

— Implementation —



CHAPTER 12

12. Implementation



To accomplish the goals, objectives, and strategies of **PlanQAC**, a wide range of implementation measures are recommended. The implementation measures recommended should be viewed as positive instruments, which will guide the future of Queen Anne's County. The recommended implementation measures involve agencies at all levels of government, private organizations, developers, and the public; however, the final responsibility for the implementation of **PlanQAC** lies with the County's citizens and elected officials.

The adoption of **PlanQAC** is the first step in the implementation process. It is the product of considerable effort on the part of Queen Anne's County and its County Commissioners, Planning Commission, Department of Planning and Zoning, as well as many other County departments, the Technical Committee, community leaders, and concerned citizens. Continued action to implement **PlanQAC** will be needed for it to have a lasting impact.

Throughout **PlanQAC**, each chapter presents suggested strategies to accomplish future goals on individual topics. This chapter compiles those strategies and identifies additional strategies, projects, programs, or services to guide implementation.

PLAN RELATIONSHIPS & COORDINATION

PlanQAC is not a standalone document, but is supported by (and, in turn supports) the following related planning documents:

- Land Use and Development Ordinance (e.g., Zoning and Subdivision Regulations, Forest Conservation Act, Development Impact Fees)
- Environmental Protection Regulations (e.g., Chesapeake Bay Critical Area Act, Erosion and Sediment Control Ordinance, Floodplain Management Ordinance, Stormwater Management Ordinance)
- Adequate Public Facilities Ordinance
- Comprehensive Water and Sewerage Plan
- Land Preservation, Parks and Recreation Plan
- Building and Housing Codes
- Broadband Strategic Plan
- Kent Narrows Community Plan
- Economic Development Commission Strategic Plan
- Housing Strategy for Queen Anne's County
- Nuisance Flood Plan
- Multi-Jurisdictional Hazard Mitigation Plan
- County Watershed Improvement Plans
- Sea Level Rise and Coastal Vulnerability Assessment & Implementation Plan
- Comprehensive Plans of Incorporated Towns

These and other planning documents must be in conformance with **PlanQAC**; however, as with any update or revision of a major planning document, conflicts may arise between previously adopted policies and newly proposed policies. The policies and guidelines contained within **PlanQAC** supersede any conflicting policies or guidelines contained in the above mentioned plans.

PlanQAC takes into consideration the comprehensive development plans and ordinances of the incorporated municipalities within County boundaries. It also refers to applicable State plans and ordinances that affect the growth and development of the County.

IMPLEMENTATION

PlanQAC is a policy document guiding public and private land use decisions and will be implemented through a variety of regulatory and financial tools. Adopted Comprehensive Plan goals, objectives, and strategies are, in part, implemented through the zoning ordinance and other planning and regulatory documents, the capital improvement program, state and federal regulations and funding, and non-regulatory programs such as voluntary land management programs.

The County has, over time, implemented a number of progressive growth management strategies that have directed the pace and location of development and growth. **PlanQAC** recommends further implementation strategies to better manage the density and location of growth, improve environmental quality, and ensure the provision of public facilities that meet the changing needs of residents.

To monitor progress in achieving the goals and strategies of **PlanQAC**, the Planning Commission and Planning Director may establish a process to review the effectiveness of regulatory and non-regulatory tools and make recommendations to the County Commissioners when appropriate, which they may or may not approve as they see fit.

The Planning Commission and Planning Director, in the course of their duties, periodically review and update indicators of change. On an annual basis, the Planning Commission and Planning Director report on indicators of growth to the Maryland Department of Planning and to the public. Furthermore, a mid-cycle report is submitted to MDP five years after Plan adoption in accordance with *The Land Use Article*. Review and analysis of short term changes is an important step in evaluating and predicting potential shifts in the Plan's assumptions.

The Planning Commission and Planning Director should maintain a dynamic relationship with the incorporated towns to review proposed developments in the designated growth areas. Managing the density and design of growth in population centers is critical to the success of the Plan's overarching goal to protect the rural character of the County.

Amendments to **PlanQAC** may be needed over time depending on new initiatives, more detailed

planning, changes in growth projections, or changes in government policies. While annual review will provide indicators of short-term changes, significant changes in development trends frequently take more years to become apparent. **PlanQAC** is intended to be long-range, establishing goals, policies, and implementation strategies to be accomplished over the next 10-20 years. Further, within 10 years, **PlanQAC** will be reviewed and updated to meet State requirements.

IMPLEMENTATION MATRIX

This part of the Implementation Chapter includes an "Implementation Matrix" that summarizes all recommended actions in **PlanQAC**. All of the actions listed in the Matrix are excerpted from the various **PlanQAC** Sections—the reader is advised to consult the relevant chapter for more information and additional context for each item listed.

Responsibilities are assigned at the departmental or agency level. Where multiple departments are specified, those that are in **bold** text are the designated lead agency, with non-bolded departments or agencies serving as an implementation partner. Most actions involve multiple departments, in keeping with the intent to mobilize expertise across the County to ensure the best achievable outcome for all undertakings. The following is a list of acronyms used to identify departments and agencies in the implementation matrix.

| COUNTY DEPARTMENTS, AGENCIES, BOARDS & COMMISSIONS | |
|--|---|
| AO | Office of the County Administrator |
| APAB | Agricultural Preservation Advisory Board |
| BAC | Broadband Advisory Council |
| BBA | Bay Bridge Airport |
| BCC | Board of County Commissioners |
| BFIT | Office of Budget, Finance & Information Technology |
| BOE | Board of Education |
| BPAC | Bicycle & Pedestrian Advisory Committee |
| CA | Department of Community Affairs |
| DES | Department of Emergency Services |
| DET | Detention Center |
| DPW | Department of Public Works |
| EDC | Economic Development Commission |
| ETD | Department of Economic & Tourism Development |
| HAB | Housing Authority Board |
| HOU | Division of Housing—Department of Housing & Community Services |
| IT | Division of Information Technology—Office of Budget, Finance & Information Technology |
| KNDF | Kent Narrows Development Foundation |
| P&R | Department of Parks & Recreation |
| PC | Planning Commission |
| PNZ | Department of Planning & Zoning |
| PRAB | Parks & Recreation Advisory Board |
| SCD | QAC Soil Conservation District |
| TTAC | Travel & Tourism Advisory Committee |
| REGIONAL AGENCIES | |
| COG | Council of Governments |
| NSBA | Chesapeake Country National Scenic Byway Alliance |
| USRC | Upper Shore Regional Council |
| STATE AGENCIES | |
| CAC | Chesapeake Bay Critical Area Commission, Maryland Department of Natural Resources |
| DNR | Maryland Department of Natural Resources |
| MDE | Maryland Department of the Environment |
| MDOT | Maryland Department of Transportation |
| MDP | Maryland Department of Planning |
| MDTA | Maryland Transportation Authority |
| MHT | Maryland Historical Trust |
| SHA | Maryland State Highway Administration |
| Other | |
| NGO | Non-Governmental Organizations |

Other references and acronyms are provided in **Appendix A—Acronyms & Definitions**.

The following Implementation Matrix is organized to correspond with **PlanQAC** chapters.

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
|--|--|---------------------------------------|--------------|
| CHAPTER 3—COMMUNITY FACILITIES & SERVICES | | | |
| GOAL 3-1: Reduce environmental impacts associated with community facilities. | | | |
| Strategy 1 | Seek to increase recycling rates through improved recycling programs. | | |
| 1.1 | Modify existing recycling programs. | DPW | No |
| 1.2 | Explore single stream recycling. | DPW | No |
| 1.3 | Explore more efficient and available ways to collect household hazardous waste. | DPW | No |
| 1.4 | Support private and non-profit organization efforts to promote recycling and coordinate with private industry recyclers. | DPW | No |
| 1.5 | Explore innovation and creative ways to recycle. | DPW | No |
| 1.6 | Encourage private industry and non-profit efforts to use recycled materials. | DPW | No |
| Strategy 2 | Mid-Shore Regional Landfill. | | |
| 2.1 | The County will continue to assess the feasibility of the siting of Phase 3 of the Mid-Shore Regional Landfill. | DPW | No |
| GOAL 3-2: Provide sustainable smart growth management inside and outside Growth Areas. | | | |
| Strategy 1 | Develop affordable, reliable, and state-of-the-art infrastructure and community facilities/services that meet the safety, transportation, communication system, and entertainment needs of the County's population. | | |
| 1.1 | Ensure the Adequate Public Facilities Ordinance (APFO) and Impact Fee Ordinance are maintained and improved through annual review to provide adequate public facilities as part of development proposals. | PNZ, DPW, ETD, BFIT | No |
| 1.2 | Infrastructure improvements should be planned and implemented to control the rate and timing of development, with a focus on the timing of when infrastructure is provided, which may require projects to be included in the capital budget. | DPW | No |
| 1.3 | Adequate Public Facilities testing of all municipal developments should be part of Annexation Agreements. | PNZ, DPW, COG | No |
| 1.4 | Support regional and State organizations that install countywide state-of-the-art data and telecommunications. | IT, BAC, USRC | No |
| 1.5 | Provide for the protection and adaptability of public facilities and resources in the face of climate change and sea level rise. | PNZ, DPW | No |
| Strategy 2 | Plan, design, improve, manage, maintain, and expand infrastructure and community facilities and services responsibly to meet the needs of residents and businesses. | | |
| 2.1 | Expand the County's trail system to connect towns and recreation areas. | P&R, DPW, COG | Yes |
| 2.2 | If sewer capacity becomes available at the KNSG Wastewater Treatment Plant, it should be utilized to meet the needs identified in the County's <i>Comprehensive Water & Sewerage Plan</i> and <i>Comprehensive Plan</i> specific to addressing areas of public health emergency. | DPW | No |
| Strategy 3 | Encourage development of medical facilities. | | |
| 3.1 | Identify key locations for medical facilities with sufficient access to roads and infrastructure. | ETD, PNZ, EDC | No |
| 3.2 | Encourage public/private partnerships to support development of community facilities and services. | ETD, EDC, BCC | No |
| Strategy 4 | Support and encourage the maintenance and enhancement of public safety services. | | |
| 4.1 | Strengthen and expand public safety services. | DES | No |
| | a. Support and encourage the establishment of benchmarks for providing acceptable public safety services. | DES | No |
| | b. Support and encourage development and implementation strategies to meet the established benchmarks. | DES | No |
| 4.2 | Support and encourage appropriate studies to determine the impact fees necessary to support public safety consistent with the need generated by new growth. | PNZ, DPW, ETD, DES, BFIT | No |
| 4.3 | Examine protocols to provide for cooperation among State, County, and municipal police agencies. | DES | No |
| GOAL 3-3: Provide infrastructure and services to support economic development. | | | |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
|--|---|---------------------------------------|--------------|
| Strategy 1 | Identify future trails/paths to connect residential neighborhoods with shopping centers and employment centers. | | |
| 1.1 | Strongly support improvement and dedication of lands for public trails and paths as part of development plans. | P&R, PNZ | No |
| GOAL 3-4: Provide appropriate services, facilities, and amenities. | | | |
| Strategy 1 | Provide additional public access to tidal waters at appropriate locations. | | |
| 1.1 | When development or redevelopment occurs, provide public access to tidal waters where appropriate and feasible. | PNZ, P&R | No |
| Strategy 2 | Support the educational plans for land acquisition, new facilities, and improvements to existing facilities. | | |
| 2.1 | Work with the Board of Education, developers, and other entities to support master planning to meet future needs of the educational system. | BOE, PNZ | No |
| Strategy 3 | Evaluate and implement the strategies and capital improvements in the <i>LPPRP</i> . | | |
| 3.1 | Promote the economic, cultural, health, and environmental benefits of outdoor recreation and conservation of natural lands. Seek to increase the public's understanding of these benefits to enhance interest and participation in recreating outdoors in the County. | P&R, ETD, TTAC | No |
| 3.2 | Increase and improve opportunities for all segments of the population to access land and water-based outdoor recreation opportunities. | P&R | No |
| CHAPTER 4—LAND USE | | | |
| GOAL 4-1: Growth management, regulations, design/land use. | | | |
| Strategy 1 | Review current site design standards to further promote environmental protection, landscaping, and aesthetics as well as seeking to preserve scenic beauty, vistas, views, and un-fragmented forestland and farmland through compact residential design. | | |
| 1.1 | Continue to promote scenic byways with consideration of land use and design tools to ensure the corridors retain their beauty and scenic characteristics (potentially US 301 and MD 544; currently MD 213 and MD 18 are Scenic Byways) and continue to participate in the State's Scenic Byways Program. | ETD, PNZ, TTAC, SHA | Yes |
| 1.2 | Establish design standards that will preserve vistas, views, and unfragmented farmland, which may include screening, setbacks, sign guidelines, enhanced buffer yard requirements, contiguous clustered lots, and open space. | PNZ, HSC | No |
| 1.3 | Evaluate the creation of a US 50/301 Corridor Plan that considers buffer, signage, and architectural standards. | PNZ, DPW, SHA | No |
| 1.4 | Identify Eastern Shore vernacular, create a pattern book, and develop design standards for highway/retail commercial. | PNZ, HCS, AB | No |
| 1.5 | Discourage residential development along major transportation corridors. | PNZ | No |
| Strategy 2 | Manage and provide for thoughtful growth that reflects the County's vision. | | |
| 2.1 | Immediately amend the Allocation Policy (<i>Appendix 1 in the Comprehensive Water & Sewerage Plan</i>) to clearly address the current sewer capacity limitations and define timeframes and reservations for the use of any remaining permit capacity additions. | DPW, PNZ | No |
| 2.2 | Affirm that County sewer capacity has largely been obligated for existing and future projects (as outlined in the County's Comprehensive Water and Sewerage Plan, Schedule A). Recommendations will avoid the promotion of policies that cannot be implemented due to lack of capacity or that create unrealistic development expectations. | DPW, PNZ, COG | No |
| | a. Acknowledge limited sewerage treatment capacity at KNSG needs to be rationed and strategically managed over the Comprehensive Plan's planning period. | DPW, PNZ, PC, BCC | No |
| | b. Recognize that existing infill opportunities are sufficient to consume all available sewer capacity, and promote infill, renovation, and revitalization strategies as alternatives to new development. Consider incentivizing infill development. | DPW, PNZ, PC, BCC, COG, Towns | No |
| | c. Recognize that a portion of any increase in sewer capacity, which may be achieved via a re-rating, needs to be managed and reserved to address existing subdivisions that have documented public health concerns (failing septic systems) as outlined within the County's <i>Comprehensive Water and Sewerage Plan</i> since 1990 (e.g., Marling Farms, Dominion). | DPW, PNZ, AO, BCC | No |
| | d. Recognize the location and large amount of approved but unbuilt residential development that can be constructed to full buildout using existing capacity commitments. | DPW, PNZ, PC, BCC | No |
| 2.3 | Acknowledge that the Adequate Public Facilities Ordinance will remain in use and Future Land Use decisions will be based on available capacity for sewer, water, schools, and roads. | DPW, PNZ, PC, BCC | No |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
|--|--|---------------------------------------|--------------|
| 2.4 | Investigate and review opportunities to consolidate zoning districts to better represent existing conditions, allow for more consistent zoning districts, and assist with managing the effect of infrastructure in the County. | PNZ | No |
| 2.5 | Based on the aforementioned review, identify appropriate opportunities to rezone properties located within the Growth Areas in an effort not to further exacerbate inadequate public facilities. | PNZ | No |
| 2.6 | Modify infill development standards to achieve desired minimum densities. | PNZ, DPW | No |
| 2.7 | Review and update regulations to ensure minimal environmental impacts and contemplate hazard resiliency. | PNZ, DPW, SCD | No |
| 2.8 | Strengthen the County's Housing Programs through continued funding, partnership, and implementation. | HOU, HAB, DHCD | No |
| 2.9 | Provide public education on the importance of environmental stewardship and measures individual property owners can take above and beyond regulations to lessen impacts to the County. | DPW, PNZ, P&R, SCD, CAC, MDE | No |
| 2.10 | Spotlight changes and other plans that have developed since the 2010 Plan's adoption that work to limit the impacts of new growth and promote environmental protection (e.g., WIP, MS4 Permit, QAC Vulnerability Assessment, Draft Resiliency Planning & Financing Study, Septic Bill, more restrictive State Critical Area regulations, agricultural preservation). | PNZ, DPW, APAB, CAC | No |
| 2.11 | Continue to provide the public with guidance and education regarding sewer capacity and all infrastructure thresholds when inquiring about possible development proposals. | DPW, PNZ | No |
| Strategy 3 | Ensure that sufficient commercially zoned lands exist and that those lands are appropriately located and provided with infrastructure. | | |
| 3.1 | Conduct Market Studies, Environmental Impact Assessments, and/or Infrastructure Assessments that identify optimum locations, mitigation measures, design standards and infrastructure investments. | PNZ, ETD, DPW | No |
| 3.2 | Identify necessary infrastructure in coordination with studies identified above, as well as potential funding sources. | PNZ, DPW, ETD | No |
| 3.3 | Reserve remaining sewer capacity for commercial uses, institutional uses, and other economic development endeavors. | DPW, PNZ | No |
| 3.4 | Establish criteria to provide incentives for low-impact businesses that will not further impact public infrastructure capacity. | PNZ, ETD, DPW | No |
| 3.5 | Contemplate the findings of the 2018 Sage Policy Group Study of the US 301 Corridor in Queen Anne's County. | PNZ, ETD | No |
| Strategy 4 | Seek to preserve unique community identities. | | |
| 4.1 | Where there is available capacity, encourage infill development and redevelopment that is compatible with existing historical architecture that contributes to maintaining community identity. | PNZ, DPW, HSC | No |
| 4.2 | Establish architectural standards and site design standards consistent with the character of traditional neighborhoods. | PNZ | No |
| 4.3 | Consider preservation and sustainability tools to establish appropriate community infill development standards. | PNZ, DPW | No |
| 4.4 | Consider a variety of land use tools that promote preservation of historic sites and structures. | PNZ, MHT | No |
| 4.5 | Develop a Main Street corridor zoning district to incorporate all zoning districts that have characteristics of a traditional main street that is found within the County Growth Areas. | PNZ, ETD | No |
| 4.6 | Through mutual agreement, coordinate Municipal Growth Elements (MGE) through meetings between the County and Towns and continued planning and implementation coordination. | PNZ, DPW, Towns | No |
| GOAL 4-2: Agricultural land preservation. | | | |
| Strategy 1 | Continue discussions and relationships with reliable resources for agricultural land preservation and gain significant local support in conjunction with State agricultural land preservation decisions. | | |
| 1.1 | Continue to implement Priority Preservation Area strategies and preservation programs (e.g., MALPF, MET, CREP). | PNZ, P&R, SCD, DNR, APAB | No |
| 1.2 | Match MALPF funds from the agricultural transfer tax. | BCC, P&R, APAB | No |
| 1.3 | Continue to aggressively apply for preservation funding including POS, MALPF, MET, Rural Legacy Program, CREP, and CRP funds. | BFIT, P&R, PNZ, APAB | No |
| 1.4 | Maintain MALPF Certification and other State program requirements to receive State preservation resources. | SCD, P&R, APAB | No |
| 1.5 | Conduct analysis of benefits of TDRs to County and Municipal Growth Areas and evaluate the County's Noncontiguous Development Rights (NCD) program. | PNZ, P&R, DPW, SCD | No |
| 1.6 | Continue to solidify the County's agricultural industry as a national asset by preserving the County's prime agricultural soils. | SCD, PNZ, P&R, APAB | No |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
|--|--|---------------------------------------|--------------|
| Strategy 2 | Support the establishment of greenbelts to define Growth Area boundaries, coordinating with Towns as appropriate. | | |
| 2.1 | Collaborate with the municipalities as they explore the annexation potential of their short- and long-term growth areas. | PNZ, DPW, Towns | No |
| 2.2 | As these Growth Areas are finalized in the towns' Municipal Growth Elements, promote the designation of greenbelts as part of the County's Priority Preservation Area (PPA). | PNZ, DPW, COG, Towns | No |
| CHAPTER 5—ENVIRONMENTAL RESOURCES | | | |
| GOAL 5-1: Implement resource protection, conservation, and preservation strategies that promote high water quality and protect aquatic life throughout Queen Anne's County. | | | |
| Strategy 1 | Implement watershed based planning efforts to advance achievement of WIP and MS4 goals. | | |
| 1.1 | Develop and implement strategies to reduce pollutant loads on a watershed by watershed basis in accordance with WIP and MS4 goals. | DPW, PNZ, SCD, MDE | No |
| 1.2 | Update existing impervious surface analyses Countywide, beginning with the Kent Island Urban Area. | DPW, PNZ, IT | No |
| 1.3 | Track and limit impervious surface percentages on a watershed basis, in accordance with established impervious surface thresholds. | DPW, PNZ, NGO | No |
| 1.4 | Develop a stormwater outfall inspection program to monitor mapped outfalls throughout the County. | DPW, MDE | No |
| Strategy 2 | Promote and facilitate the protection of Sensitive Areas. | | |
| 2.1 | Support State programs for the protection of wetlands and contemplate a no net loss policy. | PNZ, MDE | No |
| 2.2 | Continue to implement the County's wetland and stream buffer protection ordinances. | PNZ, CAC, MDE | No |
| 2.3 | Support the implementation of the Forest Mitigation Plan and Accounting Procedure. | PNZ, DNR, MDE | No |
| 2.4 | Continue to implement the Chesapeake Bay Critical Area Program to minimize adverse effects of human activities on water quality and natural habitat and allow for development in a sensitive manner. | PNZ, CAC | No |
| 2.5 | Investigate utilizing shoreline restoration as a future way to achieve MS4 restoration goals and address sea level rise vulnerability, particularly if dedicated funding sources become available. | DPW | No |
| GOAL 5-2: Implement conservation, preservation, and regulation strategies including environmental protection and resource conservation measures. | | | |
| Strategy 1 | Develop steps to improve water quality with the goal of removal from the State's impaired waterway list. | | |
| 1.1 | Manage the County's water resources in accordance with the adopted <i>Comprehensive Water and Sewerage Plan</i> and the <i>Water Resources Element (see Appendix D)</i> . | DPW, PNZ, COG | No |
| 1.2 | Seek grant opportunities for stormwater management retrofits. | DPW, MDE, DNR | No |
| 1.3 | Meet the goals outlined in Watershed Implementation Plans. | DPW, PNZ, NGO | No |
| Strategy 2 | Protect Sensitive Areas. | | |
| 2.1 | To accommodate storm surges, nuisance flooding, rising sea levels, and climate change, prevent development in mapped flood zones and evaluate the appropriateness of going beyond FEMA requirements to consider additional restrictions based on projected sea level rise. | PNZ, DPW, CAC, DNR, MDE | No |
| 2.2 | During new development project review, contemplate the 2016 <i>Sea Level Rise and Coastal Vulnerability Assessment Plan</i> , which identified key vulnerable resources. | PNZ, DPW, P&R | No |
| 2.3 | Finalize the 2019 <i>County Climate Resilience Planning and Financing Study</i> and contemplate the prioritization of resiliency projects and capital improvements. | PNZ, DPW, P&R | No |
| 2.4 | Implement aggressive efforts to reduce sediment, nutrient, and pollution delivery to flowing streams and the Chesapeake Bay by employing Environmental Site Design (ESD) techniques and meeting MS4/NPDES requirements. | DPW, PNZ | No |
| GOAL 5-3: Implement a growth management strategy to direct new and infill development to existing County and Town Growth Areas. | | | |
| Strategy 1 | Meet growth management goals and objectives with respect to public water supplies and facilities. | | |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
|------------|---|---------------------------------------|--------------|
| 1.1 | Require the development and use of Water Supply Capacity Management Plans for each community water system to support new allocations or connections to the system and to prevent capacity over allocation. | DPW | No |
| 1.2 | Establish watershed or wellhead protection strategies for water supply sources. | DPW, PNZ, MDE | No |
| 1.3 | Establish water service areas in the County's Comprehensive Water and Sewerage Plan consistent with the Land Use Element based upon ability of the water resource to support development based on population growth as well as development capacity analysis based upon zoning (i.e. make any necessary updates based upon changes to Growth Areas, Town annexations, and Priority Funding Areas). | DPW, PNZ, COG | No |
| 1.4 | Develop a Water Protection Plan working collaboratively through inter-jurisdictional agreements between the County and the Towns for planning and implementation, including tracking water-level declines of groundwater resources; the need for additional observation wells placed across the County to measure impacts of pumpage for domestic use and irrigation; and continued monitoring and study to ensure an adequate supply of necessary water resources. | DPW, PNZ, MDE COG, Towns | No |
| 1.5 | Implement the immediate and short-term recommendations contained in the Queen Anne's County Water Service Area Study for Queen Anne's County Sanitary District (2009). Refer to the study for more details. | DPW | Yes |
| 1.6 | Make upgrades to existing water treatment facilities for the Towns as identified in their respective comprehensive plans, such as arsenic removal at the Town of Centreville's Business Park water treatment plant to treat up to 1,440,000 gpd; increased water storage capacity near Queen Anne's County High School for up to 600,000 gallons; and consider the reuse of water within planned annexation areas around Centreville. | Towns, DPW | Yes |
| 1.7 | Implement water conservation policies, guidelines, and regulations. | DPW, PNZ | No |
| Strategy 2 | Meet growth management goals and objectives with respect to public and private wastewater facilities. | | |
| 2.1 | Implement the recommendations contained in the Queen Anne's County Comprehensive Water and Sewerage Plan (2011 and subsequent amendments), including addressing on-lot septic system failures on Southern Kent Island and other areas of concern (e.g., Dominion & Marling Farms). | DPW, MDE, COG | Yes |
| 2.2 | Update the County's Comprehensive Water and Sewerage Plan to be consistent with PlanQAC's changes to future land use and recommendations regarding sewer capacity limitations. | DPW, PNZ | No |
| 2.3 | Use of innovative methods including Best Available Technology (BAT) for on-site treatment and disposal of wastewater to address public health concerns by reducing nitrogen discharge levels. | DPW, MDE | Yes |
| 2.4 | Continue compliance with state and federal requirements with respect to permitting and reaching nitrogen reduction standards (use of Enhanced Nutrient Reduction (ENR) technologies) for the purpose of contributing to maintaining acceptable levels of water quality. | DPW, MDE PNZ | No |
| 2.5 | Enhance coordination between the County and Municipalities to identify water and sewerage service areas to identify additional water infrastructure and supply development needed to serve expected growth, including rerating the Town of Centreville WWTP to treat up to 750,000 gpd or substantially improve treatment to treat up to 1,000,000 gpd; acquiring additional land for spray irrigation. | DPW, PNZ, COG, Towns | No |
| 2.6 | Develop a financing, operation, and maintenance plan for water connections. | DPW | No |
| Strategy 3 | Provide adequate treatment for the quality, volume, and rate of stormwater runoff. | | |
| 3.1 | Continue to implement the County WIP, working collaboratively through inter-jurisdictional agreements between the County and the Towns . | DPW, PNZ, COG, Towns | No |
| 3.2 | Balance the impacts of land use patterns across all landscapes (i.e. natural, agricultural, rural residential, suburban and town/village) by directing new development and infill development to existing County and Town Growth Areas or new Town Growth Areas. | PNZ, DPW, ETD, COG, Towns | No |
| 3.3 | Continue to implement and update as needed the County's stormwater management practices and procedures and Environmental Sensitive Design Manual practices and procedures. | DPW, PNZ, MDE | No |
| 3.4 | Evaluate all designated Growth Areas to ensure they can receive development without exceeding recommended percentage thresholds of the watershed land area with impervious surfaces. | PNZ, DPW, COG, Towns | No |
| 3.5 | Assess development plans with respect to effectiveness to implement load reduction alternatives on non-point source pollutant loads applying Environmental Sensitive Design (ESD) standards. | PNZ, DPW | No |
| 3.6 | Measure post-construction tributary assimilative capacities for impacted sub-watersheds. | DPW | No |
| 3.7 | Utilize open space and land preservation programs to provide water protection measures. | DPW, PNZ, P&R | No |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
|---|---|--|--------------|
| 3.8 | Review and modify existing zoning and development regulations to direct growth to designated County and Town Growth Areas (i.e.: ensure adequacy of public facilities and evaluate other growth management tools, such as low impact development ordinance, household pollution reduction education programs, landscaping demonstration projects, and use of best management practices for road reconstructions). | PNZ, DPW, P&R, COG, Towns | No |
| 3.9 | Identify water resource protection criterion in Forest Conservation Plans for individual developments. | PNZ, DNR | No |
| 3.10 | Establish appropriate buffers, setbacks, and lot coverage/impervious surface regulations to protect water quality from impacts of development. | PNZ, DPW, CAC, MDE | No |
| 3.11 | Partner with regional localities, non-governmental organizations, and others to target high value restoration opportunities and increase implementation efficiency. | DPW, SCD, COG, DNR, USRC | No |
| 3.12 | Use information technology to strategically locate and install restoration projects that maximize results of the County's stormwater management efforts. | DPW, IT, SCD, MDE | Yes |
| 3.13 | Use information technology to strategically locate and install restoration projects that maximize results of the County's stormwater management efforts. | PNZ, DPW, ETD, COG, Towns | No |
| CHAPTER 6—TRANSPORTATION | | | |
| GOAL 6-1: Improve safety, mobility, and accessibility in the transportation network. | | | |
| Strategy 1 | Strongly support resolutions to traffic problems caused by through traffic that impedes local traffic and citizen movements. | | |
| 1.1 | Prioritize the needs of County residents over drive-through populations (beach-bound traffic) by creating a more reliable public transportation system and initiating intergovernmental planning efforts to relieve through-traffic congestion. | CR, DPW, MDOT, MDTA, SHA | Yes |
| 1.2 | Support implementation of priority transportation improvement projects through partnerships with the State, adjacent counties, and key stakeholders. | DPW, BCC, MDOT, BPAC, COG, AAA, ETD, SHA, MDTA, Surrounding Counties | Yes |
| 1.3 | Provide alternative routes (i.e. local access/frontage roads) for local residents and businesses, especially in areas around US 50/301. | DPW, MDOT, SHA | Yes |
| Strategy 2 | Create safe and adequate infrastructure available to all modes of travel. | | |
| 2.1 | Monitor and participate in the MDTA Chesapeake Bay Crossing Study NEPA process to identify the location of a new Bay Bridge crossing. | DPW, PNZ, BCC, ETD, MDTA, MDOT, SHA, COG, Towns | No |
| 2.2 | Work with MDOT SHA to remove traffic lights along US 50, reduce crashes, and improve local traffic mobility. | DPW, MDOT, SHA, DES | No |
| 2.3 | Work with MDOT SHA to adjust sections of US 50 from US 301 to MD 404 to be a limited controlled access highway. | DPW, MDOT, SHA | Yes |
| Strategy 3 | Make intersection improvements where necessary to enhance safety, mobility, and accessibility. | | |
| 3.1 | Partner with the State to study, design, and construct identified intersection improvements. | DPW, SHA | Yes |
| 3.2 | Partner with County towns and the Council of Governments (COG) to seek assistance from implementation partners to complete identified transportation projects. | DPW, COG, SHA, Towns, MDOT | Yes |
| 3.3 | Support State funding of interchanges at key intersections (e.g., Queenstown Outlets, US 50/MD 213 at Chesapeake College, US 50/Carmichael Road). | DPW, BCC, MDOT | No |
| 3.4 | Support the interchange at US 50/MD 404. | DPW, BCC, MDOT | No |
| 3.5 | With assistance from the State, implement improvements to MD 8 and its interchange with US 50/301. | DPW, SHA | Yes |
| Strategy 4 | Protect neighborhood streets from through traffic and decrease congestion delays. | | |
| 4.1 | Assess and evaluate through traffic and congestion delays experienced within the existing neighborhood street network. | DPW, SHA | No |
| 4.2 | Utilize access management strategies to provide adequate and safe access while discouraging through traffic (e.g., shared driveways, one-way in/out, left-turn restrictions, alternate traffic routes). | DPW, PNZ, MDOT | No |
| 4.3 | Work with MDOT SHA and the MDTA to develop a US 50/301 Corridor Plan to help move traffic through the County. | DPW, PNZ, MDOT, SHA, MDTA | No |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 4.4 | Support a new overpass in Queenstown to connect MD 18 on the south side of US 50 and the north side of US 301, allowing free movement of local traffic and avoiding the use of US 50/301. | DPW, BCC, MDOT, SHA, COG | Yes |
| Strategy 5 | Develop transportation studies that identify capital projects consistent with PlanQAC and its Future Land Use Plan. | | |
| 5.1 | Identify capital projects that are consistent with PlanQAC and annually prioritize projects in the County Transportation Priority Letter to MDOT SHA. | DPW, PNZ, ETD, BCC, AAA, CR, MDOT, SHA, MDTA | No |
| 5.2 | Support studies and leverage resources that create and mandate alternate truck traffic routes. | DPW, PNZ, SHA | No |
| 5.3 | Continue to provide opportunities for public involvement in the planning, design, and construction of transportation improvements. | PNZ, DPW, P&R, SHA | No |
| 5.4 | Develop a Vision Zero Plan and coordinate its implementation. | DPW, DES, PNZ, MDOT, SHA | Yes |
| GOAL 6-2: Enhance the transportation network for all users. | | | |
| Strategy 1 | Plan, design, improve, manage, maintain, and expand transportation infrastructure to meet the needs of residents and businesses. | | |
| 1.1 | Promote and expand adequate public transportation and the availability of park-and-ride facilities to reduce vehicle use. | DPW, MDOT, CR | No |
| 1.2 | Continue to provide transit services for special needs populations and others. | CR, MDTA | No |
| 1.3 | Seek funding to support transit service. | CR, DPW, MDOT, MDTA | No |
| 1.4 | Limit major residential subdivisions on Kent Island until transportation issues are resolved. | PNZ, DPW, PC, BCC | No |
| 1.5 | Examine Growth Area infrastructure and identify deficient infrastructure. | DPW, PNZ, BOE, COG, Towns | No |
| 1.6 | Review, revise, and implement a strategic plan (including funding strategies) to address infrastructure deficiencies in coordination with the Capital Improvement Plan (CIP). | DPW, PNZ, ETD, BOE | No |
| 1.7 | Provide commuters a reliable route to other metropolitan areas while ensuring delivery access to the Eastern Shore, major airports, and warehouse facilities and other markets. | DPW, CR, MDOT, MDTA | No |
| 1.8 | Support MDOT SHA design and funding to replace the Chester River Bridge. | DPW, BCC, MDOT, SHA | Yes |
| 1.9 | Consider allocating additional roadway right-of-way for various uses and users (e.g., vehicles, bicycles, pedestrians, off-road). | DPW, PNZ, P&R | No |
| 1.10 | Evaluate and implement appropriate recommendations from the <i>2019 Transit Development Plan</i> . | CR, DPW, BCC, MDTA | Yes |
| Strategy 2 | Promote safe and convenient bicycle and pedestrian access throughout the transportation system and programs. | | |
| 2.1 | Create, review, and update a bicycle and pedestrian plan consistent with PlanQAC . | P&R, DPW, PNZ, BPAC | No |
| 2.2 | Add bicycle lanes, signed bicycle routes, and shared lane markings to develop the County's on-road bicycle network. | DPW, P&R | Yes |
| 2.3 | Use innovative designs and bicycle-specific treatments at intersections and small connector paths to improve safety and interconnectivity. | DPW, P&R, MDOT, DES | No |
| 2.4 | Coordinate bicycle facility planning, design, and implementation with towns and communities across the county. | DPW, P&R, PNZ, COG, BPAC, MDOT | No |
| 2.5 | Launch a bicycle parking initiative by the County in public places. | P&R, BPAC, BCC, DPW | No |
| 2.6 | Require new multi-family residential, retail, and office development to provide bicycle parking. | PNZ, ETD | No |
| 2.7 | Work with the Maryland Upper Shore Transit System and County Ride to accommodate bicycles in support of a multimodal transit system, improving bicycle parking at transit stops. | DPW, CR, MDTA, BPAC | No |
| 2.8 | Continue to develop off-road paths to create a trail system with connections to spine routes that serve key County destinations. | P&R, DPW | Yes |
| 2.9 | Identify roadway improvements to reach acceptable levels of comfort for existing and proposed bicycle routes. | DPW, P&R | Yes |
| 2.10 | Strengthen the enforcement of traffic laws related to bicycle and pedestrian safety. | DES, P&R | No |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 2.11 | Acknowledge the <i>Bicycle Route Map</i> as the County's official designated bicycle route map. | BCC, P&R, BPAC, PRAB, DPW | No |
| 2.12 | Pursue funding opportunities to improve level of comfort on roadway segments identified in future studies. | P&R, DPW, BPAC | Yes |
| 2.13 | Pursue funding opportunities to develop, enhance, and promote designated bicycle routes. | P&R, DPW, BPAC, PRAB | Yes |
| 2.14 | Consider options for bicycle route wayfinding signage. | P&R, DPW, BPAC, PRAB | Yes |
| 2.15 | Promote designated bicycle routes as viable options for connectivity. | P&R, ETD, BPAC, PRAB, MDOT, DPW | No |
| 2.16 | Work with residents, community groups, businesses, civic associations, and property owners to expand the network of walkways in existing public rights-of-way and new open space acquisitions. | P&R, BPAC, PNZ, DPW | Yes |
| 2.17 | Create and implement a Safe Routes to School Program in public and private schools, preferably utilizing MDOT SHA Transportation Alternatives. | P&R, BOE, PNZ, DPW, MDOT, SHA | Yes |
| 2.18 | Continue extending existing paths, trails, and greenways. | P&R, DPW, DNR, PRAB | Yes |
| Strategy 3 | Promote efficient freight and goods movement. | | |
| 3.1 | Promote utilization of rail services to the maximum extent possible to serve the County and region. | ETD, EDC, MDTA | No |
| GOAL 6-3: Support smart and sustainable growth. | | | |
| Strategy 1 | Design transportation infrastructure to support land use goals for compact, accessible, and walkable neighborhoods. | | |
| 1.1 | Apply a complete streets philosophy to identify multimodal transportation solutions for both rural roads and those in Growth Areas and making connections to and from residential neighborhoods to employment and commercial centers. | DPW, PNZ, P&R, MDOT, SHA, ETD, COG | Yes |
| 1.2 | Use design flexibility to achieve context sensitive solutions compatible with neighborhood character. | PNZ, DPW | No |
| Strategy 2 | Protect scenic corridors by applying smart growth management strategies. | | |
| 2.1 | Implement a variety of Byway enhancement principles. | P&R, NSBA, PRAB, EDT | Yes |
| 2.2 | See applicable strategies found in Chapter 4—Land Use and Chapter 7—Historic & Cultural Resources . | P&R, PNZ, NSBA, EDT | No |
| CHAPTER 7—HISTORIC & CULTURAL RESOURCES | | | |
| GOAL 7-1: Continue to build public appreciation for the County's historic and archaeological resources and its deep and varied history to ensure greater knowledge of those resources. | | | |
| Strategy 1 | Establish a Historic Preservation Commission to pursue a range of actions and programs that will build public appreciation for historic preservation, encourage voluntary preservation and reuse of old buildings by property owners, develop local public resources to be directed toward historic preservation, and minimize the loss of historic and archaeological resources. | | |
| 1.1 | Establish a Historic Preservation Commission (HPC) per Title 8 of the Maryland <i>Land Use Article</i> . | PNZ, BCC, HSC, MHT, P&R | No |
| 1.2 | Investigate possible funding mechanisms for the HPC. | PNZ, P&R, MHT | No |
| 1.3 | Update the County's surveys and its GIS-based inventory of historic properties in collaboration with MHT's Medusa program. | PNZ, HSC, IT, P&R, MHT | No |
| 1.4 | Investigate resources that would allow for the matching of grants for National Register nominations and other history research. | PNZ, HSC, P&R, PRAB, MHT | No |
| 1.5 | Initiate a cultural landscape assessment to define and document the historical landscapes, viewsheds, resources, and the County's unique heritage and culture. | PNZ, HSC, P&R, MHT | No |
| 1.6 | Initiate a qualified history-book project (an illustrated volume about the County's historic resources, communities, and landscapes) in connection with the upcoming 250th anniversary of the American Revolution. | P&R, HSC, PNZ, MHT | No |
| GOAL 7-2: Encourage voluntary preservation actions on the part of private and nonprofit owners. | | | |
| Strategy 1 | Encourage and support property owners in maintaining and rehabilitating their historic structures. | | |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 1.1 | Establish a voluntary County designation program for private and nonprofit owners to allow them to qualify for the Maryland historic tax credit. Where feasible, designate multiple contiguous properties as voluntary historic districts, especially along the County's All American Road (Chesapeake Country National Scenic Byway). | PNZ, ETD, HSC, P&R, MHT, SHA | No |
| 1.2 | Encourage owners of eligible historic properties and communities with eligible historic districts to pursue listings in the National Register of Historic Places, which would also quality properties to seek historic tax credits. | P&R, HSC, PNZ, MHT | No |
| 1.3 | Develop a brochure for property owners explaining tax credits for historic preservation. | HSC, P&R, MHT, ETD | No |
| GOAL 7-3: Add more local public resources to the tasks of preserving and maintaining publicly accessible sites. | | | |
| Strategy 1 | Continue to support the Historic Sites Consortium and its role in the County's heritage tourism. | | |
| 1.1 | Encourage the Historic Sites Consortium and member sites to develop touring guides based on broad themes and categories (e.g., farming, schools) that lead users to multiple sites and explain the County's heritage and cultural landscapes. | HSC, P&R, ETD, TTAC | No |
| 1.2 | Encourage and research ways to develop relationships with schools to provide an education of Queen Anne's County through the visitation of sites within the Historic Sites Consortium. | HSC, P&R, BOE | No |
| 1.3 | Assist with researching funding opportunities for capital and program-development grants for historic sites open to the public. | P&R, HSC, ETD | No |
| 1.4 | Research ways to establish a County-led wayfinding system or "cultural heritage trail" with signage and other wayfinding media. | P&R, HSC, ETD, BPAC, PRAB | No |
| GOAL 7-4: Minimize the loss of historic and archeological sites. | | | |
| Strategy 1 | Enhance County information maintained on sites, landmarks, cemeteries, archaeological sites, and scenic byways. | | |
| 1.1 | Seek MHT technical advice and grant support for this work. | P&R, PNZ, IT, MHT, HSC | No |
| 1.2 | Research funding opportunities to document archeological sites, particularly those threatened by flooding and erosion, in collaboration with the Maryland Historical Trust's Archeology Program. | P&R, PNZ, MHT, HSC | No |
| 1.3 | Identify locations and opportunities for implementing historic site markers or signage. | P&R, MHT, HSC, PRAB | No |
| 1.4 | Seek and identify opportunities to support the promotion of historic sites through heritage tourism. | P&R, ETD, TTAC, PRAB, HSC | No |
| 1.5 | Identify, preserve, protect, and promote the County's historic and cultural heritage by working collaboratively with State, County, Town, and historic and cultural preservation organizations. | P&R, MHT, HSC, PRAB | No |
| 1.6 | Revisit the effort to pass an ordinance protecting archaeological resources. | P&R, PNZ, HSC, MHT, PRAB | No |
| 1.7 | Create a Countywide Historic Sites Inventory mirroring the Maryland Inventory of Historic Properties (MIHP) that is integrated into the County's Geographic Information System (GIS). | P&R, PNZ, HSC, IT, MHT | No |
| 1.8 | Ensure the County's inventory of historic resources in its GIS system includes the most up-to-date data so that it can be used in association with County planning, zoning, subdivision, and development. | P&R, PNZ, HSC, IT, MHT | No |
| 1.9 | Encourage an update to the existing inventory of historic cemeteries. | P&R, PNZ, HSC, IT, MHT | No |
| CHAPTER 8—ECONOMIC DEVELOPMENT | | | |
| GOAL 8-1: Promote traditional business, emerging industries, and economic development. | | | |
| Strategy 1 | Support methods and programs to attract and retain businesses using traditional economic development tools, recognizing a need for business incubators and telecommuting infrastructure support. | | |
| 1.1 | Enhance awareness of economic development opportunities. | ETD, EDC, COG, KNDF | No |
| 1.2 | Encourage occupancy or redevelopment of vacant commercial space. | ETD, EDC, KNDF | No |
| 1.3 | Explore opportunities for higher education and workforce development. | ETD, EDC, BOE | No |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 1.4 | Support the infrastructure necessary for telecommuting, new start-up businesses, and business expansion targeting high-tech and cleaner/greener businesses. | ETD, EDC, IT, BAC | Yes |
| Strategy 2 | Support initiatives to create employment opportunities and commercial viability. | | |
| 2.1 | Build cooperative Town/County planning initiatives to develop business and employment centers that attract employment-based industries. | ETD, EDC, PNZ, COG, Towns | No |
| 2.2 | Promote the development of business parks and commercial centers at key locations that support sustainable growth. | ETD, EDC, COG | No |
| 2.3 | Support incentives to create employment centers. | ETD, EDC, BCC, COG, KNDF | No |
| 2.4 | Focus business growth and expansion efforts on targeted business sectors that complement the County's existing commercial base. | ETD, EDC, KNDF | No |
| Strategy 3 | Ensure that sufficient commercially zoned lands exist and are appropriately located and provided with infrastructure. | | |
| 3.1 | Create and update an inventory of commercially developable land that accounts for adequacy of public facilities, non-tidal and tidal wetlands, potential sea level rise impacts, environmental buffers, and other limitations. | ETD, EDC, DPW, KNDF, IT | No |
| 3.2 | Review permitted non-residential land uses and amend the Land Use and Development regulations as appropriate. | PNZ, ETD, PC | No |
| 3.3 | Enforce policies and funding for the expansion of needed technology and for the adequacy of public facilities to support the establishment of employment centers. | ETD, IT, DPW, EDC, COG | Yes |
| 3.4 | Encourage commercial zoning around and within towns and established Growth Areas. | ETD, PNZ, COG, KNDF | No |
| Strategy 4 | Leverage recent improvements to US 301 in Delaware to take advantage of economic development opportunities. | | |
| 4.1 | Identify, list, and rank high potential commercial land. | ETD, PNZ, EDC, KNDF | No |
| 4.2 | Contemplate the findings of the 2018 Sage Policy Group Study of the US 301 Corridor in Queen Anne's County and weigh those opportunities against the purpose and permitted uses in the Agricultural Zoning District, as well as the viability of continued agricultural preservation within the US 301 corridor. | PNZ, P&R, ETD, DPW, APAB, SCD | No |
| 4.3 | Clarify the benefits available to developers and businesses. | ETD, PNZ, EDC | No |
| 4.4 | Strategically encourage the development of speculative commercial space. | ETD, EDC, KNDF | No |
| 4.5 | Take advantage of the SHA Tourist Area and Corridor Signing Program to clearly identify County attractions to the expanded traffic flow. | P&R, ETD, DPW, SHA | No |
| GOAL 8-2: Preserve and promote a resource-based economy. | | | |
| Strategy 1 | Support agricultural, maritime, natural resource-based, and eco-businesses through existing markets and exploration of new and innovative agricultural markets and promote them within the County. | | |
| 1.1 | Create new ways of offering incentives to agricultural, agritourism, eco-businesses, and eco-friendly businesses. | ETD, EDC, PNZ | No |
| 1.2 | Incentive programs should be sensitive to (and reflect future changes in) industry practices and economy. | ETD, EDC, PNZ | No |
| 1.3 | Build and support current agricultural, maritime, and recreation industry sectors. | ETD, EDC, KNDF | No |
| 1.4 | Revise County Codes to incorporate provisions for agritourism and ecotourism. | PNZ, P&R, ETD, EDC, SCD | No |
| GOAL 8-3: Explore opportunities for niche hospitality and tourism industries. | | | |
| Strategy 1 | Develop, support, and promote County cultural activities and heritage tourism opportunities. | | |
| 1.1 | Promote the County as an outdoor special events destination. | ETD, P&R, TTAC, EDC, KNDF | No |
| 1.2 | Promote ecotourism. | ETD, P&R, TTAC, EDC, KNDF | No |
| 1.3 | Cross-market cultural activities, tourist and historic sites, and historic and cultural events. | ETD, P&R, TTAC, EDC, KNDF, HSC | No |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 1.4 | Coordinate with the Queen Anne’s County Arts Council and other organizations or committees involved in cultural or historic initiatives. | ETD, P&R, TTAC, EDC, KNDF, HSC | No |
| Strategy 2 | Use historic and cultural resources to support and develop tourism opportunities. | | |
| 2.1 | Create and coordinate programming of historic and cultural sites with community events, activities, and other tourism attractions. | P&R, ETD, TTAC, HSC, KNDF | No |
| 2.2 | Continue communication and collaboration between the Historic Sites Consortium and the County Department of Economic Development and Tourism. | EDT, HSC | No |
| 2.3 | Continue to support the tourism and economic development objectives and strategies of the <i>Stories of the Chesapeake Heritage Area Management Plan</i> . | P&R, EDT, TTAC, EDC | No |
| CHAPTER 9—HOUSING | | | |
| GOAL 9-1: Create a variety of housing types that are affordable to residents of all needs, ages, life stage, and income levels. | | | |
| Strategy 1 | Foster opportunities to create a supply of affordable, workforce, and attainable housing through various approaches, methods, and programs. | | |
| 1.1 | Collaborate with incorporated municipalities and identify appropriate locations in Growth Areas to provide affordable, workforce, and attainable housing. | HOU, PNZ, COG, ETD, Towns, HAB, KNDF | No |
| 1.2 | Encourage and allow appropriate density increases and a range of unit types to make affordable, workforce, and attainable housing an economically viable development option. | PNZ, HOU, ETD, DPW | No |
| 1.3 | Encourage incorporation of affordable, workforce, and attainable housing within developments in appropriate locations. | HOU, PNZ, ETD, HAB | No |
| 1.4 | Explore ways to improve the County’s MPDU program. | PNZ, HOU, ETD | No |
| 1.5 | Explore additional partnerships with non-profit and private housing organizations active on the Eastern Shore to encourage development within the County. | HOU, ETD, EDC | No |
| Strategy 2 | Continue to implement various approaches, methods, and programs that promote affordable, workforce, and attainable housing. | | |
| 2.1 | Continue to allow accessory apartments in association with single-family lots, as well as commercial apartments. | PNZ, HOU | No |
| 2.2 | Promote infill development and redevelopment activities; where appropriate, encourage the replacement, installation, or upgrade of public infrastructure (e.g., roads, curbs, gutters, public water and sewer, sidewalks). | PNZ, EDT, DPW, COG, Towns | No |
| 2.3 | Establish partnerships between the County and its incorporated jurisdictions to identify new affordable, workforce, and attainable housing opportunities. | HOU, COG, Towns | No |
| 2.4 | Continue to implement the County’s housing and homeownership assistance programs. | HOU | No |
| 2.5 | Encourage the involvement of non-profit organizations to provide affordable housing. | HOU | No |
| Strategy 3 | Support opportunities for County citizens to age in place. | | |
| 3.1 | Provide opportunities to retrofit existing homes with accessible features so seniors and those with disabilities can remain in the community longer. | HOU, PNZ | No |
| 3.2 | Coordinate with social service providers to expand transportation, medical, and social services access to elderly populations. | DCS, CR, AAA, LMB | No |
| GOAL 9-2: Promote opportunities and programs to increase housing affordability for all County citizens. | | | |
| Strategy 1 | Support programs to increase the availability of affordable units. | | |
| 1.1 | Collaborate with incorporated municipalities and identify appropriate locations in Growth Areas to provide affordable, workforce, and attainable housing. | PNZ, HOU, COG, Towns, ETD | No |
| 1.2 | Coordinate with municipalities and communities to publicize and promote information to residents and realtors about home ownership, rehabilitation, and renovation programs. | HOU, COG, Towns | No |
| 1.3 | Consider pursuing additional funding for the County’s Moderately Priced Housing Fund through creation of an incremental tax on property transfers and recordation. | HOU, PNZ | No |
| Strategy 2 | Identify land use policies to encourage housing availability and affordability. | | |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 2.1 | Collaborate with incorporated municipalities and identify appropriate locations in Growth Areas to provide affordable, workforce, and attainable housing. | PNZ, HOU, COG, Towns, ETD | No |
| 2.2 | Where appropriate, expand areas where multi-family and apartment development is allowed and review and increase allowable densities where appropriate. | PNZ, HOU, ETD | No |
| 2.3 | Include opportunities for small-lot single-family units, duplexes, triplexes, townhouses, cottage courts, and small multi-family buildings within County development codes. | PNZ, HOU | No |
| 2.4 | Evaluate parking requirements and consider reductions when requirements are likely to exceed actual demand. | PNZ, ETD | No |
| 2.5 | Incorporate workforce housing as a permitted use in appropriate zoning districts. | PNZ, HOU | No |
| Strategy 3 | Incentivize development of workforce housing. | | |
| 3.1 | Consider including density bonuses as part of the County's MPDU program. | PNZ, HOU, DPW, BCC | No |
| 3.2 | Consider establishing tiered allocation fees to encourage development of multi-family and other smaller housing units. | PNZ, HOU, BCC | No |
| 3.3 | Consider reducing or waiving development impact and other fees for housing units committed for long-term affordability. | PNZ, HOU, DPW, BCC, EDT | No |
| 3.4 | Consider property tax reductions or abatements for new assisted or workforce housing units. | HOU, BCC | No |
| 3.5 | When developing new County facilities, evaluate whether sites can incorporate collocated affordable housing. | HOU, DPW, PNZ | No |
| GOAL 9-3: Preserve the County's existing housing stock. | | | |
| Strategy 1 | Support publicly assisted housing. | | |
| 1.1 | Pursue State support and consider devoting more local funding as federal support declines. | HOU, HAB, DHCD | Yes |
| 1.2 | Work with non-profit development organizations to identify and secure financial resources to maintain housing conditions. | HOU, DHCD | Yes |
| Strategy 2 | Prevent deterioration of existing housing stock. | | |
| 2.1 | Continue and expand programs to help low- and moderate-income homeowners repair and modernize their homes (e.g., remedy health and safety hazards, weatherization, energy conservation, accessibility modifications, lead-based paint remediation). | HOU, DHCD | No |
| CHAPTER 10—TOWN PLANNING FRAMEWORK | | | |
| GOAL 10-1: Foster government cooperation and participation. | | | |
| Strategy 1 | Promote interjurisdictional cooperation with respect to planning and growth related issues to sustainably manage growth. | | |
| 1.1 | Establish joint planning agreements where appropriate. | PNZ, COG, Towns, ETD, USRC | No |
| 1.2 | Continue participation in, and support of, the Council of Governments (COG). | BCC, PNZ, ETD, COG, Towns | No |
| 1.3 | County funding for town infrastructure should be conditioned on compliance with the County's Adequate Public Facilities Ordinance (APFO). | BCC, PNZ, DPW, COG, Towns | Yes |
| Strategy 2 | Initiate joint planning opportunities between the County, Towns, and surrounding counties. | | |
| 2.1 | Include representatives of Towns and bordering counties in comprehensive plan updates to encourage cooperation. | PNZ, COG, Towns, Surrounding Counties | No |
| 2.2 | Encourage joint Planning Commission meetings with Towns and bordering counties to discuss planning issues. | PNZ, PC, COG, Towns, Surrounding Counties | No |
| Strategy 3 | Encourage State coordination with the County and the Towns. | | |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 3.1 | Utilize the Upper Shore Regional Council, Maryland Association of Counties (MACO), or the Maryland Municipal League (MML) as the organizational structure to facilitate collaboration and cooperation. | PNZ, ETD, COG, USRC, MACO, MML, Towns | No |
| Strategy 4 | Attract State resources to match County and local resources to support Town infrastructure improvements. | | |
| 4.1 | Assist Towns to utilize a variety of tools to establish eligibility for State funds. | DPW, PNZ, P&R, ETD, COG, Towns, MDOT | No |
| Strategy 5 | Support funding initiatives for more parks, recreation, and open space within Towns. | | |
| 5.1 | As the State provides funds to the County, the County and Towns should coordinate project details and priorities to ensure the appropriate location and development of public facilities to meet both Town and County needs. | P&R, COG, Towns, DNR, PRAB | Yes |
| Strategy 6 | Support Town planning by offering County resources for technical and professional services and planning assistance as incentives to achieve responsible smart growth. | | |
| 6.1 | Share County resources with Towns supported by fees for service, as appropriate. | PNZ, P&R, DPW, COG, Towns | No |
| 6.2 | Provide technical assistance as appropriate to municipalities for infrastructure and other planning issues. | PNZ, P&R, DPW, ETD, COG, Towns | No |
| Strategy 7 | Support Town initiatives that utilize innovative energy and environmentally sustainable technologies or strategies. | | |
| 7.1 | Identify State and federal funding mechanisms for innovative energy and environmentally sustainable technology. | DPW, PNZ, DNR, MDE | No |
| Strategy 8 | In accordance with the <i>Land Use Article</i> , establish Town and County planning processes that foster implementation of community and comprehensive plans. | | |
| 8.1 | Utilize the adopted plans to establish indicators and performance measures that comply with the annual reporting requirements of the <i>Land Use Article</i> . | PNZ, COG, Towns | No |
| GOAL 10-2: Direct growth to incorporated municipalities. | | | |
| Strategy 1 | Direct County growth to existing Towns to help maintain the County's wastewater treatment capacity and flows, preserve agricultural lands, and focus development in areas with existing infrastructure. | | |
| 1.1 | Through mutual agreement, coordinate Municipal Growth Elements (MGE) through meetings between the County and Towns and continued planning and implementation coordination. | PNZ, DPW, COG, Towns | No |
| 1.2 | Work with Towns to provide and plan appropriate greenbelts. | PNZ, P&R, COG, Towns | No |
| CHAPTER 11—COMMUNITY PLANS | | | |
| CHESTER/STEVENSVILLE GROWTH AREA | | | |
| Goal 11A-1 | Prepare for appropriate infill and redevelopment opportunities. | | |
| 1 | Develop design guidelines for infill development or redevelopment, establishing benchmarks to enhance community character and quality. | PNZ, ETD, DPW, COG | No |
| 2 | Review and amend development regulations to ensure appropriate uses, bulk requirements, and aesthetics are incorporated, ideally condensing the number of districts to allow for greater ease of implementation. | PNZ, PC | No |
| 3 | Develop a Main Street corridor zoning district to incorporate all zoning districts that have characteristics of a traditional main street that is found within the County Growth Areas. | PNZ, ETD, PC | No |
| Goal 11A-2 | Enhance the Chester/Stevensville Growth Area's sense of place. | | |
| 1 | Identify and develop appropriate gateway treatments to alert travelers of their destination. | P&R, DPW, ETD, TTAC | Yes |

| No. | Action | Lead Agency & Implementation Partners | Capital Item |
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| 2 | Establish greenbelts to define the Chester/Stevensville communities, providing clear edges for these Growth Areas. | PNZ, P&R | No |
| 3 | Enhance appropriate environmental protection standards to mitigate future environmental and climate change effects. | DPW, PNZ, P&R, DNR, MDE | No |
| GRASONVILLE GROWTH AREA | | | |
| Goal 11B-1 | Achieve planning objectives for existing residential neighborhoods. | | |
| 1 | Limit the ability of nonconforming commercial uses in existing zoned residential neighborhoods to expand, unless conditioned on improvements to site appearance including screening and buffering. | PNZ | No |
| 2 | Limit home occupation scale and impact in residentially zoned neighborhoods so they do not adversely affect neighboring residential properties. | PNZ | No |
| 3 | Require new non-residential development to adequately screen/buffer from adjacent residentially zoned land, minimizing impacts on existing residential areas, particularly for new commercial development on the US 50/301 corridor abutting MD 18. | PNZ | No |
| 4 | Encourage homeownership within the Grasonville community and seek grant funding opportunities for home improvements and community development projects. | HOU, PNZ, DHCD | No |
| Goal 11B-2 | Achieve the vision developed for Main Street. | | |
| 1 | Develop a Main Street corridor zoning district to incorporate all zoning districts that have characteristics of a traditional main street that is found within the County Growth Areas. | PNZ, ETD | No |
| 2 | For the Grasonville Village Center (GVC) zoning district, review existing Zoning Regulations and consider revisions to permitted uses, minimum site size requirements, parking requirements, landscaping, and screening. | PNZ, ETD, P&R, PC | No |
| 3 | For the Grasonville Neighborhood Commercial (GNC) zoning district, review existing Zoning Regulations and consider revisions to permitted uses, allowable floor area ratio, minimum site size requirements, parking requirements, and aesthetic appearance. | PNZ, ETD, P&R, PC | No |
| 4 | Work with SHA to develop and consider a number of Main Street improvements to address design speed and character, intersection improvements, streetscapes, drainage, sidewalks, and utilities. | DPW, P&R, SHA | Yes |
| 5 | Consider developing and adopting voluntary guidelines for fences and landscaping to help achieve streetscape consistency. | PNZ, P&R | No |
| Goal 11B-3 | Encourage a more fully developed parks and open space system. | | |
| 1 | Maintain an open space greenbelt on Grasonville's southern side. | PNZ, P&R | No |
| 2 | Explore converting the solid waste transfer station into a community park to accommodate passive and active park/recreational facilities for use by all age groups. | P&R, DPW | Yes |
| 3 | Continue improving Grasonville Community Park on Perry's Corner Road to accommodate changing community recreational needs. | P&R | Yes |
| 4 | Extend the Cross Island Trail and Cross County Connector Trail projects through Grasonville. | P&R, DPW | Yes |
| 5 | Consider shared multi-use trails along MD 18 and the abandoned rail right-of-way adjacent to US 50/301; along Chester River Beach Road from Main Street to Chester River Drive; east-west trail between Perry's Corner Road and Sawmill Lane; along Perry's Corner Road from Grasonville Park to Discovery Lane; and other connections as new neighborhoods and highway commercial development occurs. | P&R, DPW, SHA | Yes |