Profile of this Comprehensive Plan.

Thoroughfare Plan

This transportation element includes a Thoroughfare Plan. It is composed of a map (Map T-1 on page 37) showing existing and planned roads by functional classification and an associated table describing planned roadway improvements and the entity responsible for the facility improvement (e.g., State, County -- private sector participation in these improvements is expected based on new development-related impacts through the development review and approval process). Recommended phasing of improvements is also indicated. This phasing is a guide and may be adjusted based on changes in circumstances and the pace of growth. Other roadway improvements will be needed to provide access to development parcels in the Growth Areas as a result of anticipated development. Financial participation by developers should also be sought in building or improving these roads and intersections. The recommended functional road classification is defined below:

Recommended Functional Classification of Roadways

Roads are classified by their function: providing mobility or providing access to property. The five functional roadway classifications recommended include principal arterial, minor arterial road, major collector, minor collector road and local road. Traffic volumes, number of lanes, the quality of the alignment and the road's role within the network determine its place in the hierarchy. Map T-1 shows the recommended functional road classification for Queen Anne's County.

Principal Arterial: This type of facility provides for high volume travel. It is a controlled access facility. Service to abutting land is subordinate to travel service.

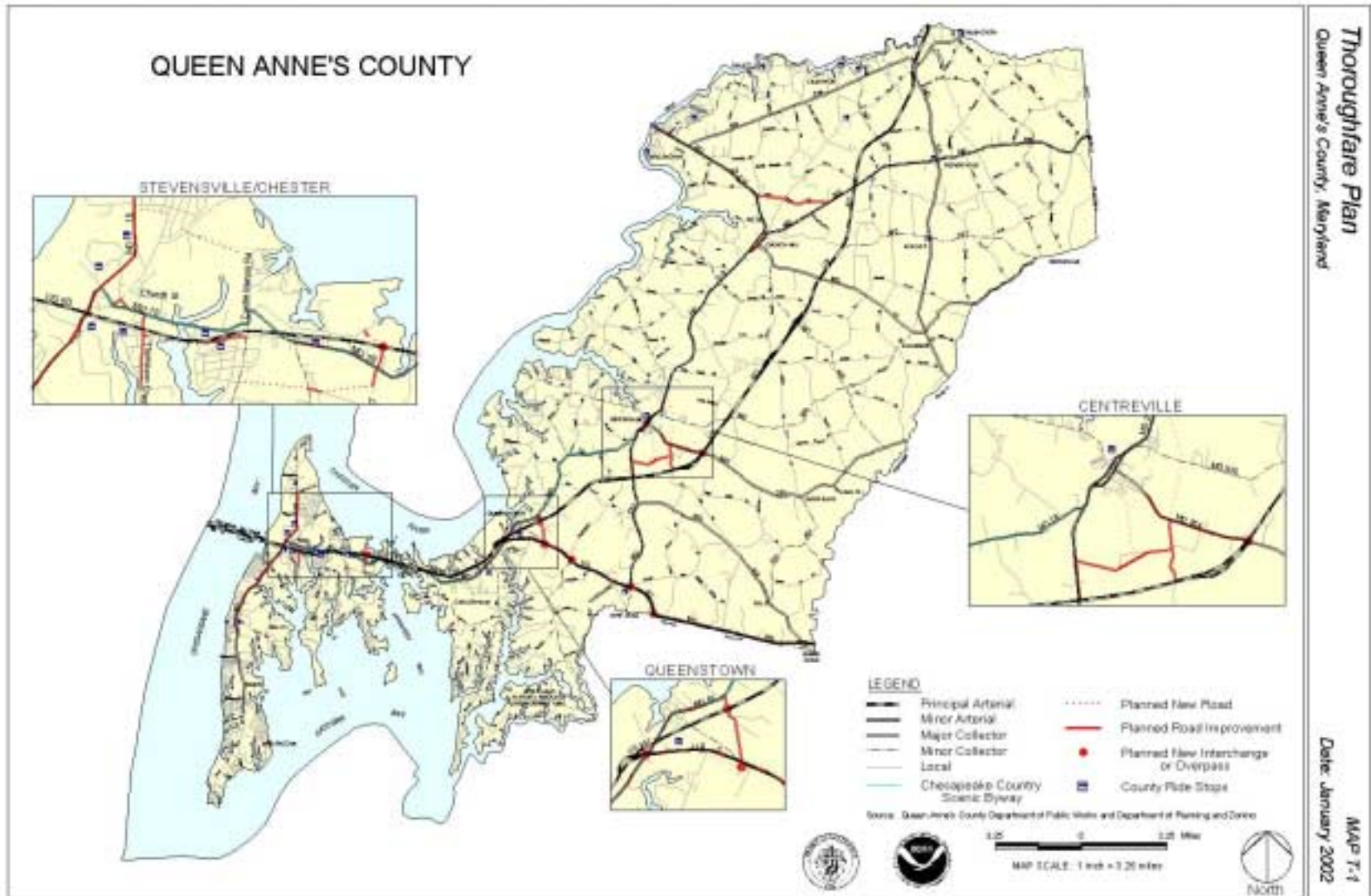
Minor Arterial: This type of facility provides service for intra-area travel (between principal traffic generators such as towns, employment nodes, Growth Areas). Service to abutting land is subordinate to travel service.

Major Collector: This type of facility provides access to both property and traffic circulation within residential neighborhoods and commercial/industrial areas. The system collects traffic from minor collectors and local roads, serves residential neighborhoods and disperses traffic to the arterial system.

Minor Collector: This type of facility provides access from local neighborhoods and rural communities to developed areas and traffic generators.

Local Road: This type of facility includes all roads not included in other classifications. These roads facilitate direct access to abutting land, connect to the higher order roadways, and offer the lowest level of mobility.





Thoroughfare Plan Map - T-1



**Table T-1: Thoroughfare Plan Network:
Recommended Improvements to the Existing Network**

Road Segment / Intersection	From	To	Recommended Improvement	Responsible Entity	Priority Timing		
					2000-2002	2002-2005	Beyond 2006
MD 8 & 18	Kent Island High School	Chesapeake Estates	Widen to four lanes with left-turn lanes and traffic signals at key intersections. Integrate access controls to minimize conflicting turning movements.	State	X	X	X
MD 18 Stevensville	Kent Island High School	Old Love Point Road	Improve 2-lane section, including left turn lanes at key intersections.	State			X
New Love Pt. Rd Connector	MD 18	Old Love Point Road	0.3 mile connector north of Kent Island High School.	County		X	
Stevensville-Chester New Service Road ¹	Thompson Creek Road	Cox Neck Road	New service road connector, alternative to MD 18	State			X
MD 18/835 (Main Street) Stevensville	Duke Street	Old Love Point Road	Upgraded two-lane cross-section with left-turn lanes at key intersections, sidewalks and streetscape amenities under SHA Urban Revitalization Program.	State		X	
Benton Road	Terminus of Benton Road	Castle Marina Road	New east-west connector road providing alternative route to the transportation network in vicinity of Kent Island High School.	County			X
Duke Street	MD 18	US 50	Upgrade existing two-lane road to an improved two-lane cross-section	County	X		
Thompson Creek Road	US 50	Fair Prospect Lane	Upgrade existing two-lane road to an improved two-lane cross-section	County	X		
MD 18 Chester	Dominion Road (SR 552)	Interchange west of Kent Narrows	Improve two-lane cross-section with left-turn lanes at key intersections, pavement reconstruction, intersection & driveway improvements, signs, & signalization	State		X	
New Chester Connector	Cox Neck Road	Dominion Road	A two-lane cross-section with shoulders, including left-turn lanes at key intersections. New bridge over US 50/301.	County			X
	Dominion Road	Goodhand Creek Road					X
	Goodhand Creek Road	Shamrock Road					X
	Shamrock Road	Piney Creek Road					X
US 50 & Shamrock/Dundee Overpass			Construct overpass and associated service roads to provide alternative routes for local traffic.	County and State			X
MD 18 Grasonville ²	Chester River Beach Road	Queenstown Growth Area boundary @ US 50	Upgraded two-lane cross-section with left-turn lanes at key intersections, sidewalks and streetscape amenities under SHA Urban Revitalization Program. Priority section: Chester River Beach Rd to Nesbitt Rd	State	X		
Interchange @ US 301 & Greenspring Rd			Construct Interchange to eliminate at-grade crossover	State			X
US 301 Intersections	@ MD 18 (Chesapeake Village Road)	@ MD 456 (Del Rhodes Avenue)	Close or possibly limited to right-turns in-and-out only to eliminate the safety hazard of crossing traffic. Detailed study needed.	State		X	
Greenspring Road	US 301	MD 18	Reconstruct as a controlled-access, four-lane, divided boulevard.	County			X
Del Rhodes Ave	MD 456	US 50	Realign Del Rhodes Ave to tie into Greenspring Road north of the US 50 interchange.	State			X
MD 18 Queenstown	Town Limits		Upgraded two-lane cross-section with left-turn lanes at key intersections, sidewalks and streetscape amenities under SHA Urban Revitalization Program.	State	X		



Table T-1 (Continued)

Road Segment / Intersection	From	To	Recommended Improvement	Responsible Entity	Priority Timing		
					2000-2002	2002-2005	Beyond 2006
US 50 Improvements Section 1	US 50/301 Split	Carmichael Road	Widen to six lanes. Construct north side service road from Greenspring Road to Carmichael Road. Construct south side service road from Sportsman Neck Road to Greenspring Road. Construct overpasses at SR 18, Greenspring & Carmichael Roads. Eliminate at-grade crossovers and provide right in / right out access points for Sportsman Neck, Greenspring/Del Rhodes, Bloomingdale & Carmichael Roads.	State		X	X
US 50 Improvements Section 2	Carmichael Road	MD 213	Widen to six lanes. Construct service road from MD 213 to Scottown Road & Rustic Acres Lane. Construct interchange at US 50 & MD 213 with integrated park & ride lot. Eliminate at-grade crossovers and provide right in /right out access points at Scottown Road, Price Farm lane & MD 662.	State		X	X
US 50 Improvements Section 3	MD 213	MD 404	Widen to six lanes. Construct west side service road from MD 404 to Lake Drive. Construct interchange at MD 404 with integrated park & ride. Eliminate at-grade crossovers and provide right in /right out access point at Wye Ranch Farm Lane.	State		X	X
Rolling Bridge Rd Extended	MD 304	MD 213	Extended north from MD 304 to a connection with MD 213 to provide a north-south cross-community route. New route construction and 0.3-mile of existing road reconstruction.	County			X
Taylor's Mill Rd Improvement	Rolling Bridge Road	MD 213	Upgrade existing two-lane road to an improved two-lane cross-section	County	X	X	X
Little Kidwell Ln Extended	Little Kidwell Ln	Taylor's Mill Road	1.1 mile lane extension of new two-lane construction	County		X	
MD 213 S of Centerville	US 301	Just north of Taylor's Mill Road	Widen to four-lanes with left-turn lanes; apply access control measures in this section to limit the proliferation of driveways.	State			X
MD 213 Centerville	Spaniard Neck Road	MD 18	Upgraded two-lane cross-section with left-turn lanes at key intersections, sidewalks and streetscape amenities under SHA Urban Revitalization Program.	State		X	
MD 304	Centerville	US 301	Widen to four lanes with left-turn lanes at key intersections	State			X
US 301/304 Interchange			Construct interchange to ensure safe & efficient traffic movement. Construct service road to Rolling Bridge Road and eliminate at-grade crossover at Rolling Bridge Road.	State		X	
John Powell Road	MD 213	MD 300	Upgrade existing two-lane road to an improved two-lane cross-section. Post as by-pass route for truck traffic from MD 213 to US 301.	County	X		
MD 19 Church Hill	MD 213 South	MD 213 North	Upgraded two-lane cross-section with left-turn lanes at key intersections, sidewalks and streetscape amenities under SHA Urban Revitalization Program.	State		X	
MD 213 (Kingstown Area)	Chestertown	Church Hill	Improve key intersections & apply access control measures to limit the proliferation of driveways.	State	X	X	X

¹ Amends the Stevensville Community Plan

² Amends the Grasonville Community Plan

Source: Queen Anne's County Department of Public Works



Transportation Issues, Policies and Strategies

Transportation Issue 1: There is a need to plan for, set priorities for and coordinate transportation improvements.

The transportation element and Thoroughfare Plan (see Map T-1 on page 37) are based on future residential and non-residential growth. There is a need to improve roadways and build new facilities in accord with the Thoroughfare Plan and the recommended phasing plan as outlined in Table T-1 on page 38.

Transportation Policy 1A: Use the Thoroughfare Plan in conjunction with the growth area plans to implement and coordinate roadway improvement and usage.

Implementation Strategies

1. Maintain an aggressive but financially responsible capital budget for future roadway improvements.
2. For County roads, new development should pay for needed new facilities or improvements to existing facilities necessitated by new growth impacts.
3. Use Table T-1 on page 38 as a guide for the phasing of planned improvements. Update this table annually or as necessary to reflect current County priorities.
4. Amend the road ordinance to reflect the recommended roadway classification.
5. Strive to coordinate the timing and implementation of transportation improvements such as those outlined in the MD 8 Corridor Management Plan with other infrastructure improvements.
6. In conjunction with the State Highway Administration, develop a comprehensive regional corridor management plan for US 50 and MD 18. This plan should be broken into two phases: (1) from the Chesapeake Bay Bridge to Kent Narrows and (2) from Kent Narrows to Queenstown. The findings of this plan should be incorporated into Table T-1 and Map T-1 as necessary to reflect current County priorities.
7. Continue to monitor and evaluate other roadway systems in the County for safety and maintenance reasons.



8. Recognize the recommendations of the MD 8 Corridor Management Plan and other plans.

Transportation Issue 2: Paying for Needed Roadway Infrastructure.

There is a need to balance public sector and private sector responsibilities for roadway infrastructure improvements. The County must also begin to assess developers a share of transportation costs.

Transportation Policy 2A: Maintain an appropriate balance between public and private sector responsibilities for roadway improvements.

Implementation Strategies

1. Establish a formal system to define how developers participation in the financing of transportation costs. Costs shall be based on traffic impact studies acceptable to the County and the State Highway Administration, even if acceptable County standards are higher than the State requirements. Require the quantification of impacts, based on assessment of projected traffic operations on the road network.
2. Require traffic impact studies for all developments that will significantly increase the peak hour traffic on the adjacent area's roadway system and create operational conflicts (e.g., turning movements, driveway locations). These studies will determine the magnitude of off-site roadway improvements required to accommodate the traffic generated by the proposed development while maintaining service standards. Develop guidelines for the impact studies including standards that establish a threshold for the size of the development that will trigger the need for a traffic impact study. The guidelines should define the requirements and procedures to be used as well as the content of the submitted report.
3. Require development-related improvements to address the impacts of the development.
4. Regulate proposed development to maintain acceptable levels of service (see Policy 3A on page 43).



Guidelines For Traffic Impact Studies

At a minimum, the traffic impact studies should consider:

- Existing traffic volumes during the highest peak hour(s),
- Normal traffic growth,
- Traffic generated by pending and approved developments (within a reasonably anticipated influence area around the site),
- Programmed roadway improvements,
- Traffic generated by the proposed development(s), magnitude of roadway improvements required to maintain service standards, and
- The share of the roadway improvements directly related to the proposed development (opening day, phased and long-range impacts).

Transportation Issue 3: There is a need to establish Level of Service Standards.

Land use development and adequate road capacity need to be coordinated. To maintain its attractiveness for residential and employment uses, the County needs to establish acceptable Level of Service (LOS) or Congestion standards.

Roadway Level of Service

The concept of establishing a level of service (LOS) system is to adopt operational definitions for driving conditions that motorists routinely experience and recognize. The LOS is a rating system for roadways that measures operational conditions in traffic and the perceptions of the motorists involved. The individual LOS is characterized by factors such as speed and travel time, freedom to maneuver, traffic interruptions and comfort and convenience. Six LOS categories are commonly defined. Each is given a letter designation from A to F, with LOS “A” representing the best operating conditions and LOS “F” depicting the worst, as defined below.

“A” is the best operating condition with a free flow in which there is little or no restriction on speed or maneuverability. At intersections there is little or no delay.

“B” represents a condition of stable traffic flow, but operating speed is beginning to be restricted. Short delays occur at intersections.

“C” is still a condition of stable flow, but most drivers are becoming restricted in their freedom to select speed, change lanes or pass other vehicles. Intersections experience average traffic delays.

“D” represents operating speed that are tolerable to the driver but are subject to considerable variation. Freedom to maneuver is limited and driving comfort is low. Delays may be substantial during portions of the peak period when long traffic delays are experienced at intersections. These are balanced by other times within the peak period with lower demand that permits periodic clearance of developing queues, thus preventing excessive backups.

“E” represents a maximum roadway capacity for vehicles. It represents the most vehicles that any particular intersection approach or roadway segment can accommodate. Operation in this category is unstable, speeds and flow rates fluctuate, and there is little independence of speed selection or maneuverability. The distance between vehicles is short and operating speeds are subject to rapid fluctuation. Very long traffic delays are experienced at intersections.

“F” is the worst operating condition. Speed and rate of traffic flow may, for short time periods, drop to zero. Extreme delays are experienced at intersections. This may cause severe congestion affecting other adjacent roadways.

It should be noted that LOS D is a commonly accepted condition for peak hour travel periods and the one used by the Maryland State Highway Administration.



Transportation Policy 3A: Establish Level of Service (LOS) or Congestion standards for peak hour conditions for roadways and or/roadway intersections within the County.

Implementation Strategies

1. Establish and apply a roadway and or roadway intersection LOS or Congestion standard. Phasing of development within specific timeframes may be acceptable.
2. Differentiate between LOS standards for Growth Areas and non-Growth Areas. Standards for the non-growth area portions of the County should be higher, and set at LOS B, than for Growth Areas, which should be set at the highest level practicable and in no case less than D. Procedures for the determination of exception areas should be included in the standards. A lower level LOS standard may be permitted for the following reasons: (a) application of the standard to a specific roadway would be in conflict with other recommendations of this Plan (including the protection and enhancement of historic, environmental or cultural resources) or (b) capacity improvements are budgeted for construction within two years or the developer has made a contractual commitment to make the improvement via a mitigation plan or other regional improvements.
3. Require that approvals of new developments or significant expansions of existing developments be contingent upon maintaining the LOS standards for that area.
4. Amend the County's development regulations to require the LOS standards.
5. Amend the County's development regulations to require that a transportation impact study and mitigation plan be provided early in the development process at the concept/sketch plan stage. Regulations should make provisions to exempt small expansions to existing businesses, small businesses, affordable housing and some public service uses from transportation impact studies.
6. Amend the County's road ordinance to be consistent with the recommendations of this Comprehensive Plan.
7. Undertake a transportation management plan of Kent Island to determine needed improvements. Determine how the recommendations should be incorporated into this Comprehensive Plan.



Transportation Issue 4: Roadway and Parking Standards.

On local and neighborhood streets, excessive pavement width and overgenerous horizontal curvature and curve radii can promote undesirable high-speed traffic in residential and rural areas.

In addition, the County's current parking standards may result in increased costs for developers and extensive areas of impervious surface. On arterial roadways, inadequate roadway pavement widths and horizontal and vertical alignment for anticipated traffic volumes and speeds can impede traffic movement and reduce sight distances.

Transportation Policy 4A: Ensure that roadway design and capacity standards are appropriately related to roadway function and classification.

Implementation Strategies

1. Review and amend existing standards for different types of roadways.
2. Amend design and capacity standards to ensure an appropriate relationship for function and classification and update the Roads Ordinance appropriately.
3. Design paving widths for appropriate speeds on local streets to encourage pedestrian safety and ambiance and also in the Critical Area to reduce impervious cover.
4. Reduce traffic speeds in neighborhoods via roadway design methods including traffic controls, roadway design and layout.
5. During the update of the roads ordinance, review the County's access management controls to limit curb spacing and design based by roadway type.

Transportation Policy 4B: Implement parking standards that adequately serve specific uses balanced with a desire to reduce unnecessary impervious surface cover and reduce development related costs.

Implementation Strategy

1. Revise development regulations to reduce parking standards and to permit shared parking agreements.



Transportation Issue 5: Increase the connectivity of the roadway network.

A roadway network with numerous interconnections offers more direct routes and serves to disperse traffic rather than to concentrate it at a few intersections. It also provides more options and can keep local traffic off collector and arterial routes.

Transportation Policy 5A: Provide a roadway network with multiple connections between routes and uses.

Implementation Strategies

1. Provide connections to several surrounding roadways within developments.
2. During the development review process, review the internal circulation pattern of proposed developments for streets to ensure adequate linkages between major activity areas within and abutting the development.
3. Require connections and internal cross-access easements between retail/commercial developments to provide superior access for emergency services and to minimize traffic on the public road network.
4. Require street connections wherever possible and particularly in the Growth Areas.

Transportation Issue 6: Alternatives to the single-occupant automobile commute.

There is a need to encourage and support increased park-and-ride and commuter bus service for those residents who work outside the County. Commuter bus service should ideally be extended east to include all of the Kent Island and Grasonville/Queenstown and Centreville Growth Areas.

Transportation Policy 6A: Plan for and enhance commuter bus service to job centers inside and outside the County.

Implementation Strategies

1. Identify locations for small park-and-ride lots near points of access to US 50/301 and acquire land by various methods including via dedication or reservation during the development review process.



2. Partner with the SHA, MTA and private commuter bus operators to enhance existing commuter bus service to the Baltimore and Washington metropolitan areas.
3. In addition to exploring more inter-County bus routes, consider strategies for interfacing with adjacent counties.
4. Investigate current requirements and how they can be amended to allow the parking lot located under the Kent Narrows bridge (built with Federal Enhancement monies) to be used as a park-and-ride lot.
5. Take advantage of State vanpool subsidies to promote vanpooling.

Transportation Issue 7: Compatibility of road improvements and rural and environmental character .

There is a need to ensure that road improvements in rural areas minimize disturbance and adverse impacts on the rural landscape. Road widenings and other improvements can result in the loss of roadside tree cover, hedgerows and much of the landscape that characterizes the rural features.

Transportation Policy 7A: Ensure that road improvements in rural areas minimize disturbance and adverse impacts on the rural landscape and environmentally sensitive areas while maintaining safety in design.

Implementation Strategy

1. Modify road design standards (e.g., right-of-way, standard profile) for new development in rural areas and environmentally sensitive areas to reduce impacts on the rural landscape and on environmentally sensitive areas.

Transportation Issue 8: Future use of existing and surplus rail lines.

There is a need to evaluate the best alternative long-term use for surplus rail lines. A process should be established to evaluate their potential for continued freight rail use (short line), conversion to other non-commerce related facilities such as trails, or preservation for long-term employment-related use or commuter service.



Transportation Policy 8A: Carefully evaluate each rail opportunity to optimize the use of these important transportation corridors and ensure that they are compatible with existing land uses.

Implementation Strategies

1. Develop and implement a review process to evaluate surplus rail lines so that the County has a process in place to help determine whether to purchase the track and right-of-way for continued rail use and employment use, or alternative transportation and recreation, or both.
2. Explore ways to maintain rail access to the future County industrial park site identified in the Centreville Growth Area.

Transportation Issue 9: Pedestrian and Bicycle Mobility.

The County's numerous rural roads with low traffic volumes and scenic views are a haven for bicyclists. The implementation of the Cross Island Trail and the connection of this to other on and off-road bicycle ways will greatly improve bicycling and pedestrian traffic within the County. In more developed areas, the County should continue to improve pedestrian and bicycle mobility.

Transportation Policy 9A: Promote bicycle and pedestrian mobility in the County.

Implementation Strategies

1. Develop a bicycle suitability map to highlight the most and least suitable routes for biking based on traffic volume, shoulder width and functional classification. Identify bicycle travel corridors to principal employment centers e.g., Chesapeake Business Park, Kent Narrows, Chesapeake Community College.
2. Provide pedestrian linkages between cul-de-sacs and adjacent streets, recreation, community facilities and shopping areas.
3. Review the recommendations regarding sidewalks in the County's growth area community plans and establish a policy for sidewalk installation.
4. Encourage development and construction of bike routes between towns and communities especially along the Chesapeake Country Scenic Byway.



5. Establish pedestrian stream valley connectors between population centers and major public facilities.
6. Establish a working relationship with the Director of Bicycle and Pedestrian Access at the Maryland Department of Transportation and assist in creating and developing the 20-year plan.
7. Continue to use, to maximum extent possible, funding from the Transportation Equity Act for the 21st Century (TEA-21).
8. Identify County roads requiring improvements and upgrades for safe bicycle and pedestrian travel.
9. Provide and seek funding sources for bicycle-parking facilities at all the community facilities like libraries, schools, parks, churches, shopping centers and park and ride spots.

Transportation Issue 10: Truck Traffic and Land Use Incompatibilities.

In some areas of the County, truck traffic may be incompatible with land uses along and adjacent to County and State roads.

In times of inclement weather and high winds, trucks may not cross the Bay Bridge and thus park temporarily at the approach to the Chesapeake Bay Bridge on Kent Island. This can cause congestion and safety issues.

Transportation Policy 10A: Direct the flow of truck traffic and staging areas to those facilities that are most suitable and away from other routes and areas where through truck traffic and truck staging is incompatible with adjacent land uses or may cause safety issues.

Implementation Strategies

1. Identify areas where through truck routing is incompatible with the long-term viability of land uses adjacent to these roads and town streets. Coordinate with the State Highway Administration to re-sign these roads to minimize through truck traffic and to identify appropriate alternative routes.



2. In coordination with the State Highway Administration, identify a staging area for trucks during inclement weather and high winds. It is recommended that this area not be at the approach to the Chesapeake Bay Bridge on Kent Island.

Transportation Issue 11: The Chesapeake Country Scenic Byway.

The State designated Chesapeake Country Scenic Byway, which in the County includes MD 18 from the Bay Bridge to Centreville and MD 213 from Centreville to the Chester River, has been the subject of a year-long planning process. The resultant Corridor Management Plan (CMP) includes recommendations for the Byway that cover a broad spectrum of issues. Those associated with the management and improvement of conditions within the road and right of way are discussed within the “Improving the Road” chapter of the CMP.

Transportation Policy 11A: Implement the relevant recommendations of the Corridor Management Plan.

Implementation Strategies

1. Work with MD State Highway Administration in their efforts to use context-sensitive design standards when improvements to road sections, bridges and guardrails are being planned.
2. Support MD State Highway Administration’s Neighborhood Conservation projects, since most of those projects will be in towns along the Byway.
3. Work in conjunction with Centreville and Queenstown to develop traffic calming plans for Byway towns.
4. Support improvements to better accommodate multiple users: farm equipment, bicyclists, trucks, etc.

Transportation Issue 12: The Bay Bridge Airport.

The Bay Bridge Airport is located in Stevensville and is a transportation and economic development asset for the County. The airport is well-used and currently has approximately 76,000 annual take-offs and landings. There is little, if any, capacity for airport expansion because of surrounding existing development. In addition, actual future



expansion/intensification of the facility will be limited by the size of the property and the length and weight bearing capacity of the airstrip.

Transportation Policy 12A: As a result of the adoption of the Stevensville Community Plan in October of 1998, the Bay Bridge Airport lands were rezoned “Airport Zoning District” and regulations mirror those for the existing Suburban Industrial district. This plan acknowledges the recommendations of the Stevensville Community Plan as outline below.

Implementation Strategies

1. Consider the associated impacts of noise and glare when reviewing the development and design of sites adjacent to the existing airport facilities.
2. Consider height controls for properties adjacent to the airport to ensure take-off and landing safety.
3. As the Stevensville growth area matures, it will become increasingly important to monitor take-off and landing patterns to ensure that noise impacts to nearby schools and residential neighborhoods are minimized to the extent possible.



5.0 Community Facilities Element

This element of the Comprehensive Plan focuses on the major public infrastructure and community facilities that both serve and impact land uses and their location and arrangement in the County. These include sanitary sewer collection and treatment; water treatment and distribution; public schools; and public parks and open space. Policies that relate to other public services such as stormwater management, solid waste management, emergency management and facilities management are also included.

For additional background information, please refer to the separate appendix to this Plan entitled “Alternative Analysis, Projections” based on an analysis undertaken in 1999.

Sanitary Sewer System

Sanitary Sewer System Issues, Policies and Strategies

Sanitary Sewer Issue 1: Sewer Service and Treatment Capacity.

Sewer service and treatment capacity are key variables in determining where and how much growth occurs in a given location. If the County does not plan for the implementation of sewer service to serve the Growth Areas, it will be difficult to fully implement Smart Growth. The infrastructure associated with the Kent Narrows/Stevensville/Grasonville treatment and collection system is approaching its design life of 20 years for many components. An upgrade to the main transmission line extending from Grasonville to the existing plant on Kent Island will be required in the future. Inter-jurisdictional cooperation, particularly with Queenstown and Centreville, are critically important. The Growth Areas that include the towns of Queenstown and Centreville constitute a large proportion of developable lands within the County’s Growth Areas.

In addition to the policies and implementation strategies recommended below, see Policy 2A on page 24 in the Land Use Element regarding public utility phasing and contiguous development.



Sanitary Sewer Policy 1A: To provide public sewer service to all mapped growth area lands within the 20-year horizon of the Plan to steer the majority of the County's growth into its designated Growth Areas and away from sensitive, agricultural and rural areas outside the Growth Areas and incorporated towns.

Implementation Strategies

1. The County's Master Sewer and Water Master Plan should be updated to be consistent with the recommended sewer service phasing map (see Map CF 1 on page 54) and the other recommendations of this Comprehensive Plan. Recognizing that as a result of the analysis completed to update the Master Water and Sewer Plan, Map CF-1 may need to be revised in the future.
2. Expand and upgrade the Kent Narrows/Stevensville/Grasonville (KN/S/G) wastewater treatment plant to a 3 or 4 Million Gallons Per Day (MGD) capacity to meet identified needs.
3. When the KN/S/G plant is expanded, sewer service should be made available to all lands within the Stevensville, Chester, Kent Narrows and Grasonville Growth Areas.
4. Further expand the KN/S/G plant to 5 MGD within the 20-year horizon of this Plan to serve the County's long term needs.
5. Replace/expand the sanitary sewer force main from Grasonville to the KN/S/G wastewater treatment plant to increase its capacity to serve the Stevensville, Chester, Kent Narrows and Grasonville Growth Areas and to potentially accommodate flows from the Queenstown growth area (see Policy 1B below).
6. Consider evaluating and implementing a policy for mandatory connection of existing homes/business into the sewer and water systems when services are available.
7. Develop a master plan for water and sewer service lines and associated collection, transmission, and treatment facilities necessary to serve the Growth Areas.

Sanitary Sewer Policy 1B: Work cooperatively with the Towns of Queenstown and Centreville to provide expanded sewer capacity to serve the towns and the adjacent lands within these Growth Areas.

Implementation Strategies

1. Recognize and support the town of Queenstown's current sewerage treatment plant expansion and relocation efforts.



2. Potentially implement a pumping station in the Queenstown growth area and a force main to connect to the KN/S/G force main in Kent Narrows at Pump Station 1 to provide sewer service to the Queenstown growth area including expanded service to the Town of Queenstown.
3. Work with Centreville to implement the town's planned spray irrigation wastewater treatment system to ensure adequate capacity to serve the buildout of the Centreville growth area through this technology.
4. When detailed design and engineering of the Centreville spray irrigation system is complete, if the system does not provide for service to the entire growth area within the 20-year horizon of this Plan, the County should work cooperatively with the town to augment the town's capacity and spray irrigation system.

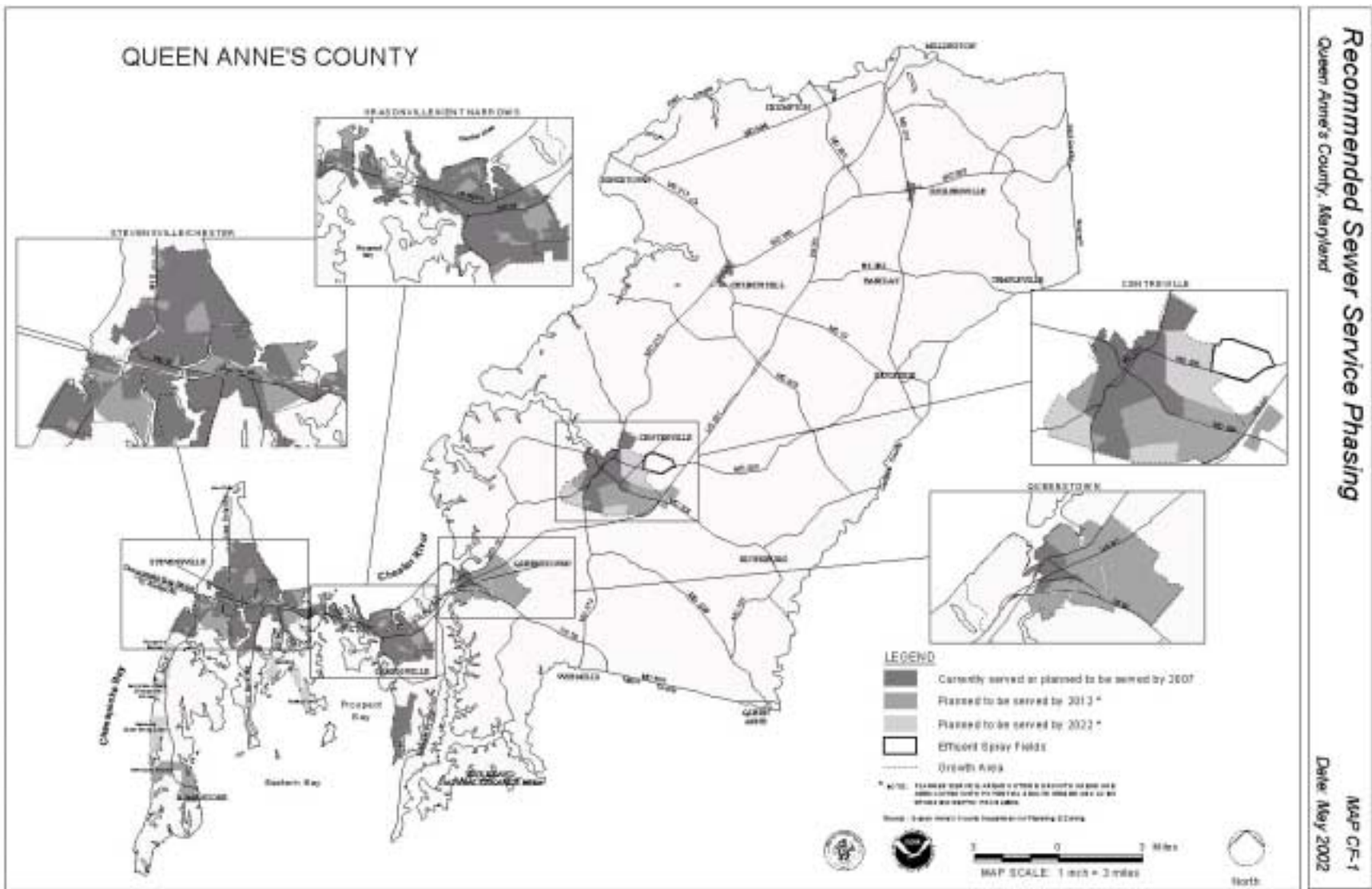
Sanitary Sewer Issue 2: Uncorrectable Septic System Failures on Kent Island.

There are uncorrectable septic system failures (see sidebar for definition) on Kent Island. These problems have the potential to cause contamination of the Chesapeake Bay and its tributaries. The County has identified two options to remedy the problem: construction of a new southern Kent Island treatment plant or pumping of the wastewater to an expanded KN/S/G plant at Stevensville. After considerable study the latter was found to be viable because a separate southern Kent Island treatment plant would require a new effluent outfall to the Chesapeake Bay. State permits for a new outfall would be difficult, if not impossible, to secure. These problem lots (some as small as 5,000 square feet) were subdivided and recorded in the 1950's during a period of significant land speculation and prior to the implementation of any County subdivision or zoning regulations. It is an unfortunate legacy that the County must now address.

Uncorrectable Septic System Failures

These are defined as those problems that can only be remedied on-site by implementing a holding tank (for subsequent pump-out and haul-away) and by repairs to the septic system to allow direct groundwater penetration by the wastewater discharge. These conditions exist because of small lot sizes (which predate the County's zoning and subdivision regulations), poor soil conditions and the high water table in the area. Because of these factors, on-site correction or shared systems are not considered viable options.





Recommended Sewer Service Phasing
 Queen Anne's County, Maryland

MAP CF-1
 Date: May 2002

Recommended Sewer Service Phasing - CF 1



Sanitary Sewer Policy 2A: Provide sewer service to the Kent Island areas of Kent Island Estates, Romancoke, Dominion, Marling Farms, Queen Anne Colony, Kentmorr, Chesapeake Estates, Sunny Isle of Kent, Norman’s, and Matapeake Estates as shown on Map CF-1 (on page 54) through implementation of a vacuum collection system and force mains to connect these areas to the KN/S/G wastewater treatment plant. The intent of this policy to protect the ground water supply and address long-standing, uncorrectable septic failures in these areas.

Implementation Strategies

1. Hook-up rates for new service will be set based on the County’s costs of the improvements necessary to provide service to the areas identified above in Policy 2A and shown on Map CF-1 on page 54.
2. The County should pursue State and Federal funding opportunities for the implementation of this project based on the need to protect the ground water supply and safeguard the public’s health in these areas.
3. All existing lots within this area are assumed to gain sewer service to address these long-standing and serious problems with failing septic systems and potential harm to the ground water supply.
4. Require hook-up to the public sanitary sewer and water when service becomes available.
5. The wastewater lines installed to provide service to communities identified in the County Master Water and Sewer Plan as ‘problem areas’ shall be considered **denied access** facilities. Therefore, the lines planned to be installed along MD 8 will be to only accommodate the existing communities of Kent Island Estates, Romancoke, Queen Anne Colony, Kentmorr, Chesapeake Estates, Sunny Isle of Kent, Norman’s and Matapeake Estates. Additional hook-ups in the adjacent rural areas along the force main will be prohibited. A similar denied access facility planned to be installed along MD 552 will serve Dominion and Marling Farms.
6. Carefully evaluate the impacts of expanding sewer service to these areas including the impacts on schools and roads within the framework of State and County growth management policies.



Water Distribution System

Water System Issues, Policies and Strategies

Water Issue 1: The existing water system that serves the County is a patchwork of numerous separate systems.

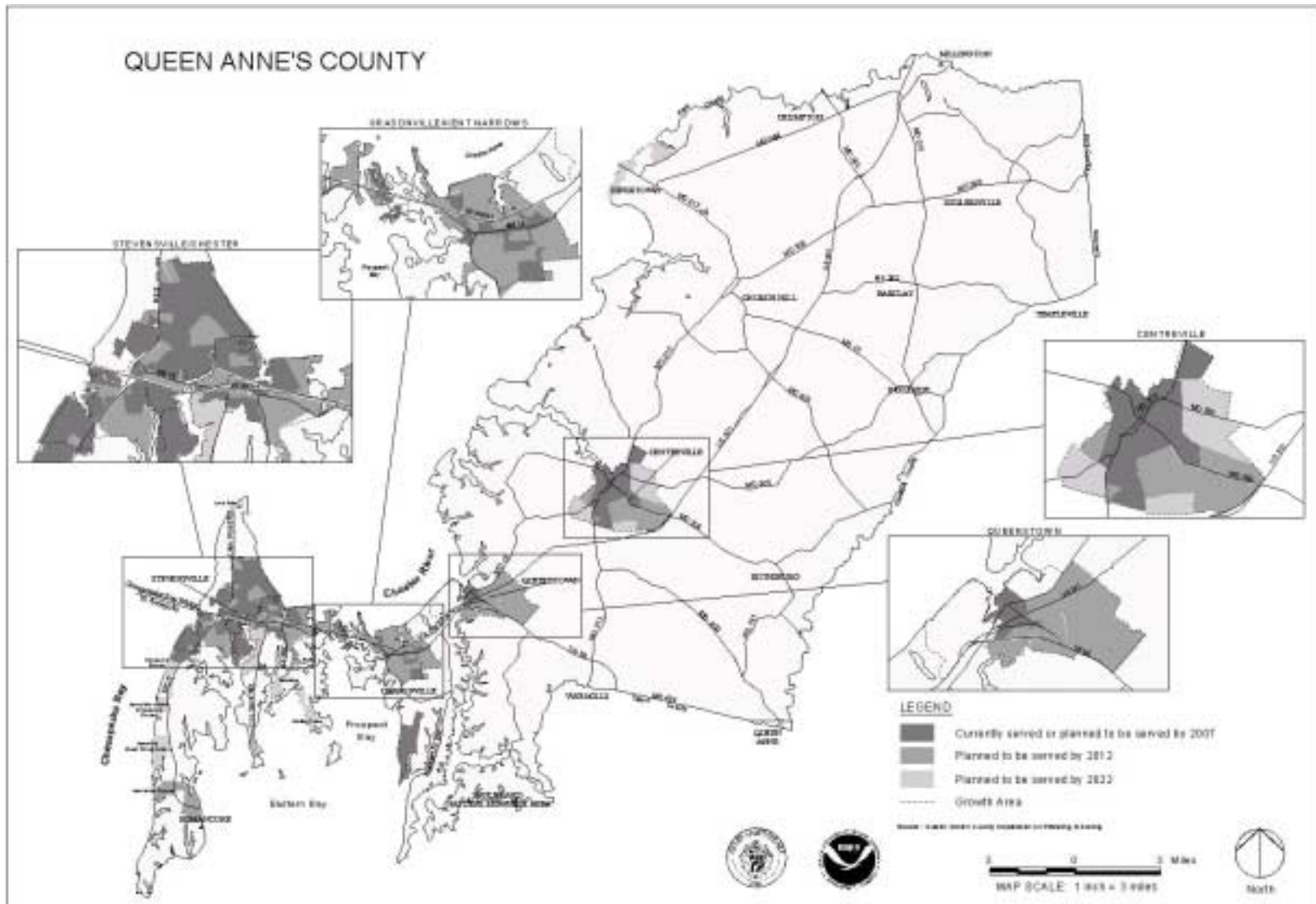
Numerous public or multi-user (private) water systems are in operation in the Stevensville, Chester and Grasonville areas in the US 50/301 corridor. Eleven of these facilities are operated by the Queen Anne's County Sanitary District. Of these 11, four use water from the Aquia Aquifer, six use water from the Magothy Aquifer and one from the Pataspco. Having this many separate plants, many inherited from developers, creates significant operation and maintenance (O&M) costs and issues for the County. In addition, there are water withdrawal restrictions from the Aquia Aquifer in the western part of the County. Some of the County's previously separate water treatment plants have already been interconnected.

Water Policy 1A: Consolidate/interconnect/expand the existing separate water systems serving Kent Island and Grasonville to the maximum extent feasible to provide more efficient service and expanded water service to the Stevensville, Chester, Kent Narrows and Grasonville Growth Areas to provide an incentive for growth in these Growth Areas and to reduce development pressures on the County's rural and agricultural areas.

Implementation Strategies

1. Interconnect the County-operated north Chester system to the Stevensville and south Chester to north Chester system via a new water main.
2. Interconnect the Grasonville area's existing private and public water treatment plants to the extent feasible.
3. Expand the Grasonville water treatment plant to serve the west portion of the Grasonville growth area.
4. Identify additional funding mechanism to pay for interconnection and expansion of the water service system.
8. Implement water service improvements based on the recommended phasing plan depicted on map CF-2 on page 57. Recognizing that as a result of the analysis completed to update the Master Water and Sewer Plan, Map CF-2 may need to be revised in the future.





Recommended Water Service Phasing
 Queen Anne's County, Maryland

MAP CF-2
 Date: May 2002

Recommended Water Service Phasing - CF-2



Water Issue 2: Water Service in Tandem with Sewer Service.

There are areas where the County plans to extend sewer service to address uncorrectable septic system failures (see the Sanitary Sewer section of this Community Facilities Element on page 51). In these areas there should be coordinated water and sewer provision.

Water Policy 2A: Extend water service in tandem with sewer service when the County provides sewer service for areas with uncorrectable septic system failures.

Implementation Strategies

1. Provide water treatment and service to Romancock and Kent Island Estates when sewer service is provided (see Sewer Service Policy 2A on page 58). This system would have wells into the Patapsco Aquifer, a water treatment plant, elevated storage and a distribution system with water storage. This water system could be expanded to include nearby Queen Anne Colony, and Kentmorr.
2. Provide water treatment and service to Dominion and Marling Farms when sewer service is provided (see Sewer Service Policy 2A on page 58). The anticipated water system needed to serve this area will include an elevated storage tank and a distribution system.
3. When upgrading water and sewer service, improvements should be coordinated with roadway construction projects for the same area to the greatest extent feasible.

Water Issue 3: Water Service for the Queenstown growth area.

The capacity of the Queenstown water treatment plant is not sufficient to provide water for the Queenstown growth area.

Water Policy 3A: Substantially expand water service for the Queenstown growth area to provide an incentive for growth to occur in this growth area and reduce development pressures on the County's rural and agricultural areas.

Implementation Strategies

1. Explore the possibility of drilling of new wells west of Queenstown to expand water service to the growth area and to the Grasonville area.



2. Potentially interconnect the Queenstown water system to the Kent Narrows east system via a new water main to tie the water systems together.

Public Schools

Schools Issues, Policies and Strategies

School Issue 1: There is a need for new schools to meet the projected student population.

The County has two new schools and a number of school improvements/enhancements budgeted for construction within the next five years. However, within the 20-year horizon of this Plan, a number of additional facilities and renovations will be needed to meet the demand and to reduce the County's dependence on relocatable units, particularly at the elementary school level. The recommendations below are based on the following assumptions for new school capacity: 600 students per elementary school, 800 students per middle school and 1,200 students per high school.

School Policy 1A: To plan and budget for schools projected to be needed, reduce (but not eliminate) the County's dependence on relocatable units and acquire needed lands in advance of the actual need.

Implementation Strategies

1. Elementary Schools: In addition to the third elementary school already programmed in the County's operating budget, the County is projected to need two new elementary schools for the Kent Island District, one for the Grasonville district, one for Centreville and one for Sudlersville for a total of five additional elementary schools within the 20-year Plan horizon.
2. Consider increasing the maximum potential capacity of all new elementary schools to 600 students to reduce County capital costs while maintaining school quality.
3. Where possible, when renovating existing elementary schools, increase the enrollment capacity to 600 students.
4. Middle Schools: In addition to the new Middle School planned for the Kent Island-Grasonville area already programmed in the County's operating budget, the County is projected to need one new middle school in the Centreville district.



5. High Schools: One new high school is assumed for the Kent Island district. Although the Queen Anne's High School is projected to be over-enrolled by the end of this Plan's 20-year horizon, the projected enrollment can be met with the use of relocatables.
6. Co-locate schools with other public facilities such as parks, libraries, community or senior centers to the extent possible to promote community centers and focal points and provide pedestrian connection between these facilities whenever possible.
7. The County should continue to develop and enhance its land acquisition process for identifying and reserving/acquiring school sites needed for projected population.

(See the table below for the estimated phasing of the projected new school facility needs based on population projections by school district and existing excess capacity or shortages.)

Projected New School Facilities and Anticipated Phasing

School Districts	Projected New Schools, 2000 - 2020			
	First 10-Years		Second 10-Years	
	New Schools	Relocatables	New Schools	Relocatables
<i>Elementary Schools</i>				
Kent Island	2	0	1	0
Grasonville	0	7	1	0
Centreville	1	0	0	0
Church Hill	0	0	0	2
Sudlersville	0	8	1	0
<i>Elem. School Total</i>	3	15	3	2
<i>Middle Schools</i>				
Stevensville	1	0	0	0
Centreville	0	11	1	0
Sudlersville	0	0	0	3
<i>Middle School Total</i>	1	11	1	3
<i>High Schools</i>				
Kent Island	0	10	1	0
Queen Anne's	0	0	0	11
<i>High School Total</i>	0	10	1	11
TOTAL	4	36	5	16



Parks and Recreation

Parks and Recreation Issues, Policies and Strategies

Parks Issue 1: Countywide parks and public open space lands.

The County has made a significant investment in park and public open space lands. Emphasizing the County's investment in its green infrastructure as part of the County's image as a high quality of life location is an important part of differentiating the County from other jurisdictions.

There is a wide variety of park and recreation facilities in Queen Anne's County. They range in size from small County-owned boat launch areas and waterfront access sites to large County and State parks. The total County-owned parks and open space plus the schools used for public recreation equals approximately 2,235 acres or almost 55 acres per 1,000 population. The County is currently well positioned with its ratio of parkland per capita. (Generally, accepted national standards recommend 30 acres per 1,000 people of locally provided parks and recreational facilities.)

The great majority of the State-owned park and open space acres are comprised of conservation areas for passive recreation and preservation of wildlife habitat and are not near the Growth Areas.

Parks Policy 1A: Provide a range of activities and passive recreational opportunities for residents and visitors alike to increase the overall quality of life of Queen Anne's County.

Implementation Strategies

1. As a joint effort between the County's Parks Department and its Department of Business and Tourism, publicize and promote the County's substantial publicly-accessible parks and open space resources by developing a brochure and fold-out map that highlights the types of facilities and activities that are available. Also include on the map, other protected lands such as Maryland Agricultural Land Preservation Foundation (MALPF) easements and Maryland Environmental Trust (MET) easements.
2. Focus new park acquisitions on resources that help link and supplement existing resources including trails.



3. Investigate the development of floating docks to support the growing interest in recreational kayaking and canoeing and the County's image as a destination for non-motorized boating.
4. Develop a bike suitability map as recommended in Transportation Policy 9A (on page 47) in the Transportation Element of this Plan to facilitate recreational bicycling on many of the County's rural roads.
5. Promote and establish mapped land and water trails that connect parks and recreation facilities to the communities being served and to each other wherever possible and if possible, coordinate these trails with road improvements and provide inter-jurisdictional connections when possible.

Parks Issue 2: Community-based active recreation opportunities are needed.

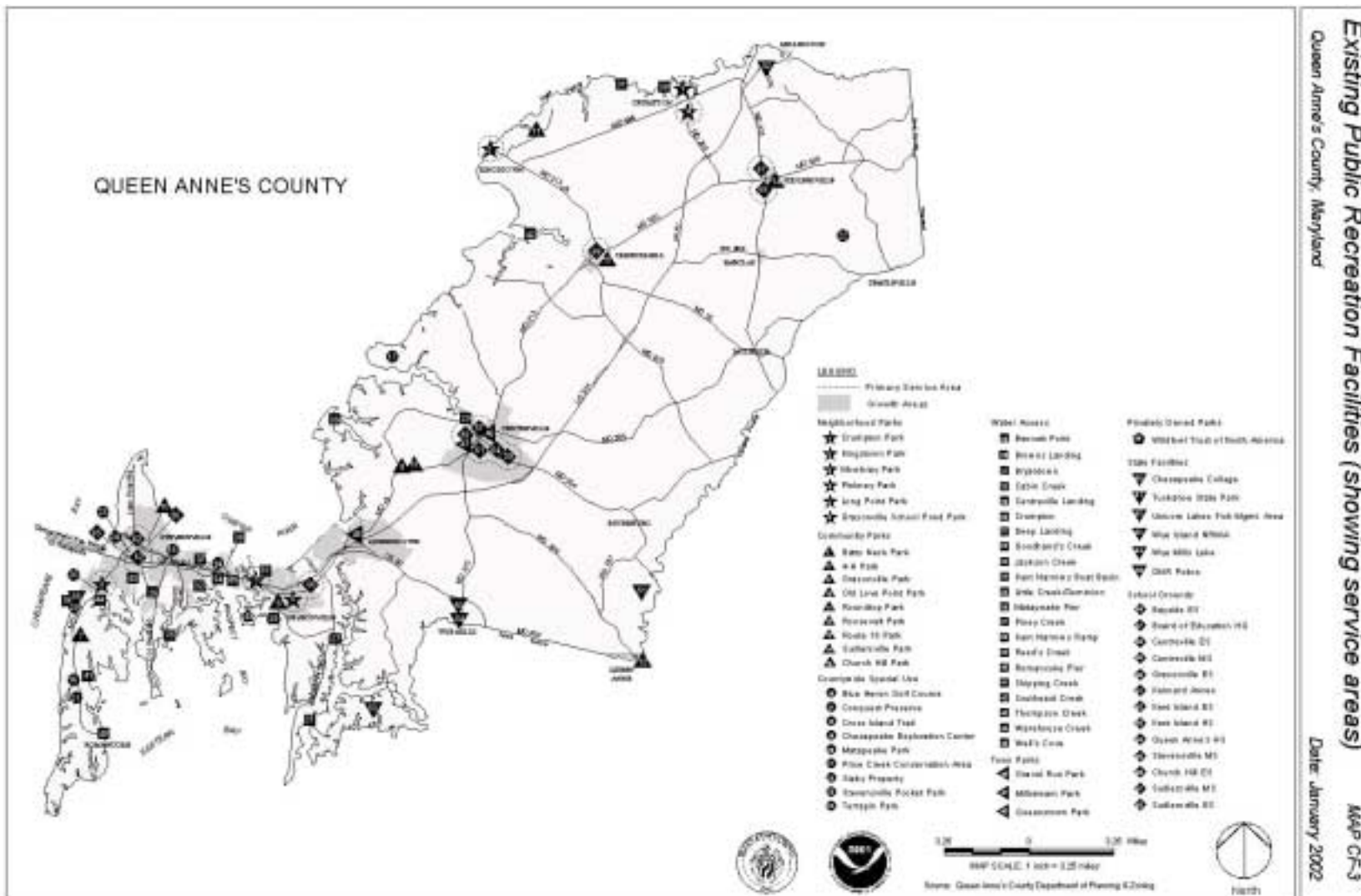
Much of the County and State-owned recreation areas are regional-serving and the majority of these parcels are located some distance from the County's Growth Areas. Map CF-3 on page 63 shows the County's existing park and recreation sites. Service areas for neighborhood and school sites are shown.

Parks Policy 2A: Provide adequate and accessible park and recreation facilities to reasonably meet the needs and interests of all segments of the community.

Implementation Strategies

1. Obtain active recreation sites within and adjacent to the County's Growth Areas by dedication of land by new development and through fee purchase by the County.
2. Amend the development regulations to require dedication of usable land or provision of fee in lieu of dedication by new residential development.
3. Amend the development regulations to require that private open space within new developments (maintained by a private homeowner's association) be centrally located and accessible to all homes in the development.
4. Survey current residents to better understand what types of recreation facilities are desired and periodically assess the residents' needs and usage.
5. Review and consider implementation strategies from the Chesapeake Country Scenic Byway Corridor Management Plan for the MD 213/18 corridor to protect the corridor's special scenic qualities.





Existing Public Recreation Facilities (Showing Service Areas) - CF-3



Stormwater Management

Stormwater Management Issues, Policies and Strategies

Stormwater Management Issue 1: There is a need for stormwater management enhancements.

The management of stormwater flow is important to the health and safety of County residents. Effective stormwater management can reduce loss of property due to flooding, protect the quality of ground and surface waters, maintain the habitat of fish and wildlife and encourage the use of natural drainage systems.

Stormwater Management Policy 1A: Provide for the safe and efficient collection of stormwater runoff.

Implementation Strategies

1. Explore the option of reactivating, revising as necessary and supporting existing tax ditches in environmentally friendly ways throughout the County.
2. Establish priorities and explore alternatives to address long-standing drainage problems when infill occurs within the existing developments.
3. Conduct a detailed review of the County's regulations regarding stormwater management and enhance the regulations to include up-to-date stormwater provisions, standards and performance criteria. Require the siting and design of future stormwater retention and detention facilities to blend in with the surrounding development and function as attractive amenities.
4. Review the applicability of "low impact design standards" developed for other counties in the State of Maryland and the new Maryland Department of Environment Stormwater Management Design Manual Standards, which seek to retain water on site through innovative water gardens, landscaping, and site design for possible inclusion into the County Stormwater Management regulations or Zoning Ordinance.
5. Develop watershed management plans to identify and address specific concerns within the County's watershed areas.
6. Make stormwater management facilities part of the County beautification program.



Solid Waste Management

Solid Waste Management Issues, Policies and Strategies

Solid Waste Issue 1: The solid waste payment system may contribute to the disposal of trash through unauthorized avenues and the loss of revenue for the County.

There is no County curbside trash or recycling service. Approximately 1/3 of the County households hire private contractors for curbside pick-up. The County operates a number of centers where residents may deposit all solid waste after paying for a book of tickets. In addition, 1/3 of the County households purchase ticket books rather than purchase private curbside pickup. Together these households who purchase County permits and those who contract for private service account for approximately 66 percent of all County households. The remaining 1/3 of households dispose of their trash in some other way.

Solid Waste Policy 1A: Provide solid waste and recycling services that promote lawful and environmentally-sound waste disposal by County residents.

Implementation Strategies

1. Update the County's solid waste master plan.
2. Consider encouraging new private development to include curbside trash.

Emergency Services

Emergency Services Issues, Policies and Strategies

Emergency Services Issue 1: Systematic Improvement in Emergency Services Facilities.

The County's Emergency Services have grown to reflect the growth and development of the County and the demand for more or different types of services. However, there is no systematic plan for ensuring the facilities are appropriate to meet the services demanded. Emergency services facility needs include facilities for law enforcement, corrections, emergency management, fire and emergency medical services. There are emergency service



facility projects which, if planned in conjunction with one and other, would use resources in an efficient manner.

Emergency Services Policy 1A: To provide a systematic approach to construction and reconstruction of emergency services facilities.

Implementation Strategies

1. Determine the priorities for the construction of emergency service facilities. Use the “Emergency Services Study”, dated December 2001 to guide in establishing these priorities.
2. Determine the timeframe for construction of facilities and identify the costs for facilities. Use the “Emergency Services Study”, dated December 2001 as a guide in establishing the timeframe.

Emergency Services Issue 2: Sheriff’s Department Facility.

The Sheriff’s office occupies a portion of a building that also houses several administrative agencies. The Sheriff’s facility does not meet modern law enforcement standards. It has inadequate office space and insufficient meeting and interview rooms. Overall building security is lacking and secure evidence storage rooms are needed. Any new facility should include sufficient office space, meeting and interview rooms, locker rooms, and space for storage and evidence storage.

Emergency Management Policy 2A: To provide a modern law enforcement facility that will service the needs of the County for a 20 to 25 year period.

Implementation Strategies

1. Conduct a space needs study to identify the size and nature of Sheriff’s facilities required and to allow for sufficient growth to meet anticipated staff increases. The new facility should be secure and include sufficient office space, meeting and interview rooms, locker rooms, and space for storage and evidence storage. Use the “Emergency Management Study”, dated December 2001 as one guide for the projected increases in law enforcement personnel to help assess office space needs.



2. Identify costs for the new Sheriff's facility. The cost estimate should separate out the cost of a lock-up facility to determine whether it should be most efficiently co-located with the Sheriff's department or at a separate Detention Center facility. (See also Issue #3 below).
3. Identify a suitable location for the law enforcement facility in the Centreville area to the extent possible since Centreville is the County seat and is centrally located within the County.

Emergency Services Issue 3: Incorporation of a Joint Booking Facility in the Expanded Detention Facilities.

The County has just completed a study identifying the facility needs for the Detention Center. In addition, consideration of the integration into the expansion plan for the Detention Center is a joint booking facility. A booking facility in the Detention Center would enable all law enforcement agencies in the County to bring persons in custody directly to the Detention Center for booking. This is an efficient use of resources since there would be no need to provide for a booking and lock up facility at the Sheriff's Department, or at the Centreville Police Department. Additionally, this would allow for more efficient use of staff resources and ensure safety of personnel. Other law enforcement agencies that also use the Detention Center would benefit from this efficiency.

Emergency Services Policy 3A: To develop an integrated booking process for all law enforcement agencies operating in the County to provide a safe and cost effective approach to the prisoner booking process.

Implementation Strategies

1. Coordinate with each law enforcement agency in the County to develop an integrated the joint booking process.
2. Develop plans for the joint booking process and incorporate plans in the expansion of the Detention Center.
3. Develop a process to ensure Detention Center personnel have authority to transport and maintain custody of inmates.



Emergency Services Issue 4: Fire Station Conditions Engineering Analysis.

There are nine fire stations in the County. The stations are strategically located throughout the County and, from a countywide response perspective, are generally well located. Some facilities are old, have limited space, and lack storage areas. The size of modern fire apparatus also contributes to space constraints. Since the fire and emergency medical response structure is dependent upon the effective location of apparatus, it is important to conduct a thorough analysis of facilities to determine the condition of major systems and needed improvements. Stations are owned by individual fire companies, however, the County needs to ensure that response facilities allow for effective fire and emergency medical response.

Emergency Services Policy 4A: To ensure that each fire company has adequate building facilities.

Implementation Strategies

1. Coordinate with the Fire Chiefs Association to establish a systematic process for conducting the analysis of each fire station facility.
2. Identify funding source(s) to conduct the engineering analysis of the nine fire stations.
3. Conduct the engineering analysis and develop criteria for prioritizing replacement and rehabilitation of the fire station facilities.
4. Develop cost estimates and a capital plan that identifies when rehabilitation or reconstruction should be accomplished.

Emergency Services Issue 5: Emergency Medical Service Facilities.

The “Emergency Services Study,” dated December 2001 recommends that four emergency medical service response stations are necessary in the County. The facilities should be located to provide emergency medical service by means of non-transport vehicle staffed with paramedic level trained personnel. Ambulance transport would continue to come from the volunteer fire and ambulance companies. County emergency medical services response facilities would be distributed to provide Countywide response coverage. Each facility requires a heated garage facility, appropriate storage for medical equipment and supplies, and space and facilities for personnel.



Emergency Services Policy 5A: To improve the delivery of emergency medical services to the entire County by establishing strategically located emergency medical response units.

Implementation Strategies

1. Develop a plan and acquire strategically located sites for emergency medical service facilities.
2. Develop specific facility needs and cost estimates for construction of the emergency medical services facilities.
3. Adopt a phased construction plan for construction of facilities.

Emergency Services Issue 6: Maintaining the Viability of Volunteer Fire and Ambulance Companies.

Volunteer fire companies make the provision of fire and rescue services throughout Queen Anne's County possible. To maintain this system, the County will need to devote additional resources to fire services and explore alternative funding sources. At the same time, the fire companies may have to alter certain operational practices or coordinate efforts more closely, to ensure the effective use of resources.

Emergency Services Policy 6A: To maintain the volunteer fire and ambulance company service delivery arrangement and effectively integrate volunteer and County resources.

Implementation Strategies

1. The County should continue to recognize the critical importance of the volunteer fire and ambulance companies to the delivery of fire and emergency medical service throughout the County and continue to support the fire and ambulance companies.
2. Evaluate strategies to encourage volunteer recruitment and retention.



Public Facilities Management

Public Facilities Management Issues, Policies and Strategies

Public Facilities Management Issue 1: There is a need to plan for additional public facilities/buildings to meet future needs.

The County needs to better understand its requirements and desired location for additional public facilities/buildings for County employees. As the County grows, there will be increases in County government employment and additional office space and other facilities will be necessary.

Public Facilities Management Policy 1A: Provide public services to residents and County businesses in an efficient and cost-effective manner.

Implementation Strategy

1. The County should undertake a facilities management plan to determine the future space needs for County offices and other public buildings. As the Town of Centreville is also the County Seat, every reasonable effort should be made to locate new or relocate existing County facilities here.



6.0 Fiscal Health Element

This element of the Comprehensive Plan includes policies and recommendations related to improving the County's fiscal health. For information on recent general fund revenue and expenditure levels and other background information, please consult Volume One: The County Profile of this Comprehensive Plan.

Fiscal Health Issues, Policies and Strategies

Fiscal Health Issue 1: Apportionment of Infrastructure and Public Service Costs.

The County needs to invest in public infrastructure to alleviate existing service deficiencies. At the same time, it needs to ensure that the cost of the new facilities needed to support new development are borne by that same new development to the greatest extent practicable while still supporting the County's Smart Growth initiatives.

Fiscal Health Policy 1A: Fairly apportion the costs of development between existing residents/businesses and new development.

Implementation Strategies

1. Undertake a comprehensive review of impact fees to ensure that new development is paying its proportional share for the costs of public facilities and services such as, but not limited to, transportation, schools, sewer and water, parks, libraries and public safety while ensuring that the fee structure promotes the County's Smart Growth initiatives to concentrate development within the Growth Areas.
2. Implement a revised impact fees program with appropriate annual review and adjustment based on the study findings.

Fiscal Health Issue 2: Enhancing the County's long-term fiscal health.

The County's assessable tax base (total value of all taxable real estate) is one of the crucial underpinnings of the community's ability to provide services. Others include the County's ability to assess and collect fees from new development to off-set the impacts related to new growth (see issue 1 above).



Fiscal Health Policy 2A: Enhance the County’s assessable tax base.

Implementation Strategies

1. Continue and strengthen efforts to attract, retain, and expand business to generate more employment opportunities and to provide the assessable base to support public services and facilities.
2. To stay competitive, periodically review the hotel tax with adjacent jurisdictions.
3. See also, Business Development and Tourism Policy 1A Implementation Strategies 1-7 on pages 73 and 74.

Fiscal Health Issue 3: The County’s capacity to carry debt is tied to its level of operating and capital expenditures and the availability of various sources of revenue.

Many other jurisdictions in Maryland have enhanced their ability to provide public services and facilities and improve the quality of life by augmenting revenues from a number of sources. Queen Anne’s County has a lower hotel tax, transfer tax, and piggy pack tax than many other jurisdictions in the State. As an example, nearby Talbot and Anne Arundel both have the authority to levy a higher transfer tax (the tax paid when real property is sold). State authorization is required before the County can increase the transfer tax.

Fiscal Health Policy 3A: Seek alternative sources of revenue to fund public services and facilities.

Implementation Strategies

1. Continue to pursue alternative revenue sources.
2. Secure increased funding for capital projects from State and developer contributions.
3. Continue to pursue the use of tax increment financing and other types of financing districts (special assessment districts) to fund new growth-related services and facilities and redevelopment initiatives as appropriate.



7.0 Business Development and Tourism Element

This element provides guidance on how the County should work to expand its economic base, promote retention of existing businesses and further enrich its attractiveness for tourism. Interrelated issues, policies and action strategies are outlined below.

Business Development and Tourism Issues, Policies and Strategies

Business Development and Tourism Issue 1: There is a need to broaden the County’s economic base to include more office, industrial flex (combination industrial and office space) and high tech jobs in addition to maintaining the County’s more traditional industrial and service jobs.

The County has a relatively low number of jobs in relation to the number of households. While the County’s “bedroom community” status is expected to continue for some time in the future, the County will, within the 20-year horizon of this plan reach a population base that can support a more varied economic base including more office and other higher-paying jobs. Initiatives are needed to increase the County’s ability to promote and prepare for expanded economic development opportunities.

Business Development and Tourism Policy 1A: Prepare and promote the County as a prime business location with good access to transportation, community services and a trained work force.

Implementation Strategies

1. Aggressively pursue opportunities to enhance the County’s telecommunications, fiber optics and high speed Internet access to promote economic development.
2. Work with the State to implement Net Work Maryland in the County. This Statewide communications network will encourage interconnection among government units, educational institutions and private industry and will provide high speed Internet access and connectivity.
3. Promote the extension of high speed telecommunications connectivity to businesses and residents to better position the County to attract high tech businesses and enhance telecommuting.



4. Seek out State grants and assistance to prepare a telecommunications assessment and plan for the County.
5. Create an inventory of all undeveloped/improved but not currently used sites in the County where employment uses are permitted and which have road or rail access, have or are expected to have near-term sewer and water service. Update this inventory annually.
6. Retain existing rail service in the County to provide shipping options for County businesses and attract and maintain businesses that require rail service.
7. Actively work with current County businesses to ensure their retention and to help address their expansion needs.

Business Development and Tourism Issue 2: Need for state-of-the art business facilities and services.

The County will need to have the institutional capacity to support Information Based businesses including a trained work force, conferencing and other support services as well as sites and buildings for business formation.

Business Development and Tourism Policy 2A: Actively support the development of business facilities that will attract and retain high tech companies to/in the County.

Implementation Strategies

1. Identify the site for a technology-centered industrial park.
2. Promote services that support information based businesses including conferencing facilities and services.
3. Partner with the Chesapeake College to provide needed job training programs to maintain a skilled work force.
4. Work with the schools to further promote technology instruction within the school curriculum.
5. See also, Land Use Policy 7A, Implementation Strategy 4 on page 32.



Business Development and Tourism Issue 3: Need to recognize the importance of the County’s resource based industries of agriculture and commercial fishing.

There is a need to recognize the importance of the County’s resource based industries of agriculture and commercial fishing, and the issues affecting the long- term economic viability of those industries. In addition to efforts to preserve the County’s agricultural land base, as mentioned in the Land Use Element, it is essential to promote the businesses of farming and fishing.

Business Development and Tourism Policy 3A: Recognize the importance of resource based industries to the County’s economy, and take steps to support and expand them.

Implementation Strategies

1. Support efforts to assist interested farmers with product diversification.
2. Implement the recommendations of the Governor’s Eastern Shore Economic Development Task Force Report, as it pertains to increasing the economic viability of the agriculture and seafood industries.
3. The County should, in general, participate in regional efforts to expand resource based economic opportunities, such as the Heartland Fields project in Queen Anne’s County and Kent County’s Chesapeake Fields Initiative.

Business Development and Tourism Issue 4: There is a need to further promote the County as a visitor destination by expanding the variety of facilities and attractions.

Queen Anne’s County’s popularity as a tourism destination has increased in recent years as hotel stays, attendance at festivals and events, and inquiries about County visitor and recreation facilities and activities have risen. Located within the Baltimore-Washington region and serving as the gateway to the Eastern Shore, the County is in a favorable position to capture more tourism dollars. The key to increasing tourism is providing destinations that are attractive to visitors and residents alike. Although out-of-County visitors are and will continue to be the primary market for the County’s cultural, recreational, historical and nature-based assets, County residents also visit these destinations, and their support enhances the viability of these venues.



Business Development and Tourism Policy 4A: Promote and expand facilities, services and activities that support visitor-based economic development.

Implementation Strategies

1. Identify and develop year-round attractions that increase the County's tourism-related economic development potential including historic, cultural and arts-related activities and venues.
2. Further promote the County as a destination of nature-based activities.
3. Continue to promote the County's heritage resources and tie-in visitation to the county's historic sites and towns with other tourism attractions.
4. Identify potential additional hotel/motel sites within the County including at least one facility with conferencing facilities.
5. Consider providing incentives to facilitate the development of hotel/conference/resort facilities.
6. Continue to coordinate economic development and heritage tourism enhancement efforts through the Eastern Shore Heritage, Inc. initiative with Caroline, Kent, and Talbot counties. Formal certification of the four-county area by the Maryland Heritage Area Authority will provide matching funds to develop a heritage tourism plan for the four-county area and allow the County to leverage other funding and tax benefits.
7. Explore the potential of allowing public/private partnerships for appropriate professional services related to outdoor activities on County and State owned parkland and at recreational facilities.
8. The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily participate in historic rehabilitation tax credit programs through Maryland Historical Trust.
9. Support the Chesapeake Country Scenic Byway effort by implementing recommendations provided in the "Experiencing the Byway" section of the Corridor Management Plan, as time and funding allow.



Business Development and Tourism Issue 5: There is a need to have a mix of housing types and price ranges in the County to attract and retain a diversified and high quality work force.

The County's lack of rental housing stock and multi-family development make it difficult for some people who work in the County, particularly those in the service sector, to find moderately-priced or affordable housing within the County. This lack of housing choice promotes commuting and adds to vehicle miles and hours traveled to and from work.

At the same time, there is a need to increase the County's tax base and attract higher end households and executives to encourage higher-end business formation since jobs generally follow households as communities develop.

Business Development and Tourism Policy 5A: Promote a variety of housing types within the County to balance moderately priced housing needs and the need for a resident labor pool with opportunities for higher-end housing.

Implementation Strategies

1. Promote the County as an attractive community with a high quality of life with opportunities for upper end executive housing.
2. Promote the County as a second home and retirement location.
3. See Land Use Policy 4A for other implementation strategies on page 27.



8.0 Sensitive Areas and Mineral Resources Element

This element of the Comprehensive Plan provides guidance on how the County should protect and enhance its natural resources and environmentally sensitive areas. This element also includes information on the County's mineral resources. Interrelated issues, policies and action strategies are outlined below. For details on existing conditions pertaining to the County's sensitive areas and mineral resources, please refer to Volume One: The County Profile of this Comprehensive Plan.

Sensitive Areas

Sensitive Area Issues, Policies and Strategies

Sensitive Area Issue 1: Threatened and endangered species and other habitat areas.

The location of State-designated threatened and endangered species and their habitats as well as other habitat areas that need special protection within Queen Anne's County, according to the Maryland Department of Natural Resources (DNR), include:

- Bald Eagle nesting sites
- Delmarva Fox Squirrels
- Various waterbird nesting sites and waterfowl staging areas
- Oyster bars
- Anadromous fish spawning areas (anadromous fish are those that primarily live in the ocean but travel upstream to fresh waters to spawn and are an important part of the County's natural heritage)
- Submerged aquatic vegetation (i.e., areas that provide nursery areas and habitat for a range of Chesapeake Bay species).



Sensitive Area Policy 1A: To protect the habitats of threatened and endangered species and other habitat areas.

Implementation Strategies

1. Protect habitats of threatened and endangered species and other unique areas, following both State and Federal species lists and protection guidelines.
2. The County should continue to work cooperatively with the State's DNR and Federal agencies under the Endangered Species Act.
3. The County should continue to work cooperatively with the Federal and the State agencies and the Critical Area Commission with regard to identification and protection of other habitat areas identified above.

Sensitive Area Issue 2: Forest and Woodland Protection.

Maryland's Forest Conservation Act established the protection standards for local authorities to enforce during land development outside the Critical Area. The County's Critical Area Program and Ordinance establish standards for lands developed within the Critical Area. Additional standards are included in the County's zoning ordinance and, in some cases, there are overlapping regulations.

Sensitive Area Policy 2A: To retain and add to the County's inventory of forested areas.

Implementation Strategies

1. During the update to the County's development regulations, consider streamlining ordinance requirements and consistency with the overlapping forest conservation regulations.
2. Consider the implementation of forest mitigation banking. Mitigation banking is the intentional restoration (reforestation) or creation of forests (afforestation) undertaken to provide credits for afforestation or reforestation requirements with enhanced environmental benefits.



Sensitive Area Issue 3: Steep Slopes.

Because of the County's relatively flat terrain, there are relatively few areas of steep slopes within the County. The County's Chesapeake Bay Critical Area Ordinance defines steep slopes as slopes of 15 percent or greater. Outside the Critical Area, the County's Floodplain Management Ordinance, as well as other County regulations, regulate steep slopes.

Sensitive Area Policy 3A: Protect steep slopes to reduce erosion and to help safeguard water quality.

Implementation Strategy

1. During the update of the County's development ordinances, review all regulations related to floodplain protection and revise, as necessary, to provide adequate protection of steep slopes outside of the Critical Area.

Sensitive Area Issue 4: Shore Buffers.

Within the Critical Area there is a minimum 100-foot buffer protected area from tidal waters and tidal wetlands. However, the County development regulations require a minimum buffer of 300 feet for non-residential development and high density residential development with provisions for reduction.

Sensitive Area Policy 4A: To provide standards for shore buffers consistent with Critical Area law.

Implementation Strategy

1. During the update of the County's development ordinances, revise the County's shore buffer standards to be compatible with the buffer standards in the Chesapeake Bay Critical Area regulations.



Sensitive Area Issue 5: Floodplains.

Development within tidal and non-tidal floodplains is regulated adequately. However, there are no County regulations governing coastal floodplains.

Sensitive Area Policy 5A: Protect floodplains.

Implementation Strategy

1. Communicate closely with the Federal and the State agencies to stay current on the tidal and non-tidal floodplain issues and monitor changes in tidal and non-tidal floodplains.

Sensitive Area Issue 6: Groundwater Protection.

Saltwater intrusion into the groundwater supply has been documented at Love Point on Northern Kent Island and along the western shore of portions of Kent Island. To protect the groundwater supply, the State does not permit any new wells or water withdrawal from the Aquia Aquifer on Kent Island and limits withdrawals from the Aquia Aquifer in other parts of the County. Saltwater intrusion has occurred at Love Point, requiring sealing of wells and drilling new deeper wells into the Magothy Aquifer; and on Southern Kent Island south of Batts Neck Road.

There are also areas of the County (particularly those developed on older small lots with poor subsurface drainage) where the shallow, unconfined aquifer (near to the surface) has been penetrated with sewage effluent from septic systems. This presents a threat to drinking water and to deeper aquifers in these areas.

Sensitive Area Policy 6A: Protect the County's groundwater supply.

Implementation Strategy

1. To improve the maintenance of on-lot septic system tanks and reduce potential threats to the groundwater supply, consider implementing a brochure to be distributed to all current residents with septic systems and at the time of septic system approval that outlines recommended maintenance procedures for all onlot septic systems.



Sensitive Area Issue 7: Mitigating the Loss of Non-tidal Wetlands.

The Bay City and Cloverfields subdivisions are experiencing renewed development pressure following the decision to replace their failing septic systems with public sewer. Vacant and formerly undevelopable lots, many of which contain small pockets of wetlands, are being developed in these neighborhoods. As these wetlands are being disturbed, the County is moving to mitigate the losses by constructing wetlands in other areas. At the same time, development activity on scattered sites throughout the County is disturbing small wetlands, but these mitigation efforts are not coordinated. The County ecosystem could benefit from a comprehensive strategy that seeks to locate wetland mitigation areas adjacent to critical areas, providing larger and more sustainable environments for waterfowl and other wild species.

Sensitive Area Policy 7A: Develop a comprehensive strategy to bank Non-tidal wetland mitigation areas.

Implementation Strategies

1. Develop a no net loss of non-tidal wetlands mitigation program for the County. Begin by focusing on the current efforts in the Bay City and Cloverfields subdivisions.
2. Select suitable sites for non-tidal wetland mitigation banking, especially in sensitive areas. Develop a process by which developers of private and public development projects that disturb wetlands could pay into a system that would fund the construction of mitigation areas.
3. Develop a campaign to inform the public on alternative site and subdivision designs that minimize the disturbance of wetlands and other sensitive areas.
4. Continue efforts to identify restoration needs, concerns and opportunities throughout the County.



Mineral Resources

Mineral Resources Issues, Policies and Strategies

Mineral Resources Issue 1: Sand and gravel mineral resources are plentiful in the County.

The County's predominant useable mineral resources are sand and gravel. These mineral deposits are located mostly in the County's eastern portion, away from designated Growth Areas and areas of concentrated development. Due to the cost of transporting these materials, excavation is predominantly used for local needs. The location of sand and gravel deposits, in the County's rural and agricultural eastern portion where intensive development is not permitted, safeguards the County's reserves of these resources.

Mineral Resources Policy 1A: To permit mineral extraction operations and ultimate reclamation plans that minimize the effects on the surrounding environment.

Implementation Strategies

1. During the update of the County's development regulations, the County should consider expanding the width of the required vegetative buffer around newly permitted mining operations.
2. During the update of the County's development regulations, the County should consider instituting noise and blasting restrictions to certain specified times of operation.
3. During the update of the County's development regulations, the County should consider enhancing the existing regulations regarding reclamation and end use planning to prevent undesirable land and water conditions and promote the health, safety and beauty of the surrounding area (see also Land Use Policy 8A, implementation strategy 2 on page 33).



Attachment 1: Plan Implementation and Streamlining Element

Introduction

The recommendations and implementation strategies identified in the preceding plan elements provide the basis for this implementation element. The Plan Implementation Framework that follows this introduction provides a summary listing of the Plan's implementation and streamlining provisions. The priority of each of these items is identified. Two levels of priority are set. The first is Priority 1: those items for which implementation is recommended in the next 4 years (by the end of 2005). The next is Priority 2: those items to be implemented after 2005. **Priorities should be reviewed and established annually.**

The Implementation Framework also identifies the County agency or agencies that will be chiefly responsible for implementation. Finally, it identifies which of the implementation measures involve capital expenditures. This provides a connection between the Plan's recommendations and the capital budgeting process.

Following abbreviations are used under the "Responsibility" column of this chapter:

B&T	Department of Business and Tourism
CC	County Commissioners
DPW	Department of Public Works
DTC	Detention Center
ED	Board of Education
EMS	Emergency Medical Services
ES	Emergency Services
FC	Fire Companies
FIN	Department of Finance
H&CS	Department of Housing and Community Services
P&R	Department of Parks and Recreation
P&Z	Department of Planning and Zoning
SHRF	Sheriff's Department



Plan Implementation and Streamlining Element

Plan Implementation Framework

Policy, Regulatory and Capital Improvements Implementation Matrix

Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
<i>Land Use</i>			
Land Use Policy 1A: Use the Comprehensive Plan Map to guide development and preservation decisions and to promote public health, safety and welfare.			
1. Use the Comprehensive Plan Map (Map LU-1) in conjunction with the other Comprehensive Plan maps, policies and implementation strategies to guide decision-making on development and preservation efforts and investments. The County’s Growth Areas (Stevensville, Chester, Kent Narrows, Grasonville, Queenstown and Centreville) are the focal points for residential, employment and mixed use development.	1	COUNTY	N
2. Beginning in fiscal year 2002-3, revise the Community Plans for Stevensville, Chester, Grasonville, Kent Narrows, Queenstown and Centreville to be consistent with the recommendations of this Comprehensive Plan.	1	P&Z	N
3. Include the Comprehensive Plan Map as part of a continuing County outreach program to increase the public’s understanding of the County’s growth management framework.	1	COUNTY	N
4. Update the Priority Funding Area maps periodically to reflect amendments that are made to the Master Water and Sewer Plan.	ON GOING	P&Z	N
5. Review the criteria for Types of Areas Eligible for Priority Funding Area designation (for example Rural Villages and Areas Principally Zoned for Employment) and update the PFA maps to ensure all eligible areas are mapped appropriately. Explore the funding opportunities that are available from the State through “Smart Growth” programs.	1	P&Z	N
6. During the Comprehensive re-zoning update process, evaluate if there is a need or justification to move or relocate any of the existing Suburban Industrial and Suburban Commercial zoning on properties outside of the Growth Areas to properties more consistent with the County’s long-term growth management goals.	1	P&Z	N
Land Use Policy 1B: Changes to the existing Growth Area boundaries.			
1. During the next planning update period, the Stevensville, Chester, and west side of the Kent Narrows growth area boundaries shall not be enlarged to accommodate new growth.		P&Z	N
2. During the next planning update period, the east side of the Kent Narrows, Grasonville, Queenstown, and Centreville growth area boundaries shall be determined through their respective individual community plan update process. Significant enlargements/adjustments to a growth area boundary should be supported by a land demand analysis that clearly provides necessary justification for the change.		P&Z	N
3. Any of the Growth Areas may be altered, reconfigured, or enlarged		P&Z	n



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
to accommodate an identified public service use or to address a public health, safety or welfare issue.			
Land Use Policy 1C: The first Kent Narrows Community Plan was adopted in April of 1992, as part of the implementation of the 1987 Plan. With the subsequent adoption of the 1993 Plan, it was amended and included as Chapter V. Because the Kent Narrows Plan is referenced and included in the 1993 Plan, there is a need to retain that Community Plan as the current guidance for that area until such time as the County revisits it.			
The Kent Narrows Community Plan will remain the County's land use and development policy direction for the Kent Narrows growth area and is included in this 2002 Comprehensive Plan in its entirety by reference.			
1. The County should revisit the recommendations of the Kent Narrows Community Plan during the regular cycle of growth area community plan update process, which is expected to occur in FY 2002.	1	P&Z	Y
Land Use Policy 1D: Continue to recognize the importance and benefits of maintaining and developing relationships with jurisdictions within Queen Anne's County as well as with our neighboring counties.			
1. The County should continue to work cooperatively with the incorporated towns during the review of updates and amendments of plans, programs, ordinances and/or maps and provide the necessary technical assistance when required or requested.	1	P&Z	N
2. The County should develop inter-jurisdictional cooperative agreements with the incorporated Towns of Queenstown and Centreville to formalize the relationship regarding development review of major projects located within these Growth Areas.	1	P&Z	N
3. When appropriate, the County should continue to participate in regional planning efforts and develop regional partners in issues related to planning, transportation, land preservation and economic development.	1	COUNTY	N
4. Continue to work cooperatively with adjacent jurisdictions to develop regional transportation priorities. (for example: MD 404)	1	P&Z, DPW	N
Land Use Policy 2A: Provide public sewer and water in the Growth Areas in a phased approach that maximizes the benefits of public infrastructure investment, relates the pace of growth to the availability of infrastructure, and promotes contiguous development.			
1. Require all development (consistent with Master Water and Sewer Plan Guidelines) within the Growth Areas to be on public water and sewer. If public systems are not yet available, the developer may pay to extend and upgrade such facilities to the property or wait until others have extended it.	1	P&Z, DPW	N
2. Implement the upgrades to the Kent Narrows/Stevensville/Grasonville (KN/S/G) wastewater treatment plant to a 3 or 4 Million Gallons Per Day (MGD) capacity to meet identified needs.	2	P&Z, DPW	Y
3. Implement additional upgrades to the KN/S/G wastewater treatment plant to 5 MGD to meet the development expected within the 20-year horizon of this plan.	2	P&Z, DPW	Y
4. Review, revise and reestablish a policy within the County's Master	1	P&Z, DPW	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Water and Sewer Plan on how the County's limited sanitary sewer treatment capacity is allocated among potential users. Priorities should include redevelopment of existing properties, economic development objectives, and the community and the public services oriented uses in addition to the other priorities established by the Sanitary Commission.			
5. Tie subdivision and site plan approvals to adequate public facilities standards.	1	P&Z	N
Provide for a phasing of sewer and water infrastructure within the Growth Areas by implementing a phasing plan that targets growth and investment in priority areas first. The recommended water and sewer phasing maps are included in the Community Facilities element of this Plan. Update the County's Master Water and Sewer Plan to be consistent with these service maps.	1	P&Z, DPW	N
6. In cases where public infrastructure improvements may be planned but not immediately implemented, define special assessment areas where the costs of capital improvement directly benefiting properties within that area can be collected from the owners of both new and existing developments.	1	P&Z, DPW	N
7. Develop a master plan for water and sewer service lines and associated collection, transmission, and treatment facilities necessary to serve the Growth Areas.	1	DPW, P&Z	N
Land Use Policy 3A: Promote development within the Growth Areas by providing incentives and improving the quality of life in the Growth Areas.			
1. To the extent feasible, co-locate public facilities such as parks, libraries, schools, and or senior centers to provide for community activity centers.	1	P&Z	N
2. Revise the County's development codes to promote pedestrian and bicycle mobility.	1	P&Z	N
3. Encourage pedestrian and bicycle connections between cul-de-sacs and adjacent streets.	1	P&Z, DPW	N
4. Create incentives for retirement housing within the Growth Areas as retirees require no additional schools and produce less peak hour traffic.	1	P&Z	N
5. Formulate and establish a consistent, equitable and manageable developer reimbursement policy for the incremental costs of oversizing sewer and water lines as part of a development project that helps provide for future capacity for the service area.	1	P&Z, DPW	N
6. Encourage a balance of public and private active recreation facilities to serve the Growth Areas.	2	P&Z, P&R	N
7. Take advantage of additional funding opportunities afforded by the Chesapeake Country Scenic Byway, Heritage Area and SHA Neighborhood Conservation Programs to implement projects that will facilitate community improvements in the Growth Areas.	1	P&Z, DPW	N
8. The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily participate in historic rehabilitation tax credit programs through Maryland Historical Trust. Recognizing within the Growth Areas, the incorporated towns of Queenstown and Centreville maintain their separate jurisdictional control with respect to developing their own ordinance.	1	P&Z, B&T	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Land Use Policy 4A: Promote a variety of housing types within the County.			
1. Amend the County's development regulations to include a provision requiring moderately priced dwelling units within new residential development above a certain number of lots and providing a density bonus and/or other incentives to the developer to make it economically feasible. (See <i>Montgomery County, Maryland's Moderately Priced Dwelling Unit program as an example</i>). Also, explore a system for prioritizing the availability of the affordable units so that current residents and workers have access to them first.	1	H &CS, P&Z	N
2. During the update of the development ordinance, consider provisions that would expand existing accessory apartment provisions in residential zones to allow year-round rentals to non-family members of the primary dwelling.	1	P&Z	N
3. Encourage the redevelopment and improvement of existing buildings, particularly in Growth Areas, and especially when these structures may be used for moderate or affordable housing.	1	H &CS, P&Z	N
4. Review and consider incorporating the State's new Smart Code provisions, also known as the Maryland Building Rehabilitation Code, into the County's building codes to facilitate the rehabilitation of existing buildings.	1	H &CS, P&Z	N
Land Use Policy 5A: Enhance the amount of the County's lands outside the Growth Areas that are preserved for agricultural production.			
1. During the ordinance update, reevaluate the TDR program and consider fine-tuning implementation techniques that will enhance the program.	1	P&Z	N
2. During the ordinance update and review of the TDR provisions, consider changing the density on transferring properties from one unit per four acres to one unit per eight acres.	1	P&Z	N
3. During the ordinance update process, consider fine-tuning the implementation techniques of the non-contiguous program and then confirm or revise how non-contiguous ownership is defined in the code.	1	P&Z	N
4. Increase County funding for preservation easements through the Maryland Agricultural Land Preservation Foundation (MAPLF) program and consider any changes necessary to maximize available funding.	2	CC	N
5. Consider implementing a purchase of development rights program to protect highly productive agricultural lands from being developed. Consider the zero coupon bonds program in Howard County as a model in addition to other strategies.	2	P&Z, CC	N
6. Continue to sponsor and/or support Rural Legacy applications and consider inter-jurisdictional applications with adjacent counties in the future	1	P&Z	N
7. As a part of a public outreach program, consider a segment on preservation options.	1	P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Land Use Policy 5B: Promote the economic viability of farming and of commercial fishing.			
1. Expand the definition of agricultural uses permitted in the AG district to include non-traditional farming-related enterprises such as wineries, cheese-making operations, summer camps and farm related recreational uses.	1	P&Z	N
2. During the ordinance update, review provisions for migrant labor housing and provide standards within the AG district to include housing for seafood workers.	1	P&Z	N
3. To facilitate the continuation of commercial fishing in the County, provide for adequate water access to the County's waterways. Adequate water access includes areas for commercial fisherman for docking, mooring, and loading/unloading. These access and support facility areas are shown on Map LU-3. In addition, areas in close proximity to some of these water access points should be available for fin- and shell-fish processing.	1	P&Z	N
4. Explore options to access waterways for aquaculture.	2	P&R	N
Land Use Policy 5C: Protect existing agriculture and commercial fishing areas from development pressures and impacts.			
1. Consider augmenting the buffer requirements and/or distance setbacks of new non-agricultural, residential development that is adjacent to AG zoned land to protect continued agricultural uses from nuisance claims.	1	P&Z	N
2. Allow commercial fisherman docking and processing facilities in appropriate waterfront areas provided that conflicts with surrounding land use are minimized to the extent feasible.	1	P&Z	N
3. Consider developing "right to fish" language.	2	P&Z	N
4. Complete a periodic review of the existing "right to farm" language.	ON GOING	P&Z	N
Land Use Policy 6A: Protect and promote rural character and landscapes within non-Growth Areas throughout the County.			
1. Modify development regulations to expand/revise the existing use table for the Village Center zoning district that would allow for a variety of small businesses.	1	P&Z	N
2. During the comprehensive rezoning process, evaluate all existing Village Center zoning and determine if there are appropriate places for expansion and possible identification of new Village Center zoning districts.	1	P&Z	N
3. Maintain the sliding scale subdivision technique that has been so successful.	1	P&Z	N
4. Include design standards for subdivision and development to improve the quality of rural design and preserve rural character, including buffering and maintenance of forest cover.	1	P&Z	N
5. During the ordinance update process, create a waiver for MALPF easement properties from road frontage requirements to allow access via an access easement.	1	P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
6. During the ordinance update, review State regulation of mega-farms and their adequacy to protect environmental and rural character in the County and determine if additional County regulations are needed.	1	P&Z	N
7. The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily participate in historic rehabilitation tax credit programs through Maryland Historical Trust.	1	P&Z, B&T	N
Land Use Policy 7A: Earmark and reserve high quality employment lands with highway and infrastructure access for future employment uses.			
1. The community growth area plan update process is projected to begin in Fiscal Year 2002. It will include the review and update the plans for Chester, Stevensville, Grasonville, Kent Narrows, Queenstown and Centreville. During this growth area plan update, identify those yet-to-be-developed lands that have good access to or frontage on arterial roadways and consider planning them for employment uses including office and light industrial uses.	2	P&Z	N
2. As part of the development regulations update, review and update the permitted uses in commercial and industrial zones to allow significant differentiation among zones and to refine or augment the uses permitted.	1	P&Z	N
3. Consider rezoning highly accessible locations near key intersections for office/business park uses.	1	P&Z	N
4. Undertake a study of the potential economic development spin-off and technology transfer from Chesapeake College. Based on the results of the study, consider the appropriate designation for the area (Growth Area, Priority Funding Area, Special Economic Development District, etc.) to facilitate its eligibility for grants and special funding.	1	P&Z, B&T	N
5. Consider acquiring lands for employment as part of an overall land banking program so that development options are not foreclosed. The County should hold the lands and make them available for private sector development when market conditions are more favorable to employment uses as the County matures from a predominately residential county to a more balanced economy.	2	CC	N
6. Undertake a study of potential sites for a new County business park. Review the sites identified in the Centreville and Queenstown growth area plans as well as other potential sites. Consider the needs of diverse potential users including “information” businesses as well as more traditional industrial and employment users.	1	P&Z	N
Land Use Policy 7B: Encourage home-based businesses that are compatible with residential and mixed-use areas in support of the County’s economic development efforts.			
1. Establish appropriate standards for home occupations in the development code.	1	P&Z	N
Land Use Policy 8A: To regulate development in an efficient and streamlined manner through a process that is more user-friendly and predictable.			
1. During the development ordinance update, consider a threshold for	1	P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
site plan to distinguish between minor site plans approved administratively and major projects requiring Planning Commission approval.			
2. During the development ordinance update, consider requiring mandatory Planning Commission recommendations to the Board of Appeals for industrial conditional uses that may have significant community impacts.	1	P&Z	N
3. Revise development regulations to move away from the heavy emphasis on performance-based standards that are complicated to use and difficult to understand; move to a simpler and more transparent system.	1	P&Z	N
4. During the ordinance update, simplify the way density, net buildable, open space, and impervious area and non-residential intensity are calculated.	1	P&Z	N
5. Remove the Urban Residential (UR) floating zone.	1	P&Z	N
6. Consider revising development codes to minimize the use of flag lots and double-frontage lots.	1	P&Z	N
7. Develop and implement a policy and process that outlines how the County's available Critical Area growth allocation is to be apportioned.	1	P&Z	N
8. During the ordinance update process, revise the code to include guidelines for the siting of telecommunications towers.	1	P&Z	N
9. Increase the County's public education and outreach activities related to the County's land use policies and implementation of growth management strategies. Ensure adequate resources are available to implement this strategy.	1	P&Z	N
10. Consider developing and integrating a septic reserve area/ perc area/suitable soils analysis as a component of the development review process. This analysis should be of sufficient detail so that comprehensive layout planning could be done initially and prior to design and phasing the development of the overall site.	1	P&Z	N
11. During the ordinance update, review zoning standards for solid waste, landfills and sludge storage.	1	P&Z	N
12. During the ordinance update, review the requirements, process and procedures associated with conditional uses, variances and appeals to ensure the most effective and efficient processing of all applications and appeals.	1	P&Z	N
13. Review and revise existing UC design standards and incorporate them as appropriate, into zoning districts that permit commercial uses.	1	P&Z	N
14. During the zoning ordinance update, consider establishing a threshold prior to requiring a master plan for development be provided.	1	P&Z	N
15. During the ordinance update, review and revise as necessary or appropriate requirements associated with the approval and construction of a pier.	1	P&Z	N
Land Use Policy 9A: The County will clearly distinguish in its documents and regulations whether land currently undeveloped is to remain so in perpetuity or may be developed at some future date.			
1. Amend County development regulations to re-name the various types of "open space" associated with development and subdivision	1	P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
techniques (for example agricultural open space, private or public community space) to clarify the uses permitted and remaining development potential.			
Transportation			
Transportation Policy 1A: Use the Thoroughfare Plan in conjunction with the growth area plans to implement and coordinate roadway improvement and usage.			
1. Maintain an aggressive but financially responsible capital budget for future roadway improvements.	1	CC, DPW	N
2. For County roads, new development should pay for needed new facilities or improvements to existing facilities necessitated by new growth impacts.	1	CC, DPW, P&Z	N
3. Use Table T-1 as a guide for the phasing of planned improvements. Update this table as necessary to reflect current County priorities.	1	CC, DPW, P&Z	N
4. Amend the road ordinance to reflect the recommended roadway classification.	1	DPW, P&Z	N
5. Strive to coordinate the timing and implementation of transportation improvements such as those outlined in the MD 8 Corridor Management Plan with other infrastructure improvements.	1	DPW, P&Z	N
6. In conjunction with the State Highway Administration, develop a comprehensive regional corridor management plan for US 50 and MD 18. This plan should be broken into two phases: (1) from the Chesapeake Bay Bridge to Kent Narrows and (2) from Kent Narrows to Queenstown. The findings of this plan should be incorporated into Table T-1 and Map T-1 annually as necessary to reflect current County priorities.	1	DPW	N
7. Continue to monitor and evaluate other roadway systems in the County for safety and maintenance reasons.	1	DPW	N
8. Recognize the recommendations of the MD 8 Corridor Management Plan and other plans.	ON GOING	DPW	N
Transportation Policy 2A: Maintain an appropriate balance between public and private sector responsibilities for roadway improvements.			
1. Establish a formal system to define how developers participation in the financing of transportation costs. Costs shall be based on traffic impact studies acceptable to the County and the State Highway Administration, even if acceptable County standards are higher than the State requirements. Require the quantification of impacts, based on assessment of projected traffic operations on the road network.	1	P&Z	N
2. Require traffic impact studies for all developments that will significantly increase the peak hour traffic on the adjacent area's roadway system and create operational conflicts (e.g., turning movements, driveway locations). These studies will determine the magnitude of off-site roadway improvements required to accommodate the traffic generated by the proposed development while maintaining service standards. Develop guidelines for the impact studies including standards that establish a threshold for the size of the development that	1	P&Z, DPW	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
will trigger the need for a traffic impact study. The guidelines should define the requirements and procedures to be used as well as the content of the submitted report.			
3. Require development-related improvements to address the impacts of the development.	1	P&Z	N
4. Regulate proposed development to maintain acceptable levels of service (see Policy 3A below).	1	P&Z	N
Transportation Policy 3A: Establish Level of Service (LOS) or Congestion standards for roadways and or/roadway intersections within the County.			
1. Establish and apply a roadway and or roadway intersection LOS or Congestion standard. Phasing of development within specific timeframes may be acceptable.	1	P&Z	N
2. Differentiate between LOS standards for Growth Areas and non-Growth Areas. Standards for the non-growth area portions of the County should be higher, and set at LOS B, than for Growth Areas, which should be set at the highest level practicable and in no case less than D. Procedures for the determination of exception areas should be included in the standards. A lower level LOS standard may be permitted for the following reasons: (a) application of the standard to a specific roadway would be in conflict with other recommendations of this Plan (including the protection and enhancement of historic, environmental or cultural resources) or (b) capacity improvements are budgeted for construction within two years or the developer has made a contractual commitment to make the improvement via a mitigation plan.	1	P&Z	N
3. Require that approvals of new developments or significant expansions of existing developments be contingent upon maintaining the LOS standards for that area.	1	P&Z	N
4. Amend the County's development regulations to require the LOS standards.	1	P&Z	N
5. Amend the County's development regulations to require that a transportation impact study and mitigation plan be provided early in the development process at the concept/sketch plan stage. Regulations should make provisions to exempt small expansions to existing businesses, small businesses, affordable housing and some public services uses from transportation impact studies.	1	P&Z	N
6. Amend the County's road ordinance to be consistent with the recommendations of this Comprehensive Plan.	1	P&Z, DPW	N
7. Undertake a transportation management plan of Kent Island to determine needed improvements and to help establish the LOS for the Growth Areas. Determine how the recommendations should be incorporated into this Comprehensive Plan.	1	DPW, P&Z	N
Transportation Policy 4A: Ensure that roadway design and capacity standards are appropriately related to roadway function and classification.			
1. Review and amend existing standards for different types of roadways.	1	DPW, P&Z	N
2. Amend design and capacity standards to ensure an appropriate	1	DPW, P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
relationship for function and classification and update the Roads Ordinance appropriately.			
3. Design paving widths for appropriate speeds on local streets to encourage pedestrian safety and ambiance and also in the Critical Area to reduce impervious cover.	1	DPW, P&Z	N
4. Reduce traffic speeds in neighborhoods via roadway design methods including traffic controls, roadway design and layout.	1	DPW, P&Z	N
5. During the update of the roads ordinance, review the County's access management controls to limit curb spacing and design based by roadway type.	1	DPW, P&Z	N
Transportation Policy 4B: Implement parking standards that adequately serve specific uses balanced with a desire to reduce unnecessary impervious surface cover and reduce development related costs.			
1. Revise development regulations to reduce parking standards and to permit shared parking agreements.	1	DPW, P&Z	N
Transportation Policy 5A: Provide a roadway network with multiple connections between routes and uses.			
1. Provide connections to several surrounding roadways within developments.	2	DPW, P&Z	N
2. During the development review process, review the internal circulation pattern of proposed developments for streets to ensure adequate linkages between major activity areas within and abutting the development.	1	P&Z, DPW	N
3. Require connections and internal cross-access easements between retail/commercial developments to provide superior access for emergency services and to minimize traffic on the public road network.	1	P&Z, DPW	N
4. Require street connections wherever possible and particularly in the Growth Areas.	1	P&Z, DPW	N
Transportation Policy 6A: Plan for and enhance commuter bus service to job centers inside and outside the County.			
1. Identify locations for small park-and-ride lots near points of access to U.S 50/301 and acquire land by various methods including via dedication or reservation during the development review process.	1	P&Z, DPW	N
2. Partner with the SHA, MTA and private commuter bus operators to enhance existing commuter bus service to the Baltimore and Washington metropolitan areas.	2	CC	N
3. In addition to exploring more inter-County bus routes, consider strategies for interfacing with adjacent counties.	2	Dept. of AGING, P&Z	N
4. Investigate current requirements and how they can be amended to allow the parking lot located under the Kent Narrows bridge (built with Federal Enhancement monies) to be used as a park-and-ride lot.	2	P&Z, DPW	N
5. Take advantage of State vanpool subsidies to promote vanpooling.	2	DPW	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Transportation Policy 7A: Ensure that road improvements in rural areas minimize disturbance and adverse impacts on the rural landscape and environmentally sensitive areas while maintaining safety in design.			
1. Modify road design standards (e.g., right-of-way, standard profile) for new development in rural areas and environmentally sensitive areas to reduce impacts on the rural landscape and on environmentally sensitive areas.	1	DPW, P&Z	N
Transportation Policy 8A: Carefully evaluate each rail opportunity to optimize the use of these important transportation corridors and ensure that they are compatible with existing land uses.			
1. Develop and implement a review process to evaluate surplus rail lines so that the County has a process in place to help determine whether to purchase the track and right-of-way for continued rail use and employment use, or alternative transportation and recreation, or both.	1	DPW	N
2. Explore ways to maintain rail access to the future County industrial park site identified in the Centreville Growth Area.	1	P&Z	N
Transportation Policy 9A: Promote bicycle and pedestrian mobility in the County.			
1. Develop a bicycle suitability map to highlight the most and least suitable routes for biking based on traffic volume, shoulder width and functional classification. Identify bicycle travel corridors to principal employment centers e.g, Chesapeake Business Park, Kent Narrows, Chesapeake Community College.	1	DPW, P&Z	N
2. Provide pedestrian linkages between cul-de-sacs and adjacent streets, recreation, community facilities and shopping areas.	1	DPW, P&Z, P&R	N
3. Review the recommendations regarding sidewalks in the County's growth area community plans and establish a policy for sidewalk installation.	2	B&T, DPW, P&Z, P&R	N
4. Encourage development and construction of bike routes between towns and communities especially along the Chesapeake Country Scenic Byway.	1	P&R, B&T, DPW, P&Z	N
5. Establish pedestrian stream valley connectors between population centers and major public facilities.	1	P&R, DPW, P&Z	N
6. Establish a working relationship with the Director of Bicycle and Pedestrian Access at the Maryland Department of Transportation and assist in creating and developing the 20-year plan.	1	P&R, B&T, DPW, P&Z	N
7. Continue to use, to maximum extent possible, funding from the Transportation Equity Act for the 21 st Century (TEA-21).	1	P&Z	N
8. Identify County roads requiring improvements and upgrades for safe bicycle and pedestrian travel.	1	DPW, P&Z	N
9. Provide and seek funding sources for bicycle-parking facilities at all the community facilities like libraries, schools, parks, churches, shopping centers and park and ride spots.	1	DPW, P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Transportation Policy 10A: Direct the flow of truck traffic and staging areas to those facilities that are most suitable and away from other routes and areas where through truck traffic and truck staging is incompatible with adjacent land uses or may cause safety issues.			
1. Identify areas where through truck routing is incompatible with the long-term viability of land uses adjacent to these roads and town streets. Coordinate with the State Highway Administration to re-sign these roads to minimize through truck traffic and to identify appropriate alternative routes.	1	DPW	N
2. In coordination with the State Highway Administration, identify a staging area for trucks during inclement weather and high winds. It is recommended that this area not be at the approach to the Chesapeake Bay Bridge on Kent Island.	2	P&Z, DPW	N
Transportation Policy 11A: Implement the relevant recommendations of the Corridor Management Plan.			
1. Work with MD State Highway Administration in their efforts to use context-sensitive design standards when improvements to road sections, bridges and guardrails are being planned.	1	P&Z, DPW	N
2. Support MD State Highway Administration’s Neighborhood Conservation projects, since most of those projects will be in towns along the Byway.	1	P&R, B&T, P&Z, DPW	N
3. Work in conjunction with Centreville and Queenstown to develop traffic calming plans for Byway towns.	2	P&Z, DPW	N
4. Support improvements to better accommodate multiple users: farm equipment, bicyclists, trucks, etc.	1	P&Z, DPW	N
Transportation Policy 12A: As a result of the adoption of the Stevensville Community Plan in October of 1998, the Bay Bridge Airport lands were rezoned “Airport Zoning District” and regulations mirror those for the existing Suburban Industrial district. This plan acknowledges the recommendations of the Stevensville Community Plan as outline below.			
1. Consider the associated impacts of noise and glare when reviewing the development and design of sites adjacent to the existing airport facilities.	1	P&Z	N
2. Consider height controls for properties adjacent to the airport to ensure take-off and landing safety.	1	P&Z	N
3. As the Stevensville growth area matures, it will become increasingly important to monitor take-off and landing patterns to ensure that noise impacts to nearby schools and residential neighborhoods are minimized to the extent possible.	1	AIRPORT, P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
<i>Community Facilities</i>			
<u>Sanitary Sewer System</u>			
Sanitary Sewer Policy 1A: To provide public sewer service to all mapped growth area lands within the 20-year horizon of the Plan to steer the majority of the County's growth into its designated Growth Areas and away from sensitive, agricultural and rural areas outside the Growth Areas and incorporated towns.			
1. The County's Master Sewer and Water Master Plan should be updated to be consistent with the recommended sewer service phasing map (see Map CF 1) and the other recommendations of this Comprehensive Plan. Recognizing that as a result of the analysis completed to update the Master Water and Sewer Plan, Map CF-1 may need to be revised in the future.	1	DPW, P&Z	N
2. Expand and upgrade the Kent Narrows/Stevensville/Grasonville (KN/S/G) wastewater treatment plant to a 3 or 4 Million Gallons Per Day (MGD) capacity to meet identified needs.	1	DPW, CC	Y
3. When the KN/G/S plant is expanded, sewer service should be made available to all lands within the Stevensville, Chester, Kent Narrows and Grasonville Growth Areas.	2	DPW, CC	Y
4. Further expand the KN/S/G plant to 5 MGD within the 20-year horizon of this Plan.	1	DPW, CC	Y
5. Replace/expand the sanitary sewer force main from Grasonville to the KN/S/G wastewater treatment plant to increase its capacity to serve the Stevensville, Chester, Kent Narrows and Grasonville Growth Areas and to potentially accommodate flows from the Queenstown growth area (see Policy 1B below).	2	DPW, CC	Y
6. Consider evaluating and implementing a policy for mandatory connection of existing homes/business into the sewer and water systems when services are available.	1	DPW	N
7. Develop a master plan for water and sewer service lines and associated collection, transmission, and treatment facilities necessary to serve the Growth Areas.	1	DPW, P&Z	N
Sanitary Sewer Policy 1B: Work cooperatively with the Towns of Queenstown and Centreville to provide expanded sewer capacity to serve the towns and the adjacent lands within these Growth Areas.			
1. Recognize and support the town of Queenstown's current sewerage treatment plant expansion and relocation efforts.	1	County	N
2. Potentially implement a pumping station in the Queenstown growth area and a force main to connect to the KN/S/G force main in Kent Narrows at Pump Station 1 to provide sewer service to the Queenstown growth area including expanded service to the Town of Queenstown.	2	DPW, CC	Y
3. Work with Centreville to implement the town's planned spray irrigation wastewater treatment system to ensure adequate capacity to serve the buildout of the Centreville growth area through this technology.	1	DPW, CC	N
4. When detailed design and engineering of the Centreville spray irrigation system is complete, if the system does not provide for service to the entire growth area within the 20-year horizon of this Plan, the	1	DPW, CC	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
County should work cooperatively with the town to augment the town's capacity and spray irrigation system.			
Sanitary Sewer Policy 2A: Provide sewer service to the Kent Island areas of Kent Island Estates, Romancoke, Dominion, Marling Farms, Queen Anne Colony, Kentmorr, Chesapeake Estates, Sunny Isle of Kent, Norman's, and Matapeake Estates as shown on Map CF-1 through implementation of a vacuum collection system and force mains to connect these areas to the KN/S/G wastewater treatment plant. The intent of this policy to protect the ground water supply and address long-standing, uncorrectable septic failures in these areas.			
1. Hook-up rates for new service will be set based on the County's costs of the improvements necessary to provide service to the areas identified above in Policy 2A and shown on Map CF-1.	2	DPW	N
2. The County should pursue State and Federal funding opportunities for the implementation of this project based on the need to protect the ground water supply and safeguard the public's health in these areas.	1	P&Z, DPW, CC	N
3. All existing lots within this area are assumed to gain sewer service to address these long-standing and serious problems with failing septic systems and potential harm to the ground water supply.	2	DPW	Y
4. Require hook-up to the public sanitary sewer and water when service becomes available.	2	DPW	N
5. The wastewater lines installed to provide service to communities identified in the County Master Water and Sewer Plan as 'problem areas' shall be considered denied access facilities. Therefore, the lines planned to be installed along MD 8 will be to only accommodate the existing communities of Kent Island Estates, Romancoke, Queen Anne Colony, Kentmorr, Chesapeake Estates, Sunny Isle of Kent, Norman's and Matapeake Estates. Additional hook-ups in the adjacent rural areas along the force main will be prohibited. A similar denied access facility planned to be installed along MD 552 will serve Dominion and Marling Farms.	2	DPW	N
6. Carefully evaluate the impacts of expanding sewer service to these areas including the impacts on schools and roads within the framework of State and County growth management policies.	2	COUNTY	N
<u>Water Distribution System</u>			
Water Policy 1A: Consolidate/interconnect/expand the existing separate water systems serving Kent Island and Grasonville to the maximum extent feasible to provide more efficient service and expanded water service to the Stevensville, Chester, Kent Narrows and Grasonville Growth Areas to provide an incentive for growth in these Growth Areas and to reduce development pressures on the County's rural and agricultural areas.			
1. Interconnect the County-operated north Chester system to the Stevensville and south Chester to north Chester system via a new water main.	2	DPW, CC	Y
2. Interconnect the Grasonville area's existing private and public water treatment plants to the extent feasible.	2	DPW, CC	Y



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
3. Expand the Grasonville water treatment plant to serve the west portion of the Grasonville growth area.	2	DPW, CC	Y
4. Identify additional funding mechanism to pay for interconnection and expansion of the water service system.	1	DPW, CC	Y
5. Implement water service improvements based on the recommended phasing plan depicted on map CF-2. Recognizing that as a result of the analysis completed to updates the Master Water and Sewer Plan, Map CF-2 may need to be revised in the future.	1	DPW, CC	Y
Water Policy 2A: Extend water service in tandem with sewer service when the County provides sewer service for areas with uncorrectable septic system failures.			
1. Provide water treatment and service to Romancoke and Kent Island Estates when sewer service is provided (see Sewer Service Policy 2A). This system would have wells into the Patapsco Aquifer, a water treatment plant, elevated storage and a distribution system with water storage. This water system could be expanded to include nearby Queen Anne Colony, and Kentmorr.	2	DPW, CC	Y
2. Provide water treatment and service to Dominion and Marling Farms when sewer service is provided (see Sewer Service Policy 2A). The anticipated water system needed to serve this area will include a elevated storage tank and a distribution system.	2	DPW, CC	Y
3. When upgrading water and sewer service, improvements should be coordinated with roadway construction projects for the same area to the greatest extent feasible.	2	DPW	Y
Water Policy 3A: Substantially expand water service for the Queenstown growth area to provide an incentive for growth to occur in this growth area and reduce development pressures on the County's rural and agricultural areas.			
1. Explore the possibility of drilling of new wells west of Queenstown to expand water service to the growth area and to the Grasonville area.	2	DPW	Y
2. Potentially interconnect the Queenstown water system to the Kent Narrows east system via a new water main to tie the water systems together.	2	DPW, CC	Y
Public Schools			
School Policy 1A: To plan and budget for schools projected to be needed, reduce (but not eliminate) the County's dependence on relocatable units and acquire needed lands in advance of the actual need.			
1. Elementary Schools: In addition to the third elementary school already programmed in the County's operating budget, the County is projected to need two new elementary schools for the Kent Island District, one for the Grasonville district, one for Centreville and one for Sudlersville for a total of five additional elementary schools within the 20-year Plan horizon.	1	ED, CC	Y
2. Consider increasing the maximum potential capacity of all new elementary schools to 600 students to reduce County capital costs while	1	ED, CC	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
maintaining school quality.			
3. Where possible, when renovating existing elementary schools, increase the enrollment capacity to 600 students.	2	ED, CC	N
4. Middle Schools: In addition to the new Middle School planned for the Kent Island-Grasonville area already programmed in the County's operating budget, the County is projected to need one new middle school in the Centreville district.	2	ED, CC	Y
5. High Schools: One new high school is assumed for the Kent Island district. Although the Queen Anne's High School is projected to be over-enrolled by the end of this Plan's 20-year horizon, the projected enrollment can be met with the use of relocatables.	2	ED, CC	Y
6. Co-locate schools with other public facilities such as parks, libraries, community or senior centers to the extent possible to promote community centers and focal points and provide pedestrian connection between these facilities whenever possible.	2	ED, CC	N
7. The County should continue to develop and enhance its land acquisition process for identifying and reserving/acquiring school sites needed for projected population.	1	ED, CC	N
<u>Parks and Recreation</u>			
Parks Policy 1A: Provide a range of activities and passive recreational opportunities for residents and visitors alike to increase the overall quality of life of Queen Anne's County.			
1. As a joint effort between the County's Parks Department and its Department of Business and Tourism, publicize and promote the County's substantial publicly-accessible parks and open space resources by developing a brochure and fold-out map that highlights the types of facilities and activities that are available. Also include on the map, other protected lands such as Maryland Agricultural Land Preservation Foundation (MALPF) easements and Maryland Environmental Trust (MET) easements.	2	P&R, B&T	N
2. Focus new park acquisitions on resources that help link and supplement existing resources including trails.	1	P&R, CC	N
3. Investigate the development of floating docks to support the growing interest in recreational kayaking and canoeing and the County's image as a destination for non-motorized boating .	2	P&R, CC	N
4. Develop a bike suitability map as recommended in Transportation Policy 9A in the Transportation Element of this Plan to facilitate recreational bicycling on many of the County's rural roads.	2	DPW, P&R, P&Z	N
5. Promote and establish mapped land and water trails that connect parks and recreation facilities to the communities being served and to each other wherever possible and if possible, coordinate these trails with road improvements and provide inter-jurisdictional connections when possible.	2	DPW, P&R, P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Parks Policy 2A: Provide adequate and accessible park and recreation facilities to reasonably meet the needs and interests of all segments of the community.			
1. Obtain active recreation sites within and adjacent to the County's Growth Areas by dedication of land by new development and through fee purchase by the County.	2	P&R, P&Z	N
2. Amend the development regulations to require dedication of usable land or provision of fee in lieu of dedication by new residential development.	1	P&Z	N
3. Amend the development regulations to require that private open space within new developments (maintained by a private homeowner's association) be centrally located and accessible to all homes in the development.	1	P&Z	N
4. Survey current residents to better understand what types of recreation facilities are desired and periodically assess the residents' needs and usage.	2	P&R	N
5. Review and consider implementation strategies from the Chesapeake Country Scenic Byway Corridor Management Plan for the MD 213/18 corridor to protect the corridor's special scenic qualities.	1	DPW, B&T, P&R, P&Z	N
<u>Stormwater Management</u>			
Stormwater Management Policy 1A: Provide for the safe and efficient collection of stormwater runoff.			
1. Explore the option of reactivating, revising as necessary and supporting existing tax ditches in environmentally friendly ways throughout the County.	2	DPW	N
2. Establish priorities and explore alternatives to address long-standing drainage problems when infill occurs within the existing developments.	2	DPW	Y
3. Conduct a detailed review of the County's regulations regarding stormwater management and enhance the regulations to include up-to-date stormwater provisions, standards and performance criteria. Require the siting and design of future stormwater retention and detention facilities to blend in with the surrounding development and function as attractive amenities.	2	DPW	N
4. Review the applicability of "low impact design standards" developed for other counties in the State of Maryland and the new Maryland Department of Environment Stormwater Management Design Manual Standards, which seek to retain water on site through innovative water gardens, landscaping, and site design for possible inclusion into the County Stormwater Management regulations or Zoning Ordinance.	2	DPW, P&Z	N
5. Develop watershed management plans to identify and address specific concerns within the County's watershed areas.	2	DPW	N
6. Make stormwater management facilities part of the County beautification program.	1	DPW, P&Z	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
<u>Solid Waste Management</u>			
Solid Waste Policy 1A: Provide solid waste and recycling services that promote lawful and environmentally-sound waste disposal by County residents.			
1. Update the County's solid waste master plan.	2	DPW	N
Consider encouraging new private development to include curbside trash.	1	DPW, P&Z	N
<u>Emergency Services</u>			
Emergency Services Policy 1A: To provide a systematic approach to construction and reconstruction of emergency services facilities.			
1. Determine the priorities for the construction of emergency service facilities. Use the "Emergency Services Study", dated December 2001 to guide in establishing these priorities.	1	ES, DPW	N
2. Determine the timeframe for construction of facilities and identify the costs for facilities. Use the "Emergency Services Study", dated December 2001 as a guide in establishing the timeframe.	1	DPW, ES, FIN	Y
Emergency Management Policy 2A: To provide a modern law enforcement facility that will service the needs of the County for a 20- to 25-year period.			
1. Conduct a space needs study to identify the size and nature of Sheriff's facilities required and to allow for sufficient growth to meet anticipated staff increases. The new facility should be secure and include sufficient office space, meeting and interview rooms, locker rooms, and space for storage and evidence storage. Use the "Emergency Management Study", dated December 2001 as one guide for the projected increases in law enforcement personnel to help assess office space needs.	1	DPW, SHRF	N
2. Identify costs for the new Sheriff's facility. The cost estimate should separate out the cost of a lock-up facility to determine whether it should be most efficiently co-located with the Sheriff's department or at a separate Detention Center facility. (See also Issue #3 below).	1	SHRF, DPW, FIN	Y
3. Identify a suitable location for the law enforcement facility in the Centreville area to the extent possible since Centreville is the County Seat and is centrally located within the County.	2	DPW	N
Emergency Services Policy 3A: To develop an integrated booking process for all law enforcement agencies operating in the County to provide a safe and cost effective approach to the prisoner booking process.			
1. Coordinate with each law enforcement agency in the County to develop an integrated the joint booking process.	1	SHRF, DTC, ES, DPW	N
2. Develop plans for the joint booking process and incorporate plans in the expansion of the Detention Center.	1	SHRF, DPW	N
3. Develop a process to ensure Detention Center personnel have authority to transport and maintain custody of inmates.	1	SHRF, ES, DPW	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Emergency Services Policy 4A: To ensure that each fire company has adequate building facilities.			
1. Coordinate with the Fire Chiefs Association to establish a systematic process for conducting the analysis of each fire station facility.	1	ES, FC	N
2. Identify funding source(s) to conduct the engineering analysis of the nine fire stations.	1	ES, FC	N
3. Conduct the engineering analysis and develop criteria for prioritizing replacement and rehabilitation of the fire station facilities.	1	ES, FC	N
4. Develop cost estimates and a capital plan that identifies when rehabilitation or reconstruction should be accomplished.	1	ES, FC, FIN	Y
Emergency Services Policy 5A: To improve the delivery of emergency medical services to the entire County by establishing strategically located emergency medical response units.			
1. Develop a plan and acquire strategically located sites for emergency medical service facilities.	1	DPW, ES, EMS	N
2. Develop specific facility needs and cost estimates for construction of the emergency medical services facilities.	1	DPW, ES, EMS	N
3. Adopt a phased construction plan for construction of facilities.	1	DPW, ES, EMS	N
Emergency Services Policy 6A: To maintain the volunteer fire and ambulance company service delivery arrangement and effectively integrate volunteer and county resources.			
1. The County should continue to recognize the critical importance of the volunteer fire and ambulance companies to the delivery of fire and emergency medical service throughout the County and continued to support the fire and ambulance companies.	1	EMS, FC, ES	N
2. Evaluate strategies to encourage volunteer recruitment and retention.	1	EMS, FC, ES	N
<u>Public Facilities Management</u>			
Public Facilities Management Policy 1A: Provide public services to residents and County businesses in an efficient and cost-effective manner.			
1. The County should undertake a facilities management plan to determine the future space needs for County offices and other public buildings. As the Town of Centreville is also the County Seat, every reasonable effort should be made to locate new or relocate existing County facilities here.	2	DPW	N
<i>Fiscal Health</i>			
Fiscal Health Policy 1A: Fairly apportion the costs of development between existing residents/businesses and new development.			
1. Undertake a comprehensive review of impact fees to ensure that new development is paying its proportional share for the costs of public facilities and services such as, but not limited to, transportation, schools, sewer and water, parks, libraries and public safety while ensuring that the	1	P&Z, FIN	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
fee structure promotes the County's Smart Growth initiatives to concentrate development within the Growth Areas.			
2. Implement a revised impact fees program with appropriate annual review and adjustment based on the study findings.	1	P&Z, FIN	N
Fiscal Health Policy 2A: Enhance the County's assessable tax base.			
1. Continue and strengthen efforts to attract, retain, and expand business to generate more employment opportunities and to provide the assessable base to support public services and facilities.	1	COUNTY	N
2. To stay competitive, periodically review the hotel tax with adjacent jurisdictions.	1	CC	N
Fiscal Health Policy 3A: Seek alternative sources of revenue to fund public services and facilities.			
1. Continue to pursue alternative revenue sources.	1	FIN, CC	N
2. Secure increased funding for capital projects from State and developer contributions.	1	CC	N
3. Continue to pursue the use tax increment financing and other types of financing districts (special assessment districts) to fund new growth-related services and facilities and redevelopment initiatives as appropriate.	1	CC	N
<i>Business Development and Tourism</i>			
Business Development and Tourism Policy 1A: Prepare and promote the County as a prime business location with good access to transportation, community services and a trained work force.			
1. Aggressively pursue opportunities to enhance the County's telecommunications, fiber optics and high speed Internet access to promote economic development.	1	B&T	N
2. Work with the State to implement Net.Work.Maryland in the County. This Statewide communications network will encourage interconnection among government units, educational institutions and private industry and will provide high speed Internet access and connectivity.	1	B&T	N
3. Promote the extension of high speed telecommunications connectivity to businesses and residents to better position the County to attract high tech businesses and enhance telecommuting.	1	B&T	N
4. Seek out State grants and assistance to prepare a telecommunications assessment and plan for the County.	1	B&T	N
5. Create an inventory of all undeveloped/improved but not currently used sites in the County where employment uses are permitted and which have road or rail access, have or are expected to have near-term sewer and water service. Update this inventory annually.	1	P&Z, B&T	N
6. Retain existing rail service in the County to provide shipping options for County businesses and attract and maintain businesses that require rail service.	1	DPW, B&T	N
7. Actively work with current County businesses to ensure their retention and to help address their expansion needs.	1	B&T	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Business Development and Tourism Policy 2A: Actively support the development of business facilities that will attract and retain high tech companies to/in the County.			
1. Identify the site for a technology-centered industrial park.	1	B&T, P&Z	N
2. Promote services that support information based businesses including conferencing facilities and services.	2	B&T	N
3. Partner with the Chesapeake College to provide needed job training programs to maintain a skilled work force.	1	B&T	N
4. Work with the schools to further promote technology instruction within the school curriculum.	1	B&T, ED	N
Business Development and Tourism Policy 3A: Recognize the importance of resource based industries to the County's economy, and take steps to support and expand them.			
1. Support efforts to assist interested farmers with product diversification.	1	B&T	N
2. Implement the recommendations of the Governor's Eastern Shore Economic Development Task Force Report, as it pertains to increasing the economic viability of the agriculture and seafood industries.	1	B&T, P&Z	N
3. The County should, in general, participate in regional efforts to expand resource based economic opportunities, such as the Heartland Fields project in Queen Anne's County and Kent County's Chesapeake Fields Initiative.	1	B&T, P&Z	N
Business Development and Tourism Policy 4A: Promote and expand facilities, services and activities that support visitor-based economic development.			
1. Identify and develop year-round attractions that increase the County's tourism-related economic development potential including historic, cultural and arts-related activities and venues.	1	B&T	N
2. Further promote the County as a destination of nature-based activities.	1	B&T, P&R	N
3. Continue to promote the County's heritage resources and tie-in visitation to the County's historic sites and towns with other tourism attractions.	2	B&T	N
4. Identify potential additional hotel/motel sites within the County including at least one facility with conferencing facilities.	2	B&T	N
5. Consider providing incentives to facilitate the development of hotel/conference/resort facilities.	1	P&Z, B&T	N
6. Continue to coordinate economic development and heritage tourism enhancement efforts through the Eastern Shore Heritage, Inc. initiative with Caroline, Kent, and Talbot counties. Formal certification of the four-county area by the Maryland Heritage Area Authority will provide matching funds to develop a heritage tourism plan for the four-county area and allow the County to leverage other funding and tax benefits.	1	P&Z, B&T	N
7. Explore the potential of allowing public/private partnerships for appropriate professional services related to outdoor activities on County	1	B&T	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
and State owned parkland and at recreational facilities.			
8. The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily participate in historic rehabilitation tax credit programs through Maryland Historical Trust.	1	P&Z, B&T	N
9. Support the Chesapeake Country Scenic Byway effort by implementing recommendations provided in the “Experiencing the Byway” section of the Corridor Management Plan, as time and funding allow.	2	B&T, P&R, DPW, P&Z	N
Business Development and Tourism Policy 5A: Promote a variety of housing types within the County to balance moderately priced housing needs and the need for a resident labor pool with opportunities for higher-end housing.			
1. Promote the County as an attractive community with a high quality of life with opportunities for upper end executive housing.	1	B&T	N
2. Promote the County as a second home and retirement location.	1	B&T	N
<i>Sensitive Areas</i>			
Sensitive Area Policy 1A: To protect the habitats of threatened and endangered species and other habitat areas.			
1. Protect habitats of threatened and endangered species and other unique areas, following both State and Federal species lists and protection guidelines.	1	COUNTY	N
2. The County should continue to work cooperatively with the State’s DNR and Federal agencies under the Endangered Species Act.	1	COUNTY	N
3. The County should continue to work cooperatively with the Federal and the State agencies and the Critical Area Commission with regard to identification and protection of other habitat areas identified above.	1	COUNTY	N
Sensitive Area Policy 2A: To retain and add to the County’s inventory of forested areas.			
1. During the update to the County’s development regulations, consider streamlining ordinance requirements and consistency with the overlapping forest conservation regulations.	1	P&Z	N
2. Consider the implementation of forest mitigation banking. Mitigation banking is the intentional restoration (reforestation) or creation of forests (afforestation) undertaken to provide credits for afforestation or reforestation requirements with enhanced environmental benefits.	1	P&Z	N
Sensitive Area Policy 3A: Protect steep slopes to reduce erosion and to help safeguard water quality.			
1. During the update of the County’s development ordinances, review all regulations related to floodplain protection and revise, as necessary, to provide adequate protection of steep slopes outside of the Critical Area.	1	P&Z, DPW	N



Policies and Associated Implementation Strategies/Action Item	Priority	Responsibility	Capital Item (Y/N)
Sensitive Area Policy 4A: To provide standards for shore buffers consistent with Critical Area law.			
1. During the update of the County's development ordinances, revise the County's shore buffer standards to be compatible with the buffer standards in the Chesapeake Bay Critical Area regulations.	1	P&Z, DPW	N
Sensitive Area Policy 5A: Protect floodplains.			
1. Communicate closely with the Federal and the State agencies to stay current on the tidal and non-tidal floodplain issues and monitor changes in tidal and non-tidal floodplains.	ON GOING	DPW, P&Z	N
Sensitive Area Policy 6A: Protect the County's groundwater supply.			
1. To improve the maintenance of on-lot septic system tanks and reduce potential threats to the groundwater supply, consider implementing a brochure to be distributed to all current residents with septic systems and at the time of septic system approval that outlines recommended maintenance procedures for all onlot septic systems.	2	COUNTY	N
Sensitive Area Policy 7A: Develop a comprehensive strategy to bank Non-tidal wetland mitigation areas.			
1. Develop a no net loss of non-tidal wetlands mitigation program for the County. Begin by focusing on the current efforts in the Bay City and Cloverfields subdivisions.	1	DPW	N
2. Select suitable sites for non-tidal wetland mitigation banking, especially in sensitive areas. Develop a process by which developers of private and public development projects that disturb wetlands could pay into a system that would fund the construction of mitigation areas.	2	DPW, P&Z	N
3. Develop a campaign to inform the public on alternative site and subdivision designs that minimize the disturbance of wetlands and other sensitive areas.	2	DPW	N
4. Continue efforts to identify restoration needs, concerns and opportunities throughout the County.	2	DPW	N
Mineral Resources			
Mineral Resources Policy 1A: To permit mineral extraction operations and ultimate reclamation plans that minimize the effects on the surrounding environment.			
1. During the update of the County's development regulations, the County should consider expanding the width of the required vegetative buffer around newly permitted mining operations.	1	P&Z	N
2. During the update of the County's development regulations, the County should consider instituting noise and blasting restrictions to certain specified times of operation.	1	P&Z	N
3. During the update of the County's development regulations, the County should consider enhancing the existing regulations regarding reclamation and end use planning to prevent undesirable land and water conditions and promote the health, safety and beauty of the surrounding area (see also Land Use Policy 8A, implementation strategy 2).	1	P&Z	N



Attachment 2: Review and Relationship of 1993 to 2002 Plan

Review of 1993 Comprehensive Plan Goals, Objectives, Policies, and Implementation status and relationship to 2002 Draft Plan recommendations.

This section of the Plan reviews the goals, objectives and policies included of the 1993 Comprehensive Plan and provides an assessment of whether they have been implemented and how these issues raised in the 1993 Plan are addressed in this 2002 Comprehensive Plan. Only those items included in the goals, objectives and policies statements for the County-wide section of the plan are included in this review.

1993 Agricultural Preservation Goal, Objectives and Policies

1993 Plan -- Agricultural Preservation Goal: To preserve and protect large areas of the County for agricultural use by limiting the number of dwelling units that can be built in such areas and maintaining large areas of open space.

1993 Plan -- Agricultural Preservation Objectives

1993 Obj. 1: To maintain low densities in the Agricultural district (AG) at approximately .12 dwellings per acre for cluster development and providing for 85 percent of the parcel to remain in open space.

Status: Implemented

2002 Plan: Density for Agricultural and Rural areas remains at .12 du/ac (one house per eight acres) with 85 percent of the development parcel remaining undeveloped.

1993 Obj. 2: To encourage cluster development in order to maintain the maximum amount of agricultural soils for agricultural use and open space.

Status: Cluster development is encouraged. There is a 15 percent cluster requirement and a restriction of lots fronting on an existing County road.

2002 Plan: Implementation Strategy 3 of Land Use Policy 6A: “Protect and promote rural character and landscapes within non-Growth Areas throughout the County”, recommends “Include design standards for subdivision and development to improve the quality of rural design and preserve rural character, including buffering and maintenance of forest cover.”



1993 Obj. 3: To achieve sustainable agriculture by encouraging environmentally sensitive agricultural practices and mitigating the impacts of natural resource and sensitive area restrictions on agricultural operations and to ensure farmers’ continued “right to farm”.

Status: County right-to-farm legislation has been adopted. Participation in State and Federal farm programs requires that all participating farms have a BMP for soil conservation. All Critical Area farms are required to have a BMP for soil conservation. The State Water Quality Improvement Act of 1998 requires that all farms in the County using commercial fertilizer must have Nutrient Management Plans implemented by 2003. Farms using animal manure must have nitrogen reduction plans implemented by 2003 and phosphorous reduction plans implemented by July, 2005.

2002 Plan: Since this objective has been implemented, no specific action is recommended. However, the 2002 Plan does include Land Use Policy 5C: “Protect existing agriculture and commercial fishing areas from development pressures and impacts” and four implementation strategies associated with this policy.

1993 Obj.4: To provide for housing for farm employees and farm owner’s family members as part of the farm, exempting such housing from formal subdivision review and approval procedures by providing that such housing is not subdivided from the farm.

Status: Implemented for farm employee housing on a small scale. There are no provisions for new migrant labor housing in the Agriculture (AG) zoning district.

2002 Plan: Implementation Strategy 2 of Land Use Policy 5B “Promote the economic viability of farming and of commercial fishing” recommends: “During the ordinance update, review provisions for migrant labor housing and provide standards within the AG district to include housing for seafood workers.”

1993 Obj. 5: Provide for and encourage the use of a transfer of development rights program.

Status: County has a TDR program however, there is an imbalance between sending and receiving areas. There are more TDRs available to send than there are an opportunities to use them. Growth area TDR receiving areas already have enough density-by-right so there is little incentive to use TDRs for density bonus. Election district restrictions, which require TDR receiving areas to use TDRs from the same election district, further limit their use. Very little prime agricultural land has been preserved using TDRs. Most acreage preserved via TDRs is resource protected land and preserved TDR acreage is often scattered with no significant concentration of preserved land. The 1993 Plan and



1994 Zoning Ordinance only required 4 acres of preserved land for each TDR.

2002 Plan: The draft plan recognizes that the County needs to enhance and improve its existing tools to further promote and protect agricultural lands and the agricultural economy. Implementation Strategies 1-5 under Land Use Policy 5A, “Enhance the amount of the County’s lands outside the Growth Areas that are preserved for agricultural production” address TDR and other related strategies:

1. During the ordinance update, reevaluate the TDR program and consider fine-tuning implementation techniques that enhance the program. (CAC suggestion to increase the size of the sending parcel)
2. During the ordinance update and review of the TDR provisions, consider changing the density on transferring properties from one unit per four acres to one unit per eight acres.
3. During the ordinance update process, consider fine-tuning the implementation techniques of the Non-contiguous program and then confirm or revise how non-contiguous ownership is defined in the code.
4. Increase County funding for preservation easements through the Maryland Agricultural Land Preservation Foundation (MAPLF) program and consider any changes necessary to maximize available funding.
5. Consider implementing a purchase of development rights program to protect highly productive agricultural lands from being developed. Consider the zero coupon bonds program in Howard County as a model in addition to other strategies.
6. Continue to sponsor and/or support Rural Legacy applications and consider inter-jurisdictional applications with adjacent counties in the future

1993 Obj. 6: To provide that non-contiguous farms in the Agricultural (AG) district owned by a single individual may be treated as a single contiguous property owner for the purpose of applying development (i.e., zoning and subdivision) standards to a component parcel.

Status: Implemented in part. Noncontiguous development has been interpreted to allow multiple property owners to transfer density within the AG District as if the properties were owned by a single individual.

2002 Plan: Implementation Strategy 3 under Land Use Policy 5A, During the ordinance update process, consider fine-tuning the implementation techniques of the Non-contiguous program and then confirm or revise how non-contiguous ownership is defined in the code.

1993 Obj. 7: Limit the use of transferred development rights from the Agricultural district to those areas designated to receive growth.

Status: This objective has been implemented. Non-Critical Area TDRs can only be sent from AG and Countryside zones to Growth Areas.



However, Critical Area TDRs can move from one RCA parcel to any other RCA parcel regardless of whether the sending area is in a growth area or not. The Critical Area TDR program has been unsuccessfully challenged in court as being inconsistent with the 1993 Plan. Non-contiguous development allows development rights to be transferred from one AG zoned parcel to another and this program is more widely used than the named TDR program.

2002 Plan: See above language for 1993 Objective 5.

1993 Obj. 8: Provide for a zoning provision in the Agricultural district which allows for the subdivision of a limited number of lots without having to meet open space requirements.

Status: Implemented through the 1994 inclusion of the sliding-scale subdivision technique.

2002 Plan: Implementation Strategy 2 under Land Use Policy 6A “Protect and promote rural character and landscapes within non-Growth Areas throughout the County” recommends that the County “Maintain the sliding scale subdivision technique that has been so successful.”

1993 Plan -- Agricultural Preservation Policies

1993 Pol. 1: It is the policy of Queen Anne’s County that an agricultural operation (as defined in the Annotated Code of Maryland § 5-308) shall not be deemed a public or private nuisance provided such operation did not constitute a nuisance from the date the operation began or the date the change in the operation began. Nor may a private action be sustained on the grounds that the agricultural operation interferes, or has interfered with, the use or enjoyment of other property, whether public or private. Queen Anne’s County farmers are, specifically, allowed to keep livestock, operate farm machinery, apply agricultural chemicals and till the soil without nuisance complaints from non-farm rural neighbors. The County Commissioners shall adopt local right to farm ordinances to implement this policy.

Status: Implemented (see 1993 Objective 3 above).

2002 Plan: Implementation Strategy 4 under Land Use Policy 5C, “Complete a periodic review of the existing “right to farm” language.”

1993 Pol. 2: The clustering provisions of the Zoning Ordinance shall be maintained to allow for .12 unit per acre (1 du per 8 acres) and 85 percent open space.

Status: Implemented (see 1993 Objective 1 above)

2002 Plan: Since this objective has been implemented and no change in density or open space requirements are proposed, no additional language is included in the 2002 Plan.



1993 Pol. 3: The Zoning Ordinance shall allow for employees and family member dwellings to be placed on any farm in the Agricultural or Countryside districts without requiring subdivision.

Status: Implemented (see 1993 Objective 4 above).

2002 Plan: See 1993 Objective 4 above.

1993 Pol. 4: The County will continue to actively participate in the Maryland Agricultural Lands Preservation Program.

Status: Our participation has been enhanced by local certification of County Agricultural Preservation Program in 1999.

2002 Plan: Implementation Strategy 4 under Land Use Policy 5A, “Increase County funding for preservation easements through the Maryland Agricultural Land Preservation Foundation (MAPLF) program and consider any changes necessary to maximize available funding.”

1993 Pol. 5: The Zoning Ordinance shall allow for the transferable development rights at a density of one dwelling unit for every four acres deed restricted.

Status: Implemented for Non-Critical Area TDRs.

2002 Plan: Implementation Strategy 2 of Land Use Policy 5A “Enhance the amount of the County’s lands outside the Growth Areas that are preserved for agricultural production” recommends: “During the ordinance update and review of the TDR provisions, consider changing the density on transferring properties from one unit per four acres to one unit per eight acres.”

1993 Pol. 6: Transferable development rights shall only be transferred to designated Growth Areas.

Status: Implemented. See 1993 Obj. 7 above.

2002 Plan: Implementation Strategy 1 under Land Use Policy 5A “Enhance the amount of the County’s lands outside the Growth Areas that are preserved for agricultural production” recommends: “During the ordinance update, consider fine-tuning implementation techniques of existing Transfer of Development Rights and non-contiguous programs.”

1993 Pol. 7: The Zoning Ordinance shall provide for the development of farms in the Agricultural district owned by an individual to develop as if they were one parcel.

Status: See 1993 Obj. 6 above. Non-contiguous development has been interpreted to allow multiple property owners to transfer density within the AG District as if the properties were owned by a single individual.

2002 Plan: Implementation Strategy 2 under Land Use Policy 5A “Enhance the amount of the County’s lands outside the Growth Areas that are



preserved for agricultural production” recommend: “During the ordinance update, consider fine-tuning the implementation techniques of the non-contiguous program and then confirm or revise how non-contiguous ownership is defined.”

1993 Pol. 8: The County should work with the incorporated towns to explore the possibility of TDR receiving areas within Town limits.

Status: Not implemented. This was explored during the preparation of growth area plans for Queenstown and Centreville but was not adopted because town zoning already provided enough density to satisfy market demand.

2002 Plan: No specific related language included in the 2002 Plan but may be addressed under Land Use Policy 5 A, Implementation Strategy #1.

1993 Pol. 9: The existing TDR program for lands within the Chesapeake Bay Critical Area and the Countryside zoning district shall be maintained.

Status: Implemented. County also amended the Critical Area TDR program to lower the overall permitted density on the receiving parcel to be consistent with the underlying zoning of 1 dwelling unit per 5 acres.

2002 Plan: It is anticipated a TDR program will remain in effect as included in Land Use Policy 5 A, Implementation Strategy #1.

1993 Pol. 10: The County will explore creating a method of development right transfer which will allow increases in commercial and industrial floor area based on development rights transferred from the agricultural district.

Status: Implemented but rarely used.

2002 Plan: It is anticipated a TDR program will remain in effect as included in Land Use Policy 5 A, Implementation Strategy #1.

1993 Plan Sensitive Areas Protection Goal, Objectives and Policies

1993 Plan – Sensitive Areas Protection Goal: To preserve and protect the Chesapeake Bay and its tributaries, sensitive areas and various other natural resources and physical quantities of the tidewater landscape for the enjoyment of future generations by encouraging everyone’s sense of stewardship of this valuable heritage and by adopting objectives, policies and regulations which offer protection while allowing development, agriculture and other essential economic activity to occur in an environmentally sensitive manner.

1993 Plan – Sensitive Areas Protection Objectives

1993 Obj.1: To establish policies in the Land Use Element of the Comprehensive Plan, development implementing regulations and capital facilities programs that provide for, encourage and facilitate development within designated Growth Areas.



Status: The 1993 Plan included the growth area plan for Kent Narrows. The plan was subsequently amended to include specific growth area plans for Stevensville, Chester, Grasonville, Queenstown and Centreville. Comprehensive rezonings have occurred in the unincorporated Growth Areas of Stevensville, Chester and Grasonville. The growth area plans and resulting zoning text and map amendments all encourage and facilitate development in the Growth Areas. Capital improvements for growth infrastructure are recommended in each growth area plan.

2002 Plan: The two main themes of the 2002 Plan are to encourage and facilitate development within the Growth Areas and to preserve the County's rural and agricultural areas. Implementation Strategy 1 under Land Use Policy 1 "Use the Comprehensive Plan Map to guide development and preservation decisions and to promote public health, safety and welfare" recommends that "The County's Growth Areas (Stevensville, Chester, Kent Narrows, Grasonville, Queenstown and Centreville) are the focal points for residential, employment and mixed use development."

In addition, the Plan includes Land Use Policy 3A, which states: "Promote development within the Growth Areas by providing incentives and improving the quality of life in the Growth Areas in order to protect the County's rural and agricultural areas."

1993 Obj. 2: To establish land use policies, development regulations and capital facilities programs which discourage development in rural areas and environmental sensitive areas not designated for growth.

Status: Zoning densities in rural areas were significantly decreased in 1987-1989. Current low densities, combined with significant open space and environmental protection regulations ensure that sensitive areas are protected to the full extent mandated by State and Federal law. State and Federal regulations protect disturbance to tidal and non-tidal wetlands. The County has numerous local regulations that comply with all State mandates for the protection of other environmentally sensitive areas including the Chesapeake Bay Critical Area. Non-Critical Area environmental protection regulations generally apply equally across the board and do not differentiate between Growth Areas and non-Growth Areas.

2002 Plan: The two main themes of the 2002 Plan are to encourage and facilitate development within the Growth Areas and to preserve the County's rural and agricultural areas. The Plan includes numerous implementation strategies aimed at further preserving the County's rural and agricultural legacy. See the associated implementation strategies under Land Use Policy 3A, "Promote development within the Growth Areas by providing incentives and improving the quality of life in the Growth Areas in order to protect the County's rural and agricultural areas;" Land Use Policy 5A, "Enhance the amount of the



County's lands outside the Growth Areas that are preserved for agricultural production;" Land Use Policy 5B "Promote the economic viability of farming and of commercial fishing;" and Land Use Policy 5C: "Protect existing agriculture and commercial fishing areas from development pressures and impacts."

1993 Obj. 3: To weigh the value of natural resources and sensitive areas, and apply corresponding environmental protection standards as appropriate for each of the three broad locational classifications: (1) Chesapeake Bay Critical Area, (2) all other, and (3) Agricultural and Countryside Areas. The Chesapeake Bay Critical Area shall enjoy the most stringent environmental controls.

Status: The performance zoning regulations currently in place use resource protection ratios' (see Section 18-1-053) as a factor within a residential and non-residential site capacity calculation. Resource protection ratios for different resources are influenced by whether the resource is in 1) Critical Area, 2) Upland, or 3) Agricultural area. As an objective, this approach to protecting sensitive areas initially made sense. However, with the advent of the Chesapeake Bay Critical Area laws, other State mandated environmental protection regulations and the State-mandated concept of Growth Areas, the 1993 Plan objective has been superceded by other regulations. The zoning regulation's "resource protection ratios" are often redundant or conflicting with other State mandated regulations.

2002 Plan: The plan recommends that the development regulations be streamlined during the ordinance update process. Implementation Strategies 3 and 4 under Land Use Policy 8A, "To regulate development in an efficient and streamlined manner through a process that is more user-friendly and predictable" recommend: "Revise development regulations to move away from the heavy emphasis on performance-based standards that are complicated to use and difficult to understand; move to a simpler and more transparent system." and "During the ordinance update, simplify the way density, net buildable, open space, and impervious area and non-residential intensity are calculated."

1993 Obj. 4: To encourage, in the Agricultural Area of the County, mitigation of farm runoff impacts through "best management practices." Agricultural activity is so critical to preserving the rural quality of Queen Anne's County that it not to be sacrificed to other environmental protection goals and objectives. The County might consider enacting a Nutrient and Integrated Pest Management Ordinance that calls for responsible use of fertilizer, sludge and pesticides and the services of nutrient management consultants and might also encourage public education efforts by nongovernmental groups with special expertise in this field.



- Status: All Critical Area farms are required to have a BMP for soil conservation. The State Water Quality Improvement Act of 1998 requires that all farms in the County using commercial fertilizer must have Nutrient Management Plans implemented by 2002. Farms using animal manure must have nitrogen reduction plans implemented by 2002 and phosphorous reduction plans implemented by July, 2005.
- 2002 Plan: Implementation Strategy 6 under Land Use Policy 6A: Protect and promote rural character and landscapes within non-Growth Areas throughout the County” recommends: “During the ordinance update, review State regulation of mega-farms and their adequacy to protect environmental and rural character in the County or if additional County regulations are needed.”

1993 Obj. 5: To apply density controls, open space requirements, development review process and selection of designated Growth Areas and TDR receiving areas in a manner that maximizes the potential of these measures to create residential land uses in a manner consistent with the County’s environmental protection goals.

- Status: Generally accomplished this broad objective.
- 2002 Plan: The 2002 plans seeks to build upon the actions already taken to protect rural areas, preserve environmental resources and facilitate development within the growth area. See the Land Use and Sensitive Area elements of the 2002 Plan.

1993 Obj. 6: To preserve natural resources and sensitive areas including wildlife habitats through performance controls which rely, to the greatest extent possible, on natural controls (as distinguished for man-made). This means maintaining a mix of farmland, hedgerows, woodland, non-tidal wetland and wildlife, all of which play a role in protecting water quality, Bay fisheries and characteristics of the Eastern Shore landscape.

- Status: As a condition of cluster subdivision development, open space is preserved at 85 percent in agricultural areas but there is no requirement that prime agricultural farmland be preserved at any specific rate. Hedgerows are not specifically protected but they are often preserved via forest conservation regulations, which apply to all developments. Woodlands are protected and enhanced via forest conservation and afforestation regulations, which apply to all developments. Non-tidal wetlands are protected via State and Federal regulations. Habitat protection areas are protected by zoning regulations and State DNR review of all development projects.
- 2002 Plan: The plan’s Sensitive Areas Element includes several policies and recommendations that seek to protect environmental resources. See Implementation Strategies 1 and 2 under Sensitive Area Policy 2A: To retain and add to the County’s inventory of forested areas” that recommend: “During the update to the County’s development



regulations, consider streamlining and making consistent with the overlapping forest conservation regulations.” And “Consider the implementation of forest mitigation banking. Mitigation banking is the intentional restoration (reforestation) or creation of forests (afforestation) undertaken to provide credits for afforestation or reforestation requirements with enhanced environmental benefits.” Also Implementation Strategy 1 under Sensitive Area Policy 3A. “Protect steep slopes to reduce erosion and to help safeguard water quality” states that “During the update of the County’s development ordinances, review all regulations related to floodplain protection and revise as necessary to provide adequate protection of steep slopes outside of the Critical Area.”

1993 Obj. 7: To protect Critical Habitats for endangered and threatened species as defined by the Maryland Department of Natural Resources, from loss, reduction or destruction to the extent practicable.

Status: All development projects are reviewed by DNR for impact to habitat of rare, threatened and endangered species. DNR comments and suggestions are incorporated as conditions for development approval. The County does not review compliance with the Federal Endangered Species Act (ESA) nor does it have the authority to enforce it.

2002 Plan: Implementation Strategies 1-3 under Sensitive Area Policy 1A, “To protect the habitats of threatened and endangered species and other habitat areas: recommend:

1. “Protect habitats of threatened and endangered species and other unique areas, following both State and Federal species lists and protection guidelines.”
2. “The County should continue to work cooperatively with the State’s DNR and Federal agencies under the Endangered Species Act.”
3. “The County should continue to work cooperatively with the Federal and the State agencies and the Critical Area Commission with regard to identification and protection of other habitat areas.”

1993 Obj. 8: To permit exploitation of Queen Anne’s sand and gravel deposits in a manner that minimizes adverse impacts of extraction operations, avoids harmful impacts on urbanized portions of the County and destruction of other important environmental resource, and includes reclamation of extraction sites for wildlife habitat, farming, or future development when mining operations have finished.

Status: Implemented through the zoning code as either a permitted or conditional use depending on the size of the operation and its location.



2002 Plan: Implementation Strategies 1-3 under Mineral Resources Policy 1A, “To permit mineral extraction operations and ultimate reclamation plans that minimize the effects on the surrounding environment” recommend:

1. “During the update of the County’s development regulations, the County should consider expanding the width of the required vegetative buffer around newly permitted mining operations.”
2. “During the update of the County’s development regulations, the County should consider instituting noise and blasting restrictions to certain specified times of operation.”
3. “During the update of the County’s development regulations, the County should consider enhancing the existing regulations regarding reclamation and end use planning to prevent undesirable land and water conditions and promote the health, safety and beauty of the surrounding area.”

1993 Obj. 9: To realize the economic values of environmental preservation by encouraging development of a tourism and recreation industry in Queen Anne’s County that capitalizes on the Chesapeake way of life, its fisheries, opportunities for boating and other outdoor activities associates for centuries with the Chester, Corsica and Wye Rivers and Eastern Bay; scenic views of town and country and the historic-cultural resources of which the County is justly proud.

Status: The County does not require scenic view corridors as condition of development approval although it does negotiate open space dedications for community or public use in larger-scale developments. County Parks and Recreation has actively acquiring waterfront properties for public park and recreation uses. The County does not have local historic preservation district zoning but it does require sensitive treatment of historic resources on a site as part of development review and approval.

2002 Plan: The 2002 Plan addresses and cross-references these issues in the Land Use, Business Development and Tourism, and Community Facilities elements. Specifically, the following policies address these issues, as do numerous associated implementation strategies. Land Use Policy 3A, “Promote development within the Growth Areas by providing incentives and improving the quality of life in the Growth Areas in order to protect the County’s rural and agricultural areas.”

Land Use Policy 5B, “Promote the economic viability of farming and of commercial fishing.” Land Use Policy 5C, “Protect existing agriculture and commercial fishing areas from development pressures and impacts.” Land Use Policy 3A and 6A, “Protect and promote rural character and landscapes within non-Growth Areas throughout the County.” Implementation Strategies 8 and 7 respectively specifically recommend that “The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily



participate in historic rehabilitation tax credit programs through the Maryland Historical Trust.” Parks Policy 1A, “Provide a range of activities and passive recreational opportunities for residents and visitors alike to increase the overall quality of life of Queen Anne’s County.” Business Development and Tourism Policy 3A, “Recognize the importance of resource based industries to the County’s economy, and take steps to support and expand them.” Business Development and Tourism Policy 4A, “Promote and expand facilities, services and activities that support visitor-based economic development.”

1993 Plan – Sensitive Areas Protection Policies

1993 Pol. 1: The term Critical Area as used herein shall refer to the Critical Area as defined by: Natural Resources, Article 8-1807(c), Annotated Code of Maryland.

Status: This is a definition not a policy.

2002 Plan: No related language included in the 2002 Plan.

1993 Pol. 2: The Zoning Ordinance and development review process shall incorporate provisions mandating the review of development impacts of Critical Habitat for endangered species. These habitats shall be protected from loss, reduction or destruction unless the Planning Commission finds that there is no feasible alternative, and in such as case, only the minimal impact needed to allow reasonable development shall be permitted.

Status: See comment under Objective # 7 above.

2002 Plan: See comment under Objective # 7 above.

1993 Pol. 3: The natural resources and sensitive areas of Queen Anne’s County shall be protected by enforcing the protection levels set forth in Table 4 below. Table 4 indicates the respective open space ratios that shall be required for development in each natural resource area within each of the three environmental areas of the County.

Status: See comment under Objective # 3 above.

2002 Plan: See comment under Objective # 3 above.

1993 Pol. 4: In both the Critical Area and Upland environments, there shall be very substantial landscaping requirements which, in conjunction with both lot and road frontage standards and required treatment of open spaces, shall substantially reduce the total pollutant loadings from non-point sources.

Status: Implemented with the zoning, critical area and stormwater management ordinances.

2002 Plan: Will continue to be addressed through the update and adoption of the related ordinances.



1993 Pol. 5: In the Agricultural Area, the greatest protection level shall apply to streams, their buffers and drainage ways. Performance standards shall encourage stream profiles that enhance water quality in the artificial channels.

Status: The zoning ordinance through the resource protection standards requires stream buffers in agricultural districts.

2002 Plan: Land Use Policy 8A: To regulate development in an efficient and streamlined manner through a process that is more user friendly, addresses updates to the zoning ordinance and associated standards.

1993 Pol. 6: Mineral resource extraction operations shall be Conditional Uses in agricultural districts or light industrial districts. The County should consider making efforts in the future to identify more precisely the locations of sand and gravel resources.

Status: Major extraction operations are conditional uses, as are minor extraction operations in all zoning districts except for AG, CS, SI and LIHS where they are permitted. The portion of the policy related to more precisely identifying sand and gravel resources was not implemented.

2002 Plan: The plan includes Implementation Strategies 1-3 Mineral Resources Policy 1A, “To permit mineral extraction operations and ultimate reclamation plans that minimize the effects on the surrounding environment” as follows:

1. “During the update of the County’s development regulations, the County should consider expanding the width of the required vegetative buffer around newly permitted mining operations.”
2. “During the update of the County’s development regulations, the County should consider instituting noise and blasting restrictions to certain specified times of operation.”
3. “During the update of the County’s development regulations, the County should consider enhancing the existing regulations regarding reclamation and end use planning to prevent undesirable land and water conditions and promote the health, safety and beauty of the surrounding area.”

1993 Pol. 7: Encourage the development of watershed management plans in those areas of special environmental concerns. Watershed management plans can be developed by either government agencies or interested environmental groups in conjunction with government agencies.



Status: The County actively participates in the Upper Eastern Shore Tributary Strategy Team

2002 Plan: No related language included in the 2002 Plan, however, it is anticipated our participation in the Upper Eastern Shore Tributary Strategy Team will continue.

1993 Pol. 8: Expand steep slope protection provisions of the Critical Area to apply to all areas of the County.

Status: Title 18 does include a provision to protect steep slopes greater than 15 percent at 100 percent in the Upland and Agricultural areas.

2002 Plan: Implementation Strategy 1 under Sensitive Area Policy 3A, “Protect steep slopes to reduce erosion and to help safeguard water quality” recommends that “During the update of the County’s development ordinances, review all regulations related to floodplain protection and revise as necessary to provide adequate protection of steep slopes outside of the Critical Area.”

1993 Pol. 9: Encourage large tracts of woodlands and other important habitat areas be protected by identifying these areas and targeting them for preservation efforts.

Status: Woodlands and forests are protected under Title 14 and 18. The identification and protection of large tracts and targeting them for preservation efforts has been partially addressed through State programs.

2002 Plan: Several polices and their related implementation strategies address this issue including Sensitive Area Policy 1A, “To protect the habitats of threatened and endangered species and other habitat areas” and Sensitive Area Policy 2A. “To retain and add to the County’s inventory of forested areas.”

1993 Plan Affordable Housing Goals, Objectives and Policies

1993 Plan – Affordable Housing Goal: To improve the overall housing stock and provide safe, sound and sanitary housing for all residents if the County within the means of the County’s limited resources. (This goal recognizes that there must be a distinction between policies aimed at providing affordable housing and those aimed at providing low income housing. It is possible to enhance the availability for affordable housing through land use policies and regulations. Low income housing, however, cannot reasonably be achieved without the assistance of government or nonprofit organizations through subsidies, grants and construction programs. The focus of these objectives and policies in this Plan and implementing ordinances and regulations is to provide for affordable housing opportunities.)



1993 Plan – Affordable Housing Objectives

1993 Obj. 1: Provide opportunities to build mobile homes and modular housing, by right, in specific zoning districts, will be maintained.

Status: Implemented. Modulares and double-wide manufactured homes treated the same as stick-built homes. Single-wide manufactured homes allowed in certain Neighborhood Conservation zoning districts and as agricultural employee housing.

2002 Plan: Since this objective has been implemented, no further action is recommended.

1993 Obj. 2: The thrust of affordable housing efforts shall focus in those parts of the County which are in designated Growth Areas with public services such as sewer and water.

Status: Implemented. Higher density zoned lands are all within Growth Areas.

2002 Plan: This issue is addressed in the Land Use and Business Development and Tourism Elements of the Plan. Implementation Strategy 1 under Land Use Policy 4A, “Promote a variety of housing types within the County” states: “Amend the County’s development regulations to include a provision that requires moderately priced dwelling units within new residential development above a certain number of lots, and provides a density bonus and/or other incentives to the developer to make it economically feasible. (See Montgomery County’s comparable program.) Also, explore a system for prioritizing the availability of the affordable units so that current residents and workers have access to them first.”

1993 Obj. 3: Development regulations shall allow for accessory apartments in both commercial and residential zoning districts where appropriate.

Status: Implemented. However, accessory apartments in residential zones are limited to use by family and prohibit year-round rental to non-family.

2002 Plan: Implementation Strategy 2 under Land Use Policy 4A, “Promote a variety of housing types within the County” states: “During the update of the development ordinance, consider provisions that would expand existing accessory apartment provisions in residential zones to allow year-round rentals to non-family members of the primary dwelling.”

1993 Obj. 4: Development regulations shall allow for more infill development of multi-family housing and for the conversion of existing structures into apartments when appropriate.

Status: Partially implemented. Densities allow for multi-family housing within Growth Areas. Apartment conversions are limited to a few specific zones.



2002 Plan: See above under Objective 3. In addition under Implementation Strategy 3 under Land Use Policy 4A, “Promote a variety of housing types within the County” the Plan states: “Encourage the redevelopment and improvement of existing buildings, particularly in Growth Areas, and especially when these structures may be used for moderate or affordable housing.”

1993 Obj. 5: Density bonus for affordable housing shall be available [for] planned residential housing projects.

Status: Implemented.

2002 Plan: Implementation Strategy 1 under Land Use Policy 4A, “Amend the County’s development regulations to include a provision that requiring moderately priced dwelling units within new residential development above a certain number of lots and providing a density bonus and/or other incentives to the developer to make it economically feasible. (*See Montgomery County, Maryland’s Moderately Priced Dwelling Unit program as an example*). Also, explore a system for prioritizing the availability of the affordable units so that current residents and workers have access to them first.”

1993 Plan – Affordable Housing Policies

1993 Pol. 1: Single-wide mobile homes shall be permitted, by right, in any Neighborhood Conservation district with a “T” designation.

Status: Implemented.

2002 Plan: Since this policy has been implemented, no further action is recommended.

1993 Pol. 2: Planned mobile home parks shall be permitted, by right, in the Suburban Residential and Urban Residential zoning districts.

Status: Much of the SR and UR zoning has been replaced by other growth area zoning districts. Manufactured home parks are not a permitted use in the new CMPD, SMPD and GPRN districts. However, a subdivision of single-family detached double-wide manufactured homes would be a permitted use in those districts.

2002 Plan: Since this policy has been implemented, no further action is recommended.

1993 Pol. 3: Second and third floor commercial apartments shall be permitted, by right, in all Commercial and Village Center zoning districts. First floor commercial apartments shall be allowed as conditional uses in the Commercial and Village Center zoning districts.

Status: Incorporated into some of the new growth area zoning districts.



2002 Plan: Since this policy has been implemented, no further action is recommended.

1993 Pol. 4: Accessory apartment to single-family residential uses shall be permitted, by right, in accordance with the provisions of the Zoning Ordinance.

Status: See comment for 1993 objective # 3 above.

2002 Plan: Implementation Strategy 2 under Land Use Policy 4A, During the update of the development ordinance, consider provisions that would expand existing accessory apartment provisions in residential zones to allow year-round rentals to non-family members of the primary dwelling.

1993 Pol. 5: Density bonuses for affordable housing shall be available [for] planned residential housing projects.

Status: Implemented (see development ordinance title 18-1-162-165)

2002 Plan: This issue is addressed in the Land Use and Business Development and Tourism Elements of the Plan. Implementation Strategy 1 under Land Use Policy 4A, “Promote a variety of housing types within the County” states: “Amend the County’s development regulations to include a provision that requires moderately priced dwelling units within new residential development above a certain number of lots, and provides a density bonus and/or other incentives to the developer to make it economically feasible. (See Montgomery County’s comparable program.) Also, explore a system for prioritizing the availability of the affordable units so that current residents and workers have access to them first.”

1993 Pol. 6: Town homes, apartment and other multi-family housing types shall be permitted uses in residential zoning districts.

Status: Implemented.

2002 Plan: Since this policy has been implemented, no further action is recommended.

1993 Pol. 7: Infrastructure such as public water and sewer systems must be planned for on a regional or area wide basis in order to encourage median density development in the Growth Areas, thereby minimizing costs of public services.

Status: County is expanding the Kent Narrows, Stevensville, Grasonville wastewater treatment plant.

2002 Plan: The 2002 Plan places substantial emphasis on planning for sanitary sewer and water to serve the Growth Areas. Implementation Strategies 1-6 under Sanitary Sewer Policy 2A, “Provide sewer service to the Kent Island areas of Kent Island Estates, Romancoke, Dominion, Marling Farms, Queen Anne Colony, Kentmorr, Chesapeake Estates, Sunny Isle of Kent, Norman’s, and Matapeake Estates as shown on Map CF-1 (on



page 54) through implementation of a vacuum collection system and force mains to connect these areas to the KN/S/G wastewater treatment plant. The intent of this policy to protect the ground water supply and address long-standing, uncorrectable septic failures in these areas:

1. Hook-up rates for new service will be set based on the County's costs of the improvements necessary to provide service to the areas identified above in Policy 2A and shown on Map CF-1 on page 54.
2. The County should pursue State and Federal funding opportunities for this project based on the need to protect the ground water supply and safeguard the public's health in these areas.
3. All existing lots within this area are assumed to gain sewer service to address these long-standing and serious problems with failing septic systems and potential harm to the ground water supply.
4. Require hook-up to the public sanitary sewer and water when service becomes available.
5. The wastewater lines installed to provide service to communities identified in the County Master Water and Sewer Plan as 'problem areas' shall be considered **denied access** facilities. Therefore, the lines planned to be installed along MD 8 will be to only accommodate the existing communities of KIE, Romancoke, QA Colony, Kentmorr, Chesapeake Estates, Sunny Isle of Kent, Norman's and Matapeake Estates. Additional hook-ups in the adjacent rural areas along the force main will be prohibited. A similar denied access facility planned to be installed along MD 552 will serve Dominion and Marling Farms.
6. Carefully evaluate the impacts of expanding sewer service to these areas including the impacts on schools and roads within the framework of State and County growth management policies.

1993 Pol. 8: The County shall encourage restoration and improvement of buildings in towns, villages and rural areas, especially when these structures serve as a form of affordable housing while maintaining community character.

Status: Limited implementation through CDBG grants and other State/County housing programs.



- 2002 Plan: Implementation Strategies 2 and 3 under Land Use Policy 4A, “Promote a variety of housing types within the County” state:
 Implementation Strategy 3: “Encourage the redevelopment and improvement of existing buildings, particularly in Growth Areas, and especially when these structures may be used for moderate or affordable housing.”
 Implementation Strategy 4: “Review and consider incorporating the State’s new Smart Code provisions, also known as the Maryland Building Rehabilitation Code, into the County’s building codes to facilitate the rehabilitation of existing buildings.”

1993 Plan Community Character Goal, Objectives and Policies

1993 Plan – Community Character Goal: To maintain and enhance the character of Queen Anne’s County by recognizing that its towns and rural and suburban landscapes are diverse from one another, and to plan for each part of the County while recognizing its differences.

1993 Plan – Community Character Objectives

1993 Obj. 1: Encourage appropriate integration of growth that is targeted for the County with the small towns and villages that have unique identities and characters of their own.

- Status: Growth area plans have been adopted and are being implemented. No plans or provisions for small towns, villages, crossroads and other built-up places that are not designated Growth Areas.
- 2002 Plan: Implementation Strategies 1 and 2 under Land Use Policy 6A, “Protect and promote rural character and landscapes within non-Growth Areas throughout the County” state: Modify the development regulations to expand/revise the existing use table for the Village Center zoning district that would allow for a variety of small businesses and During the comprehensive mapping process, evaluate all existing Village Center zoning and determine if there are appropriate places for expansion and the possible identification of new Village Center zoning districts.

1993 Obj. 2: Establish and maintain a clearly understandable and readily recognizable image of a pattern of municipalities or village communities separated by natural buffers of cultivated farms, woodlands and/or waterfront; differentiation is important to help people know precisely where they are as they move through the County.

- Status: Implemented.
- 2002 Plan: The 2002 Comprehensive Plan Map shows the location of the Growth Areas, established rural business areas and residential areas outside of the Growth Areas, preserved lands and rural agricultural areas. A



separate supporting map delineates the natural buffers, preserved lands, park lands and features that help to provide a sense of identity for the Growth Areas.

1993 Obj. 3: Foster an ethic of stewardship of the tidewater landscape by ensuring the resident community and traveling public alike, ample access both to views of the water and facilities for recreational use of the County’s waters.

Status: Partially implemented. The County does not have scenic view easements but does require open space easements and dedications as conditions of development approval. The County also has an active campaign of park land acquisition.

2002 Plan: Addressed in Implementation Strategy 3 under Land Use Policy 5B, “Promote the economic viability of farming and of commercial fishing”, which states “To facilitate the continuation of commercial fishing in the County, provide for adequate water access to the County’s waterways. Adequate water access includes areas for commercial fisherman for docking, mooring, and loading/unloading. These access and support facility areas are shown on Map LU-2. In addition, areas in close proximity to some of these water access points should be available for fin- and shell-fish processing.”

1993 Obj. 4: Protect views of the land’s edge from the water, which also embody community character.

Status: See above comment for objective 3 related to land acquisitions.

2002 Plan: No related language included in the 2002 Plan.

1993 Obj. 5: Enhance community appearance, in part, by protecting the County’s historic and cultural resources.

Status: Local historic preservation district zoning is being considered for Queenstown and Centreville and some historic preservation guidelines have been incorporated into the County’s other growth area plans.

2002 Plan Includes land Use Policy 6A, Implementation Strategy 7 that reads “The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily participate in historic rehabilitation tax credit programs through the Maryland Historical Trust.”

1993 Plan -- Community Character Policies

1993 Pol. 1: Carefully consider the potential impact to the view from the road in reviewing and approving development proposals.

Status: Implemented through design guidelines within Growth Areas and development review process in general. However, no specific regulations to protect view corridors exist.

2002 Plan: No related language included in the 2002 Plan.



1993 Pol. 2: Encourage citizens to prepare inventories of the specific community features they most cherish and wish to preserve.

Status: Implemented through growth area planning process.

2002 Plan: No related language included in the 2002 Plan.

1993 Pol. 3: Work with developers to observe higher design standards for new development (including signage ancillary to non-residential uses).

Status: Implemented through design guidelines for Growth Areas.

2002 Plan: Land Use Policy 8A, Implementation Strategy 13: Review and revise existing Urban Commercial design standards and incorporate them as appropriate, into zoning districts that permit commercial uses.

1993 Pol. 4: Foster in new development such practical features of typical Queen Anne’s County communities, as tree-line, village-scale sidewalks linking residential neighborhoods with the town or village center and community facilities; densities somewhere in between those of cities and sprawling, post-war U.S. suburbs; “downtown-style” centers with street-edged buildings, mixed use (including a full range of every day convenience goods and services) and open spaces; pedestrian-friendly, but bicycle- and auto-accessible streets, scaled for moderate-rate movement; front porches and modest front setbacks that enable close relationship between homes and streets.

Status: Partially implemented through growth area zoning.

2002 Plan: Implementation Strategies 1, 2 ,3 and 7 under Land Use Policy 3A: “Promote development within the Growth Areas by providing incentives and improving the quality of life in the Growth Areas in order to protect the County’s rural and agricultural areas” states

Implementation Strategy 1: To the extent feasible, co-locate public facilities such as parks, libraries, schools, and or senior centers to provide for community activity centers.

Implementation Strategy 2: Revise the County’s development codes to promote pedestrian and bicycle mobility.

Implementation Strategy 3: Encourage pedestrian and bicycle connections between cul-de-sacs and adjacent streets.

Implementation Strategy 7: Take advantage of additional funding opportunities afforded by the Chesapeake Country Scenic Byway, Heritage Area and SHA Neighborhood Conservation Programs to implement projects that will facilitate community improvements in the Growth Areas.

1993 Pol. 5: Develop a corridor plan for MD 18 “mainstreet” and US 50/301 corridors in Queen Anne’s County. The plan should carefully consider competing



interest between residential and commercial land uses as well as community character issue inherent in a swiftly developing area.

Status: Not implemented. Instead, the County has adopted a node versus a corridor approach along MD 18. There has been work with the citizens and residents of Stevensville coordinated and assisted by the Department of Business and Tourism, the Planning Office and Department of Public Works.

2002 Plan: Implementation Strategy 7 under Land Use Policy 3A states “Take advantage of funding opportunities afforded by the Chesapeake Country Scenic Byway, Heritage Area and SHA Neighborhood Conservation Programs to implement projects that will facilitate community improvements in the Growth Areas.”

1993 Pol. 6: Encourage and assist private organizations and the Maryland Historical Trust in their efforts to protect, preserve, and enhance the County’s historic and cultural resources.

Status: The County worked with the MHT on the development of the Queenstown and Centreville plans. Each plan recommends that the town work with MHT to establish local historic preservation district zoning.

2002 Plan: Implementation Strategy 8 under Land Use Policy 6A and 3A respectively, “The County should develop a historic preservation ordinance that allows eligible enrolled properties to voluntarily participate in historic rehabilitation tax credit programs through the Maryland Historical Trust.”

1993 Pol. 7: Prepare sub-area plans for Stevensville, Chester and Grasonville. The sub-area plans shall be prepared in cooperation with the local communities and business interests.

Status: Implemented. Growth area plans and the associated development regulations have been adopted.

2002 Plan: Land Use Policy 1, Implementation Strategy 2 states “Beginning in fiscal year 2002-3, revise the Growth Area Plans for Stevensville, Chester, Grasonville, Kent Narrows, Queenstown, and Centreville to be consistent with the recommendations of this Comprehensive Plan.”

1993 Plan – Capital Facilities Goal, Objectives and Policies

1993 Plan – Capital Facilities Goal: To implement the County Comprehensive Plan and provide needed public facilities to the residents of Queen Anne’s County in a reasonable and cost effective manner by using public facilities to channel development to those areas targeted for growth.

1993 Plan – Capital Facilities Objectives:



1993 Obj. 1 Update and amend all pertinent County plans to insure that those plans are consistent with the County Comprehensive Plan and the Economic Growth, Resource Protection and Planning Act of 1992.

Status: Implemented with the adoption of the 1993 Comprehensive Plan and the subsequent adoption of the community plans.

2002 Plan: The 2002 Plan is consistent with article 66B of the Annotated Code of Maryland, as amended by the Growth, Resource Protection and Planning Act and the subsequent “Smart Growth legislation of 1997.

1993 Obj. 2 Continually refine the annual five-year CIP process to insure it accurately represents capital facility needs for Queen Anne’s County and consistency with the Comprehensive Plan.

Status: Updated annually.

2002 Plan: The 2002 Comprehensive Plan is based on a indepth analysis of wastewater, water, school and road infrastructure needs and their associated projected capital costs over the next 20 years. The analysis is summarized in the Plan’s appendix. The Plan includes an implementation element that highlights those plan recommendations that require capital expenditures to be implemented as well as a recommended timetable. This provides a link between the Comprehensive Plan and the capital budgeting process.

1993 Obj. 3 Prepare detailed CIPs for each growth sub-area.

Status: Not implemented

2002 Plan: No related language included in the 2002 Plan.

1993 Obj. 4 Work closely with the incorporated towns to provide adequate infrastructure for growth planned immediately outside of the municipal boundaries.

Status: Staff works closely with the Towns of Queenstown and Centreville to review development and annexation proposals.

2002 Plan: Implementation Strategy 8 under Land Use Policy 2A, “Provide public sewer and water in the Growth Areas in a phased approach that maximizes the benefits of public infrastructure investment, relates the pace of growth to the availability of infrastructure, and promotes contiguous development” states: “Develop a master plan for water and sewer service lines and associated collection, transmission, and treatment facilities necessary to serve the Growth Areas.”

Implementation Strategy 4 under Sanitary Sewer Policy 1A: “To provide public sewer service to all mapped growth area lands within the 20-year horizon of the Plan to steer the majority of the County’s growth into its designated Growth Areas and away from sensitive, agricultural and rural areas outside the Growth Areas and incorporated towns” states: “Replace/expand the sanitary sewer force main from Grasonville



to the KN/S/G wastewater treatment plant to increase its capacity to serve the Stevensville, Chester, Kent Narrows and Grasonville Growth Areas and to potentially accommodate flows from the Queenstown growth area (see Policy 1B below).”

Implementation Strategy 2 under Land Use Policy 1B, “Continue to recognize the importance and benefits of maintaining and developing relationships with jurisdictions within Queen Anne’s County as well as with our neighboring counties” states: “The County should develop inter-jurisdictional cooperative agreements with the incorporated Towns of Queenstown and Centreville to formalize the relationship regarding development review of major projects located within these Growth Areas.”

1993 Plan – Capital Facilities Policies:

1993 Pol. 1 During the upcoming five-year planning period, 1994-1998, develop a detailed CIP for the Chester and the Grasonville areas. The CIPs should include a description of needed infrastructure, timing for implementation and methods of paying for improvements.

Status: Not implemented

2002 Plan: No related language included in the 2002 Plan.

1993 Pol. 2: Update the sewer allocation policy to provide more guidance to the Commissioners and development community regarding which projects will be provided allocation.

Status: Sewer allocation policy, a part of the Master Water and Sewer Plan has been updated/revised since the adoption of the 1993 Plan.

2002 Plan: Implementation Strategy 4 under Land Use Policy 2A, “Provide public sewer and water in the Growth Areas in a phased approach that maximizes the benefits of public infrastructure investment, relates the pace of growth to the availability of infrastructure, and promotes contiguous development,” states: “Review, revise and reestablish a policy within the County’s Master Water and Sewer Plan on how the County’s limited sanitary sewer treatment capacity is allocated among potential users. Priorities should include redevelopment of existing properties, economic development objectives, and the community and the public services oriented uses in addition to the other priorities established by the Sanitary Commission.”

1993 Pol. 3 Develop policies as part of the Master Water and Sewer Plan that create incentives for developers to provide infrastructure sized to accommodate growth sub-areas. These incentives include encouraging developers within a single growth sub-area to pool their resources to create facilities sized for projected new development within a growth sub-area and using



methods for developers to recoup costs of providing capital facilities beyond the needs created by their developments.

Status: Partially implemented.

2002 Plan: Implementation Strategy 5 under Land Use Policy 3A, “Promote development within the Growth Areas by providing incentives and improving the quality of life in the Growth Areas in order to protect the County’s rural and agricultural areas” states: “Formulate and establish a consistent, equitable and manageable developer reimbursement policy for the incremental costs of oversizing sewer and water lines as part of a development project that helps provide for future capacity for the service area.”

1993 Pol. 4: Prepare and adopt a detailed transportation plan which describes needed improvements to roads; costs and timing of improvements; and, policies for paying the cost of these improvements such as developer contributions to road improvements.

Status: Route 8 Corridor study has been completed in conjunction with DPW, Planning Department and consultant. Initial funding for a US 50 study is available.

2002 Plan: The 2002 Comprehensive Plan includes detailed transportation recommendations ranging from specific roadway improvements, level of service standards, parking, bicycle and pedestrian, truck routing, and transit recommendations. Funding responsibilities are also included. For more detail, see the 11 policies and 49 implementation strategies. These are supplemented by a Thoroughfare Plan map and associated table that describes planned roadway improvements and the entity responsible for the facility improvement (e.g., State, County -- private sector participation in these improvements is expected based on new development-related impacts through the development review and approval process). Recommended phasing of improvements is also indicated.

1993 Pol. 5 Prepare and adopt an emergency facilities plan which describes needed emergency facilities, costs and timing of those facilities, and policies for paying the costs of these improvements such as developer contributions.

Status: An emergency facilities study is on-going as of December 2002. When complete, recommendations of the emergency facilities study are to be incorporated into an Emergency Facilities section of the 2002 Comprehensive Plan.

2002 Plan: When the on-going emergency services study now underway is complete, recommendations of the emergency facilities study are to be incorporated into an Emergency Facilities section of the 2002 Comprehensive Plan.



1993 Pol. 6: Continue to work closely with the County Board of Education to insure that school capital facilities plans are consistent with the Comprehensive Plan.

Status: Partially implemented.

2002 Plan: The 2002 Comprehensive Plan is based on a in depth analysis of wastewater, water, school and road infrastructure needs and their associated projected capital costs over the next 20 years. The schools analysis and forecast of future new schools was coordinated with the Board of Education. The analysis is summarized in the Plan's appendix. The Plan includes an implementation element that highlights those plan recommendations that require capital expenditures to be implemented as well as a recommended timetable. This provides a link between the Comprehensive Plan and the capital budgeting process.



Acronym Glossary

AADT	Annual Average Daily Traffic
AG	Agricultural Zoning
APFO	Adequate Public Facilities Ordinance
CAC	Citizen Advisory Committee
CDBG	Community Development Block Grant
CMP	Corridor Management Plan
CS	Countryside Zoning
ESLC	Eastern Shore Land Conservancy
FTE	Full-Time Equivalent
FY	Fiscal Year
HSC	Historic Sites Consortium
IDA	Intense Development Area
KN/S/G	Kent Narrows, Stevensville and Grasonville Sewer Treatment Plant
LDA	Limited Development Area
LDR/HNTB	Consultants assisting with Comprehensive Plan
LOS	Level of Service
MALPF	Maryland Agricultural Land Preservation Foundation
MDE	Maryland Department of Environment
MDP	Maryland Department of Planning
MET	Maryland Environmental Trust
MTA	Maryland Transportation Authority
MWSP	Master Water and Sewer Plan
RCA	Resource Conservation Area
SHA	State Highway Administration
TAC	Technical Advisory Committee
TDR	Transfer of Development Rights
TEA-21	Transportation Equity Act for 21 st Century

