

CHAPTER 10: ECONOMIC DEVELOPMENT & ACTIVITY

Goals

- Provide sites that are planned and reserved for industrial development
- Provide sites for commercial development that will meet the diverse business needs of the resident population
- Promote commercial development that is clustered in appropriate locations

Westminster's central location and county seat status make it the hub, in many ways, of the County's economy. Most County government facilities are headquartered either within the City or outside the City but within the study area. These facilities include County administrative buildings, school board offices, circuit and district courts, the County health department, social services, a senior activities center, the Farm Museum, and a public library. Carroll County General Hospital is located just beyond and south of the City.

Successful efforts to attract and retain businesses to the Westminster community depend largely upon the County's ability to compete for commerce and industry at the regional level. A skilled labor force and the availability of suitable land that is easily accessible are primary factors. In addition to providing jobs for the community's resident workforce, industry and local businesses contribute to the tax base. The tax base includes the gross revenues generated by property taxes, which serve as a base for setting the County budget and providing public services.

Business and industrial uses typically cost the County less in public services than do residential uses. Increasing the percentage of the County's tax base attributable to commercial and industrial uses increases the amount of tax revenue available to pay for services for all segments of the community. Sustained job growth is essential for the fiscal health of the County.

By creating opportunities for local residents to work in the community where they live, local business and industry help reduce lengthy commutes and traffic congestion. Along with the benefits of new industrial and commercial development, however, is the potential for higher traffic volumes on the local state highway, county road, and city street network.

Current Conditions

1 Inventory of Major Industries

The table below lists major industries located within the study area.

Major Industries - Westminster Environs		
Company Name	Type of Operation	Number of Employees
Carroll County Foods	Food service distributor that purchases, warehouses, and sells to institutional customers	110
Carroll Hospital Center	Full-service hospital offering diagnostic-therapeutic-inpatient services	1,431
English American Tailoring	Men's/women's made-to-measure clothes manufacturing	400
General Dynamics Robotic Systems, Inc.	Machining, milling	260
Knorr Brake	Light-rail brake manufacturing	170
Lafarge Corp. Medford Plant	Quarrying of marble deposits (primarily for the production of crushed stone)	28
Random House, Inc.	Book warehousing and distribution	1,000
S.H. Tevis & Son, Inc.	Petroleum distribution	260
Shelter Systems Limited	Manufacturing of framing components for residential and commercial construction	125

Source: Carroll County Department of Economic Development, January, 2003

The major industries or major employers located within the City of Westminster include: BB&T Bank, Board of Education of Carroll County, Carroll County Government offices, McDaniel College (formerly Western Maryland College), Marada Industries (manufacturer of automotive components), Carroll Lutheran Village (retirement village, including nursing care), and Landmark Community Newspaper (newspaper and commercial printing).

2 *Inventory of Industrial Areas*

Industrially zoned areas in the study area are scattered but generally lie along the major transportation corridors. These include MD 97N, MD 140, MD 27, MD 97S, and MD 31. These industrial areas are more fully described below.

A ⇨ MD 97 North (Littlestown Pike) near Old Bachmans Valley Road

This industrial area is located on the east side of MD 97N and south side of Magna Way. Bounded by the Westminster corporate limits to the north and south, the area contains approximately 63 acres of land zoned “IR” Restricted Industrial. Largely undeveloped, current land uses include a single-family house, a stormwater management basin, a commercial use (Finch Services, Inc.), and farmland. Agricultural and residential uses adjoin the zone to the east, while surrounding land within the City is zoned industrial. This industrial area is part of a larger cluster of industrially zoned land on the east side of MD97N that also includes properties within the city limits. The unincorporated land is within the future corporate limits line as adopted in the 1985 comprehensive plan.

The 63 acres of land in the unincorporated portion of the zone is relatively level. Small portions of this land contain streams, wetlands, and carbonate rock. The entire zone is located within the planned water and sewer service areas of the Westminster community water supply and sewerage systems. Existing land uses within the zone are served with public water and sewer service.

The site fronts on MD 97N and Magna Way. MD 97N and the signalized intersections on it in the immediate vicinity of the zone have significant traffic problems. The zone is only 1,200

feet east of the runway of the Carroll County Regional Airport, which provides additional transportation opportunities by accommodating small freight and passenger airplanes.

B ⇨ MD 97 North (Littlestown Pike) near (New) Meadow Branch Road and Kriders Church Road

This industrial area is comprised of two sub-areas on the west side of MD 97N that are separated by incorporated land within the City of Westminster. The north sub-area lies between Old Meadow Branch Road and New Meadow Branch Road behind the Air Business Center. The south sub-area lies at the intersection of Kriders Church Road and MD 97N, just behind a row of residential properties. Combined, the two sub-areas total 137 acres of land zoned “IR.” The majority of the zone is developed. Current land uses include most of the Carroll County Regional Airport – Jack B. Poage Field, three houses, a commercial use (Teddy Bear Treasures), a small portion of Marada Industries’ industrial property, the Triple M asphalt plant, and residential, farmland and vacant land. This industrial area is part of a larger cluster of industrially zoned land that includes adjoining land in the City.

The 137 unincorporated acres in the study area are predominantly level. The zone contains two small wetland areas. Two bands of carbonate rock, as currently mapped, extend through the overall zone and have been associated with sinkhole activity in the vicinity. Another consideration with respect to the carbonate rock relates to the potential influence of development activity on both quality and quantity of groundwater withdrawn from the City’s Well 5, located about 45 feet south of the area.

A majority of the zone is located in the planned water and sewer service areas. The northwest portion of the area is designated “No Planned Service”. Existing land uses within the area are served with public water and sewer service.

The zone has frontage on Old Meadow Branch Road, New Meadow Branch Road, and Kriders Church Road. Three signalized intersections on MD 97N in the vicinity of this zone include MD 97N at Corporate Center Court, Airport Drive/Magna Way, and MD 496 (New Bachmans Valley Road).

As mentioned above, a portion of the Carroll County Regional Airport occupies the zone. The airport provides opportunities for the transportation of freight and passengers. The airport is designed to attract aircraft as large as business airplanes with intercontinental range.

C ⇨ MD 27 (Railroad Avenue) southwest of MD 140

This industrial area roughly lies in the area bounded by MD 27 and Carroll Street/Englar Road south from MD 140 to the Fire Station, though a large area of commercial zoning exists at the intersection of Englar Road and MD 140. It contains approximately 15 acres of land zoned “IR” and 14 acres zoned “IG.” Essentially developed, current land uses include five residential dwelling units, an assortment of commercial uses, and a mix of industrial uses. Laser Life, Beacon Steel Products, McConnell Manufacturing Company, T & T Furniture Refinishing, and Advanced Tool and Manufacturing Company are some of the industries that occupy the Beacon Industries Building along with other, mostly commercial, uses. Between John Street and 18th Street, a pair of houses front onto John Street with auto-oriented businesses operating out of rear buildings. Wheeler Auto Dealership sits on IG-zoned land along MD 27. A number of commercial uses such as Bowman’s Lawn & Garden Center, Admiral Cleaners, and Bay Area

Tire occupy IR-zoned land along John Street. Commercial uses adjoin the zone to the north and northeast; William Winchester Elementary School and residences adjoin it to the northwest.

The 29-acre industrial zone's topography is relatively level. A small stream and associated wetlands traverse the site near the east end. A large band of carbonate rock underlies the full length of the zone generally between John Street and MD 27.

The entire zone is located within the planned water and sewer service areas, and existing land uses are served with public water and sewer.

The zone fronts on MD 27 and straddles or fronts on the Maryland Midland Railroad, which parallels MD 27 for the same distance. It also straddles John Street, and fronts on Carroll Street and Englar Road. Numerous individual driveways serving separate businesses generally provide access to these roads. Two signalized intersections are located on MD 27 in the vicinity of the site, one on Main Street and one on Hahn Road. The Englar Road/MD 140 intersection also is signal-controlled.

As mentioned above, the site has nearly 2,000 feet of frontage on the Maryland Midland Railroad. Rail use by current land uses is minimal, but the potential still exists for significant rail service to the properties that adjoin the rail line.

The MD 27 corridor is a major gateway into the Westminster Main Street area. As a result, in 2002 the City of Westminster and the State Highway Administration (SHA) developed a MD 27 Corridor Study to examine ways in which this gateway could be enhanced. The City is pursuing mixed-use development in the corridor and is working with SHA to develop an alternate route for truck traffic to eliminate the detrimental effect of heavy trucks on the gateway character envisioned for this corridor.

D ⇨ MD 27 (Westminster Manchester Road) northeast of MD 140

This industrial area is located along MD 27 from MD 140 to Lucabaugh Mill Road. Incorporated areas of land abut the zone along the south side of MD 27 and on the north side of the railroad tracks. Additionally, areas of Residential and Conservation zoning interrupt the Industrial zoning in the vicinity of Hahn Road and Bennett Cerf Drive. Overall, the area contains approximately 9 acres of land zoned "IR" and 163 acres zoned "IG". A majority of the area is developed with current land uses that include industrial facilities, 4 houses, the Westminster Rescue Mission (a 37-acre property that contains a combination of institutional and light industrial uses), a mix of commercial and automotive business uses, and a sliver of Bennett Cerf Park. Roughly 2 acres are either agriculture/resource or vacant. The majority of the portion of the area located north of MD 27 is occupied by industrial uses, primarily Random House's warehouse and distribution facilities and Monumental Millwork's manufacturing facility. The portion of the area located south of MD 27 is a mix of commercial and industrial zoning, but the majority of the land uses are commercial, such as Mr. Tire auto service and Olympus Sports Club. For most of the unincorporated areas surrounding the area, residential uses are the predominant adjoining land use.

Topographically, the 172-acre unincorporated zone is relatively level in the vicinity of MD 27 and has moderate slopes along Lucabaugh Mill Road. Two narrow bands of steep slopes lie just within the zone on the northeast side of Cranberry Road and west side of Lucabaugh Mill Road. Two small streams, tributaries of West Branch, flow through the site on the north side of

MD 27. Both streams have associated wetlands. The Random House stormwater management pond also has an associated wetland. An isolated wetland area is located at the southeast corner of the Westminster Rescue Mission property. A floodplain area is located on a small area of the Random House property in the vicinity of Bennett Cerf Drive.

Most of the industrial area is located within the planned water and sewer service areas. A portion of the Westminster Rescue Mission property that is undeveloped (generally the northeast end of the area) is located in the “no planned service” area for public water and sewer service. Apart from the Westminster Rescue Mission, existing uses are served with public sewer service. Except for an area along Lucabaugh Mill Road, all existing uses receive public water service.

The entire site either straddles or fronts on MD 27. The railroad parallels MD 27 through much of the zone before crossing it. The zone also has access on Goldenrod Terrace, Hahn Road, Cranberry Road, Bennett Cerf Drive, and Lucabaugh Mill Road. All of these roads intersect MD 27 within the zone. The zone also adjoins the east side of the MD 27/MD 140 interchange, which provides access to MD 140. The MD 27/Hahn Road intersection is signalized.

With approximately 3,000 feet of railroad frontage, this industrial area has unique opportunities for rail service. Several of the zone’s current industries that adjoin the rail line are taking advantage of this asset.

E ⇨ MD 140 (Baltimore Boulevard) east of the Old Baltimore Road/Market Street intersection

This industrial area is located on both sides of MD 140 from Old Baltimore Road/Market Street east to just beyond Hemlock Lane. The area contains an estimated 134 acres of land zoned “IR”. Most of the land located on the south side of MD 140 is developed; much of the land located on the north side of MD 140 remains undeveloped. Current land uses include an estimated 11 residential units, agriculture/resource land, vacant land, numerous commercial uses, and a few industrial uses. Industrial uses include Knorr Brake, the Good Year Retread Plant, and Westminster Glass and Mirror. The former 3M Manufacturing plant has been redeveloped as a commercial shopping center. A number of commercial uses such as a Mobil Gas Station, a check cashing business and three auto dealerships also occupy industrially zoned land in the area. Residential uses generally adjoin the zone to the south and agricultural uses adjoin it to the north.

The area’s terrain is fairly level along the highway with moderate slopes further north and south. On the south side of MD 140, a tributary of Beaver Run roughly parallels the southern edge of the zone. On the north side of MD 140, a tributary of West Branch flows through the northeastern corner of the zone. Several scattered wetland areas (totaling about 3 acres) are located on the south side of MD 140 in the vicinity of Bare Truck Center and Knorr Brake.

The majority of the area is located within the planned water and sewer service areas. Existing development adjoining MD 140 is connected to the Westminster community water supply and sewerage systems. The northeastern portion of the zone (in the vicinity of Hemlock Lane) and the southern portion of the zone (in the vicinity of Old Westminster Pike) are designated “no planned service” for public water and sewer service.

Numerous separate driveways provide direct access to MD 140 for individual properties that front on the highway. There are few examples of shared driveways or vehicular connections

among the existing businesses. Additional points of access include Old Baltimore Road, Market Street, and Hemlock Lane, all of which intersect MD 140 within the zone. Leidy Road generally parallels MD 140 on the northern side of the road, between Market Street and Hemlock Lane.

MD 140 is a 4-lane divided highway through the zone. The only signalized intersection along MD 140 within the area exists at Old Baltimore Road/Market Street, at the far western end of the zone. In addition to the signalized intersection, one other median break exists within the zone's 3,000-foot frontage along the highway. This occurs at Hemlock Lane. An additional median break is located near the State Police Barrack, approximately 400 feet east of the zone. Neither of these median breaks is signalized.

F ⇒ MD 140 (Baltimore Boulevard) west of the County Landfill

This property, also known as the Hurwitz property, is a 120+ acre property zoned IR. It is currently unimproved and used for agricultural purposes. It adjoins the County Landfill to the east, agricultural land to the north and northwest, and a strip of commercial uses along MD 140 to the west. The property is in the "no planned service" area for both water and sewer.

A tributary of West Branch running generally south to north bisects the property. On either side of the stream, the land slopes upward. The far eastern portion of the site is constrained by steep slopes. Isolated areas along the stream valley contain wetlands.

Access to the property is provided by one driveway off of MD 140. A median break along MD 140 exists directly opposite the driveway. Otherwise, MD 140 is a limited access highway with only intermittent median breaks for U-turns or left turns.

G ⇒ MD 97S (New Washington Road) south of Old Westminster Pike

This industrial area is located on the east side of MD 97S and south side of Old Westminster Pike. Comprising approximately 30 acres of land zoned "IR," the area is predominantly developed at the north end, toward Old Westminster Pike, and primarily undeveloped at the south end. Current land uses include three houses and an assortment of commercial uses. Industrial uses within the area include Carroll Independent Fuel Co. and Wilson Sports Embroidery and Screen Printing. Carroll Indoor Sports and Players Family Amusement Center are large commercial uses and a number of smaller service businesses and professional offices occupy the "Coca Cola" and "Knit" buildings. Almost 6 acres are vacant and mostly wooded at the south end of the area. Residential uses adjoin the zone to the south and east.

The 30-acre site is relatively level in the vicinity of Old Westminster Pike and has gentle slopes toward the south end. Steep slopes are located along the southeast edge of the area. A tributary of Beaver Run and its associated wetlands generally bisect the area from north to south. A fairly large wetland (nearly 5 acres) adjoins the stream at the south end of the site within the wooded area.

The entire zone is located within the planned water and sewer service areas. Existing development is currently served with public water and sewer service.

The zone has 1,500 feet of road frontage on MD 97S and 1,100 feet on Old Westminster Pike. Access to all of the site's existing development is provided from Old Westminster Pike.

No internal road system serves all of the properties in the zone, but there are several driveways that are shared by multiple properties, thereby reducing the total number of access points along Old Westminster Pike.

H ⇨ East of MD 27 (Liberty Street) at Goodwins Quarry Road

This industrial area is located on the south side of Hollow Rock Road, the east side of Goodwins Quarry Road, and the west side of the CSX railroad tracks, and is bounded by the Westminster corporate limits to the east and north. The area contains approximately 29 acres of land zoned “IR”. Largely undeveloped, current land uses include three single-family houses, agricultural/resource land, and vacant land. Thomas, Bennett, and Hunter, Inc. uses part of the vacant land near the south end of the area to deposit waste materials (primarily concrete). Residential developments adjoin the zone to the west. Agricultural lands adjoin the zone to the south.

Topography in the zone ranges from relatively level or gently rolling in the north section to steeply sloping in the south section. East of Goodwins Quarry Road, a tributary of Little Pipe Creek and its associated wetlands parallel the railroad tracks. An isolated wetland area comprising nearly half an acre of land is located near the north end of the zone. A band of carbonate rock covers the entire zone. This geologic feature is a source of moderate concern for potential sinkhole activity. The entire zone is located within the planned water and sewer service areas.

The zone has frontage on Goodwins Quarry Road and Hollow Rock Road. Both roads extend to and intersect with MD 27 approximately 500 feet west of the zone. These two roads are narrow (paving widths of generally less than 20 feet), two-lane local roads that serve predominantly residential neighborhoods. The intersections of MD 27 at Hollow Rock Road and Goodwins Quarry Road are considered inadequate. Consequently, access to the zone is very restricted. The railroad tracks run the entire length of the zone along its eastern boundary.

I ⇨ MD 31 (New Windsor Road) at Medford and Stone Chapel Roads

This large industrial site, comprising 73 acres of land zoned “IR” and 389 acres of land zoned “IG,” straddles MD 31 generally from Stone Chapel Road southwest to Medford Road. Non-industrial uses within the area include agricultural/resource land, houses, properties that appear to contain both residential and business uses, and the Westminster Livestock Auction. Industrial uses include the Redland Genstar quarry, the Shelter Systems pre-fabricated housing manufacturing facility, the Carroll County Foods warehouse and distribution facility, Clay Pipe Brewing Co., the Vartta Cabinet manufacturing facility, and a General Dynamics manufacturing facility. Some additional commercial uses share buildings occupied by these industries, such as Kirby’s Furniture Factory Store. Approximately 240 acres of the industrially zoned land is currently vacant or used for agriculture. Generally residential uses and wooded areas adjoin the zone to the east. Residential uses adjoin it to the north. Agricultural uses extend west of the zone and the balance of the Redland Genstar quarry extends to the south.

The 455-acre zone’s topography varies widely. North of MD 31, the land is relatively level and gently rolling toward the northeast. Forested areas in this vicinity generally coincide with the presence of steep slopes. South of MD 31, the zone is predominantly level with areas of gentle or moderate slopes in the vicinity of Medford Road near MD 31 and along portions of Stone Chapel Road. Tributaries of Little Pipe Creek originate in the far northern and far southern

portions of the zone. Floodplains and wetlands associated with these streams extend through the northeastern and southwestern areas of the zone. Several isolated wetlands are scattered throughout the zone, primarily in the vicinity of Medford Road and adjacent to Little Pipe Creek.

Three large bands of carbonate rock traverse the zone. Combined they underlie nearly half of the site. In the vicinity of MD 31 and Avondale Road, the zone is a very significant area of existing and potential sinkhole development.

The majority of the zone is within the planned water and sewer service areas. Areas designated “no planned service” for public water and sewer service include the far northeastern and far southwestern portions of the zone, principally those areas not directly fronting on MD 31.

The industrial area lies along MD 31, Avondale Road, Medford Road, MD 852 (Old New Windsor Pike), and Stone Chapel Road, all of which intersect MD 31 within or proximate to the zone. Avondale Road intersects with both Medford and Stone Chapel Roads. The closest signalized intersections to the area are located on MD 31 at Uniontown Road (approximately 2 miles north of the zone) and MD 32 (West Main Street, about 2¼ miles to the north).

The site straddles or fronts on the CSX railroad, which parallels MD 31, for nearly 8,000 feet. Several of the area’s current industries that adjoin the rail line are connected to and use the rail service provided.

3 *Inventory of Major Commercial Centers*

Within the City of Westminster, commercial uses are concentrated primarily in downtown Westminster and along the MD 140 corridor. Retailers in downtown Westminster tend to be small, unique shops while users located along the MD 140 corridor include several shopping centers, the Town Mall of Westminster, and a few large retailers such as Wal-Mart, Target, and Lowes. Additional businesses are found in the industrial area located at the northern end of town along the MD 97N corridor. This area, which was originally planned for industrial development, has become a mix of light manufacturing uses, offices, and commercial uses. Including the businesses located within the city, the Westminster area as a whole is the largest retail center in the County. The following table lists major commercial centers in the study area.

Major Commercial Centers - Westminster Environs	
Shopping Center, Office Building, or Major Business Name	Location
Carroll Plaza Shopping Center	MD 140 and Englar Road
Westminster Shopping Center	MD 140 and Englar Road
R. D. Bowman and Sons	Carroll Street
95 Carroll Street (office building)	Carroll Street
The Boston Inn	MD 140, near Gorsuch Road
Koons Toyota and Mazda	MD 140 and Ralph Street
Westminster Professional Center	MD 140 near Gorsuch Road
Main Street Exchange	MD 97S and East Main Street
U. S. Army Reserve	MD 97S opposite Old Baltimore Road
Ben’s Rentals	MD 140 near Old Baltimore Road
Boulevard Exchange Shopping Center	MD 140 east of Hemlock Lane
CT Farm & Country	MD 140 east of Hemlock Lane
Maryland Motor Vehicle Administration	MD 140 east of Hemlock Lane
Maryland State Police	MD 140 east of Hemlock Lane
Bohn Pontiac-GM	MD 140 east of Hemlock Lane
Davis Buick-GMC	MD 140 east of Hemlock Lane
EIP Tuning	MD 140 east of Hemlock Lane

4 *Inventory and Assessment of Commercial Areas*

Commercially zoned land within the study area is located primarily along the MD 140 corridor. Additional business areas are situated in Pleasant Valley, near MD 27 (Westminster-Manchester Road), and along MD 97S (Malcolm Drive) and East Main Street.

A ⇔ MD 97N and Stone Road

This property is a .685 acre property zoned BG. It is the only property in the area with this zoning designation. Uses include a body shop, a transmission shop, and a house, which the co-owner has said is planned for use as business offices. The property is in the “no planned service” area for both water and sewer.

There are no environmental features impacting the site. Access to the property is provided off of MD 97N, which is a two-lane highway in this vicinity.

B ⇔ Pleasant Valley and Halter Roads (in Pleasant Valley)

This commercial area is located in the Rural Village of Pleasant Valley, which is nearly 3 miles northwest of Westminster. The commercial zone is centrally located within the village and extends on both sides of Pleasant Valley and Halter Roads. Containing approximately 7 acres of land zoned “BL,” the area is largely developed and is predominantly residential. Current land uses include an estimated 25 single- and multi-family dwelling units, a mixed use, three commercial uses, two public uses, and vacant or agricultural/resource land. Residential uses adjoin the zone to the east, south, and west; agricultural uses adjoin it to the north.

The area’s topography is relatively level in the vicinity of Pleasant Valley Road and has gentle slopes at the north end. Bear Branch, along with its associated wetlands and floodplain, lies along the northern edge of the area.

The entire zone is located within the planned water and sewer service areas for the Pleasant Valley community water supply and sewerage systems. Existing land uses within the zone are served with public water and sewer service.

The commercial area straddles Pleasant Valley Road and fronts on or straddles Halter Road, which intersects Pleasant Valley Road. Nearby roads that provide additional access include Richardson Road and Hughes Shop Road, both of which intersect Pleasant Valley Road. None of these intersections are signalized. The properties that front on Pleasant Valley Road are small and have direct access to the road, resulting in numerous individual driveways connecting to the roadway.

C ⇔ Sullivan Road northeast and southwest of MD 140 (Baltimore Boulevard)

This commercial area consists of 2 separate areas that adjoin Sullivan Road, one on the north side of MD 140 and one on the south side of MD 140. The southern area consists of one parcel slightly less than one acre in size that lies at the intersection of North Avenue and Sullivan Avenue. It is bounded by the Westminster corporate boundary to the south and east. It is zoned

“BG” and the current land use is a Citgo gas station. The northern area is located north of MD 140 on both sides of Sullivan Road. It contains 2.8 acres of land zoned “BG”. The zone is developed with several commercial uses, including a Roy Rogers restaurant and an Exxon gas station. Residential uses adjoin the overall zone to the west, north, and east.

The zone generally is level and devoid of environmental constraints. The entire zone is served by Westminster’s community water supply and sewerage systems.

Sullivan Road and MD 140 are the principal means of access to the commercial area. Hahn Road provides additional access to the northern area. To a large extent, businesses share driveway access and are interconnected through internal driveways.

D ⇨ MD 140 (Baltimore Boulevard) at Englar Road and Monroe, Carroll, and John Streets

This commercial area is located on the south side of MD 140, west of the CSX Railroad. The area comprises approximately 31 acres of land zoned General Business. Essentially developed with primarily commercial and office uses, the zone’s primary users are two large shopping centers, BGE’s Westminster Substation, and various individual business properties. Offices for various human services agencies occupy the office building located at 95 Carroll Street. The Westminster West End Middle School and William Winchester Elementary School adjoin the zone to the west, and business and industrial uses adjoin it to the south and southwest.

The commercial area’s terrain is level and has no environmental constraints. The entire zone is located within the public water and sewer service areas and is served by the Westminster community water supply and sewerage systems.

Several roadways provide public road access. The zone fronts on MD 140 and fronts on or straddles Monroe Street, John Street, Carroll Street, and Englar Road. To a large extent, access to the area’s existing businesses from adjoining roads and MD 140 are provided by shared driveways and internally-connected driveways.

E ⇨ Goldenrod Terrace southeast of MD 27

This commercial area is located on the south side of Goldenrod Terrace, approximately 300 feet southeast of MD 27. Containing approximately 2 acres of land zoned General Business, the entire site is comprised of one property, which is vacant. The property has been approved for construction of 12 semi-detached dwelling units on 12 lots; the development is known as Cranberry Hill. Residential uses adjoin the site to the north, east, and south. Business uses adjoin it to the west.

The area’s terrain is gentle to moderate slopes. The entire zone is located within the public water and sewer service areas. Development of the site will connect to the Westminster community water supply and sewerage systems.

The zone fronts on Goldenrod Terrace for approximately 500 feet. A new subdivision road, Goldenrod Court, will provide public road access to the 12-lot residential subdivision approved for this site. Each house will have an individual driveway. Goldenrod Court will intersect Goldenrod Terrace, which connects to MD 27 nearly 300 feet west of the zone.

F ⇨ Cranberry Road south of Center Street

This commercial area is located on the east side of Cranberry Road and south side of Center Street. Containing nearly 7 acres of land zoned General Business, the area comprises a 3-lot commercial development known as Center Street Station. One lot contains a restaurant use while the balance of the site is vacant. The Cranberry Station Elementary School adjoins the zone to the east, and a small, 5-acre commercial area located within the Westminster corporate boundary adjoins the zone to the south.

Land in the zone is relatively level to gently rolling. Environmental features such as steep slopes, streams, wetlands, and flood plains are absent. The entire zone is located within the planned service areas for public water and sewer. The existing restaurant is served by both systems and future development of the site will be served as well.

The zone fronts on Cranberry Road for approximately 800 feet and on Center Street for nearly 300 feet. A single use-in-common driveway onto Cranberry Road will provide access to the entire 3-lot subdivision. No access will be provided from Center Street.

G ⇨ MD 140 (Baltimore Boulevard) from west of Ralph Street to east of Gorsuch Road

This commercial area is located on the south side of MD 140 from just west of Ralph Street to east of Gorsuch Road, and from MD 140 south to the area between Greenwood Avenue, Manchester Road, and Gorsuch Road. The area contains approximately 20 acres of land zoned General Business. Largely developed, the majority of the area is occupied by commercial uses and a small planned business center. An estimated 4 single-family houses occupy nearly 1 acre. Adjacent land uses include a pocket of single- and 2-family residential units located on the west side of Manchester Road. Residential uses, a church, and vacant land adjoin the zone to the south. In combination with adjoining land zoned Business in the City, this area creates a roughly 75-acre block of commercially zoned land.

The 20 acres of commercially zoned land in the study area is predominantly level along MD 140 and Greenwood Avenue. The land behind the businesses fronting on MD 140 in the vicinity of Ralph Street slopes sharply away towards Longwell Run, which generally flows south of and parallel to MD 140. The entire zone is located within the public water and sewer service areas. Current development within the zone is served by both public water and sewer service.

The zone fronts on MD 140 for nearly 4,500 feet. Manchester Road, Ralph Street, Gorsuch Road, and Greenwood Avenue provide additional public road access. Ralph Street and Gorsuch Road connect to MD 140 at signalized intersections. Access to the properties located on this side of the highway is right-turn-in/right-turn-out only. Median breaks provided at the Ralph Street/Cranberry Road and Gorsuch Road intersections along MD 140 provide some opportunity within the zone for U-turns or turns onto MD 140 to compensate for the absence of left turns to and from these properties.

H ⇨ North side of MD 140 (Baltimore Boulevard) at Gorsuch Road

This commercial area is located on the north side of MD 140 and the east, west, and south

sides of Gorsuch Road. The area contains 36 acres of General Business zoning, and is partially developed with commercial uses such as McDonalds, Olive Garden and the Westminster Professional Center; public/institutional uses such as an Elks Lodge and the Carroll Christian School; and approximately 16 acres of vacant land. Additionally, on the south side of MD 140, the Boston Inn occupies a 3.9-acre, General Business zoned site. The new Winter's Mill High School adjoins the zone to the north. Residential uses and vacant land adjoin the area to the northwest and west. In combination with the adjoining land zoned Business in the City, a nearly 200-acre block of commercially zoned land exists in this area.

The zone has relatively level terrain and is devoid of environmental constraints to development. The entire area is located within the existing and planned public water and sewer service areas. Current development is serviced by the Westminster community water supply and sewerage systems. Undeveloped land in the northern portion of the area is planned for future connection to the municipal sewer system.

The zone fronts on MD 140 for nearly 1,400 feet. Gorsuch Road, Center Street, and Tannery Road provide additional public road frontage. Gorsuch Road connects to MD 140 at a signalized intersection located at the south end of the zone. The large depth and compact configuration of the zone could accommodate internal roads and shared driveways for access to new development within the zone. Access to sites fronting on MD 140 is right-turn-in/right-turn-out only.

I ⇔ MD 97 S (Malcolm Drive and New Washington Road) at East Main Street, Old Westminster Pike, and Village Road

This commercial area is located at the northwest, northeast, and southwest quadrants of the MD 97S/East Main Street/Old Westminster Pike intersection. Bounded by the Westminster corporate limits to the north and northwest, the area contains roughly 25 acres of land zoned General Business and .6 acres of land zoned Local Business. The majority of the zone is occupied by commercial uses, which include an Army Reserve Center and a number of medical and professional office facilities. Six single-family houses occupy General Business zoned land in the area. Approximately 3 acres are vacant or undeveloped. Land use to the east and west of the zone is predominantly residential. Commercial and industrial uses adjoin the zone to the south. In combination with the adjoining 33-acre commercially zoned area within the City limits, a nearly 60-acre block of commercial zoning has been created.

The terrain of the 25+-acre unincorporated business zone is level. The area lacks significant environmental constraints. The entire zone is served by public water and sewer service from the City of Westminster.

The zone fronts on and straddles MD 97S. Additional access is provided by East Main Street and Old Westminster Pike, which intersect MD 97S. Village Road abuts and runs through the zone for approximately 900 feet. Direct access from MD 97S to individual properties adjoining the highway is permitted only north of the East Main Street/Old Westminster Pike intersection. This access is right-turn-in/right-turn-out only.

J ⇔ MD 140 (Baltimore Boulevard) at Old Baltimore Road

This commercial zone is located south of MD 140 and west of Old Baltimore Road. The area contains 5.4 acres of land zoned General Business. The zone is developed and contains

predominantly commercial uses including Stu's Music Shop, a Nationwide Insurance office, medical and dental offices and an equipment rental business. Three single-family residences sit on General Business zoned land on Old Baltimore Road. Residential uses adjoin the zone to the south and lie within an area zoned Industrial Restricted. The 17-acre commercially zoned Crossroad Square Shopping Center adjoins the area to the west and lies within the City limits.

The area is level. Environmental features are absent from the zone. The entire zone is served by public water and sewer service from the City of Westminster.

The area fronts on MD 140 and Old Baltimore Road. Access to individual adjoining businesses fronting on MD 140 is right-turn-in/right-turn-out only.

K ⇔ MD 140 (Baltimore Boulevard) east of Hemlock Lane

This commercial area comprises 33 acres of land zoned General Business located on the north and south sides of MD 140 about ¼ mile east of Hemlock Lane. Partially developed, the majority of the zone is occupied by commercial uses such as auto dealerships, a mini-storage facility, a print shop, and an animal hospital. Public uses include the Maryland Motor Vehicle Administration for Carroll County and the Maryland State Police (Barrack G Westminster). Just over 7 acres are either vacant or used for agricultural purposes. Land use to the north and east of the zone is agricultural. Residential uses adjoin the zone to the south. Vacant and commercial uses adjoin the zone to the west.

The zone's topography is predominantly level, with no environmental features. The northwest portion of the zone is located within the planned water and sewer service areas. The southeast portion is not planned for water and sewer service.

MD 140 provides access to the properties located within the zone. The zone fronts on and straddles the highway. Access to adjacent businesses is right-turn-in/right-turn-out only.

5 Labor Force and Employment

A strong economy and ample employment opportunities are essential to maintaining a high quality of life in the community. A healthy economy and solid labor force not only promote the retention and expansion of existing business, they also encourage new businesses to locate in the County. This in turn provides residents with increased job opportunities and more buying power to support local businesses. Of equal importance is the beneficial effect a robust economy has on the provision of public services to local residents and businesses.

According to the 2000 Census, 8,951 persons aged 16 years and older made up the civilian labor force for the Westminster Election District (excluding the City of Westminster). The number of unemployed persons in the civilian labor force was 273, for an unemployment rate of 3 percent. An additional 8 people were in the armed forces, and 3,713 were not in the labor force.

The table below shows employment in the Westminster Election District broken down by industry. Because the 2000 Census utilized different industry categories from previous Census years, comparisons with earlier data are difficult to draw. Between 1980 and 1990, the number of employees working for manufacturing companies declined, and the largest increases, on a percentage basis, were in construction companies and employers providing professional and

related services (i.e., non-health and non-educational services). During that period retail trade comprised the largest segment among the employer categories. Despite the change in categories for the 2000 Census, the data support a general assumption that the trends between 1980 and 1990 have continued, with the exception that educational, health, and social services now employ the largest segment of the employed population.

Employed Persons by Industry - 16 Years and Older	
Westminster Election District*	
2000	
Industry	
Agriculture, forestry, fishing and hunting, and mining	35
Construction	850
Manufacturing	854
Transportation and warehousing, and utilities	382
Information	339
Wholesale trade	298
Retail trade	1,061
Finance, insurance, real estate, and rental and leasing	624
Arts, entertainment, recreation, accommodation and food services	731
Professional, scientific, management, administrative, and waste management services	658
Educational, health, and social services	2,015
Other services (except public administration)	435
Public Administration	669
Total	8,951

Source: US Census (*excludes City of Westminster)

The table below provides employment data for the Westminster Election District based on occupation. Between 1980 and 1990, the number of manufacturing jobs relating to machine operators, assemblers, and inspectors declined. Jobs relating to management and professional specialties experienced the largest growth. Administrative support positions also increased substantially. As with the industry categories, the occupation categories were modified for the 2000 Census as well. Again, the general trends that were apparent from 1980 to 1990 appear to have continued, with professional and related occupations now employing the largest number of people.

Employed Persons by Occupation - 16 Years and Older	
Westminster Election District*	
2000	
Occupation	
Management, business, and financial operations occupations	1,353
Professional and related occupations	1,961
Healthcare support occupations	117
Protective service occupations	268
Food preparation and serving related occupations	472
Building and grounds cleaning and maintenance occupations	179
Personal care and service occupations	251
Sales and related occupations	964
Office and administrative support occupations	1,338
Farming, fishing, and forestry occupations	0
Construction and extraction occupations	595
Installation, maintenance, and repair occupations	504
Production occupations	584
Transportation and material moving occupations	365

**Employed Persons by Occupation - 16 Years and Older
Westminster Election District*
2000**

Occupation	
Total	8,951
Source: US Census (*excludes City of Westminster)	

Census data show that about 58 percent of the employed people in Election District 7 work inside the county. About 8 percent of employed people in the election district work in Baltimore City, 26 percent work in other Baltimore metropolitan area counties (Anne Arundel, Baltimore, Harford or Howard), and about 8 percent work outside the Baltimore metro area. These statistics are supported by the travel time to work statistics, which show that it took about half of the workers less than 30 minutes to get to work and about one-quarter 45-90 minutes to get to work. Less than 2 percent of these workers use public transportation to get to work, while about 3 percent walk to work and another 3 percent work at home. Of those who drive a car, truck, or van to work, 82 percent drive to work alone and only 10 percent carpool.

**Place of Work
Workers 16 Years and Over
(State and County Level and MSA/PMSA Level)
Westminster Election District*
2000 Census**

Place of Work	
Worked in Baltimore PMSA**	15,146
Worked in central city	1,383
Worked in Carroll County	9,483
Worked in remainder of PMSA	4,280
Worked outside Baltimore PMSA	1,229
Total	16,375

Source: U.S. Census (*excludes City of Westminster)

** PMSA – Primary Metropolitan Statistical Area (Baltimore City, Anne Arundel, Baltimore, Carroll, Harford, and Howard Counties)

**Travel Time to Work
Workers 16 Years and Over
Westminster Election District*
2000 Census**

Time in Minutes	
Less than 5 minutes	461
5-9 minutes	1,976
10-14 minutes	2,500
15-19 minutes	1,754
20-24 minutes	1,326
25-29 minutes	592
30-34 minutes	1,142
35-39 minutes	279
40-44 minutes	824
45-59 minutes	2,480
60-89 minutes	2,060
90 or more minutes	516
Worked at home	465
Total	16,375

Source: U.S. Census (*excludes City of Westminster)

In 1999, the County conducted a survey of households located within the study area. The data for job location roughly correspond to the data from the Census. While this information gives a more detailed picture of where people work by breaking it down into specific counties, it is only a small sample of the population at large.

Jurisdiction Where Job is Located		
1999 Survey of Study Area Households		
Jurisdiction	Number of Responses	Percent of Responses
Carroll County	487	48.4
Baltimore City	113	11.2
Baltimore County	209	20.8
Howard County	55	5.5
Anne Arundel County	42	4.2
Frederick County	14	1.4
Montgomery County	20	2.0
Prince Georges County	3	0.3
Washington, D. C.	10	1.0
Washington County	2	0.2
Pennsylvania	9	0.9
Multiple Jurisdictions	30	3.0
Other	13	1.3
Total	1,007	100.0

Source: Carroll County Department of Planning, 1999

6 *Acreage of Industrial and Commercial Uses and Zoning*

As of June 2005, approximately 1,101 acres of land were zoned either Restricted Industrial or General Industrial and 151 acres were zoned either Local Business or General Business within the study area. It is estimated that 227 acres of land not zoned for business use within the study area are occupied by commercial uses. Actual business zoning accounts for only .43% of the zoning in the study area, while the amount of land devoted to business uses accounts for 1.45% of the study area. Conversely, an estimated 594 acres of land are zoned for industrial development but are not used as such, either because this is undeveloped farmland or because it is being put to another use.

Based on information contained in the *City of Westminster Comprehensive Plan*, it is estimated that within the City approximately 584 acres are zoned business (or designated business or commercial in the comprehensive plan). This estimate includes a 1999 annexation generally known as the Rabbinical College, *et. al.*, property. An estimated 434 acres are zoned for industrial use (or designated industrial in the Comprehensive Plan). This acreage includes two annexations completed in 2001 generally known as the Triple M, *et. al.*, properties and “The Maples” properties. Of these totals, an estimated 85 acres of business-zoned land and 260 acres of industrially zoned land are available for commercial and industrial development, respectively.

7 *Industrial and Commercial Tax Base*

Residential development contributes the largest dollar amount to the County’s revenues compared to other types of development. It is followed by commercial and industrial development, which is then followed by agriculture. However, in FY97 it was estimated that for every dollar of revenue received from residential development, the County spends roughly \$1.10

WESTMINSTER ENVIRONS COMMUNITY COMPREHENSIVE PLAN

for services, schools in particular. Conversely, commercial and industrial uses average only \$0.56 worth of services for each dollar in revenue contributed. Agricultural uses require only \$0.48 of services for every dollar collected.

The table that appears below provides assessable tax base information for Election District 7. Assessable tax base is calculated at 40 percent of total market value for all residential, commercial, and industrial uses in the area; for agricultural uses, it is calculated at 50 percent of the value of the land for agricultural purposes. For FY2006, commercial and industrial development accounted for only 21.73 percent of the total assessable tax base, while residential development made up 71.92 percent of the total base. Agricultural and other 6.35 percent development accounted for the remaining 4.8 percent of the total real property assessment base.

Assessable Tax Base - Fiscal Year 2006									
Land Use	City of Westminster			Westminster Election District (Environs)*			Westminster Election District (Total)		
	# of Accounts	Taxable Assessment (Dollars)	% of Total	# of Accounts	Taxable Assessment (Dollars)	% of Total	# of Accounts	Taxable Assessment (Dollars)	% of Total
Commercial	494	337,653,600	29.32	228	130,376,600	9.50	722	468,030,200	18.54
Industrial	35	28,930,800	2.51	25	51,564,900	3.76	60	80,495,700	3.19
Agricultural	3	295,790	0.03	401	56,395	4.11	404	56,691,100	2.25
Residential	4,501	629,900,490	54.69	6,421	310	81.34	10,922	1,746,211,280	69.18
Apartment	71	63,621,400	5.52	2	1,116,310,790	0.40	73	69,171,200	2.74
Other	341	91,384,750	7.93	83	5,549,8001	0.89	424	103,536,050	4.10
Total	5,445	1,151,786,830	100.00	7,160	12,151,300	100.00	12,605	2,524,135,530	100.00

Source: Carroll County Department of Management and Budget, June 2005 (*excludes City of Westminster)

Analysis of Community Needs

As the County seat and the site of many of the county’s major retail and business establishments, Westminster is at a decided advantage over other parts of the county to experience positive economic development. At the same time, its position in the center of the county makes it convenient for in-county business but somewhat more difficult to reach from outside of the county than other locations. Additionally, the constraints of the transportation network, including the lack of an interstate highway and congested state roads, tend to exacerbate this condition. Other challenges exist as well, but those that might be alleviated with this plan are addressed below.

Since Fiscal Year 1996, the proportionate value in the Westminster environs of residential development has increased slightly (from 80 to 81.34 percent) and that of industrial/commercial development has decreased slightly (from 14.7 to 13.26 percent). The proportionate value of agricultural development also has decreased slightly (from 5.2 to 4.11 percent). All in all, the area remains heavily influenced by the value of the residential tax base and only moderately influenced by that of the industrial and commercial tax base.

Census data indicate that 58 percent of employed people in the election district work in Carroll County, while 26 percent work in other Baltimore metro area counties, 8 percent work in Baltimore City, and 8 percent work outside the Baltimore metro area. Despite its “bedroom community” characteristics, including an abundance of residential subdivisions and the absence of tall office buildings, for many the Westminster environs is a central location for both home

and work. The demographic trends indicate declines in the number of residents employed in manufacturing and increases in the number employed in professional services and educational, health, and social services. As a result, as the pool of professional services workers grows, the potential to attract a greater number of professional businesses should increase as well. This is an important objective since many service and retail jobs – another growing sector of the local economy – provide lower wages and fewer benefits than skilled labor or professional services jobs do. At the same time, most of the higher paying, administrative level positions for retail stores of a national nature are based elsewhere, in regional or national headquarters. Many residents who are employed in higher paying positions work elsewhere in the region, so the benefits to this community are less than they would be if the same jobs were located in Carroll County. Residents who commute elsewhere for work contribute more of their income to the economies and tax bases of other communities. They also put more strain on the roads throughout the region.

The imbalance between a small proportion of industrial/commercial development and a large proportion of residential development threatens the County's ability to maintain its level of services without substantially increasing taxes. To raise the level of services the County is able to provide without raising taxes, the proportion and/or value of industrial/commercial development must increase relative to residential development. To accomplish this, the growth rate and value of industrial and commercial development would need to outpace that of residential development. In 2004, the Board of County Commissioners adopted the Employment Campus zone to help increase the proportion of the tax base attributed to industrial and commercial development and to create more employment opportunities in the county for the county's residents. However, at the time this plan was written, no areas of the county had received this zoning designation.

Overall, the amount of acreage available for industrial and commercial development in the area is limited. Areas already zoned for industrial and commercial use are mostly developed, and any available sites are scattered and generally pretty small. The County Master Plan contains two thresholds related to economic development:

- The County will strive to maintain a commercial/industrial assessable tax base of 12 percent.
- Strive for at least 5 percent of the land in each of the CPAs to be zoned business.

Currently, 13.26 percent of the assessable tax base within the study area is attributable to commercial/industrial uses and 3.4 percent of the land in the study area is zoned for business and industry. The existing CPA has about 9.11 percent of the land within its boundaries designated for commercial and industrial development. This plan proposes a smaller growth area and also proposes some additional land use designations for commercial and industrial. As a result, the proposed growth area would contain 21.27 percent commercial and industrial land; land designated for business uses would account for 3.24 percent of the land. When combined with the land zoned for business uses in the City of Westminster (583.02 acres), the CPA would have 7.65 percent of its land designated and/or zoned for business uses. This would meet the threshold for having at least 5 percent of the land in the CPA zoned for business.

The amount of acreage zoned for industrial uses is a deceiving number. Much of the land that is zoned industrial has been developed commercially, largely due to the approval of conditional uses in the industrial zoning districts. Also, there are several areas zoned for industrial use that no longer are or never were viable industrial sites due to terrain, access,

conflict with the Reservoir Watershed Protection Agreement, and/or preemptive uses. As a result, there are few truly industrial areas in the Westminster environs and limited opportunity for existing industries to expand or new industrial businesses to locate in the area.

Another impediment to economic development activity in the environs is the provision of public water and sewer. Although some industrial users do not require public water and sewer, most require quite large quantities of these services, as do most commercial uses. The planned water and sewer service area as it exists today will not accommodate large areas of land that might be rezoned for commercial or industrial use. Based upon demand versus total permitted use, the water supply system has capacity to supply additional users. However, the wastewater treatment system is nearing capacity and so is more limited.

MD 140 is the main “highway” through Carroll County so it naturally is desirable and advantageous to locate industrial and commercial businesses in close proximity to this roadway. Unfortunately, it is characterized by issues related to capacity, lack of access control, and poor aesthetics. MD 140 is a dualized highway with a center median. Although median breaks provide some opportunity for U-turns and occasional signalized intersections also permit turns onto MD 140, these turning options frequently entail lengthy waits against heavy traffic on MD 140. The median also necessitates that most properties have “right turn in, right turn out” access only. A lack of internal circulation between parcels compounds the access difficulties by requiring many parcels along MD 140 to have individual driveways onto the highway. In addition to functional challenges along MD 140, the proliferation of signs, billboards, and traffic control devices creates a visual chaos that not only makes the roadway difficult to navigate, but also creates a safety hazard and is not business friendly because of the competitive atmosphere it engenders.

There is a limited amount of industrial acreage fronting on and making use of the existing railway network. However, there is very little demand presently for this type of facility from existing or potential industries in Carroll County. Typically, large distribution operations are the industries that make the most use of rail facilities, and Carroll County is not considered a prime location for this type of business.

Recommended Actions

- *Work with the City of Westminster to examine where additional commercial and industrial development might occur concurrent with the provision of public water and sewer service*

Typically, significant commercial and industrial development requires access to public water and sewer service due to the high demand for such services that are generated by these uses. Because the City of Westminster controls the provision of public water and sewer service both within its corporate limits and in the environs, the County must work with the City to identify those areas where this type of development might occur with public water and sewer service. In particular, the proposed Employment Campus area in the vicinity of Leidy Road must have public water and sewer service in order to be developed to its greatest potential as a quality product.

- *Create internal circulation systems within commercial and industrial areas to direct traffic to a limited number of signalized intersections and create better circulation*

patterns overall

The success of commercial and industrial development is greatly enhanced when they are attractive and easy to access. Dangerous traffic patterns, congestion, and poor circulation all can have negative effects on commercial and industrial enterprises, as well as the quality of life for everyone in the vicinity. By using internal circulation systems, shared access points, traffic control devices such as traffic signals, and well-designed overall traffic flow on individual sites, many of these negative impacts can be avoided or mitigated.

- *Streamline the process for industrial and commercial development so that there is greater opportunity for non-residential development to keep pace with residential development*

Among the many reasons why residential development has outpaced non-residential development in Westminster and its environs is the fact that non-residential development plans must follow a process that can, at times, be quite lengthy before approval to proceed is granted. Streamlining this process so that reviews are done in a timely manner, while at the same time ensuring that adequate consideration is given to the issues that might affect neighboring property owners or systems such as transportation and public water and sewer service, can contribute to a more expeditious development process. The discrepancy between the pace of residential growth and the pace of non-residential growth has long been a concern and has been blamed for shortcomings in the provision of services because non-residential uses pay more taxes than they demand for services, while the reverse is true for residential uses.

Fiscal Implications

The recommendations contained in this plan may be policy-oriented or action-oriented, and their implementation may be the responsibility of the County, other public agencies, private landowners and developers, or a combination of these. This section is designed to identify the potential fiscal impacts to the County of each of the recommendations. There could be “No Fiscal Impact,” meaning the County would not incur direct or predictable expenses as a result of implementing the recommendation, an “Undetermined Impact,” meaning there likely would be a cost associated with implementing the recommendation but that cost can not be determined at this time for various reasons, or a “Fiscal Impact,” which likely would be incurred by the County if the recommendation were implemented. For recommendations that have an identified fiscal impact, the cost of implementing that recommendation is estimated to the best degree possible.

- Work with the City of Westminster to examine where additional commercial and industrial development might occur concurrent with the provision of public water and sewer service
No Fiscal Impact
- Create internal circulation systems within commercial and industrial areas to direct traffic to a limited number of signalized intersections and create better circulation patterns overall
No Fiscal Impact
- Streamline the process for industrial and commercial development so that there is greater opportunity for non-residential development to keep pace with residential development
No Fiscal Impact

Maps

- 1 *Commercial & Industrial Centers*
- 2 *2007 Commercial and Industrial Land Use Designation Changes*

