

IMPLEMENTATION

INTRODUCTION

As much as any element in the Comprehensive Plan, this one ponders the future. In particular it considers the future that the rest of the Plan envisions and describes the means to make vision a reality. It also addresses certain requirements of state law. Finally, it touches on the general topic of inter-jurisdictional coordination. Specifically it will describe how Easton's Plan relates to Talbot County's Plan for the same area and discuss the roles of the two governing bodies in making these Plans become reality as envisioned.

The stage for much of what will be written in this chapter has been set in previous elements of the Plan, particularly the Land Use and Growth and Community Character chapters. This chapter will take the discussion one step further by tying the whole discussion together, and proposing concrete actions that will be necessary to make the vision of this Plan a reality.

A GROWTH MANAGEMENT STRATEGY FOR EASTON

In contemplating a growth management strategy for Easton, it is necessary to first consider what the community feels is undesirable with the current situation. In doing so, it is apparent that there are many great aspects to the Town. What drives the desire for a growth management strategy is the recognition of trends contrary to these aspects. These include:

- Development that is too wasteful. Density in the older, historic parts of Easton is two to three times as dense as that found in the subdivisions of the last 20 to 30 years.

- Commercial development that is too ubiquitous. That is to say, it is virtually indistinguishable from that in any other community.
- Growth that is spreading outward too quickly. There is concern amongst many residents that Easton is spreading too far, too fast. Much of this problem relates to the first point above. That is, since density is so low in Easton, more and more land is necessary to accommodate even a constant rate of growth.
- The construction of single-use subdivisions rather than neighborhoods. Again, this causes a need for more land and also necessitates increased automobile usage.

With this as the backdrop, the following *Growth Management Strategy* is proposed.

Contain Sprawl with an Urban Growth Boundary (UGB)

The first step in Easton's proposed *Growth Management Strategy* is designed to contain the seemingly endless outward expansion of the Town. This will be accomplished through the establishment of an *Urban Growth Boundary (UGB)*. An UGB is essentially "a line in the sand." On the Town side of this line, town-scale development will occur. On the other side of the line, development is much less dense. In Easton and Talbot County's case, the difference will be even more dramatic because both jurisdictions are proposing that the UGB be bounded on the County side of the line by a greenbelt. This would be a green ring surrounding the future ultimate Town limits consisting of forests, wetlands, and farms. This greenbelt would become a top priority area for land preservation programs and initiatives at the County level.

The UGB is depicted on the *Growth Area and Future Land Use Maps*. It has been sized to correspond to the size of a community that we ultimately feel

comfortable with in terms of the ability of Easton to maintain its charm and quality of life. What this translates into in terms of future populations depends on the density of development within the UGB as well as how successful we are in terms of encouraging revitalization and infill redevelopment. What this population is or when we achieve it is less important than ensuring that when we get there, Easton is the kind of place that current and future residents will be proud to call home.

The location of the UGB is based upon consultation with the Talbot County Planning Commission, current development trends, anticipated trends due to goals and objectives suggested in this Plan and logical boundaries established by property lines, roadways and natural features. Thus while it is viewed as a permanent dividing line demarcating urban and rural development, the precise location of the UGB will be examined again in 6 years as part of the next Comprehensive Plan update.

Increase Density

Perhaps the most readily apparent difference between the Downtown area that so many people love and hope to see replicated and the newer "suburban" scale development that has occurred more recently, is the density of these two types of development. Accomplishing the first step in the Growth Management Strategy, establishing an Urban Growth Boundary, will accomplish little if within its borders development continues at a scope and scale such as we have seen for much of the last 30-50 years.

The most telling indictment of Easton's recent densities is the fact that in and of themselves, they would not even come close to qualifying as Priority Funding Areas under the terms of the State's guidelines. The minimum density necessary to qualify

as such is 3.5 dwelling units per acre (net). Easton's more recent developments have a density of just less than 2 dwelling units per acre.

In order to reverse this trend, drastic changes are required to Easton's development regulations. First, in order to enable the development of true neighborhoods rather than single-use subdivisions, standards must be put in place to require mixed-use, higher-density development of a character acceptable to the Town.

Second, the more recent suburban-style subdivision should be discouraged. Finally, even if a suburban-style subdivision is approved, it must be at a more logical density.

In order to accomplish these changes to Easton's built environment, the following changes are recommended to Easton's Development Regulations:

- Create a TND (Traditional Neighborhood Development) Zone or Development Option. The development standards should read similar to that outlined in the text box below.

TND Traditional Neighborhood Development Zone

Minimum Lot size:

5,000 sq. ft. single-family detached
3,000 sq. ft. single-family attached

Maximum Lot size:

12,500 sq. ft. single-family detached
7,500 sq. ft. single family attached

Minimum Setback:

5' (0' for commercial uses)

Maximum Setback:

15' (10' for commercial)

Maximum Block Length:

480'

Density (per net acre):

Minimum - 3.5 du/ac

Maximum - 5 du/ac

All subdivisions shall include open space, civic space, office or industrial, and neighborhood commercial space in accordance with the following schedule. At least 3 of the 4 land uses shall be provided at the ratio specified:

<u>Land Use</u>	<u>Ratio</u>
Common Open Space	35% including a minimum of 1200 sq. ft. per dwelling unit for parks
Neighborhood Commercial	Minimum: 26 square feet gfa per dwelling unit
	Maximum: 52 square feet gfa per dwelling unit
Civic Space	300 square feet per dwelling unit
Office or Industrial unit	187.5 square feet gfa per dwelling unit

Subdivisions prepared in accordance with these standards shall be processed per the Town of Easton Subdivision Regulations.

Subdivisions with only two of the land use elements at the ratio outlined above (or with three or more of the land uses but at less than the prescribed ratio) may be approved by the Easton Town Council via the PUD process.

Subdivisions with more than 2 of the land use elements missing shall be prohibited.

Renderings or conceptual architectural elevations shall be provided for each building type in the neighborhood and shall be subject to approval by the Planning Commission. Neighborhoods should reflect architectural diversity. For all intents and purposes, they should appear as if multiple builders constructed them, whether or not this is in fact the case.

A minimum of 75% of the lots shall have access via an alley.

- Replace the R-10A Zoning District with an R-5A district for undeveloped land that is now zoned R-10A. The minimum lot size should be decreased to 5,000 square feet and the permitted density should be increased from 5 du/ac for multifamily development to 20 du/ac. Other changes include replacing the minimum front setback with a 15-foot "build to" line.

Build Neighborhoods

This concept has been a recurring theme throughout this Comprehensive Plan. It was discussed extensively in the Community Character chapter and touched upon in several other places. The alternative approach to building single-use, suburban style subdivisions was outlined in the Text Box in the previous section. The key is to ensure that this approach is the easiest one under which to develop and that the more recently commonplace suburban type of development is the difficult method that would only be approved under truly unique and extenuating circumstances.

Assuming these changes in future development patterns can be achieved, only part of the problem will be addressed. Easton will still be left with a suburban-style middle surrounded by a truly traditionally developed core and a neo-traditional style collection of neighborhoods on the periphery. Undoubtedly, the biggest challenge facing the Town is in creating ways to "retrofit" these subdivisions to make them denser, more connected, and more mixed use. This will be difficult and ultimately may never be fully achieved, but some things can be done to improve the situation. These include:

- Permit additions to be made to single-family houses to create granny flats or duplexes as an outright permitted use.
- Effectively narrow streets by striping or using a textured surface to create a pedestrian/bicycle lane. This concept was illustrated in the Quality Community Survey and the results were striking. The image of the existing wide street (in this case, Corbin Parkway) received a -1.7 rating. The computer-simulated image with a textured bike lane on both sides of the street received a +2.5 rating.



- Permit more neighborhood scale commercial uses by special exception in residential zoning districts. This has recently been accomplished for offices, which are allowed by Special Exception in the R-10A and R-7A Zoning Districts. A number of supplemental standards apply in order to assure that the neighborhood is not adversely impacted. Similar standards can and should be added for whatever other commercial uses might be permitted in the suburban-style subdivisions.
- Budget for and strategically purchase houses as they become available in order to demolish them and redevelop the sites for civic or park use.

Improve Design

The steps outlined above will go a long way towards making Easton a better place to live. The establishment of a UGB will contain the outward spread of development and the establishment of a greenbelt in the County adjacent to this UGB will offer some permanence to this limit. Increasing the density within the Town will improve the appearance and function of neighborhoods as well as decrease development pressures on other areas in and around the Town. Building neighborhoods rather than subdivisions or developments will dramatically improve the livability of Easton and will decrease traffic by offering more goods and services within walking distance of where people live. Still, with all these changes, the Town will not generate

a "sense of place" feeling unless improvements are made to the way the built environment looks.

This issue was discussed extensively in the Community Character chapter so there is little need to repeat. Suffice it to say that this was an issue that first rose to the surface in the 1997 Comprehensive Plan. Since that time, there is no question but that the design of buildings in Easton has improved. Consider simply the most recent commercial projects approved or built in the Town: A rebuilt McDonald's that is an attractive building and does not remotely resemble the prototypical McDonald's. Boater's World and Pier One Imports represent significant departures from their respective franchise's architecture. The Easton Utilities Consolidated Office Building is a fine example of the civic pride that used to be evident in all public buildings and still should be. Finally, a Royal Farms convenience store under construction that is such a significant departure from that store's prototype that if not for the sign, those more familiar with Royal Farms' corporate architecture may not recognize it.

The challenge of this Comprehensive Plan is to ensure that this effort to achieve improved design continues, in fact advances even more, rather than retreats. In order to accomplish this, the following recommendations are offered:

- Vigorously and consistently promote and require compliance with the "Design Principles for Easton" as described in the Community Character Element.
- Adopt Design Guidelines for all types of development (including residential) in all parts of the Town.
- Utilize Forest Conservation monies and off-site plantings to enhance sparsely landscaped areas along Route 50 and the Easton Parkway.

- Accept (if not solicit) annexation requests from those businesses located on Route 50 north of the current Town Boundary and require conformance with the Town's architectural, signage, and landscaping requirements as a condition of annexation, in order to improve this key visual gateway into Town.

VISIONS

On page 3 of this Comprehensive Plan, the recent history of increasing State and regional involvement in planning was discussed. One of the first widely accepted statements coming from one of a series of groups addressing growth in the Chesapeake Bay region in general and later in Maryland specifically, was a list of six visions. These are repeated in the Plan Background Chapter herein.

As growth policies progressed, these visions became codified into State Planning Enabling legislation (Article 66B of the Maryland Annotated Code). The original six visions are included plus a seventh that addresses streamlining of regulations to encourage development in identified growth areas. Recently, an eighth vision was added concerning the adequacy of public facilities. This Comprehensive Plan, as well as all others now being prepared in response to the Growth Act, is required to implement these visions. The following subsection will briefly describe how each of these Visions will be achieved as a result of this Plan and future actions designed to implement its recommendations.

Vision #1 - Development is concentrated in suitable areas.

The prevailing theme of the Growth Act is that development should stop occurring in a sprawling, haphazard pattern and should instead be directed to existing and planned cities, towns, villages, etc. Such a pattern will direct growth away from the places with little or no services to those places with the infrastructure (i.e. water and sewerage systems, adequate roadways, etc.) to handle additional development.

Easton meets this mandate in two basic ways. First on the macro-scale, Easton is a population center for Talbot County and indeed the entire Eastern Shore. It clearly has the infrastructure necessary to accommodate future growth. The effects of growth in Easton will obviously have less of an impact on resources, both natural and human, than similar growth more equally distributed throughout Talbot County. Second, on a micro-scale, this Comprehensive Plan directs development away from sensitive areas to more suitable and easily developable sites.

The effects of this strategy are now becoming evident. Talbot County instituted what was a precursor to Smart Growth in the late 1980's when they simultaneously downzoned all rural areas of the County to a density of 1 unit per 20 acres and directed growth into and around the County's municipalities. The effects have been dramatic. In the three decades preceding the 1990's, before this policy was enacted, the growth in Easton's population represented between 22 and 38 per cent of all of the growth in Talbot County for that decade. In the 1990's in the first full decade under this Smart Growth policy, Easton's growth for the decade represented 72% of all of the growth that occurred in Talbot County. Thus this first Vision clearly is, and will continue to be, achieved.

Vision #2 - Sensitive areas are protected.

This Vision is met through the devotion of an entire Chapter of this Plan to the protection of sensitive areas. Furthermore, one of the recurring themes of the Plan is that natural features should determine design and that it is imperative to identify these features as early in the development process as possible. The diligent application of this principle will ensure that this Vision is achieved.

This Vision will also be furthered within the Town through the establishment of a system of Green Infrastructure that will both protect environmentally sensitive areas and serve as a corridor for wildlife. A final way in which this Vision is achieved is through the establishment of a greenbelt immediately adjacent to Easton's growth boundary.

Vision #3 - In rural areas, growth is directed to existing population centers and resource areas are protected.

This Vision is basically a restatement of the first two. Thus it has already been addressed above. In addition, in as much as it starts with the phrase "In rural areas," this particular Vision would seem to be more directly applicable to a County. In this respect this Vision is also satisfied as both this Comprehensive Plan and that of Talbot County, identify Easton as the primary focal point for future County growth.

Vision #4 - Stewardship of the Chesapeake Bay and the land is a universal ethic.

The successful achievement of this Vision is critically dependent on education. There has certainly been a great deal of publicity and education concerning the importance of the Chesapeake Bay during the past ten years. With organizations such as the Waterfowl Festival and the Chesapeake Bay Maritime Museum located in or near Easton, the residents of our Town and County are exposed to a great deal of this education. To the extent that this Comprehensive Plan adds to that education by

reinforcing the importance of protecting the Bay through appropriate and wise land use policies, this Vision is satisfied in Easton.

Vision #5 - Conservation of resources, including a reduction in resource consumption, is practiced.

The most direct way in which this Vision is achieved in Easton is through the repeated theme of promoting a more compact urban form for future development as opposed to the suburban, sprawl type of development that, while not necessarily dominant, has been far too prevalent in Easton over the last 20 or so years. The more urban, compact form of development has many advantages enumerated throughout this Plan. One of them is clearly that it conserves resources.

In addition to this direct impact, the Plan also indirectly promotes this Vision through such recommendations as the construction of a collector road on the eastern edge of Town (which will minimize trips to and on Route 50 for residents on that side of Town).

Vision #6 - To assure the achievement of Visions 1 through 6 of this subsection, economic growth is encouraged and regulatory mechanisms are streamlined.

It is difficult to assess how effective this Plan will be in achieving at least the latter part of this Vision. The first part, the encouragement of economic growth, is unquestionably achieved throughout this Plan, particularly in the Economic Development Chapter. However, the streamlining of regulatory mechanisms is somewhat harder to judge. This is in large part due to the fact that Easton's planning staff has found that by and large the Town's development review systems are already among the most streamlined in the State. Thus in relative terms, nothing need be done to satisfy this part of the Vision.

Town staff and officials are not satisfied, however, with success on a relative basis. Just because our review processes are faster than the rest of the State does not mean that further improvement cannot be realized. Thus this Comprehensive Plan includes, for example, a recommendation that the Planned Unit Development process be streamlined so that it is actually easier to develop a site under these guidelines than under conventional subdivision or site plan processes.

Before leaving the discussion of this particular Vision, it should be pointed out that certain, major considerations of this Plan, are contradictory to further streamlining of the review process. In particular, the desire for better design controls means more detailed and lengthy staff and Commission review of development proposals. To the extent that these increased requirements can be incorporated and occur simultaneously with existing reviews they will do so, but that may well not always be possible and will therefore result in lengthier, rather than shortened, reviews.

Vision #7 - Adequate public facilities and infrastructure under the control of the County or municipal corporation are available or planned in areas where growth is to occur.

This is the most recent Vision to be added to the Article 66B. This issue was thoroughly discussed in the Community Facilities and Services Chapter. It pointed out that the one facility that may potentially not have sufficient capacity to accommodate the growth projected in this Plan is wastewater treatment. This facility is projected to be near capacity in 2006. However, Easton Utilities is already in the planning process for expanding this facility with construction slated to begin in 2004 and to be

completed in 2006. This expansion will allow the facility to meet anticipated stricter environmental controls and supply the necessary capacity to handle all the growth anticipated throughout the Planning period of this Plan (i.e. until 2009). Thus with this expansion planned, as well as the recommendations in the Community Facilities and Services and the Transportation chapters of this Plan, it is clear that this Vision is addressed.

Vision #8 - Funding mechanisms are addressed to achieve these visions.

The inclusion of this Vision in Article 66B is puzzling. There is little beyond recommendations that any Comprehensive Plan can do to encourage funding for any given purpose no matter how "noble" that purpose may be. This Plan includes recommendations, such as the establishment of Utility Districts to encourage economic development in a responsible manner. The actual funding of various recommendations, however, is up to the Town Council.

Furthermore, it has long been the contention of Easton's Planning Staff that this Vision is more applicable to the State. They are the entity that mandated the other seven visions so they should also be the entity primarily responsible for funding their successful implementation. If this is not the case and this is a local government responsibility, it represents an un-funded mandate, the existence of which, let alone the magnitude, is not known by local officials.

INTER-JURISDICTIONAL COORDINATION

Throughout this Comprehensive Plan there have been numerous references to Talbot County and the relationship between Easton's Planning effort and that of the County. This suggests the strong need for inter-jurisdictional coordination and cooperation between these two entities.

Due to the requirements specified by the Growth Act, it is imperative that the Town and County work closely together to coordinate growth policies. This has occurred during the development of this Plan, as well as the County's, at an unprecedented level. In particular, a great deal of thought has gone into planning the future of that area located between the present Town boundary and the proposed Urban Growth Boundary. The County's Comprehensive Plan consultant (Redman/Johnston Associates, Ltd.) has prepared a conceptual development plan for this area. A copy of this map, as well as a proposed concept for what a future neighborhood development might look like is included on the following pages. A close examination between the County's proposed Plan for Easton's Growth Area and Easton's Plan for the same area, reveals that the two Plans are virtually (if not actually) identical.

One idea that has been discussed conceptually in previous Comprehensive Plans at both the Town and County levels is that of an inter-jurisdictional Transfer of Development Rights (TDR) program. A TDR program simply refers to a system whereby the right to develop a particular property is separated from that property so that it can then be sold (i.e. transferred) from a location where the community wishes to see land preserved and protected, to another location that has been identified as appropriate for growth. A handful of such programs exist throughout the country. What would be unique about this program is that it would involve the transfer of development rights from one jurisdiction (Talbot County) to another (the Town of Easton). Such a program would be another tool in helping to preserve the areas in the county (particularly those in close proximity to the Town's growth boundary) that are

slated for preservation rather than growth. It may also represent an incentive for increased density on parcels located in the Town.

GROWTH AREAS AND FUTURE LAND USE MAPS

The Land Use and Growth Chapter of this Plan mentioned that the heart of a Comprehensive Plan is its treatment and recommendations concerning land use. That chapter also contained many recommendations concerning land use. It is tied to this, the Implementation Element, via the maps that will implement those recommendations.

This Comprehensive Plan contains two maps relative to land use. The first is the Growth Map and the second is the Future Land Use Map.

The Growth Map is primarily about the appropriate sequence of development for the ultimate Town of Easton. It begins with the current Town boundary. Next, it depicts the Urban Growth Boundary that is the "ultimate" Town limit. It then examines the area between these two lines and considers the appropriate priority for development of this area in terms of a sequence.

The next step is to consider what areas within the Urban Growth Boundary are not presently within the Town of Easton but should be already for a variety of reasons. These are labeled "Priority 1 - Boundary Refinement" on the Growth Area Map. Generally these consist of already developed areas like Crofton, Old Stoney Ridge, Old Beechwood, and most of Easton Point. They have long ago been developed under Talbot County rules and regulations and have increasingly become surrounded by properties developed under Town of Easton guidelines. To virtually any outsider, these areas would be assumed to currently be in the Town of Easton corporate limits. It is important to bring these areas into Town for at least three reasons. First, all of

these areas are served by septic systems and most utilize individual private wells for water. This is both potentially environmentally damaging and inefficient given the relative close proximity and availability of Town water and sewer.

The second reason these properties should be in the Town of Easton is that given their location, they enjoy many of the conveniences of being in Town without paying a fair share. Finally, from the Town's perspective the most important reason these areas should be in Town is that they preclude the Town's ability to grow in the future. This is due to the fact that Maryland annexation law makes it illegal to create an enclave or island of unincorporated land surrounded by a municipality. Thus when such areas exist, they have the short-term effect of causing some rather strange Town boundaries as developers annex in such a way as to technically comply with this requirement. The long-term effect is that growth is stopped in a given direction. As indicated in the Land Use and Growth chapter, these are the only areas that should be annexed during the next planning period.

One of the areas identified as Priority 1 for annexation is not already developed. It is a large farm located on Dutchman's Lane. It is identified as a top priority area for annexation because it is surrounded by development on all sides. Thus its development potential is high and it will stymie growth around it if it does not come into Town because of the enclave issue described above.

One area that merits special mention is the one that includes the commercial properties on Route 50 just north of Town, across from the Easton Airport. These are classified as a Priority 1 area largely because of their high visibility. For millions of travelers each year, they form the first impression of Easton, even though at the present time they are not actually in Easton. Thus they are deemed to be a top

priority annexation area with the thought that as a condition to annexation, these properties will be required to comply with the Town's signage and landscaping requirements and in the future if and when they expand, change use, etc..., they should be made to comply with the full range of design standards, including those for architecture.

"Priority 2 - Intermediate Growth Areas" correspond to those properties located between the current Town boundary and the East-side Collector road. Priority 2 Areas are concentrated in basically 4 locations. One is adjacent to South and Old Beechwood. The second is adjacent to Stoney Ridge. The third is a relatively large area located just north of the Easton Club East Subdivision and extending all the way to Dover Road. The final Priority 2 area is just across Dover Road from the third area and is adjacent to Waylands, Crofton, and Matthewstown Run.

Priority 2 Areas should not be developed until the next planning period (i.e. 2010). This is consistent with the goals and objectives of this Plan to direct growth and development from the inside out. The number of recorded or under review building lots, coupled with land available for infill development and redevelopment should be sufficient to provide for new home needs for the current planning period.

The remaining areas within Town are considered "Priority 3 - Long Range Growth Area." These correspond to all the land between the East Side Collector and the Urban Growth Boundary on the east side of Town. On the west side of Town, all land that is not presently within the corporate limits of the Town is considered a Priority 3 area. These areas should not be developed until sometime after the next two planning periods (after 2016).

The second map that will guide the future growth and development of the Town of Easton during the planning period is the Future Land Use Map. This is the more traditional Map found in a Comprehensive Plan. It maps proposed land uses throughout the Town and within the Urban Growth Boundary.

The Future Land Use Map for this Plan looks a little different than previous Plans. This is because the dominant land use in this Plan, as in the past, is residential. However, as has been discussed throughout the Plan, the way in which this development will occur in the future is about to change. Rather than simply designating land for future residential growth, collections of neighborhoods are proposed. The Future Land Use Map shows the general location of 14 potential future neighborhoods.

The first step in this exercise is to map the areas that are either now or are planned to be out of play for development. These are depicted on the map as existing and proposed green spaces. These spaces consist of existing and planned parks, forest that is protected via the Town's Forest Conservation Ordinance, existing and proposed extensions to the Rail-Trail, and a network of stream buffers and wildlife corridors.

The next step in creating the **Future Land Use Map** was to identify those areas which are already within the Town limits, but which are undeveloped. The larger of these areas are identified on this map by a series of numbers (1 through 7). Each area will be briefly described below:

Area 1 - Area 1 is a highly visible parcel located on the west side of US Route 50 at the southern gateway into Town. Saints Peter and Paul Catholic Church owns the property. Plans have been submitted for the development of this parcel. They will

first construct a new church and ultimately may relocate their private school to the same parcel.

Area 2 - Area 2 is the undeveloped farm on Dutchman's Lane described earlier in this chapter, plus an adjacent farm that is already in the Town. These properties should be developed in the mode of a new neighborhood as has been described extensively throughout this plan. This would include high density residential (at least compared to recent developments), neighborhood-scale retail, office and/or industrial space, civic space, and open space (including parks).

Area 3 - Area 3 is land owned by The Memorial Hospital at Easton. At one time this land was envisioned by the Hospital to be the site of a new hospital facility, whenever it became necessary to build one. In light of these plans, in 1993, at Memorial Hospital's request, a portion of Area 3 was pre-mapped with the new Commercial Medical classification. The feeling at that time was that this site was so large that its development would probably involve other hospital-related uses, such as doctor's offices, labs, nurses' apartments, etc... Since that time, Memorial Hospital has undertaken two major endeavors. The first was to decentralize many functions. In particular many labs and diagnostic services located to the Idlewild Avenue vicinity. The second was the acquisition of Dorchester General Hospital in Cambridge. Whether these actions affect the ultimate development of Area 3 is unknown. For the time-being it makes sense to keep this land zoned CM. If not developed as a hospital, the non-hospital medical uses described above could still be built.

Area 4 - Area 4 is the undeveloped land located between the Food Lion grocery store and the Ruby Tuesday restaurant, including the residentially-zoned land located to the east of the commercially zoned land along the Parkway. Over the last few years

several proposals have been discussed for the development of all or a portion of this area. Two options would seem to be feasible for this property. One would be to develop all of this area as a large village or town center. This option would draw heavily upon the many residents along and just off of Glebe Road and would include many pedestrian and bicycle linkages and accommodations. The second development option would be to concentrate commercial development along the Parkway and transition to the single-family houses along Glebe Road by developing the balance of the property in multi-family housing.

Area 5 - Area 5 represents the site previously proposed for first a Shopping Center and later a Home Depot. These proposals were the driving force in the enactment of the moratorium on big box applications and subsequent amendments to the Comprehensive Plan and Zoning Ordinance. The biggest problem with the previous proposals is that they contemplated regional-scale commercial development at a site ill suited to handle such development. This site is more logically suited for transient-oriented commercial development and its depth affords the opportunity to do so in an attractive alternative to typical highway strip development. Appropriate uses include those targeted to the traveling public, such as restaurants, hotels, and gasoline/convenience stores.

Area 6 - Area 6 is another area that has been the subject of numerous development proposals over the past few years. The most recent proposal involved a mixed-use development with a small shopping center anchored by a grocery store, a new movie theatre, a hotel, office space, and second floor residential space. This development scheme seems like a logical option if the shopping center and any big box uses are sized such that they target a reasonably tight market area. That is to say some level

of regional-scale commercial development seems appropriate here, but it should not be of a scope and magnitude that it would attract a level of traffic that would overwhelm the site.

Area 7 - Area 7 represents the large undeveloped area on the west side of Route 50, south of Chapel Road. Given its location, it is perhaps the parcel with the greatest development potential, at least in term of the number of options for development. Its elongated shape may preclude a true neighborhood style of development, but something along that line modified to accommodate the size and shape of the property seems in order. This would involve predominately residential development. The northern portion adjacent to Chapel Farms would be logical for continued single-family housing. The portion of the property that borders the RTC Park seems ideally suited for residential development fronting on this park. A small area for commercial development to serve the users of the Park is appropriate as well. Access to the Park from Route 50 should be provided across Area 7. Finally, the southern portion of the site could serve as a combination of transient commercial, offices and/or apartments, the latter two of which would seem ideally suited to overlook the park and greenway corridor.

These seven areas are envisioned by this Plan as the primary location of any development not already "on the books" at this time during the upcoming Planning Period. Combined with the existing planned and/or approved lot inventory, growth at our recent rate of 3% should not exhaust the development potential of these areas. However, in planning for the time when this does occur, the Future Land Use Map identifies properties that represent the next logical step in the development sequence of the Town. In addition, the Future Land Use Map also shows future commercial,

industrial, park, and institutional uses. Two potential regional-scale commercial areas are identified. Transient-oriented retail is shown along U.S. Route 50. Finally one neighborhood is indicated with a commercial color, indicating the potential to develop this parcel with perhaps a somewhat greater emphasis on the commercial aspect than in other more traditional neighborhoods.

When evaluating future development proposals both of these maps should be consulted. One will indicate what kind of use the Town expects to see on a given parcel and the other will indicate when we expect to see it. In addition, specific parcels are discussed throughout the Plan and some may be subject to planning issues that can only be found in the Parks or Transportation elements. Thus it is essential to consider what the whole Plan says about a given parcel, not just one Map or Element in isolation.

IMPLEMENTATION GOALS AND OBJECTIVES

GOAL: To insure that future development, proposed development related programs and redevelopment projects are implemented consistent with the spirit of this Comprehensive Plan.

OBJECTIVES:

- ✓ Provide a detailed analysis of the implementation progress of the Comprehensive Plan's Goals and Objectives each July as part of the Annual Report of the Easton Planning & Zoning Commission.

- ✓ Adopt amendments to the Town's Zoning Ordinance and Subdivision Regulations to insure that future growth of the Town occurs in a system of neighborhoods rather than a collection of single-use, suburban style subdivisions.
- ✓ Develop Design Standards for all types of development in all parts of Town.
- ✓ Work with various local groups in order to prepare Neighborhood Plans similar to that done by the East Side neighborhood several years ago. The West Side has been suggested as a likely starting point for such an endeavor.

GOAL: To coordinate planning efforts for areas and issues of mutual concern to both the Town of Easton and Talbot County.

OBJECTIVES:

- ✓ Work with County Planning officials to ensure that areas designated for future growth of the Town are treated similarly by the Plans of both jurisdictions.
- ✓ Work cooperatively with Talbot County to institute an Inter-jurisdictional Transfer of Development Rights (TDR) Program.