

Appendix B: Implementation Tables

The following implementation tables describe detailed goals, objectives, and recommendations from the original 16 tasks, as outlined by the City of Crisfield. These tasks deal with specific and critical issues related to the overall revitalization of the City. For reference purposes, the textual descriptions of individual tasks are detailed in Appendix A.

TASK 1: SOMERS COVE MOTEL & CITY INFRASTRUCTURE		
GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Update Crisfield policies, processes, and regulations to achieve consistency with the Crisfield Comprehensive Plan and Strategic Revitalization Plan (SRP) to address major issues such as Somers Cove Motel, development, and redevelopment.	OBJECTIVE #1: Promote the highest and best use for the City-owned Somers Cove Motel property consistent with the other recommendations of the SRP and the Concept Master Plan.	RECOMMENDATION #1: Add a Water Resources Element (WRE) and Municipal Growth Element (MGE) to the Crisfield Comprehensive Plan and determine at what point planning must begin for a new waste water treatment plant and assess the long term viability of ground water resources.
	OBJECTIVE #2: Provide adequate public facilities to ensure the health, safety and welfare of City residents.	RECOMMENDATION #2: Adopt official water and sewer allocation policies.
	OBJECTIVE #3: Ensure cost effective maintenance and upgrade of existing infrastructure.	RECOMMENDATION #3: Adopt policy and utility code amendments that require water and sewer allocations are in use within two years or they are rescinded.
		RECOMMENDATION #4: Prepare and adopt a capital improvement program and capital budget.
		RECOMMENDATION #5: Seek appropriate State, Federal and/or private sector funding for capital project improvements.
		RECOMMENDATION #6: Prioritize capital improvements based on health and water quality protection criteria and resulting capacity increases (e.g., correcting infiltration and inflow).
		RECOMMENDATION #7: Construct sewer line upgrades at critical locations, including the "1936

TASK 1: SOMERS COVE MOTEL & CITY INFRASTRUCTURE

GOALS	OBJECTIVES	RECOMMENDATIONS
		sewer collector line,” which is a priority capital project that addresses environmental protection issues and potentially increases sewer capacity.
		RECOMMENDATION #8: Prepare a feasibility study that addresses the next increments of added capacity. Address the feasibility of moving the wastewater treatment plant to a different location away from the waterfront.
		RECOMMENDATION #9: Work with the State to improve drainage and flood mitigation measures along MD Route 413.
		RECOMMENDATION #10: Adopt official maps for street improvements and pedestrian improvements, including projects to reduce street flooding.
		RECOMMENDATION #11: Adopt a redevelopment floating zone that includes the Somers Cove Motel site.
		RECOMMENDATION #12: Require a Developers Rights and Responsibility Agreement (DRRA) that addresses developer responsibility for off-site and official improvements.
		RECOMMENDATION #13: Develop a comprehensive and coordinated signage and way finding program that includes unified design features, e.g., the City’s logo.
		RECOMMENDATION #14: Explore a City trolley service, when ridership and trip demand warrant. Plan for new trolley stops at key activity nodes (e.g., City Docks, Tawes Museum).
		RECOMMENDATION #15: Accessible transit service is vital to economic development. Cooperate with Shore Transit to ensure that public transit services are expanded as needed to serve City residents.

TASK 1: SOMERS COVE MOTEL & CITY INFRASTRUCTURE

GOALS	OBJECTIVES	RECOMMENDATIONS
		RECOMMENDATION #16: Promote the redevelopment of the Somers Cove Motel site to its highest and best use, i.e. multi-family condominiums.
		RECOMMENDATION #17: Renegotiate the lease arrangement with Somers Cove Motel and work with DNR to acquire slips for the site's redevelopment.

TASK 2: SOMERS COVE MARINA & ADJOINING LANDS

GOALS	OBJECTIVES	RECOMMENDATIONS
<p>GOAL #1: Address issues and opportunities related to Somers Cove Marina and adjoining lands, which are key economic development aspects for the City.</p>	<p>OBJECTIVE #1: Integrate Somers Cove Marina with Crisfield.</p>	<p>RECOMMENDATION #1: Negotiate the reservation of slips for redevelopment on the Somers Cove Motel site.</p>
	<p>OBJECTIVE #2: Make more efficient use of vacant and underutilized State land adjacent to Somers Cove Marina.</p>	<p>RECOMMENDATION #2: Alternatively, negotiate potential land swap with DNR: the Marina property on the west side of the Marina in exchange for the Somers Cove Motel site.</p>
	<p>OBJECTIVE #3: Mitigate physical and visual barriers between the City and Somers Cove Marina.</p>	<p>RECOMMENDATION #3: Work with DNR in the preparation of a Somers Cove Marina Facilities Plan to evaluate alternative security measures to improve public access to the Marina, which can coincide with the redevelopment of the Housing Authority Lands.</p>
		<p>RECOMMENDATION #4: Create new pedestrian links to the Marina, including a proposed waterfront promenade that continues alongside the Marina’s new open space and buildings and extends to Cedar Island Marsh and Jersey Island.</p>
		<p>RECOMMENDATION #5: Ensure that the Somers Cove Marina Advisory Committee (when it comes on board in November 2008) is fully vested in the recommendations of this SRP.</p>
		<p>RECOMMENDATION #6: Meet with DNR to review recommendations of this SRP in detail.</p>
		<p>RECOMMENDATION #7: Meet with State and Congressional representatives to review recommendations of the SRP and identify how they can assist in its implementation.</p>
		<p>RECOMMENDATION #8: Implement the redevelopment concepts shown on the Concept Master Plan to better integrate the Marina and City.</p>
		<p>RECOMMENDATION #9: Work with DNR on</p>

TASK 2: SOMERS COVE MARINA & ADJOINING LANDS

GOALS	OBJECTIVES	RECOMMENDATIONS
		development plans for the State property adjacent to Evans seafood. These plans should implement the gateway building recommendations discussed in the Urban Design section. This is a potential location for a Chesapeake Bay Discovery Center.

TASK 3: WATERFRONT AREAS & VIEWSHED PROTECTION

GOALS	OBJECTIVES	RECOMMENDATIONS
<p>GOAL #1: Arrest recent development trends that are “walling-off” the waterfront and seek to maximize public views of the waterfront and preserve positive viewsheds.</p>	<p>OBJECTIVE #1: Maximize public enjoyment of the City’s waterfront.</p>	<p>RECOMMENDATION #1: Revise existing zoning for the waterfront to limit the height of buildings as shown on the SRP - Master Concept Plan.</p>
	<p>OBJECTIVE #2: Maintain views of the water from public areas.</p>	<p>RECOMMENDATION #2: Do not permit building height variances.</p>
	<p>OBJECTIVE #3: Create positive views of the City approaching from the Bay, Tangier Sound, and the Annemessex River.</p>	<p>RECOMMENDATION #3: Create incentives for developers to provide public waterfront spaces (e.g., parks, plazas, waterfront trails, promenades), where people can access the water’s edge.</p>
		<p>RECOMMENDATION #4: Adopt an “official” public space and pedestrian system map based on the SRP - Master Concept Plan and require developments to provide public space and pedestrian systems in accordance with the official map.</p>
		<p>RECOMMENDATION #5: Evaluate a unified and coordinated lighting and signage scheme for waterfront buildings to create a distinct image of the City’s waterfront as viewed from the waterside.</p>
		<p>RECOMMENDATION #6: Incorporate the view corridors and terminal views into a form-based code.</p>

TASK 4: UPTOWN & DOWNTOWN

GOALS	OBJECTIVES	RECOMMENDATIONS
<p>GOAL #1: Revitalize the Uptown and Downtown areas of Crisfield to promote economic development and investment/reinvestment.</p>	<p>OBJECTIVE #1: Reinvestment in existing buildings.</p>	<p>RECOMMENDATION #1: Work closely with the Somerset County Library Board to locate a new library facility in the Uptown area.</p>
	<p>OBJECTIVE #2: Ensure appropriate infill and redevelopment of vacant and underutilized properties.</p>	<p>RECOMMENDATION #2: Include the land uses recommended for the Uptown and Downtown areas recommended in the <i>Crisfield Strategic Revitalization Plan</i> in the City's zoning code.</p>
	<p>OBJECTIVE #3: Invest in public improvements coordinated with building façade improvements that together strengthen the appeal of commercial areas and improve the public realm.</p>	<p>RECOMMENDATION #3: Adopt design guidelines that are specific to the Uptown Downtown districts that conform to the recommendations of the Comprehensive Plan and Strategic Revitalization Plan.</p>
	<p>OBJECTIVE #4: Restore key character defining buildings.</p>	<p>RECOMMENDATION #4: Consider developing a voluntary historic district ordinance for the Uptown area.</p>
	<p>OBJECTIVE #5: Create new context sensitive buildings that contribute to a consistent and unifying visual character for districts.</p>	<p>RECOMMENDATION #5: Enhance Main Street at the Post Office intersection with better lighting and signage, crosswalks with brick pavers, canopy street trees, and other special features that convey the sense of the importance of the area. Similar improvements should be made in the Town Hall area streetscape.</p>
		<p>RECOMMENDATION #6: Install signage at the Route 413/Main Street intersection, communicating the message that turning onto Main Street will bring travelers into the historic commercial area.</p>
		<p>RECOMMENDATION #7: Establish a façade grant program (which may include tax incentives for participants) to encourage revitalization design consistency along Main Street).</p>
		<p>RECOMMENDATION #8: Identify appropriate locations for information kiosks that identify shopping, cultural and historic attractions. One</p>

TASK 4: UPTOWN & DOWNTOWN

GOALS	OBJECTIVES	RECOMMENDATIONS
		suggested location for such info is in the gateway building located on Route 413 at the intersection with Somerset Avenue.
		RECOMMENDATION #9: Encourage and facilitate development of a high quality hotel and conference center for Downtown Main Street that attracts business visitors and expands tourism opportunities.

TASK 5: ECONOMIC DEVELOPMENT

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Sustain and diversify the economy.	OBJECTIVE #1: Support resident businesses and industries by helping them in their competitiveness.	RECOMMENDATION #1: Engage universities and colleges in regional economic development, e.g., through current activities at Wallops Island.
GOAL #2: Improve work force training and skills.	OBJECTIVE #2: Promote entrepreneurship.	RECOMMENDATION #2: Expand tourism linkages and regional tourism, arts and entertainment, and cultural opportunities including: <ul style="list-style-type: none"> • welcome centers; • interpretive centers; • Downtown revitalization; • linkage and marketing of Ocean City attractions with other attractions throughout the region; • eco-tourism, agricultural tourism, and heritage tourism; and • sport and commercial fishing.
GOAL #3: Ensure appropriate infrastructure.	OBJECTIVE #3: Attract new industry sectors to the region that are compatible with the City’s socio-economic environment.	RECOMMENDATION #3: Pursue a targeted marketing effort to determine how best to “brand” and “sell” the region to potential new businesses and entrepreneurs.
GOAL #4: Maintain and improve quality of life in the region.	OBJECTIVE #4: Ensure that workers of all ages have access to the education and training needed to succeed in both existing industries and potential new industries the City is seeking to attract.	RECOMMENDATION #4: Investigate a web-based feedback loop whereby: 1) employers can be surveyed on workforce needs; and 2) specific skills, needs, and available jobs can be communicated to potential employees throughout the State as well as regional education/training institutions including K-12 and higher education institutions.
	OBJECTIVE #5: Ensure appropriate infrastructure to accomplish the City’s goals, objectives, and strategic actions.	RECOMMENDATION #5: Focus particularly on the impact of “GRAYSHORE,” e.g., tapping skills of incoming retirees and ensuring a trained workforce to serve needs of the elderly population.
	OBJECTIVE #6: Manage economic development to ensure the protection of our natural environment and the prevention of sprawl and congestion.	RECOMMENDATION #6: Pursue a health care training initiative.

TASK 5: ECONOMIC DEVELOPMENT

GOALS	OBJECTIVES	RECOMMENDATIONS
	OBJECTIVE #7: Support and recruit diverse cultural and recreational opportunities to ensure a high quality of life for citizens and visitors in the region.	RECOMMENDATION #7: Work with MPO and Delmarva Water Transport Committee to protect transportation infrastructure and support transportation improvements, including the Somerset County/Chesapeake Ferry (Maryland – Virginia), Salisbury/Ocean City/Wicomico Airport expansion and increase in commercial services, Port of Salisbury and West Ocean City Harbor, Shore Transit, U.S. 113 dualization and U.S. 50 service road, rail infrastructure for freight.
		RECOMMENDATION #8: Expand information infrastructure, including linking the region’s universities by advanced telecommunications systems.
		RECOMMENDATION #9: Support and expand business (and industrial) parks, including the Salisbury/Ocean City/ Wicomico Airport Business Center.
		RECOMMENDATION #10: Create more integrated processes for designating industrial and commercial space (e.g., involving Comprehensive Planning Departments, making infrastructure investments, etc.).
		RECOMMENDATION #11: Increase availability of energy including natural gas, electricity through exploration of alternative energy sources (energy generation).
		RECOMMENDATION #12: Carry out a Quality of Life Assessment and take the necessary steps to address issues based on the results.
		RECOMMENDATION #13: Ensure adequate land use planning and implementation.
		RECOMMENDATION #14: Develop a housing affordability index.

TASK 6: ENVIRONMENTAL PROTECTION

GOALS	OBJECTIVES	RECOMMENDATIONS
<p>GOAL #1: Protect Crisfield’s environment and natural resources.</p>	<p>OBJECTIVE #1: Protect remaining natural environmental features and sensitive areas from development and its impacts.</p>	<p>RECOMMENDATION #1: The City should undertake a comprehensive rezoning to implement the land use and other recommendations of the Comprehensive Plan and the SRP including the sensitive area recommendations and the requirements of Article 66B, Annotated Code of Maryland. Submerged aquatic vegetation should be included as a sensitive environmental area of concern to the City. Environmental protection standards should be similar to those required in the City’s Critical Area Ordinance that are applicable to excluded areas, e.g., shore buffer requirements, 10 percent pollution reduction, etc..</p>
	<p>OBJECTIVE #2: Accommodate infill and redevelopment in a manner that addresses flooding conditions and the environmental protection objectives of the Comprehensive Plan.</p>	<p>RECOMMENDATION #2: Naturally vegetated buffers play an important role in environmental protection. The Comprehensive Plan recommends that in redeveloping waterfront areas, to the extent possible, the City require buffer areas between the water’s edge and buildings or parking areas. The Zoning Code should establish comprehensive sensitive area buffer requirements throughout all zoning districts in the City. In addition the City should establish minimum landscape standards for all development and require native species be used to the maximum extent practical.</p>
	<p>OBJECTIVE #3: Establish standards that secure capital facilities and development from flooding decades into the future.</p>	<p>RECOMMENDATION #3: Development regulations in all zoning districts should incorporate appropriate provisions for design flexibility. The objective should be reasonable use of property in the least environmentally sensitive areas - preserving woodland areas, flood prone areas, drainage ways, scenic vistas, etc.</p>

TASK 6: ENVIRONMENTAL PROTECTION

GOALS	OBJECTIVES	RECOMMENDATIONS
		<p>RECOMMENDATION #4: Require vegetative buffers where feasible and reduce impervious cover through such techniques as clustering of development (on the land and vertically), narrow streets, reduced parking, shared driveways, and other techniques. The City should require new development and infill and redevelopment projects to treat stormwater using nonstructural and micro-scale practices to the maximum extent feasible. Stormwater should be filtered using such techniques as rain gardens, landscaping and tree planters (e.g., linear tree pits, sidewalk planters), grass swales and bio-swales, tree-swales, grass filter strips and vegetated buffers.</p>
		<p>RECOMMENDATION #5: New developments should attempt to maintain the volume of runoff at predevelopment levels by using structural controls and pollution prevention strategies, including strategies for minimizing land disturbances and retaining natural drainage and vegetation wherever possible. Runoff management plans for existing developed areas also should be developed that identify priority pollutant reduction opportunities, protect natural areas to help control runoff, and develop ecological restoration and retrofit activities to clean up degraded water bodies.</p>
		<p>RECOMMENDATION #6: As development occurs, these and other stormwater management techniques should be required to mitigate the impacts of impervious areas on water quality. By requiring the most effective stormwater BMPs the City will help preserve the “assimilative capacity” of local waters for future growth. New techniques</p>

TASK 6: ENVIRONMENTAL PROTECTION

GOALS	OBJECTIVES	RECOMMENDATIONS
		should be integrated in municipal stormwater policies, regulations, and processes.
		RECOMMENDATION #7: The City should work with the DNR and other State and Federal agencies to determine appropriate strategies to address flooding and sea level rise issues. As part of this effort the City should determine where shoreline reaches will be armored and where they will be left in a natural state to permit migration of wetlands. These discussions should include State strategies for barrier islands that protect Crisfield.
		RECOMMENDATION #8: Developer contribution to offset impact and protect the community from flooding is a consistent theme in the Comprehensive Plan and the SRP. Specific projects including marshland and wetland restoration, improved floodgates, shoreline repair, and the design, construction and planting of wetland mitigation and flood conveyance corridors should be identified and prioritized, much like a capital improvements program. The estimated cost of a project should be one of the determinants for the value of development proffers, in lieu and offset fees.
		RECOMMENDATION #9: As appropriate the City should create special taxing districts (e.g., shoreline protection districts) wherein those benefitting from shoreline stabilization and flood improvements contribute to the cost. The DNR Facilities Master Plan for Somers Cove Marina should address the DNR’s role in flood control and shore stabilization projects that benefit the marina facilities.

TASK 7: ZONING

GOALS	OBJECTIVES	RECOMMENDATIONS
<p>GOAL #1: Update Crisfield regulations consistent with the <i>Crisfield Comprehensive Plan</i> and <i>Crisfield Strategic Revitalization Plan (SRP)</i>.</p>	<p>OBJECTIVE #1: Implement the recommendations of the Comprehensive Plan and SRP.</p>	<p>RECOMMENDATION #1: Impose a moratorium on new development in the redevelopment districts that is effective until new zoning code provisions implementing the recommendations of the SRP is adopted.</p>
	<p>OBJECTIVE #2: Where possible, require approved development projects not yet constructed to be revised to comply with the recommendations of the SRP.</p>	<p>RECOMMENDATION #2: Undertake comprehensive development code revisions and revise development codes to implement the recommendations of the Comprehensive Plan and SRP.</p>
		<p>RECOMMENDATION #3: Adopt zoning provisions for redevelopment areas that address the actions recommended in the Comprehensive Plan and implement the recommendations of the SRP (as detailed in the Urban Design chapter).</p> <ul style="list-style-type: none"> • Define official redevelopment districts based on the recommendations of the SRP. • Revise existing zoning provisions within the designated redevelopment areas and establish minimal base zoning uses and standards. • Permit additional uses and more flexible development standards (e.g., height above 3 stories) through a floating zone process and based on development criteria derived from the Comprehensive Plan and SRP.
		<p>RECOMMENDATION #4: Adopt infill and redevelopment provisions in the City Zoning Code that give the Planning Commission the ability to waive certain development standards when a proposed infill or redevelopment project meets design criteria to ensure context sensitive site and building design.</p>

TASK 6: ENVIRONMENTAL PROTECTION

GOALS	OBJECTIVES	RECOMMENDATIONS
		RECOMMENDATION #5: Amend the Zoning Code to permit accessory dwelling units in appropriate locations and in conformance with development design standards.
		RECOMMENDATION #6: Adopt a special redevelopment floating zone applicable to the Housing Authority property. When and if possible, include incentives to encourage a public-private partnership for redevelopment of the Housing Authority property, e.g., discounted utility re-connection fees.
		RECOMMENDATION #7: Require all development comply with official maps and plans.
		RECOMMENDATION #8: Include a Developer’s Rights and Responsibility Agreement (DRRA) in the floating zone process which is a contract between elected officials and a developer that outlines public improvements, expenses and other negotiated items of public benefit the developer will provide in exchange for the elected officials guarantee that certain approvals, e.g., zoning, density, etc., will remain unchanged for a specified period of time.
		RECOMMENDATION #9: Limit uses in conservation areas identified in the SRP to low intensity uses, e.g., one dwelling unit per 10 acres.
		RECOMMENDATION #10: Investigate the feasibility of a Transferable Development Rights (TDR) program that allows for the transfer of height and density rights from waterfront and conservation properties with restricted development rights to designated receiving properties. Consider committing some sewer

TASK 6: ENVIRONMENTAL PROTECTION

GOALS	OBJECTIVES	RECOMMENDATIONS
		capacity as an added incentive for TDR transactions.
		RECOMMENDATION #11: Ensure that water-dependent and water related uses in the waterfront development areas (e.g., marine repair) are accommodated in the revised code.
		RECOMMENDATION #12: Enact a cost recovery ordinance to required applicant's for major development projects are held responsible for all review costs, including the fees of consulting specialists.
		RECOMMENDATION #13: Adopt policy and code amendments to address project vesting and define vesting as being substantial investment in construction.
		RECOMMENDATION #14: Amend the City's floodplain ordinance to add at least one foot to the base flood elevation.
		RECOMMENDATION #15: Prepare a form based code that implements the recommendations of the SRP.
		RECOMMENDATION #16: Consider acquiring key conservation properties that may be used for environmental offsets and/or flood control projects.
		RECOMMENDATION #17: Establish a fee-in-lieu program for environmental offsets.

TASK 8: HERITAGE REOURCES

GOALS	OBJECTIVES	RECOMMENDATIONS
<p>GOAL #1: Preserve and protect Crisfield’s heritage resources.</p>	<p>OBJECTIVE #1: Protect and/or enhance key heritage resources in Crisfield including natural, historic, cultural, and scenic resources that may be located within and beyond the City Historic District that contribute to unique identity and character.</p>	<p>RECOMMENDATION #1: Inventory Crisfield’s heritage resources through subsequent planning and identify critical resources for advanced preservation measures as “Target Priority Preservation Areas” (i.e., those resources that directly contribute to economic revitalization/tourism).</p>
	<p>OBJECTIVE #2: Provide special attention to buildings and structures whose unique architectural features relate to the City’s seafood industry.</p>	<p>RECOMMENDATION #2: Establish an “Uptown Historic District” and allow for the voluntary inclusion of property owners to facilitate access to tax credits, low interest loans, and grants for historic preservation.</p>
		<p>RECOMMENDATION #3: Consider design guidelines that exhibit historic development principles for appropriate areas, such as the Uptown Historic District.</p>
		<p>RECOMMENDATION #4: Preserve key areas of the “historic” working waterfront in the Downtown area.</p>
		<p>RECOMMENDATION #5: Improve gateway and tourism signage. This includes directional signage and “context sensitive” sign regulations.</p>
		<p>RECOMMENDATION #6: Develop a Heritage Area specifically for Crisfield, Smith Island, and Janes Island in coordination with the Maryland Heritage Areas Authority (MHAA).</p>

TASK 9: LANDS ADJOINING PUBLIC HOUSING AUTHORITY

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Encourage the redevelopment of lands adjoining the Public Housing Authority.	OBJECTIVE #1: Implement the recommendations of the SRP in relation to Public Housing Authority lands.	RECOMMENDATION #1: Place larger properties located on the east side of the Housing Authority property in a “conservation zone” that limits development to very low intensity residential uses where natural constraints permit.
	OBJECTIVE #2: Encourage appropriate infill and redevelopment.	RECOMMENDATION #2: Develop a master redevelopment plan for properties located to the south of the Housing Authority property, with higher density residential mixed use development located adjacent to Somers Cove Marina and detached single family units located adjacent to the school property.
		RECOMMENDATION #3: Incorporate properties west of 4 th Street into the redevelopment of the Uptown area.
		RECOMMENDATION #4: Redevelop some or all of public housing for residential use with public access to the waterfront and public spaces integrated into site plans.
		RECOMMENDATION #5: Develop guidelines for redevelopment of the Housing Authority property. This should be a City-managed process, phased out 5-10 years after relocation of public housing, with the City taking the lead and private property owners and developers bearing the cost

TASK 10: UTILIZATION OF HOUSING AUTHORITY LANDS

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Encourage the redevelopment of portions of Public Housing Authority lands.	OBJECTIVE #1: Promote the infill and redevelopment of portions of the Housing Authority property.	RECOMMENDATION #1: Expand the role of the CHA as the lead agency for affordable housing programs such as those described in Task 4.11 Affordable Housing.
	OBJECTIVE #2: Relocate Housing Authority residences into neighborhood units consistent with HUD guidelines.	RECOMMENDATION #2: Develop and issue an RFQ/RFP to redevelop the CHA property with a combination of market rate and subsidized housing units before demolition occurs
	OBJECTIVE #3: Make more efficient and effective utilization of waterfront property to improve the City's economic conditions.	RECOMMENDATION #3: Approximately, 50-70 percent of existing public housing units should be replaced with new units and renovated housing in the community. This will improve the quality and condition of subsidized units and at the same time prevent clustering and isolation of public housing.
	OBJECTIVE #4: Restore natural functions on Housing Authority lands, where possible.	RECOMMENDATION #4: Form a partnership with a developer and redevelop the CHA property to generate funds for the replacement units.
		RECOMMENDATION #5: Redevelop some or all of public housing for residential use, particularly areas with public access to the waterfront; public spaces should be integrated into site plans.
		RECOMMENDATION #6: Develop guidelines for redevelopment of the Housing Authority property. This should be a City-managed process, phased out 5-10 years after relocation of public housing, with the City taking the lead and private property owners and developers bearing the costs.

TASK 11: VACANT LOTS IN THE MUNICIPAL BOUNDARY

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Encourage appropriate infill and redevelopment consistent with the SRP.	OBJECTIVE #1: Encourage infill and redevelopment on vacant and underutilized properties.	RECOMMENDATION #1: Identify appropriate areas of the City for infill and redevelopment and adopt flexible infill and redevelopment zoning provisions.
		RECOMMENDATION #2: Consider waiving demolition fees and utilities reconnection fees for redevelopment projects.
		RECOMMENDATION #3: Consider establishing inclusionary zoning provisions that require developers to provide a percentage of proposed units as affordable housing. Permit developers to meet their inclusionary zoning. Establish options that allow developers to pay an in lieu fee or develop affordable units off-site.

TASK 12:AFFORDABLE HOUSING

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Encourage public and private affordable housing programs and strategies.	OBJECTIVE #1: Increase the supply of affordable housing in the City.	RECOMMENDATION #1: Form a Crisfield Housing Roundtable, a coalition of members of the Crisfield Housing Authority Commission, community organizations, local lending institutions, local government representatives, private business owners (including builders and developers), and individuals who assess and recommend affordable housing policies for the City.
		RECOMMENDATION #2: Establish a Crisfield Housing Trust as an affiliate of the Crisfield Housing Authority to secure funding solely for the purpose of increasing affordable housing units through rehabilitation of existing structures or building new structures. Maintain and increase funding through a dedicated revenue stream (Federal, State, local, private, foundations – see below for Federal program and partnership opportunities).
		RECOMMENDATION #3: Establish partnerships with nonprofit, semi-public developers and other financiers of affordable housing.
		RECOMMENDATION #4: Develop initiatives that require developers to address low to moderate income and affordable homeownership opportunities as part of any new housing development strategy and mandate that low to moderately priced dwellings comprise a certain percentage of all new development.
		RECOMMENDATION #5: Enact specific regulations to significantly address better housing options, including developing zoning and design standards that increase the mix of uses and housing types.
		RECOMMENDATION #6: Investigate opportunities for the Crisfield Housing Authority to participate in low income housing program partnerships with

TASK 12:AFFORDABLE HOUSING

GOALS	OBJECTIVES	RECOMMENDATIONS
		HUD and the State of Maryland – Department of Housing and Community Development.
		RECOMMENDATION #7: Link workforce housing needs and initiatives with local job creation/economic development strategies and projects.
		RECOMMENDATION #8: Establish a pilot program of funding for housing units targeted to moderate income households.
		RECOMMENDATION #9: Partner with local lending institutions and HUD to develop a series of free community programs that educate the public about financial literacy, credit counseling, and homeownership counseling.
		RECOMMENDATION #10: Partner with local lending institutions and HUD to use federal programs and financial resources to rehabilitate existing properties to increase the supply of decent, affordable housing. The City should explore the number of programs available to municipalities, housing authorities and non-profit organizations and partnerships that encourage purchase, redevelopment and rehabilitation of existing housing stock.

TASK 13: OUTLET PORT

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Develop Crisfield as an outlet port to enhance economic development.	OBJECTIVE #1: Maintain and strengthen Crisfield’s role as the outlet port to Smith and Tangier Islands.	RECOMMENDATION #1: Conduct annual safety inspections and a regular schedule of maintenance of the City dock and Depot facilities to ensure that they are maintained to the highest standards.
	OBJECTIVE #2: Support Maryland and Virginia initiatives to develop ferry services.	RECOMMENDATION #2: Implement the improvements to the City dock and Depot recommended in the Urban Design section of this Plan: <ul style="list-style-type: none"> • Installation of a protective breakwater; • Construction of an extended and widened pier head that includes varied paved and natural surfaces; • Installation of new shelters with seating, wind protection and updated real-time electronic information; • Construction of a lighted, sound-equipped plaza to be used for public performances; and • Addition of vertical aesthetic elements like trees, towers, and masts.
	OBJECTIVE #3: Ensure that City docking facilities are in good repair and operating order to ensure the safe transport of goods and people.	RECOMMENDATION #3: Coordinate regular inspections of the dock facilities located on Broad Street with the County to ensure that all public dock facilities located within the City are up to standard.
	OBJECTIVE #4: Ensure that City docking facilities are passenger-friendly and add to the aesthetic quality of the waterfront.	RECOMMENDATION #4: Continue to develop ferry routes in Maryland and Virginia that includes Crisfield as a ferry terminal site.
		RECOMMENDATION #5: Gather information from and provide assistance to the U.S. Army Corps of Engineers and relevant State agencies on the planning and preparation for the Smith Island Restoration Project. Provide regular updates for

TASK 13: OUTLET PORT

GOALS	OBJECTIVES	RECOMMENDATIONS
		City officials, civic organizations, businesses and the local workforce on pertinent information about the Project, including employment opportunities.

TASK 14: PARKS, RECREATION, & OPEN SPACE

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Support the active development of parks, recreation areas, and open spaces in Crisfield for public enjoyment.	OBJECTIVE #1: Provide enhanced access to the waterfront.	RECOMMENDATION #1: Develop a “Crisfield Parks, Open Space, and Natural Areas Program” including a list of priority projects and key sites.
	OBJECTIVE #2: Utilize a system of parks, trails, open space, and public plazas etc. to enhance the appeal of the City for tourists and residents alike	RECOMMENDATION #2: Establish in City development codes minimum parks and open space requirements for development projects.
	OBJECTIVE #3: Implement the park and open space recommendations of the SRP.	RECOMMENDATION #3: Establish in City development codes a parks and open space fee-in-lieu provision.
	OBJECTIVE #4: Locate park and open space facilities so as to preserve and/or enhance views to and from water.	RECOMMENDATION #4: Work with Somerset County to incorporate the Crisfield Parks, Open Space, and Natural Areas Program into the Somerset County Parks, Recreation, and Land Preservation Master Plan.
		RECOMMENDATION #5: Work with private entities and non-profit organizations to develop additional recreation offerings, especially for young people.
		RECOMMENDATION #6: Investigate the development of a “Skateboard Park” convenient to the Uptown and Downtown areas of the City.
		RECOMMENDATION #6: Work with the Maryland Department of Natural Resources (DNR) to increase the planning for and promotion of linkages with Janes Island State Park.
		RECOMMENDATION #7: Work with the Maryland Department of Natural resources (DNR) Program Open Space (POS) to implement a development program for Sunset Park and the community pier as well as the VFW beach.
		RECOMMENDATION #8: Ensure appropriate wayfinding signage to point people to parks and recreation facilities in the City.
	RECOMMENDATION #9: Investigate the feasibility	

TASK 14: PARKS, RECREATION, & OPEN SPACE

GOALS	OBJECTIVES	RECOMMENDATIONS
		of a Transfer of Development Rights (TDR) Program to protect sensitive areas consistent with the recommendations of the 2006 <i>Crisfield Comprehensive Plan</i> and the 2008 <i>Crisfield Strategic Revitalization Plan (SRP)</i> .
		RECOMMENDATION #10: Ensure appropriate planning for parks and open space facilities in the redevelopment of Housing Authority land.
		RECOMMENDATION #11: Work with Somerset County to plan and conduct high profile recreation events (an example includes bike races, marathons, etc. – a large event attraction for Crisfield).

TASK 15: STREETS, PARKING, & OTHER INFRASTRUCTURE

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Provide a balance of transportation facilities meeting the needs of the City.	OBJECTIVE #1: Coordinate various modes of transportation so that they complement each other.	RECOMMENDATION #1: Adopt an official Transportation Plan Map and plan.
	OBJECTIVE #2: Establish a transportation network that moves people and goods rapidly, yet safely.	RECOMMENDATION #2: Adopt policies and regulations that require applicants for development approval dedicate and improve trail and pedestrian segments as shown on official maps.
	OBJECTIVE #3: Provide an adequate transportation network with minimal Town expense.	RECOMMENDATION #3: Adopt policies and regulations that require applicants for development approval dedicate and construct new streets or upgrade existing streets as shown on official maps and as recommended in the SRP.
	OBJECTIVE #4: Coordinate Town, County, State, and Federal transportation planning.	RECOMMENDATION #4: Work with DNR to make improvements to the City Dock and Depot and the dock at the end of Broad Street. Improvement to the City Dock should take into consideration a breakwater and other improvements as recommended in the SRP.
	OBJECTIVE #5: Maximize the desired use of transportation systems, while minimizing possible effects upon neighborhoods, the environment, and the general public.	RECOMMENDATION #5: Work with DNR and private groups and organizations to strengthen pedestrian and non-motorize boat connections to activity sites located outside of the City. Promote Crisfield's hiking, biking and boating amenities in marketing materials.
		RECOMMENDATION #6: Adopt a City policy that states the City will not give up any existing public right-of-way, e.g., street end.
		RECOMMENDATION #7: Accept unexpired dedication of existing rights-of-way.
		RECOMMENDATION #8: Work with the Maryland Department of Transportation and others to advance the concept of a passenger ferry from metropolitan areas to Crisfield. A ferry service fits

TASK 15: STREETS, PARKING, & OTHER INFRASTRUCTURE

GOALS	OBJECTIVES	RECOMMENDATIONS
		well with the economic development recommendations of the SRP. Terminal facilities should be located at the City Dock or the end of 7th Street.
		RECOMMENDATION #9: Work with DNR and Army Corps of Engineers to develop a dredge spoils site(s). Include consideration of land reclamation projects at Great Point and Long Point.
		RECOMMENDATION #10: When demand for boat slips warrants, work with riparian property owners on the development of additional marina facilities in the cove between 7 th Street and the Harbor Lights property.

TASK 16: MAPPING RESOURCES

GOALS	OBJECTIVES	RECOMMENDATIONS
GOAL #1: Improve mapping and other digital infrastructure systems in Crisfield to promote capital improvements and economic development.	OBJECTIVE #1: Update plan and official zoning maps as needed to implement the recommendations of the Comprehensive Plan and this SRP.	RECOMMENDATION #1: Create official maps consistent with the recommendations of the SRP.
	OBJECTIVE #2: Create reproducible and easily amended map products.	RECOMMENDATION #2: Add park, open space and pedestrian system maps to Comprehensive Plan (will require a Comprehensive Plan amendment).
	OBJECTIVE #3: Develop and maintain the City's GIS files and systems.	RECOMMENDATION #3: Revise official zoning maps to incorporate the boundaries of planned development floating zones and target redevelopment districts. Create and map conservation zoning districts.
		RECOMMENDATION #4: Develop a Geographic Information System (GIS) for Crisfield to assess all critical City infrastructure related to the SRP and revitalization tasks as well as assist with grant funding.