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### Section 6.0 Economic Development & Tourism

Economic development is a means to create wealth and economic stability, bolster the tax base, and ensure the highest possible quality of life for Queen Anne’s County residents. This Plan Element identifies key issues with respect to the agricultural economy, traditional business development, and tourism. The County economic strategy is to focus on its ability to generate sufficient tax revenues from a predominantly agricultural, tourism, and retail and service based economy to support the educational and public services for its citizens.

Contained within this Element are a variety of economic indicators measuring trends of agricultural, business, maritime, and tourism across the County. The County Comprehensive Plan’s primary focus is to preserve and maintain the County as a *quintessential rural community* with agriculture as a viable industry, while also providing support for the commercial and hospitality industry base.

#### Section 6.1 Organizational Background & Relevant Plans

An economic development organizational structure is crucial to successful economic development activity. The County has a history of providing a department within County government responsible for tracking, guiding, assisting businesses and farmers and implementing a variety of economic development activities, initiatives and strategies.

##### Section 6.1.1 Organizational Structure

The following provides a description of the County’s economic development organizational structure.

- **Department of Economic Development, Agriculture & Tourism (EDAT)** – The Department focuses on supporting and enhancing the existing business base and attracting new business; supporting agricultural preservation as a means to grow and enhance agriculture as an economically successful industry; and promoting the County as a tourist destination. *Objectives of the Department include:*
  - Business development, attraction and retention
  - Resource networking
  - Assistance with project review and permitting process
  - Financing options and alternatives
  - Agriculture preservation programs
  - Agricultural diversification opportunities
  - Tourism development initiatives

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#### Article 66B Visions

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##### 1. Quality of Life

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##### 2. Public Participation

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##### 3. Growth Areas

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##### 4. Community Design

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##### 5. Infrastructure

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##### 6. Transportation

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##### 7. Housing

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##### 8. Economic Development

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##### 9. Environmental Protection

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##### 10. Resource Conservation

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##### 11. Stewardship

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##### 12. Implementation

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## 6.0 Economic Development & Tourism

- Agribusinesses
- Staffing support for three (3) distinct Boards whose members are appointed by the County Commissioners.

The Department coordinates with the following boards and commissions:

- **Economic Development Commission (EDC)** – The EDC is an eleven member board tasked with making recommendations on matters that influence the County’s commercial tax base. The Commission has the responsibility to confer with the County Commissioners and advise them on all matters concerning economic development. The Economic Development Commission, recognizing the critical need for quality employment opportunities and an increase in the non-residential tax base, formulates its goals and priorities on a yearly and decennial basis.
- **Kent Narrows Development Foundation** – The Kent Narrows Development Foundation was created in May 1990 to facilitate the revitalization of the Kent Narrows, a 955-acre waterfront area identified as a strategically important asset for the future of Queen Anne’s County. The Foundation’s mission is to provide guidance and oversight for the formulation of a strategy to balance new economic growth, community redevelopment, support for the County’s fishing and seafood industries, and public access to waterfront activities and amenities. The Foundation is also concerned that environmentally sensitive areas within the Kent Narrows that contribute to the character of the unique Eastern Shore community be preserved.
- **Agricultural Land Preservation Board (ALPB)** – The local Agricultural Land Preservation Board is comprised of five members whose primary responsibility is reviewing easement applications and making recommendations to the Maryland Agricultural Land Preservation Foundation (MALPF), as well as the Queen Anne’s County Land Preservation Foundation (QALPF) regarding the County’s Purchase of Development Rights (PDR) Program.



**Section 6.1.2 Background Information**

In order to describe and assess the County’s current economic conditions, the County prepared an Economic Report, 2010 containing a wide array of information with respect to economic indicators. The following are highlights of background information contained in that report.

**Agricultural Economy**

The production of corn for grain harvest from 2002 to 2008 increased 69.1% over the six-year span. Queen Anne’s County ranks first in the State of Maryland for the production of corn, soybeans, and wheat for grain as shown in Table 6-1.

**Table 6-1: Queen Anne’s County Harvest Field Crops 2002-2008**

Field Crop	2002 (Bushels)	2008 (Bushels)	Percent Change (2002 - 2008)	2002 Rank	2008 Rank
Corn for Grain	3,454,448	5,840,000	69.1%	1	1
Soybeans	1,349,177	1,750,000	29.7%	1	1
Wheat for Grain	1,962,351	2,100,000	7.0%	1	1
Barley for Grain	241,499	230,000	-4.8%	6	5

*Source: USDA, NASS, Census of Agriculture, 2002 & 2008*

Table 6-1 represents the importance of Queen Anne’s County in context of the State’s agricultural economy and the high level of farm production realized by the County’s farms.

The County has well-drained soils that are ideal for raising corn, wheat and soybeans which are primarily used to produce feed for the region’s poultry broiler industry. To ensure continued agricultural viability and generational continuity, farmers are beginning to diversify the conventional grain operations. Diversification of operations includes traditional and innovative alternatives that include poultry operations, vegetables, vineyards, nurseries, agribusinesses, ecotourism, direct sales and other specialty agricultural or agricultural related activities.

The poultry industry is a vital component for a successful farm economy, as it is for the Delmarva Peninsula. Known as a value added industry, the poultry industry provides a market for grain produced on farms to then be utilized by this industry with substantial cost savings realized because of reduced transportation costs. Specifically, the poultry broiler sector provides jobs and sales of chicken and grain for farms in the County. It is well supported by major producers and the industry trade groups such as the Delmarva Poultry Industry (DPI).

**Traditional Economic Development Economy**

Queen Anne’s County is unique in comparison to its western neighboring counties. While primarily agricultural and rural in nature, it stands out in its membership of the Baltimore-Towson Metropolitan Statistical Area (MSA), which includes Anne Arundel, Baltimore, Carroll, Harford, and Howard Counties, and Baltimore City. It is also a part of the larger Washington-Baltimore-Northern Virginia, DC-MD-VA-WV Combined Statistical Area (CSA). Residents and local businesses enjoy the quality of life of small town living while still close to the amenities and employment opportunities afforded by the metropolitan cities of Washington, D.C., Baltimore, and Philadelphia. Of the County’s total workforce of



26,000, it is estimated more than half of the workforce commutes to jobs on the Western Shore of Maryland as well as to Central Delaware, and other surrounding counties on the shore.

The County's workforce is comprised of well-educated and technically skilled people who compete well in the metropolitan regions. Queen Anne's County has had a historically low unemployment rate in comparison to its neighboring counties and the State of Maryland. There is a concern that reported unemployment numbers do not accurately capture the impact of recent economic downturns because of the high number of self-employed contractors.

Small businesses are the backbone of Queen Anne's County's economy. The number of small business "starts" continues to increase in the County. The County's major industry segments include Trade, Transportation, and Utilities; Construction, Professional and Business Services; Hospitality; and Education and Health Services. According to the Maryland Department of Labor, Licensing and Regulation, jobs in these sectors are expected to increase over the next ten years.

The County's major employers include the following: Paul Reed Smith (PRS) Guitars, S.E.W. Friel Cannery, Chesapeake College, River Plantation, Genesis Healthcare Corsica Hills Center, and Harris Seafood Company.

### ***Business Parks and Business/Commercial Centers***

This section details existing business park development and additional opportunities that may exist for future location and expansion of new business and industry development.

Adjacent to the award winning Terrapin Park and the Cross Island Trail, the ***Chesapeake Bay Business Park*** is a 159-acre, mixed-use campus style business park located on Kent Island at the gateway to the Eastern Shore. The business park is home to such major companies as PRS Guitars, Miltec, NRL, Sisk Mailing, Inc., and Vapotherm, as well as medical entities. The business park offers flex, warehouse and Class A office space for sale or lease to meet the needs of a variety of industries.



The ***Centreville Business Park*** is an 80 acre business center located off of MD Route 213 that is easily accessible to US 50/301 and thus is ideally situated to provide access to the major cities on the Eastern Shore as well as the Baltimore/Washington Metropolitan area. The business park hosts buildings consisting of Class-A office condos, an office/warehouse building, and finished sites for development as well as containing a retail component. All sites are fully served with water, sewer, electrical service and advanced telecommunications services. Also included within the business park are finished sites divisible from +/- 1 to 47 acres. This business park is approximately 50 percent built out.

The County has several ***professional and retail centers***, including the Thompson Creek Business Park, Stevensville Professional Center, Island Professional Park and Centreville's Penn Station, which offer a mix of office and retail space for lease and sale.



### **Hospitality Industry Economy**

Queen Anne's County's rich natural resources and colonial history provide the backbone for the hospitality industry, a major contributor to the County's economy. The County boasts a well developed system of parks, trails, and waterways that make it a year round destination for outdoor enthusiasts. Historic and cultural attractions include artisan festivals and shows, tours of historic homes, and museums that showcase the rural lifestyle and the Chesapeake Bay.

The County has become a popular destination for weddings and other special events as well as a destination for group tours. The hospitality industry is concentrated mainly in the areas of Kent Island and the Kent Narrows along the US 50/301 corridor where the majority of the County's accommodations, retail centers, and dining establishments are located. The Chesapeake Exploration Center, in Chester, serves as the main visitor information center for the County. This facility is also home to the Museum of Chesapeake Life, featuring an interactive exhibit entitled "Our Chesapeake Legacy" that showcases the natural and cultural heritage of the Eastern Shore.

### **Section 6.2 Vision, Overarching Goals & Guiding Principles**

The visions of Article 66B relevant to business development and tourism are briefly described as follows:

- **Quality of Life and Sustainability** – A high quality of life is achieved through universal stewardship of the land, water and air resulting in sustainable communities and protection of the environment.
- **Planning Areas (formerly known as Growth Areas)** – Growth is concentrated in existing population and business centers, growth areas adjacent to these centers or strategically selected new centers.
- **Infrastructure** – Growth areas have the water resources and infrastructure to accommodate population and business expansion in an orderly, efficient, and environmentally sustainable manner.
- **Economic Development** – Economic development and natural resource-based businesses that promote employment opportunities for all income levels within the capacity of the State's natural resources, public services and public facilities are encouraged.
- **Environmental Protection** – Land and water resources, including the Chesapeake Bay and Coastal Bays, are carefully managed to restore and maintain healthy air and water, natural systems and living resources.
- **Implementation** – Strategies, policies, programs and funding for growth and development, resource conservation, infrastructure, and transportation are integrated across the local, regional, State and interstate levels to achieve these visions.



### Section 6.2.1 Overarching Goals - Business Development & Tourism Vision

The **Theme** for the Economic Development & Tourism Element is to create a balance between the need for job creation and expansion of the tax base to support County residents and the responsibility for protecting the natural environment. This **theme** is supported by several overarching goals.

#### **Overarching goals:**

- *Preserve and support traditional economic development.*
  - *Existing industries and businesses.*
  - *Agriculture and natural resource based industries such as maritime, forestry, hunting and fishing.*
- *Create business/technology parks.*
  - *Focus business growth and expansion efforts on targeted business sectors that complement the existing business base, such as, but not limited to, technology based industries.*
  - *Establish policies and programs for business recruitment.*
- *Develop a 10-year economic development & tourism strategy.*
  - *Serve as a regional business advocate.*
  - *Enhance awareness of economic development opportunities.*
  - *Create a quality database of economic development and tourism information.*
  - *Promote a growing hospitality industry.*
  - *Support the expansion of telecommunication infrastructure and enhance telecommuting opportunities.*
- *Commit to providing an educated workforce.*
  - *Create business opportunities that offer career tracking and sustainable employment.*

The **VISION** is that Life in Queen Anne's County will offer a variety of opportunities for family living, business development and employment with an economic balance between residential and non-residential land uses.

- *Economic prosperity will be achieved through a mix of commercial, industrial, maritime, agricultural and tourism endeavors, each undertaken with sensitivity to the natural environment.*
- *The high quality of life expected by residents will be realized through attracting and retaining businesses that encourage agriculture, seafood and maritime industries, tourism and outdoor sports, small businesses and high-tech enterprises.*
- *Our rural character will be maintained by directing housing and business growth to existing communities allowing the preservation of agriculture, trees, parks, open space and environmentally sensitive and natural areas consistent with other Plan Elements.*



### Section 6.2.2 Guiding Principles for Economic Development & Tourism

The following guiding principles provide the broad philosophy describing the context for the County to provide a sustainable economy.

#### ① **Preservation and Protection of Agricultural Economy**

- Acknowledge and support new technologies for farming.
- Minimize the reduction of farmland by reducing development pressures.
- Reduce farming expenses.
- Promote locally grown and produced products.

#### ② **Balanced Tax Base**

- Increase the property tax base by increasing the number of commercial properties.
- Encourage reuse of vacant properties in business parks and retail centers.
- Review the current inventory of commercially used and zoned properties and assess suitability.

#### ③ **Retail and Service Opportunities**

- Increase opportunities for retail and service business expansion and diversification for a changing economy.
- Enforce policies and funding for the expansion of needed technology and infrastructure.
- Market vacant properties in Towns and Planning Areas for new retail and service businesses.
- Prioritize adaptive reuse of buildings in Towns and Planning Areas.

#### ④ **Opportunities for Hospitality Industry Niche**

- Promote the County as a wedding destination through the use of promotional media.
- Promote ecotourism utilizing the existing natural resources in the County.
- Increase group tour bus activity by promoting existing historical and cultural attractions.
- Educate existing industry providers through seminars and other resources.
- Support regional and cross marketing tourism strategies.
- Promote agritourism.

#### ⑤ **Skilled Workforce (Professional and Technical Jobs)**

- Increase job opportunities by encouraging increase of business recruiting efforts.
- Support the Economic Development Commission's efforts to partner with agencies and local higher education establishments to advance the education of the existing workforce.

#### ⑥ **Workforce Readiness (Education and Training)**

- Build upon and expand education and training for tomorrow's jobs.
- Increased focus on high school and advanced vocational training programs.
- Expand opportunities for technical training.
- Expand opportunities for attracting higher education and post graduate education and research facilities.





### Section 6.3 Policies and Programs

The County is limited in resources to retain and attract businesses. To that extent, the Department encourages the use of federal and state tax credits and partners, including private agencies that support economic development, agriculture and tourism. The following describes the various agencies as applicable:

- **Maryland Department of Business and Economic Development (DBED)** – Funding programs are available to businesses located within Priority Funding Areas (PFA).
- **Maryland Office of Tourism** – Advertising grants.
- **Maryland Department of Labor, Licensing and Regulation (DLLR)** – Workforce development programs and grants.
- **Maryland Department of Housing and Community Development (DHCD)** – Community Development Block Grant (CDBG) offers funding and low interest loan programs within designated neighborhoods and Main Streets.
- **Maryland Agriculture Resource Based Industries Development Corporation (MARBDICO)** – Low-interest loan programs and grants.
- **United State Department of Agriculture (USDA)** – Grants and loan guarantees.
- **Small Business Administration (SBA)** – Loan guarantees.
- **Queen Anne's County** – Business Development Revolving Loan Fund and Community Development Revolving Loan Fund.
- **Right to Farm** - The intent of right-to farm laws are to discourage neighbors from pursuing nuisance lawsuits against farmers because of odor, dust, noise from field work, spraying of farm chemicals, slow moving farm equipment or other occasional effects of agricultural production. Right-to-farm laws not only provide a measure of security for the farmer who practices sound agricultural best management practices but it also puts the non-farming community on notice that agriculture is a vital component of the County's economy, character and culture.

State laws related to nuisance suits against agricultural operations are found the Annotated Code of Maryland, and applies to "agricultural operations," which is defined as "an operation for the processing of agricultural crops or on-farm production, harvesting, or marketing of any agricultural, horticultural, silvicultural, aquacultural, or apicultural product that has been grown, raised or cultivated by the farmer." To protect the right to farm or engage in agriculture operations within Queen Anne's County the County adopted Right-to-Farm legislation, which is codified in the Nuisance Regulations of the County Code. This includes the establishment of a County Agricultural Reconciliation Committee to resolve of disputes between agriculture land owners and their neighbors concerning alleged agricultural nuisance.

Additional resources include the Small Business Development Center (SBDC), Service Corps of Retired Entrepreneurs (Score), U. S. Chamber of Commerce Export Center, Queen Anne's County Chamber of Commerce, the Upper Shore Regional Council, Eastern Shore Heritage, Inc. (ESHI), and Delmarva Low-Impact Tourism Experiences (DLITE) and commodity resource groups.



### Section 6.4 Strategies for Economic Development & Tourism

The following is an outline of strategies for economic development and tourism based upon the assessment contained in the Economic Report, 2010, a reference document to this Plan. Strategies are organized by guiding principles outlined in Section 6.2.2.

#### Section 6.4.1 Preservation of Traditional Economic Development

The *goal of preserving and supporting traditional economic development* such as industries, businesses, agriculture and natural resource based industries including maritime, forestry, hunting and fishing can be achieved through implementation of the following strategies:

##### Strategies

1. Providing policies to support goals and objectives to guide future growth to lands within designated Planning Areas and Priority Funding Areas (PFA).
2. Preserving the County's rural economy by reducing development pressures and impacts in agricultural areas.
3. Promoting centralized infrastructure through the collaboration of local and regional infrastructure agencies and authorities.
4. Promoting opportunities for infill development in Towns and Planning Areas.
5. Prioritizing revitalization initiatives to stimulate economic growth in Towns.
6. Directing new business locations to existing and planned business parks.
7. Encouraging Towns to adopt consistent policies for annexation.
8. Ensuring the location of Town Planning Areas are consistent with current and proposed municipal growth boundaries.
9. Promoting diverse land uses governed by design standards sensitive to the community's architecture and environmentally sensitive features and that reduce unnecessary land development procedures and expenses.
10. Encouraging projects that redevelop under-utilized commercial spaces.
11. Retaining the County's rich agricultural economy by providing incentives to farmers and property owners that preserve these lands.
12. Retaining the County's rich maritime industries by providing incentives to watermen and protections to existing marinas that serve the working waterfront.



### Section 6.4.2 Balanced Tax Base

The **goal of balancing the tax base** can be achieved by implementing the following strategies intending to increase the property tax base, utilizing vacant properties and increasing lands for businesses.

#### Strategies

1. Providing sufficient land and incentives to grow economic development opportunities that balance the County's tax base including:
  - Tourism, business and employment center expansion.
  - Further develop concepts and business relocation opportunities to the Chesapeake Bay Business Park.
  - Support Chesapeake College educational programs, facilities and infrastructure.
  - New business parks focused on providing jobs for industries including technology, research and development, agriculture and maritime.
2. Collaborating with Towns to maintain and upgrade public infrastructure and facilities to serve employment and workforce housing areas.
3. Tracking and monitoring job growth rates and plan for ways to stimulate employment opportunities in the County.
4. Tracking and monitoring economic development needs and opportunities by developing a commercial, industrial, and other for profit institutional database considering historic trends, projected needs and available zoned lands.
5. Clarifying available zoned lands for commercial, industrial and other for profit institutional development by separating public and not for profit institutional uses and lands not buildable under applicable codes from this classification.

### Section 6.4.3 Retail & Service Opportunities

The **goal of increasing opportunities for retail and service** through diversification, occupying vacant spaces and adaptive reuse of obsolete buildings can be achieved by implementing the following strategies:

#### Strategies

1. Expanding commercial opportunities for the purpose of retaining the dollars spent by resident consumers and visitors within the County.
2. Providing increased retail opportunities in Planning Areas for grocery, food and beverages, building materials, home and outdoors, and health and personal care goods and services.
3. Promoting the establishment of business organizations within Planning Areas to coordinate with Towns and the County to encourage the establishment of tourism, service businesses and shops.

### Section 6.4.4 Opportunities for Hospitality Industry Niches

The **goal of pursuing opportunities for hospitality industry niches** can be accomplished through a tourism strategy which implements the following strategies:

#### Strategies

1. Preparing and implementing a work plan for the promotion of Queen Anne's County Hospitality Industry.
  - Creating a brand to be used to promote the hospitality market.



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- Working with existing businesses that are affiliated or associated in the industry to collaboratively market.
  - Identifying existing and new niche commercial retail and service opportunities that support the hospitality industry and identify key locations for this type of business development opportunities.
2. Promote and grow ecotourism through regional marketing.

### Section 6.4.5 Skilled Workforce (Professional and Technical Jobs)

The *goal of providing an educated workforce* with emphasis on providing a skilled workforce can be achieved through implementation of the following strategies:

#### Strategies

1. Focusing recruitment efforts on companies that can produce professional and technical jobs in the County.
2. Building broadband technology to support expanded employment opportunities.
3. Continuing to provide programs that support small business development and expansion.
4. Build capacity for infrastructure to support industries in the professional and technical sectors.

### Section 6.4.6 Workforce Readiness (Education and Training)

The *goal of providing an educated workforce* by creating business opportunities that offer career tracking and sustainable employment can be achieved through the implementation of the following strategies:

#### Strategies

1. Provide technical and innovative training options and solutions.
2. Support educational programs that promote post secondary education and continued education programs.
3. Expand vocational training programs.
4. Attract post secondary educational and training facilities and attract post graduate education and research facilities.

### Section 6.5 Sustainability Indicators & Measures

The following sustainability indicators should be measured and evaluated over time to determine community impact with respect to meeting economic development, agriculture and tourism needs as a factor affecting the overall sustainability of the County.

- Employment and unemployment rates.
- Acres of agricultural land preserved and in operation.
- Preservation monies directed to the County through various programs.
- Agricultural economic indicators as provided by the State.
- Increase in retail sales.
- Tracking and support for new commercial entities through the development review process.
- Number of new business starts.
- Maintain and document business retention efforts.
- Revenue tracking for hotel taxes, amusement and admissions, sales and use tax and recreational fees.
- Participation in Federal, State and local grant and lending programs.



### Section 6.6 Goals, Objectives and Recommendations

The section identifies various goals, objectives and recommendations that will contribute to creating a sustainable County economy.

The **overarching goals** are to:

- *Preserve and support traditional economic development.*
  - *Existing industries and businesses.*
  - *Agriculture and natural resource based industries such as maritime, forestry, hunting and fishing.*
- *Create business/technology parks.*
  - *Focus business growth and expansion efforts on targeted business sectors that complement the existing business base, such as, but not limited to, technology based industries.*
  - *Establish policies and programs for business recruitment.*
- *Develop a 10-year economic development & tourism strategy.*
  - *Serve as a regional business advocate.*
  - *Enhance awareness of economic development opportunities.*
  - *Create a quality database of economic development and tourism information.*
  - *Promote a growing hospitality industry.*
  - *Support the expansion of telecommunication infrastructure and enhance telecommuting.*
- *Commit to providing an educated workforce.*
  - *Create business opportunities that offer career tracking and sustainable employment.*

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### Goal 1: Preserve and Promote an Agricultural, Maritime and Natural Resource Based Economy

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**Objective 1:** Support agri-businesses, maritime, natural resource based and eco-businesses through existing markets and exploration of new and innovative agricultural markets and promote them within the County.

#### Recommendations:

1. County government should take into consideration the fact that changes may occur in agriculture practices and associated economic impacts and should consider the commercial component of principal agricultural, maritime and natural resource based industry segments.
  2. Create new ways of offering incentives to agri-businesses, eco-businesses and eco-friendly businesses.
  3. Incentive programs should be sensitive to and reflect future changes in industry practices and economy.
  4. Build and support current agricultural, maritime and recreation industry sectors.
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## Goal 2: Promote Traditional Business Development

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**Objective 1:** Support methods and programs to attract and retain business using traditional economic development tools recognizing a need for business incubators and telecommuting infrastructure support.

**Recommendations:**

1. Support through appropriate planning tools the infrastructure necessary for telecommuting, for new start-up businesses and business expansion targeting high-tech and cleaner/greener businesses.
2. Encourage occupancy and/or redevelopment of vacant commercial space.
3. Explore opportunities for higher education and workforce development.

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**Objective 2:** Continue and expand incentives for business location and development/expansion.

**Recommendations:**

1. Create incentives such as streamlined review processes and permits and other mechanisms that may be appropriate.

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**Objective 3:** Incorporate economic centers as part of the development pattern to support Planning Areas.

**Recommendations:**

1. Designation of new Planning Areas should include analysis of siting new economic centers that support sustainable smart growth.
2. Promote the development of Business Parks and Commercial Centers at key locations that support sustainable smart growth.

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**Objective 4:** Support initiatives to create employment opportunities and commercial viability.

**Recommendations:**

1. Build cooperative Town/County planning initiatives to develop business and employment centers that attract employment based industries that incorporate Environmental Site Design.
  2. Support incentives to create employment centers and include in Joint Planning Agreements.
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**Objective 5:** Ensure that sufficient commercially zoned lands exist and those lands are appropriately located and provided with infrastructure.

### Recommendations:

1. Create a database of commercially developable land that accounts for sewer or septic limitations and availability, non-tidal and tidal wetlands, environmental buffers, and other limitations so that the County has an inventory of commercially developable land.
  - a. Maintain an inventory of existing commercial and residential space as a means to encourage infill development and revitalization where there is existing infrastructure.
  - b. The database should include a map of the undeveloped commercial land contiguous to the US 50 corridor from Kent Island to the US 50/301 split.
  - c. The database should not include tax exempt properties such as churches, governmental buildings, and schools.
2. As part of the ongoing comprehensive planning process, consider adding or deleting commercial land uses as appropriate based on analysis of the above database.
3. Expand the provision of infrastructure to support the establishment of employment centers.
4. Encourage commercial zoning around Towns and established Planning Areas.

### Goal 3: Explore Opportunities for Hospitality Industry Niches

**Objective 1:** Develop, support, and promote County cultural activities and heritage tourism opportunities.

### Recommendations:

1. Promote the County as a wedding destination.
2. Promote ecotourism.
3. Cross-market cultural activities, tourism and historic sites and historic and cultural events.
4. Coordinate with Queen Anne's County Arts Council and other organizations or committees involved in cultural or historic initiatives.

**Objective 2:** Use historic and cultural resources to support and develop tourism.

### Recommendations:

1. Create and coordinate programming with historic and cultural sites with community events and activities as well as other tourism attractions.
2. Continue communication and collaboration between Historic Sites Consortium and Queen Anne's County Department of Economic Development, Agriculture & Tourism.



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