

# — 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.

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## 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. As a component of that Annual Report, these parties will provide annual status updates on prioritized implementation efforts and actions. 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 are important steps in evaluating and predicting potential shifts in the Plan's assumptions. That mid-cycle report will include status updates on prioritized implementation efforts and action.

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. All departments and agencies will be consulted regarding implementation efforts and actions. 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
DPR	Department of Parks & Recreation
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
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	
HSC	Historic Sites Consortium
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
<b>CHAPTER 3—COMMUNITY FACILITIES &amp; SERVICES</b>			
<b>GOAL 3-1: Reduce environmental impacts associated with community facilities.</b>			
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
<b>GOAL 3-2: Provide sustainable smart growth management inside and outside Growth Areas.</b>			
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 &amp; 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

No.	Action	Lead Agency & Implementation Partners	Capital Item
<b>GOAL 3-3: Provide infrastructure and services to support economic development.</b>			
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
<b>GOAL 3-4: Provide appropriate services, facilities, and amenities.</b>			
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
<b>CHAPTER 4—LAND USE</b>			
<b>GOAL 4-1: Growth management, regulations, design/land use.</b>			
Strategy 1	Review current site design standards to further promote environmental protection, landscaping, and aesthetics as well as seeking to preserve scenic beauty, vistas, viewscapes, and un-fragmented forestland and farmland through compact residential design.		
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, viewscapes, 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 adequately provide for thoughtful growth that reflects the County's vision.		
2.1	The sewer portion of the Allocation Policy ( <b>Appendix 1</b> of the <b>2011 Comprehensive Water and Sewerage Plan</b> ) should be amended to clearly address the current sewer treatment capacity limitation.	DPW, PNZ	No
	a. Affirm that the existing 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 expectation timelines.	DPW, PNZ, COG	No
	b. 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
	c. Recognize that existing infill opportunities are sufficient to consume all available sewer capacity, and promote infill, renovation, and revitalization strategies as alternatives to new residential development on vacant lands. Consider incentivizing infill development.	DPW, PNZ, PC, BCC, COG, Towns	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, AO, BCC	No
2.2	Pursue with the Maryland Department of the Environment (MDE) a 10% re-rating in existing plant capacity as a short-term measure to address the treatment capacity limitations (refer to <b>Appendix D—Water Resources Element, Opinion Strategy—No. 1</b> ).	DPW, MDE, BCC	No
	a. 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 Comprehensive Water and Sewerage Plan since 1990 (e.g., Marling Farms, Dominion).	DPW, PNZ, PC, BCC	No

No.	Action	Lead Agency & Implementation Partners	Capital Item
2.3	Perform an analysis of options to construct new treatment capacity to address the treatment capacity limitations long-term (see <b>Appendix D—Water Resources Element, Opinion Strategy—No. 2</b> ).	DPW	No
	a. Evaluation should consider the cost analysis of each option, the viability of each option with consideration of the existing nutrient allocation as determined by current TMDL regulations, and a regulatory analysis as each option's potential to be permitted.	DPW	No
	b. The evaluation should also carefully consider the potential growth available to ensure that the servicing of the debt incurred by the expansion can be readily satisfied by new development (not by existing customers) and that said potential new development is of a nature consistent with the goals and objectives of <b>PlanQAC</b> .	DPW, PNZ	No
2.4	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
2.5	Investigate and review opportunities to consolidate zoning categories to better represent existing conditions, allow for more consistent zoning reviews, and assist with managing the effect of infrastructure in the County.	PNZ	No
2.6	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
2.7	Modify infill development standards to achieve desired minimum densities.	PNZ, DPW	No
2.8	Review and update regulations to ensure minimal environmental impacts and contemplate hazard resiliency.	PNZ, DPW, SCD	No
2.9	Strengthen the County's Housing Programs through continued funding, partnership, and implementation.	HOU, HAB, DHCD	No
2.10	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
2.11	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
2.12	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
<b>Strategy 3</b>	<b>Ensure that sufficient commercially zoned lands exist and that those lands are appropriately located and provided with infrastructure.</b>		
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
<b>Strategy 4</b>	<b>Seek to preserve unique community identities.</b>		
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

No.	Action	Lead Agency & Implementation Partners	Capital Item
<b>GOAL 4-2: Agricultural land preservation.</b>			
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 and advocate for larger funding sources for these programs.	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 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
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 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
<b>CHAPTER 5—ENVIRONMENTAL RESOURCES</b>			
<b>GOAL 5-1: Implement resource protection, conservation, and preservation strategies that promote high water quality and protect aquatic life throughout Queen Anne's County.</b>			
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 impervious surface thresholds established by MDE.	DPW, PNZ, MDE	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	Consider establishing a no net loss of forest policy for the County.	PNZ, BCC	No
2.5	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
2.6	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
<b>GOAL 5-2: Implement conservation, preservation, and regulation strategies including environmental protection and resource conservation measures.</b>			
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</i> (see <i>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
1.4	Encourage implementation of agricultural best management practices.	PNZ, SCD	No

No.	Action	Lead Agency & Implementation Partners	Capital Item
<b>Strategy 2 Protect Sensitive Areas.</b>			
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
2.5	Utilize updated flood risk data from FEMA when it becomes available to update outdated flood risk maps.	DPW, PNZ	No
2.6	Review current best management practices for light pollution and preservation of “dark skies.”	PNZ	No
<b>GOAL 5-3: Implement a growth management strategy to direct new and infill development to existing Growth Areas.</b>			
<b>Strategy 1 Meet growth management goals and objectives with respect to public water supplies and facilities.</b>			
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
<b>Strategy 2 Meet growth management goals and objectives with respect to public and private wastewater facilities.</b>			
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	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

No.	Action	Lead Agency & Implementation Partners	Capital Item
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
<b>Strategy 3</b>	<b>Provide adequate treatment for the quality, volume, and rate of stormwater runoff.</b>		
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 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 MDE recommended percentage thresholds of the watershed land area with impervious surfaces.	PNZ, DPW, COG, Towns, MDE	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
3.8	Review and modify existing zoning and development regulations to direct growth to designated 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	Continue implementing required buffers, setbacks, and lot coverage/impervious surface regulations to protect water quality from impacts of development.	PNZ, DPW, CAC, MDE	No
3.11	Work collaboratively with the Municipalities and surrounding Counties to adopt water resource protection strategies and regulations.	PNZ, DPW, Surrounding Counties, Towns	No
3.12	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
3.13	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
3.14	Direct growth within Priority Funding Areas (PFA) while managing or reducing the potential for development outside of the PFA to assure the ability to maintain assimilative capacity in the watershed.	PNZ, DPW, ETD, COG, Towns	No
<b>CHAPTER 6—TRANSPORTATION</b>			
<b>GOAL 6-1: Improve safety, mobility, accessibility, and resiliency in the transportation network.</b>			
<b>Strategy 1</b>	<b>Strongly support resolutions to traffic problems caused by through traffic that impedes local traffic and citizen movements.</b>		
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

No.	Action	Lead Agency & Implementation Partners	Capital Item
<b>Strategy 2</b> 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 in order to ensure safe, adequate transportation planning and protection of historic and environmental resources.	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
<b>Strategy 3</b> 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
<b>Strategy 4</b> 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
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
<b>Strategy 5</b> Develop transportation studies that identify capital projects consistent with <b>PlanQAC</b> and its Future Land Use Plan.			
5.1	Identify capital projects that are consistent with <b>PlanQAC</b> 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
<b>GOAL 6-2: Enhance the transportation network for all users.</b>			
<b>Strategy 1</b> 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

No.	Action	Lead Agency & Implementation Partners	Capital Item
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
1.11	Investigate opportunities for additional public access to waterways.	P&R, DPW	No
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 <b>PlanQAC</b> .	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
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 and pedestrian routes as alternative "active transportation" options for connecting citizens to employment, community, and retail business areas.	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
<b>GOAL 6-3: Support smart and sustainable growth.</b>			
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

No.	Action	Lead Agency & Implementation Partners	Capital Item
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 <b>Chapter 4—Land Use</b> and <b>Chapter 7—Historic &amp; Cultural Resources</b> .	P&R, PNZ, NSBA, EDT	No
<b>CHAPTER 7—HISTORIC &amp; CULTURAL RESOURCES</b>			
<b>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.</b>			
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, 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, 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
<b>GOAL 7-2: Encourage voluntary preservation actions on the part of private and nonprofit owners.</b>			
Strategy 1	Encourage and support property owners in maintaining and rehabilitating their historic structures.		
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, 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 qualify 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
<b>GOAL 7-3: Add more local public resources to the tasks of preserving and maintaining publicly accessible sites.</b>			
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.	PNZ, 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, ETD, BPAC, PRAB	No
<b>GOAL 7-4: Minimize the loss of historic and archeological sites.</b>			
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

No.	Action	Lead Agency & Implementation Partners	Capital Item
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, 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, 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
<b>CHAPTER 8—ECONOMIC DEVELOPMENT</b>			
<b>GOAL 8-1: Promote traditional business, emerging industries, and economic development.</b>			
<b>Strategy 1</b>	<b>Support methods and programs to attract and retain businesses using traditional economic development tools, recognizing a need for business incubators and telecommuting infrastructure support.</b>		
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
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
<b>Strategy 2</b>	<b>Support initiatives to create employment opportunities and commercial viability.</b>		
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
2.5	Consider identifying a revitalization area within qualified unincorporated areas of QAC and seek Maryland Sustainable Community designation.	PNZ, EDC	No
<b>Strategy 3</b>	<b>Ensure that sufficient commercially zoned lands exist and are appropriately located and provided with infrastructure.</b>		
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
<b>Strategy 4</b>	<b>Leverage recent improvements to US 301 in Delaware to take advantage of economic development opportunities.</b>		
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

No.	Action	Lead Agency & Implementation Partners	Capital Item
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
<b>GOAL 8-2: Preserve and promote a resource-based economy.</b>			
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, and eco-businesses, with an emphasis on regenerative initiatives and ecofriendly 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
<b>GOAL 8-3: Explore opportunities for niche hospitality and tourism industries.</b>			
Strategy 1	Develop, support, and promote County cultural activities and heritage tourism opportunities.		
1.1	Promote designated areas of the County as an outdoor special events destination.	ETD, P&R, TTAC, EDC, KNDF	No
1.2	Develop and promote ecotourism, agritourism, and recreational tourism utilizing the existing natural resources in the County and working with industry partners and stakeholders.	ETD, P&R, TTAC, EDC, KNDF	No
1.3	Develop and promote the County's local heritage, cultural assets and destinations, and connections with local, State, and national themes.	ETD, P&R, TTAC, EDC, KNDF, HSC	No
1.4	Leverage existing County destinations, businesses, and visitor services.	ETD, P&R, TTAC, EDC, KNDF	No
1.5	Support, connect, and educate existing industry providers.	ETD, P&R, TTAC, EDC, KNDF	No
1.6	Cross-market cultural activities, tourist and historic sites, and historic and cultural events.	ETD, P&R, TTAC, EDC, KNDF, HSC	No
1.7	Develop local transportation resources, partnerships, and businesses in support of the hospitality industry.	ETD, IT, DPW, EDC, COG, HOU	Yes
1.8	Develop, encourage, and promote signature events that encourage interest in the County and attract visitors.	ETD, P&R, TTAC, EDC, KNDF, HSC	No
1.9	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
1.10	Prepare and implement a work plan for the development and promotion of the Queen Anne's County hospitality industry.	ETD, P&R, TTAC, EDC, KNDF	Yes
1.11	Implement the County brand to support the hospitality market.	ETD	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

No.	Action	Lead Agency & Implementation Partners	Capital Item
<b>CHAPTER 9—HOUSING</b>			
<b>GOAL 9-1: Create a variety of housing types that are affordable to residents of all needs, ages, life stage, and income levels.</b>			
<b>Strategy 1 Foster opportunities to create a supply of affordable, workforce, and attainable housing through various approaches, methods, and programs.</b>			
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 necessary development within the County, when appropriate.	HOU, NGO, ETD, EDC	No
1.6	Conduct a capacity analysis with estimates of available housing and housing needed by Growth Area to determine current supply and demand, where it exists, type(s) of housing needed, and what future needs will be.	HOU, PNZ, IT	No
<b>Strategy 2 Continue to implement various approaches, methods, and programs that promote affordable, workforce, and attainable housing.</b>			
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
<b>Strategy 3 Support opportunities for County citizens to age in place.</b>			
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
<b>GOAL 9-2: Promote opportunities and programs to increase housing affordability for all County citizens.</b>			
<b>Strategy 1 Support programs to increase the availability of affordable units.</b>			
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
<b>Strategy 2 Identify land use policies to encourage housing availability and affordability.</b>			
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, DPW, ETD	No

No.	Action	Lead Agency & Implementation Partners	Capital Item
2.5	Incorporate workforce housing as a permitted use in appropriate zoning districts.	PNZ, HOU	No
<b>Strategy 3</b>	<b>Incentivize development of workforce housing.</b>		
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, DPW, 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
<b>GOAL 9-3: Preserve the County's existing housing stock.</b>			
<b>Strategy 1</b>	<b>Support publicly assisted housing.</b>		
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, NGO	Yes
<b>Strategy 2</b>	<b>Prevent deterioration of existing housing stock.</b>		
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
<b>CHAPTER 10—TOWN PLANNING FRAMEWORK</b>			
<b>GOAL 10-1: Foster government cooperation and participation.</b>			
<b>Strategy 1</b>	<b>Promote interjurisdictional cooperation with respect to planning and growth related issues to sustainably manage growth.</b>		
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	Joint Planning Agreements that provide County funding for Town infrastructure should consider compliance with the County's Adequate Public Facilities Ordinance (APFO).	BCC, PNZ, DPW, COG, Towns	Yes
<b>Strategy 2</b>	<b>Initiate joint planning opportunities between the County, Towns, and surrounding counties.</b>		
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
<b>Strategy 3</b>	<b>Encourage State coordination with the County and the Towns.</b>		
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

No.	Action	Lead Agency & Implementation Partners	Capital Item
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
<b>GOAL 10-2: Direct growth to incorporated municipalities.</b>			
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
<b>CHAPTER 11—COMMUNITY PLANS</b>			
<b>CHESTER/STEVENSVILLE GROWTH AREA</b>			
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	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 Chester/Stevensville Growth Area.	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
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

No.	Action	Lead Agency & Implementation Partners	Capital Item
<b>GRASONVILLE GROWTH AREA</b>			
<b>Goal 11B-1</b>	<b>Achieve planning objectives for existing residential neighborhoods.</b>		
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
<b>Goal 11B-2</b>	<b>Achieve the vision developed for Main Street.</b>		
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 Grasonville Growth Area.	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
<b>Goal 11B-3</b>	<b>Encourage a more fully developed parks and open space system.</b>		
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