

Appendix A

Chester/Stevensville Community Plan SWOT Analysis Rankings*

* Note: Strengths, Weaknesses, Opportunities and Threats receiving 3 or more votes are shown in bold

COMMUNITY STRENGTHS RANKING

12	The Bay
9	Wildlife/Waterfowl
8	Waterfront Community
8	Natural Resources (Crabs, Oysters, Fishing)
6	Unique (Environmentally, Geographically, and Historically)
5	Character/Eastern Shore Way of Life
5	Large Areas of Rural Undeveloped Land adjacent to Settlements
5	Volunteer Fire Department
4	Depth of Citizen Concern and Care
4	Gateway to Something Unique (The Eastern Shore and Rural Lifestyle)
4	Cross-Island Trail– Walkable Communities
4	Political Commitment to Responsible Growth
3	Bucolic Setting
3	Central location -- access to work destinations
3	Economic Value of Community and Properties
3	Sewer System
3	1631- First Settlement in Maryland
3	Community/Civic Organization Involvement (Lions Club, Rotary, Character Counts, Churches and Fire Department)
3	Event Potential
2	Flyway for Migratory Waterfowl
2	Parks
2	Library
2	Small Town Feel
2	Special Events
	ó Bridge Walk
	ó Chesapeake Bay Swim
	ó Chesapeake Bay Boat Show
	ó Boat Racing
	ó Wine Festival
	ó Boat Festival of Lights
2	No enormous big box retail
2	Opportunity for Tourism
1	Recreation
1	Historic Stevensville

- 1 Business Parks (Chesapeake Bay Business Park and Thompson Creek Business Park)
- 1 Traditional Occupations (Farmers and Waterman)
- 1 Schools
- 1 Route 50 (during the week / not weekend)
- 1 Recreation Wonderland
- 1 Safeó Low Crime Rate
- 1 Scenic Highways
- 1 Financial Strengths
 - Local Banking Industry
 - ó Available Developers
- 1 Socio-Economic Diversity
- 1 Kent Island Heritage/Historic Society
- 1 Diversity of Housing Options

- 0 Employment Centers
- 0 Boating Industry
- 0 Airport
- 0 Traditional Historic Businesses (e.g. Friel Lumber)
- 0 Percy Thomas Center
- 0 Majority of County Population lives on the Island
- 0 Tight-Knit Community
- 0 Itø an Island
- 0 Terrapin Grove
- 0 History of Planning
- 0 Seniorø Activities (Broad array of activities and recreation offerings)
- 0 Branded øTHE SHOREö
- 0 Access to Places off the Island
- 0 Existing Protective Ordinances
- 0 Rural Area without Street Lights and Sidewalks
- 0 County and Island are One Jurisdiction (no incorporated towns)
- 0 Convenience of Goods and Services within a two mile radius
- 0 Adequate Supply of Housing
- 0 Bedroom Community
- 0 Diverse Tax Base
- 0 Great Restaurants/Dining Opportunities
- 0 Meeting/Conference Centers
- 0 Waterfront Community

COMMUNITY WEAKNESSES RANKING

- 13 **Too much high density growth already approved**
- 9 **Affordable Housing**
- 8 **Traffic/Gridlock**
- 7 **Bay Bridge/Route 50 (Ugly, Pollution, Truck Traffic)**
 - Ugly
 - Pollution
 - Truck Traffic
 - Cuts Communities in half
 - Noisy
 - Safety Hazard
 - Gridlock/Congestion
- 6 **Too Much Discretion left to the Planning Commission**
- 6 **Limited Water Supply**
- 5 **Limited Medical Facilities**
- 5 **No Growth Management Ordinance that affects Rate of Growth**
- 4 **Health of Bay Resources/ Condition of Bay is Deteriorating**
- 4 **Lack of Code Enforcement**
 - Signage
 - Beautification
 - Building Guidelines
 - Setbacks
 - Incentives for Property Maintenance (Local or State Programs to support)
- 3 **SPRAWL**
- 3 **Not enough facilities to support youth activities**
 - movie theaters
 - YMCA
 - Bowling
 - Public Pool
- 3 **Infrastructure (Roads and Electric Power)**
- 3 **Southside Connector over Cox Creek needed**
- 2 **Inadequate Enforcement Resources (Police monitoring of speeding, EMS, Volunteer Fire)**
- 2 **Growth areas in the Chesapeake Bay Critical Area**
- 2 **Commercial Strip Development**
- 2 **Emphasis on residential versus business/retail development**
- 2 **No Island Center**
- 2 **Lack of Design Standards, Architectural, Landscaping and Signage**
- 2 **Environmental and Natural Resources are exploited and not protected**
- 2 **Ease with which Previous Plans have been ignored by past Commissioners and the Planning Office**

- 2 Connector Road on the North Side from Benton Road (Queens Landing to Stevensville)
- 2 Lack of a Local Conservation, Restoration Plan
- 1 Competing interests concerning growth (A chamber of commerce promoting growth and citizens who want to decrease growth)
- 1 Flooding
- 1 Inadequate Protection of Environmental Resources through Zoning
- 1 County Finances too dependent on Residential Tax Base
- 1 Chester has no "Real" Town Center
- 1 Lack of Economic Development Tools
- 1 Too Large a percentage of the growth areas have been placed in the Critical Area.
- 1 Bad Jobs/Housing Ratio
- 1 Future Growth on Septic Systems
- 1 Lack of High Speed Internet and Cable TV
- 1 Major Power Lines Through Communities (Towns)
- 1 Past Plans have not Translated into Effective Growth Management
- 1 Overcrowded Schools
- 1 Lack of Coordination or Incorporation of public Buildings in the Fabric of Communities.
- 1 Weak Coordination among Uses (Shared Parking, Impaired Walkability)
- 1 High Density Development in Critical Areas and Stormwater Management Impacts
- 1 Waterfront
 - Taxes
 - siltation and erosion caused by lack of erosion control treatment (bulkheads, rip-rap)
 - Agricultural Runoff
 - Siltation of Creeks and water bodies
- 1 Inability for Fire Dept. to get funds from new growth and development
- 1 Long Term Bay Bridge Umbilical Cord - restrictive affect on Tourism
- 1 No Plan to Improve the Flow of Traffic on the Bridge
- 1 Lack of Measurable Goals that can be Tracked Over Time
- 1 Inability for Fire Dept. to review plans for new development projects
- 1 Too Much Development Outside Growth Areas
- 1 Definition of Open Space Allows Buildings
- 0 Legacy of Previous Stevensville Plan/ Disagreement with the Plan and lack of Island Friendly/Bay Friendly Zoning
- 0 Hurricanes (only 2 ways off Island and large area could be flooded)
- 0 Legacies of previous Commissioners
- 0 Past Growth Trends
- 0 Too Many People
- 0 Bigger Signs are "Better"
- 0 Business Park doesn't bring in High Paying Jobs and Not Enough Jobs

- 0 Retail Stores don't meet the needs of Island Residents/Limited Retail Mix
- 0 Fragile
- 0 Floodplains, Streams, Shore Buffers, and Peninsulas
- 0 We are a Fragile Island
- 0 Interchange at 18/552 ; Postal Road; and Overpass @ Route 8
- 0 Aquifers
- 0 Boat Ramps not available for local residents; mismanaged; over use by out-of-County folks
- 0 Route 50/301 Noise Abatement
- 0 Lack of overpasses over 50/301
- 0 Potential Not Reached or Protected/ Quality of development, cultural, and environmental
- 0 Vacant Stores and Ugly Shopping Centers
- 0 Codes that aren't getting their results
- 0 Lacks Commercial and Cultural Centers
- 0 Needs are subordinated to less populated, less stressed areas of the County
- 0 Neglect of Historic Resources
- 0 Attitude of Defeatist Attitude that says "It's Gone" -- general dis-empowerment
- 0 Citizen perception of Congestion greater than LOS analysis using ITE manual would indicate.
- 0 Non-Point Sources of Pollution
- 0 Air Quality (downwind of Baltimore)
- 0 Lack of Diversity in the Agricultural Economy
- 0 Farmers Caught in the Squeeze/ being Pushed to Sell Out
- 0 Ease of Use of Text Amendments
- 0 Don't educate property Owners in the Critical Area on what they should be doing
- 0 Inadequate Impact Fees and Adequate Public Facilities Ordinance Requirements
- 0 Lack of Racial Diversity

COMMUNITY OPPORTUNITIES RANKING

- 14 **Freeze on any New Development**
- 10 **Establish Greenways, Parks, Open Spaces, and Historical Sites**
- 10 **Review and redefine growth areas**
- 9 **To establish an effective Growth management ordinance**
- 8 **Pier One Marina District Expansion to Enhance Gateway**
 - Evaluate and Protect Airport for Future Use
 - Use of Land Adjacent to Route 50
- 7 **Develop Better Design Guidelines/Stricter Standards**
- 7 **To establish Building Permit Cap on Kent Island**
- 7 **To improve Route 8 corridor**
- 6 **Develop Community Design Themes for Chester and Stevensville**
- 5 **Shift the focus of the Planning Areas from Residential to non-residential development**
- 4 **To be Pro-active regarding a future Bay Bridge Span**
- 4 **Four Seasons—strengthens market for bookstores, boutiques, more diversity in retail services.**
- 3 **To develop Incentives to Draw Businesses into Business Park**
- 3 **Public Support for Funding of:**
 - Blue Heron Golf Course Improvements
 - Indoor Tennis
 - Equestrian Park
 - Indoor Pool
- 2 Potential Visitors and Customers (Market)
- 2 Land Banking for Community Facilities; Open Space; Economic Development, and Schools
- 2 Historic Stevensville Area could become a Boutique Area
- 2 Last Chance to Save Rural Character and Historic Resources to Appeal to Tourism
- 2 Improve Intersections, Overpasses, Connector Roads; Route 8 Overpass
- 2 Airport is an opportunity as another means to get off Island and Federal Grants for Flight Commuter Service.
- 2 Update County Critical Area Program
- 1 Eco-Tourism
- 1 Best Management Practices for Pollutants (Require BMPs)
- 1 Enforce Planning and Zoning Rules
- 1 Four Seasons - Senior Opportunities
 - 40 million dollars to County Cooffers
 - Fire Department
 - Less Strain on School Systems
- 1 Entertainment Market may be right for Theaters
- 1 Create Special Taxing Districts as a financing tool

- 1 Great place for Historic and Environmental Tours
- 1 To establish High Value Use near Route 8 and Route 50 intersection (3 sites)
- 0 Limit Future Growth to less than 20 Units per site
- 0 Protect and Preserve Kent Island Eastern Shore Heritage
- 0 Redefine Open Space
- 0 Whole Island a Good Place for Baby Boomers
- 0 Lot of Open Space for Potential Town Center in North Chester
- 0 To Limit Growth, Particularly Along the Water, Which will Allow for Eco-Tourism
- 0 Re-establish Kent Island Ferry Service
- 0 Aquaculture
- 0 Opportunity to Improve CAC Team Building to Work Together
- 0 Charettes on all Commercial and Residential Developments
- 0 Grants for Open Space Acquisition
- 0 To establish separate municipal status for Kent Island (self government)
- 0 Economic opportunity for slots/gambling
- 0 Defunct Bay Model for Park Site
- 0 Improve Thompson Creek Road at Route 50 intersection

COMMUNITY THREATS RANKING

- 16 **Four Seasons**
 - 2700 Cars to Circle
 - 4 lanes through Cross-Island Trail
 - 970 houses located 10 feet apart in the Critical Area
 - could cost taxpayers \$40 million
- 9 **Unintended Consequences:**
 - Stopped Walmart to get Airport Expansion and Stopped Gibson's Grant to get Truck Station
- 8 **Sewer Lines**
- 8 **1,300 to 1,600 homes on existing Vacant Lots South on Route 8.**
- 8 **Lack of detailed Island-Wide Plan**
- 7 **No Immediate Plans for 3rd Bay Bridge Crossing**
- 7 **Traffic prompted by Four Seasons, Ellendale, and Regional Traffic impacts**
- 6 **Unending and growing economic pressure for growth on Kent Island**
- 5 **Tax Increases**
- 5 **Chesapeake Bay Deterioration and Threat to Eco-Tourism**
- 5 **Widespread Septic System failures in older communities**
- 5 **Lack of adequate policy tools to enforce an island-wide plan**
- 4 **Route 8 South: Additional Development impacts to existing backups down Route eight external to Queen Anne's County**
- 4 **Too much growth outside growth areas**
- 4 **Other jurisdictions create more attractive liveable quality communities through responsible development practices that enhance their tax base and shift investment away from the Island.**
- 3 **Potable Water Supply**
- 3 **Deforestation**
- 2 **Government making Decisions based on Traffic analysis and Fiscal Impact Analysis supplied by Developers which are not prepared conservatively.**
- 1 **Land Banking/Speculation**
- 1 **Four Seasons : 55 foot High Buildings in Critical Area**
- 1 **Younger Citizens move in with Children**
- 1 **Potential Strain on Emergency Services**
- 1 **Island Vulnerable to Major Weather Events (Hurricanes, Floods, Storms)**
- 1 **Threat of De-Valuation and Depreciation of Residential and Commercial Properties**
- 0 **Too much Impervious Surface which has increased and is increasing**
- 0 **Older Citizens need Tax Break**
- 0 **Route 18 Design in Front of Western Auto**
- 0 **Intended Use of Properties located Behind Friendly's Store**
- 0 **TDRs**

- 0 Other "Families" moving into houses vacated by Seniors impacting school capacity
- 0 Dollars from Four Seasons not enough to cover Capital and Operational Contribution needed.
- 0 Gateway - Threat to losing Resource-Based Industries and Heritage
- 0 Existing Quality of Life if Expansion to Sewer Plant is Directed toward New Growth
- 0 Bay Bridge Airport
- 0 Smart Growth (defined by State and local location of sewer) forces development along Route 50
- 0 Gambling, Drugs traffic, and Crime
- 0 State pressure to conform
- 0 Lack of Island/wide transportation plan/ lack of connector roads