



# The Livable Frederick Master Plan

Frederick County Planning Commission

**RECOMMENDED PLAN**

May 8, 2019



**IT IS THE YEAR 2040.  
FREDERICK COUNTY IS A  
VIBRANT AND UNIQUE  
COMMUNITY  
WHERE PEOPLE  
LIVE, WORK, AND THRIVE  
WHILE ENJOYING A  
STRONG  
SENSE OF PLACE  
AND BELONGING.**



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## A Letter from the County Executive

Dear Citizens,

For decades, Frederick County has grappled with questions about how and where we should grow as a community. Livable Frederick presents a new approach to answering these questions. The purpose of the Livable Frederick Comprehensive Plan is to identify what citizens value about Frederick County, to build on citizens' shared vision, and to lay out a framework for growth that allows us to retain those elements that make Frederick so special.

Livable Frederick is about growing the county *well*. The process has been vision-focused, not zoning-driven as in years past. This dynamic approach has allowed us to move beyond contentious topics and instead focus on putting in place the community's vision for a sustainable, high quality of life over the next 10 to 25 years. This plan considers how people will want to live, work and recreate. It links transportation, public health, and jobs to land use decisions, and considers what we want to preserve for future generations. Frederick County residents have expressed a strong desire to ensure the future viability of agriculture and the protection of our environment and historic and cultural assets. Throughout the process, the county has actively sought engagement from the community through surveys, social media, steering committee meetings, and other outreach methods.

The final result is a Comprehensive Plan document that reflects the community's vision and sets the stage for an equitable, sustainable, healthy, and most of all *livable* Frederick County. Now it is up to all of us to take action and implement the plan.

Jan H. Gardner  
Frederick County Executive



# A Letter from the Frederick County Planning Commission

Dear Reader,

Maryland law requires that local planning commissions throughout the state prepare comprehensive plans to guide development in their jurisdictions. This document, the Livable Frederick Master Plan (LFMP), is the centerpiece of our county's comprehensive plan.

The LFMP is based on the ideas of many Frederick County residents, sharing their thoughts by responding to a survey that resulted in more than 15,000 comments about our county's future and offering ideas during two public review periods, two public hearings, and a series of community outreach meetings held throughout the county. Others served on the Livable Frederick steering committee and eight workgroups who developed a vision for our county's future as well as recommendations for achieving it. During the public review periods and hearings, we received many suggestions for improving the LFMP. We considered every one, adopting those that we agreed would most improve the plan.

Continued public participation is essential for ensuring that the Livable Frederick comprehensive planning effort continues to reflect our county's shared values and goals. We look forward to hearing from you as we begin work on the comprehensive plan map as well as the community, corridor, large area, and functional plans that—together with the LFMP—will offer a clear direction for Frederick County in the face of future change.

For the Frederick County Planning Commission:

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# Acknowledgments

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# Key Terms

## **Action Framework:**

The third of three components that comprise the Livable Frederick Master Plan. Composed of a collection of goals, initiatives, and supporting initiatives that describe aspects of county policy related to community planning. Structured by four vision themes: Our Community, Our Health, Our Economy, and Our Environment.

## **Capacity:**

The ability of our infrastructure and land use to perform adequately and meet present and future demand for use. Involves planning that is focused on assessing existing supply relative to demand, i.e. overcrowding in schools or congestion on roads, the determination and prioritization of needs relative to available resources, and the identification of solutions and interventions that will alleviate overloaded infrastructure, facilities, and land use. Plays a central role in community planning.

Generally consists of instrumental (implementation-oriented) planning, as contrasted with policy planning, which is typically normative (standards-oriented) in nature. Deals with the functionality of physical systems while policy planning deals with the strategic aspects of long-range planning.

## **Community Growth Area:**

Defined geographic areas in the county, surrounding existing municipalities or surrounding developed county land, where new growth is directed. Work in conjunction with other mechanisms for directing growth such as land use designations, zoning, water and sewer provision, and funding prioritization for infrastructure development.

Codified by the State of Maryland through planning legislation passed in 2009, which established 12 Planning Visions. Specifically, section 1-201 Visions of the Maryland Annotated Code states that a planning commission must implement the following visions through the comprehensive plan, with the third vision stated as follows - growth areas: growth is concentrated in existing population and business centers, growth areas adjacent to these centers, or strategically selected new centers.

## **Development Framework:**

The second of three components that comprise the Livable Frederick Master Plan. Provides an illustrated narrative to explain the important ideas and concepts regarding the geographic distribution of future growth supported by policy. Composed of two parts: a scenario planning element and a thematic plan element (which contains a plan diagram).

## **Historic Resources:**

Historic resources may include buildings, structures, sites, districts, and objects that are associated with the history of our community. Historians and archaeologists consider a broad time period when assessing historical and cultural resources including pre-contact periods (aka prehistoric periods), European and American settlement periods, and the more than 240 years of history that have followed. Such resources may be important for association with a particular event or person, for association with a cultural group, or for architectural, engineering, landscape, or artistic design excellence. Typically, significance is evaluated for resources that are at least 50 years old, but significance is often found in more recent historical resources. Judgment is required to determine what is important to our history and culture. A resource that is important to our community but might never appear on a list of nationally significant places, can be historic.

When considering specific formal designations to local registers or historic districts, the significance of historical resources is evaluated according to the criteria specified in Frederick County's Historic Preservation ordinance (97-16-194). The criteria reflect the evaluation of resources used by the state and federal governments, but acknowledge that some resources may be considered significant only by Frederick County. Recognizing and conserving historic resources can help form community identity, promote economic development, enhance property values, build citizen awareness, and maintain a legacy of Frederick County to pass to future generations.

### **Implementation Matrix:**

A simple and straightforward chart, intended to be available online, composed of all of the goals, initiatives, and supporting initiatives described in the Action Framework. Permits citizens, elected officials, county staff, and business owners to identify what is being proposed in Livable Frederick, what organization or agency might provide leadership, and how it may become reality.

### **Plan:**

Broadly, a document that defines conditions of a current state, establishes the characteristics of a desired future state, and provides the analysis, information, and methods required to transform the current state to the future state. Boundaries of applicability can vary based on intent.

### **Policy:**

Composed of ideas, concepts, principles, goals, and procedures that are endorsed as a primary means for setting a course for future action in the county, especially concerning community planning and land development. Establishes a normative basis to the actions of the county communicated in the Livable Frederick Master Plan (LFMP) through three components: a Vision, a Development Framework, and an Action Framework.

### **Resilience:**

Broadly relates to the capacity to recover quickly from difficulties and adverse impacts, be they economic, natural, demographic, or political. A resilient system is one that reacts well to anticipated and unanticipated adverse conditions. Such systems are designed and implemented with due consideration given to a wide range of anticipated conditions. These must balance the cost of long term performance with the cost of allowing adverse performance.

### **Scenario Planning:**

The structured analysis of alternative possibilities about the future pattern and form of growth in the county. Incorporated in the Livable Frederick Master Plan through partnership with Renaissance Planning. Involves three steps: 1) Macro-analysis of growth involving trends projections and a variety of forecasting methodologies, 2) Micro-analysis of locational preference and place characteristics, and 3) Outcomes analysis of impacts of various growth alternatives.

### **Small Area Plans:**

Also referred to as Community and Corridor Plans, these are plans that address issues of a portion of the county, covering specific geographies that have cohesive characteristics. Allow geographically precise and focused updates to the comprehensive plan map, which includes land use, transportation, and community facilities. Additionally, allows updates to occur in tandem with municipal plan updates, supporting the development of consistency between county and municipal plans. With large area and functional plans, serve as a primary means of implementing the Livable Frederick Master Plan.

Can include two different geographic scales – communities and corridors. Communities are typically delineated by growth areas, but may also include portions of growth areas or county land outside of growth areas, depending on need and circumstance. Corridors may also be defined by growth areas, portions of growth areas, or areas of the county outside of growth areas, such as along major transportation routes.

### **Sustainability:**

In the context of this document, sustainability refers to the continuity of a system or society where the replenishment of resources is integral to the function of the system as a whole. Describes a condition where the long term future of a system or society is supported by two factors – **systems**: the quality of the system's design, implementation, and routine maintenance actions, and **resources**: the cyclical allocation and replacement of vital resources.

**Thematic Plan:**

One of two components of the Development Framework. The primary instrument by which general geographic patterns of development policy are communicated. Composed of illustrations (namely a plan diagram) and explanatory text to communicate growth policy. Directly informed and inspired by the scenario planning effort.

**Vision:**

The first of three components that comprise the Livable Frederick Master Plan. Provides a description of the characteristics of life in Frederick County in the year 2040. Generated by a collaborative process of citizen participation. Intended to create a vivid mental image. Written as present tense statements that describe the future condition of the county. Establishes the starting point for all policy content described in the Livable Frederick Master Plan.

Composed of three parts: a statement, a description, and vision themes. The statement describes the future of the county in brief. The description expands on the statement with a more detailed narrative. The vision themes group functionally-specific vision content into four categories: Our Community, Our Health, Our Economy, and Our Environment. These four themes organize the goals and initiatives described in the Action Framework.

# A New Kind of Plan

## Livable Frederick

Livability is the sum of the factors that add up to our quality of life in Frederick County. It is the ability to easily get where you're going, to enjoy great parks, to benefit from great schools, to find support when you need it, to form bonds with your neighbors, to have access to excellent stores, restaurants, and entertainment, to have good jobs close to home, to enjoy the revitalizing qualities of our forests, rivers, mountains, and countryside, and to be in harmony with the systems that surround, support, and underlie our ability to live happy, healthy, long, and prosperous lives.

To preserve, sustain, and create livability, we must define and advance our shared values as they impact our built and natural environments, our community health, our economic prosperity, our social stability and equity, our education, and our cultural, entertainment and recreational opportunities. This is the central ambition of Livable Frederick. It is a bold and visionary purpose, but one that is at the heart of every technical and practical effort to plan our communities.

Livable Frederick embraces comprehensive planning that is centered on creating and sustaining livability. The Livable Frederick Master Plan takes this concept from an urgent but somewhat vague notion to a vivid illustration that can serve as the well-spring of our efforts to create and sustain our community in this new century.

## The Livable Frederick Master Plan

Livable Frederick, through the creation of the Livable Frederick Master Plan (LFMP), embodies a focus on policy and general growth strategy in order to articulate a clear direction for Frederick County in the face of future change. An important part of many comprehensive plans involves the charting of ideas, concepts, principles, goals, and procedures for setting a course of future action and to establish a normative basis of action by providing benchmarks for determining outcomes that are "good" (desirable) or "bad" (undesirable). This is a central role of the LFMP, which together with the Comprehensive Plan Map, future community, corridor, large area, and functional plans, and other important pieces of comprehensive planning in Frederick County, as a whole constitute Frederick County's Livable Frederick Comprehensive Plan. In addition, the LFMP describes approaches to communicating and structuring comprehensive planning in Frederick County that are unlike past planning efforts.

## New Approaches

First and foremost, the LFMP is a policy-focused, as opposed to a capacity-focused, document. It stems from a community-based vision, employed an unprecedented process to involve the participation of numerous community members in the development of the plan, and used a sophisticated scenario planning tool to evaluate possibilities for how we can shape our community in the future. In addition, this plan revives a once common approach to communicating planning strategies by introducing a county-wide growth diagram that draws inspiration from Frederick County's original 1959 Land Use Plan. At the same time, this new plan continues to support the important planning efforts of the past by establishing a foundational part of a *living process for planning*; a process that is carefully conceived to combine the power of localized planning with the broad sweep and long-term value of a deeply visionary document. See the inset, "New Approaches That Shaped This Plan" (pages 6-7) for a deeper look at these new approaches.

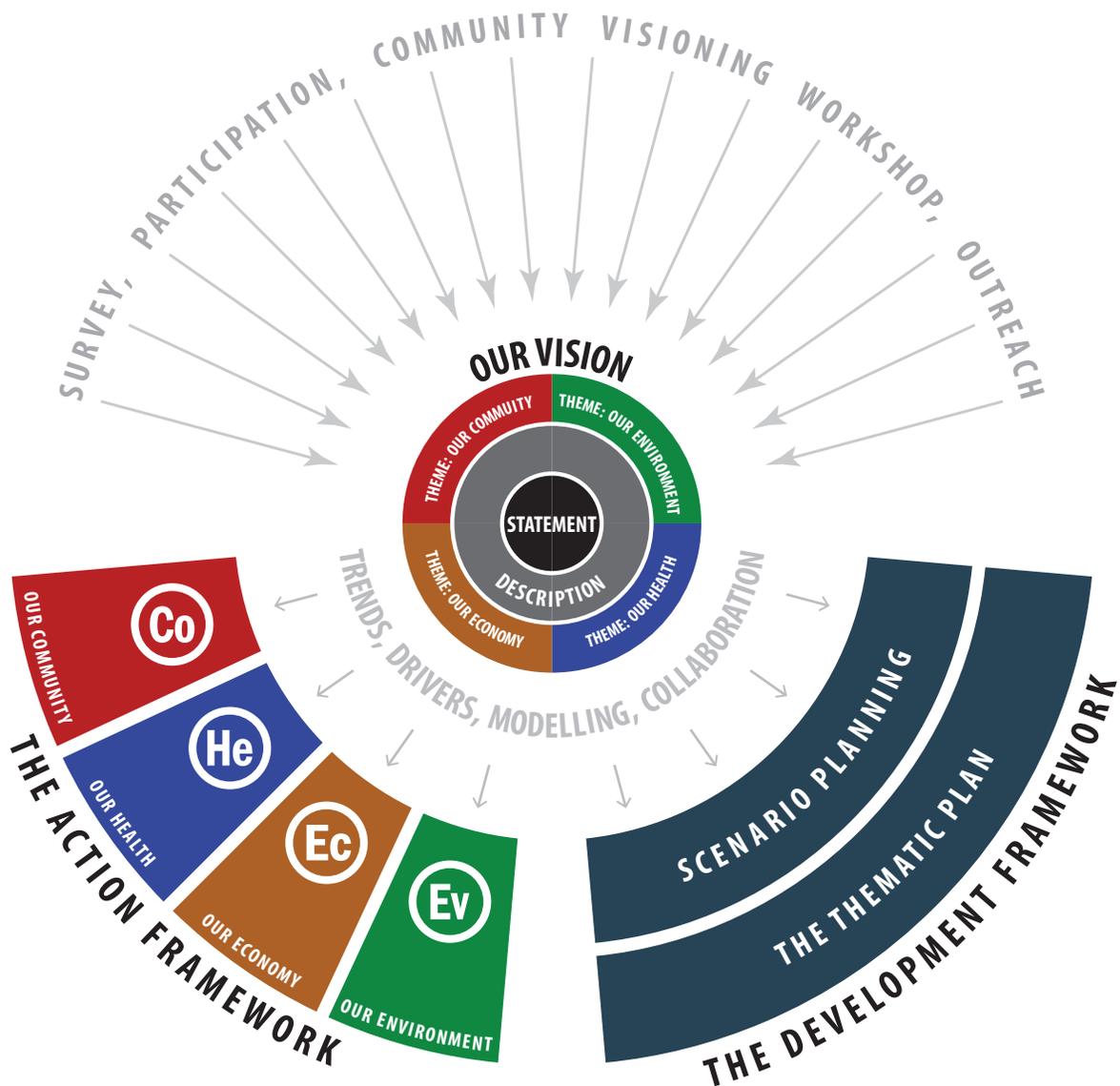
## How This Plan Is Organized

The LFMP is organized around three sections:

- Our Vision, which focuses on community aspirations, ideas, and preferences,
- The Development Framework, which focuses on the forms and patterns that will determine the physical shape of Frederick County, and
- The Action Framework, which focuses on recommended positions, policies, and actions.

As illustrated in the following diagram, the springboard for all of the content in this plan is Our Vision. This body of content informed the goals and initiatives articulated in the Action Framework, and shaped the diagrammatic general plan for the county articulated in the Development Framework.

The Three Part Structure of the Livable Frederick Master Plan



## Our Vision

The first of three components that comprise the Livable Frederick Master Plan, Our Vision emerged from an extensive process of participation and input from citizens, employers, and leaders in the first half of 2016. Our Vision is a source of understanding about the meaning of livability in our county, and every strategy, goal, and initiative articulated herein emerged from this source.

The vision itself is composed of three parts: a *statement*, a *description*, and a set of four *vision themes*. Vision themes were derived from organizing content from the vision into four distinct, function-based groups. They are: Our Community, Our Health, Our Economy, and Our Environment. These four vision themes are described in the Action Framework and serve as the basis for organizing the policy content therein.

Additionally, the vision directly influenced the scenario planning process through the creation of four different countywide development scenarios. The scenario analysis became the basis for the creation of the Thematic Plan described in the Development Framework.

While Our Vision will serve to guide the County government in key areas of long-term and short-term public policy, the content of the Vision statement and description can also serve as a basis for discussion, agreement, and cooperation among other sectors with a stake in Frederick County's future. The local business community and its representatives, neighborhood and community groups, local and regional non-profit organizations, local institutions (educational, religious, agricultural, etc.), may all borrow freely from the work completed in the Livable Frederick visioning process. Our Vision can be described as 'open source' in the sense that we expect, and look forward to, other organizations finding value in its content, and potentially working with the County and others to achieve common goals.

## The Development Framework

The Development Framework provides an illustrated analysis and narrative to explain the important ideas and concepts regarding the preferred geographic distribution of future growth. It is composed of two parts: scenario planning and a Thematic Plan (which contains a general plan diagram).

### Scenario Planning

This plan utilized growth and development scenarios as a critical tool to evaluate Our Vision. The scenarios provided a systematic means of comparing the likely impacts – both positive and negative – of the planning policies articulated in the LFMP. The alternative growth scenarios modeled for this planning effort consider the relationship between aspects of Frederick County life that are important to supporting livability for our residents and visitors, including the economy, travel patterns, the environment, and the configuration of our neighborhoods. While these scenarios offer different versions of what Frederick County might become in the future, the differences are subtle. Why were the scenarios so similar to each other? The simple answer is that they shared common 'DNA', most notably in the form of the following two fundamental assumptions derived from Our Vision:

#### *A Jobs-Based Approach to Future Growth Projections*

Assumptions regarding future growth were based upon the jobs and economic activity that Frederick County residents desire. With **economic prosperity as a basis for this plan**, assumptions about how and where Frederick County will grow in future decades were made clear and became an important building block in all of the scenarios.

Several plausible growth forecasts were considered in the development of the scenarios: Maryland Department of Planning population growth projections, Metropolitan Washington Council of Governments (MWCOC) Cooperative Forecasts, and shift-share growth projections developed by Renaissance Planning. Of these, the growth projections developed by Renaissance Planning provided the basis for the scenario analysis because they provided detail by job and household type that was not available in other projections. Additionally, the Renaissance Planning projections applied shift-share forecasting methods to support the community vision of creating the jobs and economic activity that Frederick County residents want to retain, nurture, and attract.

### *Multi-Modal Accessibility Focus*

Transportation concerns were at the top of many citizens' lists of things that needed to be fixed in our current and future planning documents. Commuters seek more time to spend with families and to contribute to their communities. Parents demand safe routes for their children walking to and from local schools. Health care professionals implore all of us to become more physically active. Hikers, hunters, and farmers – Frederick County's original environmental stewards - look for effective ways to protect our air, water, and land resources. The key to addressing all of these issues revolves around providing transportation choices and the land use patterns that support them. Automobiles, trains, buses, bicycles, and our own feet, will continue to serve us well in the future alongside of other modes such as autonomous vehicles. Citizens recognized the need to build a transportation system in Frederick County that supports "multi-modal accessibility," and this assumption has been 'baked' into the scenarios, giving us valuable feedback about the places where we will live, work, and play in the future. The four scenarios modeled are:

**Business as Usual:** This scenario assumes that we maintain the trajectory of our current planning policies, establishing a future direction that reflects past trends.

**City Centers Rise:** This scenario acknowledges the City of Frederick, and developed county land surrounding the city, as a major regional center for business, institutions, residential living, and culture. This scenario assumes that the growth potential of areas within and surrounding the city is maximized to create an even stronger urban center boasting walkable neighborhoods, historic character, and thriving commercial districts.

**Suburban Place-Making:** In this scenario, our suburban communities are recognized as vital places, loved by generations of Frederick County residents. This scenario assumes a pattern of reinvestment in suburban areas of the county in order to create additional opportunities to shop, work, and play closer to home.

**Multi-Modal Places and Corridors:** This scenario focuses on our physical connections to places beyond and within our borders. Existing rail and highway corridors connect Frederick County to the larger Baltimore-Washington Region and this model assumes a development pattern that makes efficient use of these transportation systems to move people, build new mixed use places, and catalyze the redevelopment of aging retail and office developments. The two primary corridors in this model – the CSX/MARC Frederick Branch and the I-270 Corridor – provide a framework for future development and redevelopment in the southern half of the county.

The scenarios were not intended to function as absolute choices between different options, but rather as a way of finding the best aspects of each to ultimately apply to the Livable Frederick Master Plan. The resulting planning document – including the Thematic Plan – was built using the best attributes of each scenario, and in the end, it can be said that the LFMP is the product of all four growth scenarios.

### ***The Thematic Plan***

The preferred pattern and geographic distribution of new development in the county is illustrated in the Livable Frederick Master Plan through a combination of written narrative and diagrammatic mapping. While this plan does not propose to eliminate the use of parcel-based land use mapping - in fact, the Comprehensive Plan Map adopted in 2012 will remain in effect with the adoption of this document - the reliance on parcel-based land use mapping as the sole means of communicating long-range planning goals cannot effectively serve the pursuit of a broader vision. This current effort renews a focus on broad vision and strategy by borrowing from the planning practice of a previous era in which the fundamental ideas for the future shape of Frederick County are presented in a simplified map – an annotated geographical diagram that is a central piece of the Thematic Plan. The following are five important aspects of the Thematic Plan:

- The Thematic Plan represents a vision for the entire county. The form, style, and content of the Plan Diagram share more with the 1959 Frederick County Plan than with the 2012 Comprehensive Plan Map.
- The primary focus of the Thematic Plan is on showing and explaining the geographic aspects of growth related policy preferences. Issues associated with capacity are addressed through the policies presented in the Action Framework. However, capacity-focused planning is intended to occur in separate planning efforts.

- A growth and development strategy for Frederick County is shown in the form of a diagrammatic map – the Plan Diagram. This is not a parcel-based land use map.
- The Thematic Plan keeps the focus on planning strategy, instead of planning tactics. Tactical steps that need to be taken in order to successfully achieve our vision, are addressed as initiatives and supporting initiatives in the Action Framework.
- The thematic, or strategic, approach to charting the future of Frederick County avoids the tendency of citizens, elected officials, and development professionals to immediately skip over policy and begin hammering out a revised land use or zoning map.

The ultimate strategy of the Thematic Plan is to...

**...achieve a pattern of development that employs a jobs-based approach to growth and that is centered on multi-modal accessibility in Frederick County, taking advantage of the existing transportation systems in place, the future systems and technologies for moving people and products, and the innovative land use patterns that support transportation choices.**

The Thematic Plan incorporates a pattern of growth that leverages the existing “pipeline” of conventional suburban development to satisfy a significant share of the short-term future demand for residences and businesses, while supporting long-term future growth patterns that do not rely primarily on automobiles for access to jobs, shops, and homes. Finally, the Thematic Plan embraces a planning strategy that seeks to enhance growth and development opportunities in and around the City of Frederick, taking full advantage of the infrastructure, institutions, and magnetic appeal of our historic urban center.

### **The Action Framework**

The Action Framework is a collection of goals and initiatives that describe county policy in support of Our Vision. It constitutes the complex and interwoven collection of high-level concepts and policies that feeds into low-level actions. These actions systematically describe a means of moving from the abstractions and general aspirations of the vision to the instrumental and functional details of implementing the vision. This hierarchical approach connects “things we need to do” to their broader purpose, with the ultimate purpose of any of the items in the Action Framework being the realization of Our Vision. Therefore policies articulated in the Action Framework are organized to reflect the four vision themes. Namely, they are:

#### *Our Community*

Policies within this vision theme address the underlying physical substrate of our community, composed of the infrastructure, community facilities, housing stock, and cultural and social resources that enable the county to function and prosper.

#### *Our Health*

Policies within this vision theme reflect a holistic attitude toward public health that integrates the influence of the physical environment upon individual behavior, as well as the availability of services.

#### *Our Economy*

Policies within this vision theme address the inter-relationship between education, economic growth, and social resilience, and focus on strengthening our assets while building our capacity for new and innovative approaches.

#### *Our Environment*

Policies within this vision theme address the relationship between our own growth and development, and the vital role of the natural, physical world as a resource and as an essential ingredient to support vital and livable communities.

# New Approaches That Shaped This Plan

## Extensive Participation

The initial development of this plan employed a strategy of citizen involvement and collaboration that is unique in the recent history of planning in Frederick County. This involved 1) the guidance and detailed involvement of the Frederick County Planning Commission, the Frederick County Council, and members of the public through a process of review and public input, 2) the strategic oversight of a group of involved and informed citizens, 3) the translation of a community-wide

survey that garnered over 2200 responses and over 15,000 qualitative comments about the future of Frederick County; and 4) the creation of policies that emerged from several months of discussion and analysis among seven different policy area workgroups composed of over 100 private citizens and public officials and reviewed and vetted by the Frederick County Planning Commission and the County Council.

## The Frederick County Planning Commission

The Planning Commission is tasked by state law with the development of a comprehensive plan for the county. Customarily, a "staff draft" is created by Planning Commission staff that is presented to the Commission for their review and further development. In the case of the Livable Frederick Master Plan, there was no official staff draft, but rather a preliminary draft was developed through the extensive involvement of a Steering Committee and eight workgroups in cooperation with planning staff.

This preliminary draft was created and presented to the Frederick County Planning Commission for their review and further development. While at this point the role of the Steering Committee and Workgroups tapered, the Planning Commission continued to extensively seek participation and input from the community by choosing to hold two separate public review periods and two associated public hearings, where only one is required.

## The Steering Committee and Workgroups

A Livable Frederick Steering Committee was appointed by the County Executive to oversee the initial development of this plan. The Steering Committee held a convening retreat on January 29, 2016 at the Browning Building in Pinecliff Park, and held many meetings throughout the plan development process.

To assist the Steering Committee, eight work groups were formed to examine and provide guidance for several different focus areas for the Livable Frederick Master Plan. Some Steering Committee members also served on one or more workgroups.

A Vision Workgroup undertook the first major task of the plan: to define a Community Vision for the county. A survey served

as the primary vehicle for establishing this vision, which asked the public - anyone who lives, works, and plays in Frederick County - to look out 25 years and beyond and describe their desired vision of the county.

Additionally, seven policy workgroups composed of specialists and experts in various fields met between the months of November 2016 and January 2017 to develop recommendations for policy content in the plan. The seven policy area workgroups were: Transportation and Public Infrastructure, Healthy Communities and Public Services, Housing Opportunities and Affordability, Economic Futures and Education, Environment and Energy, Agricultural Economy and Land Preservation, and Heritage and Historic Preservation.

## A Policy-Focused Plan

Comprehensive plans can address two aspects of planning: policy and capacity. Policy represents the values and ideas behind concrete actions and guides decision-makers in the day-to-day operation of a business, government, or other organization. Capacity deals with the finite ability of natural and artificial systems to absorb growth and the subsequent need to manage the supply and demand of roads, community facilities, watersheds, and wastewater treatment facilities.

Both aspects are vitally important, but plans that focus on policy rather than capacity assessments are well-suited to implementing a community's aspirations.

Therefore, the important challenge addressed by the LFMP is not solely one of finding new land to designate for development, but primarily one of taking a step back, gaining some perspective, and re-evaluating the aspirations and intentions that drive how we will shape Frederick County.



## A Community Vision

Another distinctive element of the LFMP involves the degree of effort put toward defining a community vision that provided a legitimate reflection of the aspirations of county residents, and especially the use of that community vision as the centerpiece of the plan document.

To define a community vision, a survey was developed and the public was invited to participate online or in writing at any of eight county libraries. The survey was conducted over five months, from May through September 2016. A Spanish-language survey was developed and assistance was sought from the community groups to engage Spanish speakers to complete the survey. Ultimately, 2,223 surveys were completed by residents and business owners from across the county producing both quantitative and qualitative answers. Over 15,000 separate qualitative comments were obtained.

The questions in the survey were aligned with the mission of seven policy workgroups, who then undertook the review and synthesis of public comments. Workgroup members and staff analyzed the comments and grouped them by topic, which were then analyzed by the frequency of occurrence to determine dominant themes.

## Scenario Planning

Unlike any previous comprehensive plans, this plan employed a growth and development scenario planning process and computer-based modelling software to evaluate a variety of possibilities. Unlike previous growth projections employed for comprehensive planning in the county, the scenario process provided an understanding of the possible market preferences of our growth. In other words, the scenario process resulted in growth forecasts that connected the place-based preferences of different employment and residential groups expected to constitute our future growth with the

## Plan Diagram

An important element of this plan is the use of a diagram to communicate the basic concepts and structure of future growth in the county. This diagram is a part of the Thematic Plan portion of the LFMP, and is effectively a simplified drawing of the county showing a schematic outline of how and where the county will grow in the future.

In past planning efforts, the ability to focus on broad issues and common themes was distracted by site specific, parcel-based land use mapping. Often, focus would quickly turn to property specific issues rather than to assessing the broader trends and aspirations that should influence our choices about growth. The diagram used in the LFMP is intentionally geographically non-specific in order to be extremely precise in terms of concept and strategy.

This approach to communicating growth has a long history in the planning field. In fact, the original 1959 comprehensive plan map for Frederick County employed a very similar

The Vision Workgroup reviewed and summarized all the dominant themes that resulted from the vision survey and drafted them into narrative describing the county as it would be in 2040 if the preferred futures were achieved. These were then summarized and condensed into a single overarching vision statement, a vivid description, and a set of four thematic vision narratives: Our Community, Our Health, Our Economy, and Our Environment.

On September 23, 2016, a community visioning workshop was held where members of the Steering Committee, all eight workgroups, and any other interested members of the public were invited to review and respond to the community vision. Altogether, over 100 people were in attendance. Feedback was gathered at this meeting and was used to make final revisions to the vision narrative.

On October 1, 2016, the draft community vision was released for additional public feedback. This feedback informed the refinement of the draft vision. The final Common Vision was announced by the County Executive and published at the end of October 2016.

types of physical places we have or could have in Frederick County.

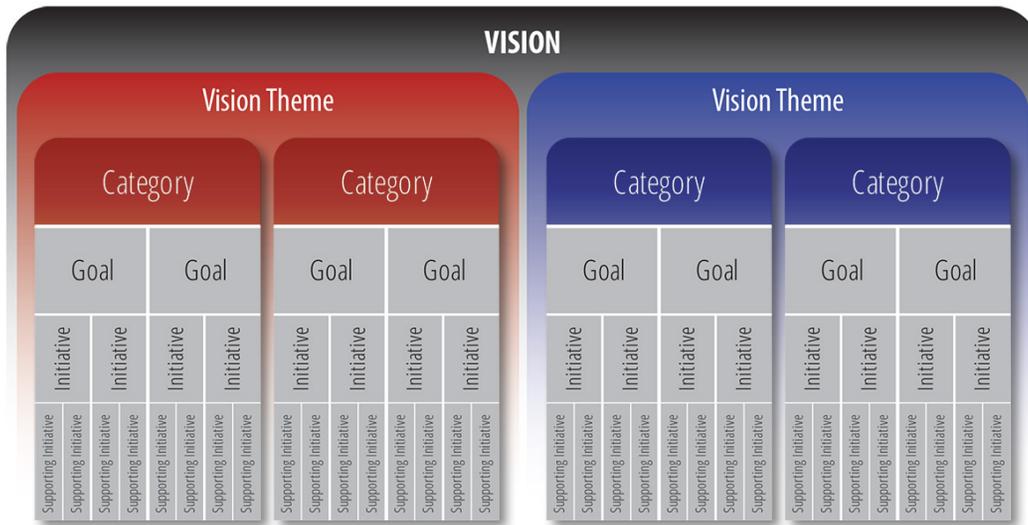
Additionally, the modeling software employed provided a systematic means of comparing the likely impacts – both positive and negative – of the planning policies articulated in the LFMP. Alternative growth scenarios were modeled for this planning effort in order to consider the relationship between aspects of Frederick County life that are important to supporting livability for our residents and visitors, including the economy, travel patterns, the environment, and our homes and neighborhoods.

diagrammatic approach. Recent years have shown a trend to move away from concept based mapping toward mapping that is more geographically and property specific. However, what has been gained in terms of detail has been lost in terms of conceptual clarity.

Both perspectives are vital. Therefore it must be clear that the Thematic Plan Diagram is an illustration of future policy objectives for the county that does not replace the detailed Comprehensive Plan Map. The Thematic Plan Diagram is intended to inform, but not dictate, future changes to the Comprehensive Plan Map that would occur through community and corridor plans, large area plans, or functional plans.

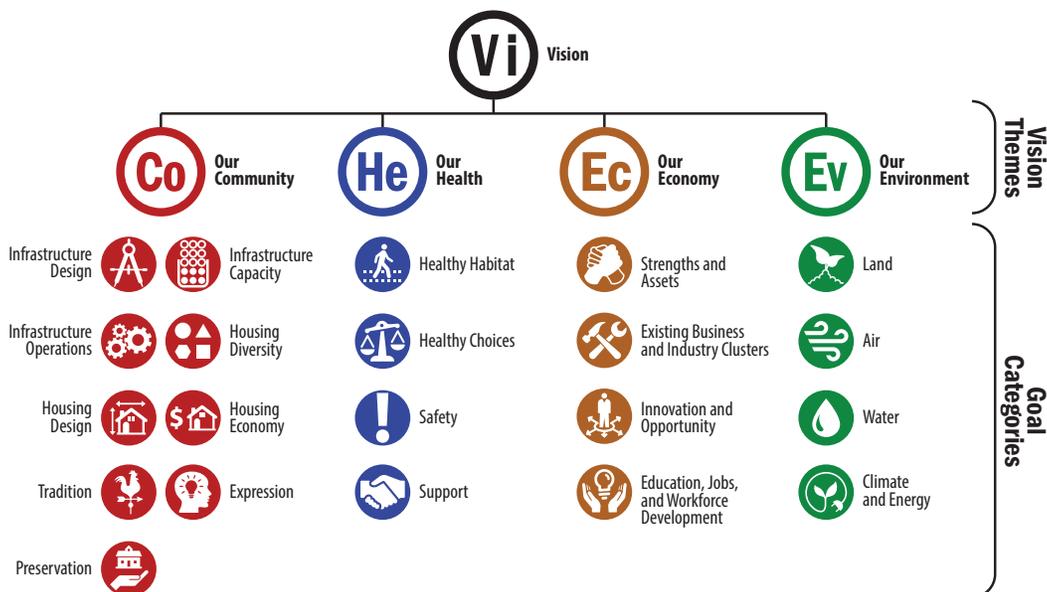
Beneath each vision theme is policy content composed of goals, initiatives, and supporting initiatives. These were originally developed with the direct involvement of over one hundred Frederick County community member participants, and were informed by the scenario planning process. The goals, initiatives, and supporting initiatives within this plan are organized into categories. Goals articulate a broad purpose within specific categories, initiatives offer more specific direction for achieving each goal, while supporting initiatives provide an even higher level of detail.

### The Policy Structure of the Action Framework



Categories of policy are organized by vision theme, drawing a straight line of association between the Action Framework and Our Vision. The result presents a clear hierarchy wherein policies are organized, by their content, into levels that go from the broad (vision) to the specific (supporting initiative) and where lower level items are nested within higher level items that describe intent and purpose.

### The Topical Organization of the Action Framework



A key to understanding the Action Framework is that while there is a substantial role for Frederick County Government, it is intended that non-governmental organizations will join with Frederick County and its municipalities in achieving Our Vision. This can occur through partnerships or through parallel benefit resulting from the independent implementation of organizational missions. The Action Framework was developed in partnership with business owners, advocacy groups, and non-profit leaders, and cannot be realized without the continued participation of citizens, developers, business owners, preservationists, farmers, environmentalists, and community organizations.

### ***Goals and Initiatives: A Note Regarding Terminology***

Aspirations, policies, goals, objectives, actions, strategies, tactics, initiatives... this kind of language for describing intended outcomes, and the specific means of achieving them, is prevalent in the literature of technical planning documents. The distinctions between their specific meanings can be subtle, and their meanings can vary by situation as well. Therefore, it is prudent to define the terms being used in this document up front.

The Livable Frederick Master Plan is a “policy-based” document. Policy in this case is defined broadly. It is not intended to refer to a prescribed set of behaviors or rules, but rather it encompasses a spectrum of goals, actions, strategies, theories, and approaches that are embodied throughout the LFMP. For example, within the Development Framework, policy is defined through diagrams and text. Within the Action Framework, policy is described in terms of “goals” and “initiatives.” Indeed, in its totality, the LFMP is intended to be a clear and direct expression of community planning policy.

As stated above, this plan uses a “goals” and “initiatives” structure to articulate policy in the Action Framework. There are several reasons for this related to the relatively broad scope of comprehensive planning documents as well as the implicit and explicit meanings of the term “initiative.”

The scope of this comprehensive planning document is all-inclusive. Therefore, there is limited utility in reducing every issue down to specific objectives or actions. The intent is often to allow subsequent, more narrowly focused plans to be developed for specific issues, projects, or places. These more detailed efforts will provide discrete and definitive measures for implementation. Therefore, a conventional goals/objectives/actions framework - where goals reflect general guidelines, and objectives and actions are specific and measurable - is not employed in this plan.

So, why is this important to our understanding of this plan? Consider that the term “initiatives” is semantically inclusive, providing a more suitable phrase for our purposes. An initiative can include content that could be interpreted as either an objective or action, or in some cases, as a more specific form of a goal statement. In the Livable Frederick Master Plan, the notion of an initiative implies the flexibility needed to allow community institutions, citizens and landowners, and elected officials to make the plan work in the real world. Livable Frederick’s Action Framework is intended to be a community-wide reference for action, not solely a workplan for the county government. “Initiative” implies that implementation can be “initiated” through leadership...from *any sector* of our community.

## **Horizon Years**

The LFMP is a future-focused document, but what do we mean when we talk about the future? One way to consider the passage of time is to think of the future as the horizon. We know that the Earth extends past the horizon, but our ability to see beyond that line is limited. We use the concept of “horizon years” to consider specific points in time or logical dates for achieving goals. The horizon years referred to in this plan are as follows:

### **2025**

To some the year 2025 represents a time far into the future, but in community planning terms a point in time that is a mere six years away is not so distant. Important data available to the county during this planning process includes 2025 as a reference point. Demographic projections, highway needs, school facility planning, and other critical information looks at our community at the midpoint of the next decade. In terms of our own

'development pipeline', 2025 serves as an important gateway between development that has already been approved, and growth that will emerge as a result of the LFMP.

### **2040**

The primary horizon year is 2040. This is the date that the county used in answering some of the big questions presented in the LFMP. Most importantly, Our Vision was developed with this date in mind: Where do we want the County to be in the year 2040?

### **2050**

In the development of growth scenarios, growth and development trends and patterns were modeled through the year 2050 so that we could more readily understand how our proposals would affect the county as it reaches the mid-point of this century.

## **The Residential Development Pipeline**

The residential development pipeline is referenced throughout the LFMP. It is an important concept that is fundamental to a complete understanding of this planning effort. When this plan talks about the residential pipeline, it is referencing the number of houses, apartments, or condominiums that have some type of formal approval from Frederick County through approved subdivision or site plans, planned unit development approvals, or development rights and responsibilities agreements (DRRAs). The total as of January 2019 stands at approximately 33,060 dwellings (countywide approved units) and 31,348 dwellings (available units).

Two measures are provided in order to create a nuanced understanding of the residential pipeline. This is because neither the approved units nor the available units totals are fully accurate reflections of the actual number of housing units that are available for new households in the county. There are several reasons for this, including:

- The approved units total does not account for housing units that have been issued building permits. This means that there are likely to be a significant number of housing units included in the approved units total that are already constructed and occupied and are therefore not available for new households in the county. This results in an approved units total that is an overestimation of actual available units.
- The available units total simply subtracts the number of building permits issued for a development from the total approved units for that development. This does not account for the fact that not all units that have building permits issued are actually constructed and occupied. In fact, there is often a lengthy period of construction and marketing that occurs prior to occupancy. Also, in some cases, when a building permit expires before construction can commence, building permits may be submitted multiple times for a single lot. This means there can be an inflation in the number of building permits that are issued, which artificially reduces the number of units available. Therefore the tally of available units (traditional pipeline) may represent an underestimation of the actual number of available units.
- Some subdivisions are included in the approved units total that may not likely be developed for various reasons. This results in a marginal increase in the number of approved units that could realistically be considered to be available to fulfill housing needs in the county.

The pipeline is not the result of a single elected official, a single moment in time, or a single developer. In fact, it is the sum of all of Frederick County's planning decisions over the past half-century. The LFMP does not ignore these existing approvals, choosing rather to incorporate those planned developments. As in past years, we know that some of this residential development will not happen due to economic conditions, the changing priorities of land owners, and shifting demand in the housing market. Those development plans that are best suited to achieve the vision set forth in the LFMP will provide a ready supply of building lots for current and future residents of Frederick County.

## Maryland's Twelve Planning Visions

The 2009 Maryland Planning Visions law created 12 Visions which reflect the State of Maryland's ongoing aspiration to develop and implement sound growth and development policy. The visions address: quality of life and sustainability; public participation; growth areas; community design; infrastructure; transportation; housing; economic development; environmental protection; resource conservation; stewardship; and implementation approaches. These visions, listed below, are a central and underlying part of the LFMP, which endeavors to implement them through a variety of policies and regulations. The Twelve Visions are:

### 1) *Quality of Life and Sustainability:*

A high quality of life is achieved through universal stewardship of the land, water, and air resulting in sustainable communities and protection of the environment.

### 2) *Public Participation:*

Citizens are active partners in the planning and implementation of community initiatives and are Sensitive to their responsibilities in achieving community goals.

### 3) *Growth Areas:*

Growth is concentrated in existing population and business centers, growth areas adjacent to these centers, or strategically selected new centers.

### 4) *Community Design:*

Compact, mixed-use, walkable design consistent with existing community character and located near available or planned transit options is encouraged to ensure efficient use of land and transportation resources and preservation and enhancement of natural systems, open spaces, recreational areas, and historical, cultural, and archeological resources.

### 5) *Infrastructure:*

Growth areas have the water resources and infrastructure to accommodate population and business expansion in an orderly, efficient, and environmentally sustainable manner;

### 6) *Transportation:*

A well-maintained, multimodal transportation system facilitates the safe, convenient, affordable, and efficient movement of people, goods, and services within and between population and business centers;

### 7) *Housing:*

A range of housing densities, types, and sizes provides residential options for citizens of all ages and incomes;

### 8) *Economic Development:*

Economic development and natural resource-based businesses that promote employment opportunities for all income levels within the capacity of the State's natural resources, public services, and public facilities are encouraged;

### 9) *Environmental Protection:*

Land and water resources, including the Chesapeake and coastal bays, are carefully managed to restore and maintain healthy air and water, natural systems, and living resources;

### 10) *Resource Conservation:*

Waterways, forests, agricultural areas, open space, natural systems, and scenic areas are conserved;

### 11) *Stewardship:*

Government, business entities, and residents are responsible for the creation of sustainable communities by collaborating to balance efficient growth with resource protection; and

### 12) *Implementation:*

Strategies, policies, programs, and funding for growth and development, resource conservation, infrastructure, and transportation are integrated across the local, regional, state, and interstate levels to achieve these Visions.

## Key Insights and Considerations

Based on the ideas presented in Our Vision, input from the Livable Frederick work groups, the scenario analysis, and other studies of existing conditions and future trends, this planning process revealed several key insights that influenced the creation of the Action and Development Frameworks and that will ultimately shape long term implementation strategies, regulatory updates, and future planning:

### ***Pipeline Growth Does Not Sufficiently Reflect The County's Vision***

As of January 2019, the residential development pipeline for both the county and municipalities included 21,348 available dwellings, with 11,789 located in the county jurisdiction and 9,559 located in municipalities. The prevailing development patterns reflected in this pipeline follow a lower density, single-family, suburban residential model. However, if this development reflects conventional models, the new growth will not match the community's aspirations as articulated in Our Vision, nor will this new development reflect changing trends or market preferences. Pipeline growth could also present challenges to Frederick County as it works to provide needed infrastructure - including schools, roads, and parks - to serve both new and existing neighborhoods. This insight suggests that Frederick County needs new templates for future growth.

### ***Multi-Modal Choices and Active Living: A New Development Model***

Developing a new multi-modal transportation network for Frederick County will improve the overall effectiveness of the system and create conditions which promote active living and improve the health of citizens. The reliance on cars as the only transportation option for people to get from point A to point B has created transportation challenges and led to less active lifestyles. We know that we cannot build our way out of congestion, but we can make our system of transportation more efficient by creating a more robust network of roads, transit services, bicycle lanes and pedestrian options. We can also create patterns of development - and grow employment locally - to make it easier for people to get to their jobs, grab a bite to eat, or shop, by taking a short walk, bike ride, transit trip - or even a shorter car ride. This effort could create an opportunity for a large share of our new homes and jobs to be located in areas where there are options available to residents to walk, bike, take transit, or drive shorter distances to reach their daily destinations.

### ***More Housing Choices Necessary to Increase Livability***

As housing affordability continues to be a strain for Frederick County citizens, the location and diversity of housing options should also reflect a consideration of creating and maintaining different housing price points - including housing options that remain affordable for as many citizens as possible. Where, and how, people want to live is changing. Different types of households, and people at various stages in their lives, have different needs and desires for the kind of place they want to call home. As the demographics of our community continue to change, so too should our housing options. Housing located in walkable, transit accessible locations can reduce household transportation costs, and reduce the overall housing cost burden on local families.

### ***Reinvesting in Existing Places and Creating Great New Places***

The Livable Frederick Master Plan places a premium on the future growth of our towns and villages. Each municipality in Frederick County determines its own amount, rate, and character of future growth - both residential and economic. Frederick County will endeavor to reinvest in its existing suburban communities while finding ways to encourage well-designed, sensitive, residential and employment growth in older villages that are well-suited for, and able to accommodate, appropriate levels of development and redevelopment. Older suburban commercial areas will not be left behind either, as Frederick County works with property owners and neighbors to find new, complementary land uses - including residential uses - for commercial corridors developed in the age of the automobile. Frederick County will work to develop templates for the types of new places that can be oriented around multi-modal accessibility, provide access to jobs, and allow for increased involvement in neighborhood activities.

### ***Promoting Environmental Stewardship and Working Lands Preservation***

Environmental stewardship refers to the responsible use and sound management of the natural environment through conservation and sustainable practices. The policies contained in the Livable Frederick Master Plan strive to provide a high quality environment in which to live and work. This includes the protection and conservation of our farmland and sensitive resources including forestlands, mountains, streams, rivers and wetlands. A pattern of growth that focuses the majority of new development in cities, towns, and villages, combined with an enhanced multi-modal transportation network, reduces our development ‘footprint’, and relieves pressure to urbanize our working lands and green infrastructure.

### ***Place-Making as an Economic Development Strategy***

A key part of our long term growth strategy is directly tied to creating great places. An increasing number of companies are choosing to locate in places that have ready access to labor talent. Younger workers – particularly those in the creative economy sectors – show strong preferences for living in great places with active main streets and walkable neighborhoods. If we build distinctive and vibrant communities, employers – and those who work for them – will choose to be in Frederick County. As a county that is already blessed with many great communities, it is clear that we have a significant head start in this endeavor.

## **A Path Forward**

Frederick County created its first Comprehensive Plan in 1958. It laid out a vision for growth that balanced the protection of prime agricultural lands, historic places, watersheds, and mountainsides with an accommodation for new jobs and housing, fueled from within Frederick County and from the greater Baltimore-Washington region. This vision put in place a template for growth that reflected the times, lifestyles, environmental conditions, and economic opportunities of its era.

Almost 70 years later, the world has changed dramatically. While many of our core values and quality of life goals have remained, the way in which we work, live, and play has transformed significantly. There is a much greater emphasis today on shaping growth to support more active and healthy lifestyles, sustainable communities, transportation choices, and economic resiliency in the face of rapid technological advances, climatic changes, longer lifespans, and economic restructuring. As such, now is the time to revisit our key policy assumptions about how Frederick County’s tools and incentives for growth might adapt to these changing forces.

Now is the time to embrace a **Livable Frederick**.

# Putting The Plan To Work

## The Livable Frederick User's Guide

A critical portion of any comprehensive planning effort is the set of instructions for how to put the plan to work. Traditionally, planners refer to this as 'implementation', but a more appropriate name might be *User's Guide* since this describes the best way for users – our citizens, business owners, community leaders, and elected officials – to get the most out of the plan.

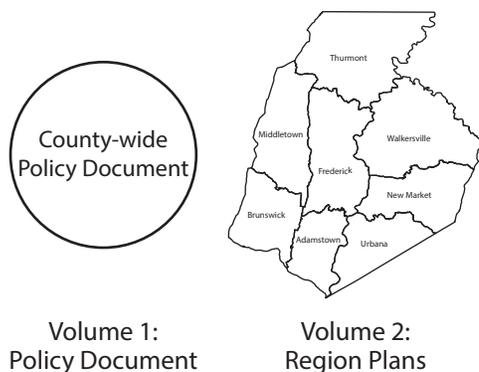
This section provides recommendations for administering the planning process as well as creating a solid bridge between the Livable Frederick Master Plan and the many other plans and programs routinely undertaken and adopted by county government, including the Capital Improvement Program (CIP), the Master Transportation Plan, and the Water & Sewer Plan. Additionally, this User's Guide recommends steps to be taken to monitor, evaluate, and update the plan on a regular basis – over and above any State of Maryland mandate to do so – so that the community may adapt to changing conditions in future years. Most importantly, it provides guidance about who may be best suited to carry out each initiative.

## Livable Frederick Comprehensive Planning

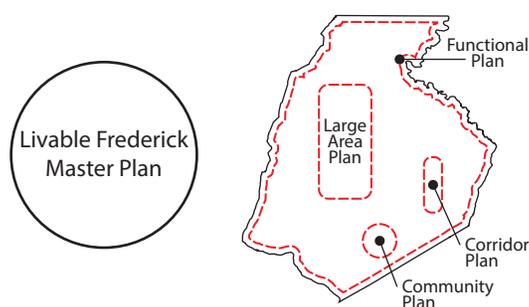
The Livable Frederick Master Plan functions as a core document, guiding the continual practice of producing and updating a collection of interrelated planning documents in Frederick County. It provides a framework for future planning that takes into account a deep understanding of the forces shaping our future and our shared aspirations about the kind of place we want Frederick County to be. Future planning in Frederick County will occur under the banner of Livable Frederick Comprehensive Planning.

In many ways, this is a continuation and necessary evolution of past approaches to comprehensive planning in Frederick County. For example, in 1998, a comprehensive plan update occurred that organized the plan into two volumes, a policy document as known as *Volume 1*, and a set of region plans collectively referred to as *Volume 2*. Livable Frederick Comprehensive Planning is organized similarly, with the Livable Frederick Master Plan serving as a core, policy-focused document, with a collection of other interrelated plans (such as community and corridor plans, functional plans, and large area plans) that all stem from and support this central core document.

### 1998 COMPREHENSIVE PLAN



### LIVABLE FREDERICK COMPREHENSIVE PLANNING



Note: Plan types and locations shown are purely illustrative and do not indicate any proposed future planning efforts as of the time of the adoption of this plan.

As the diagram below illustrates, in 1998, a comprehensive plan update occurred that created a core policy and technical document entitled "Comprehensive Plan Volume 1." This included the adoption of a county-wide Comprehensive Plan Map. This update marked the beginning of the "Region Plan Update Process," wherein Frederick County was divided into eight planning regions and updates cycled through each region in sequence.

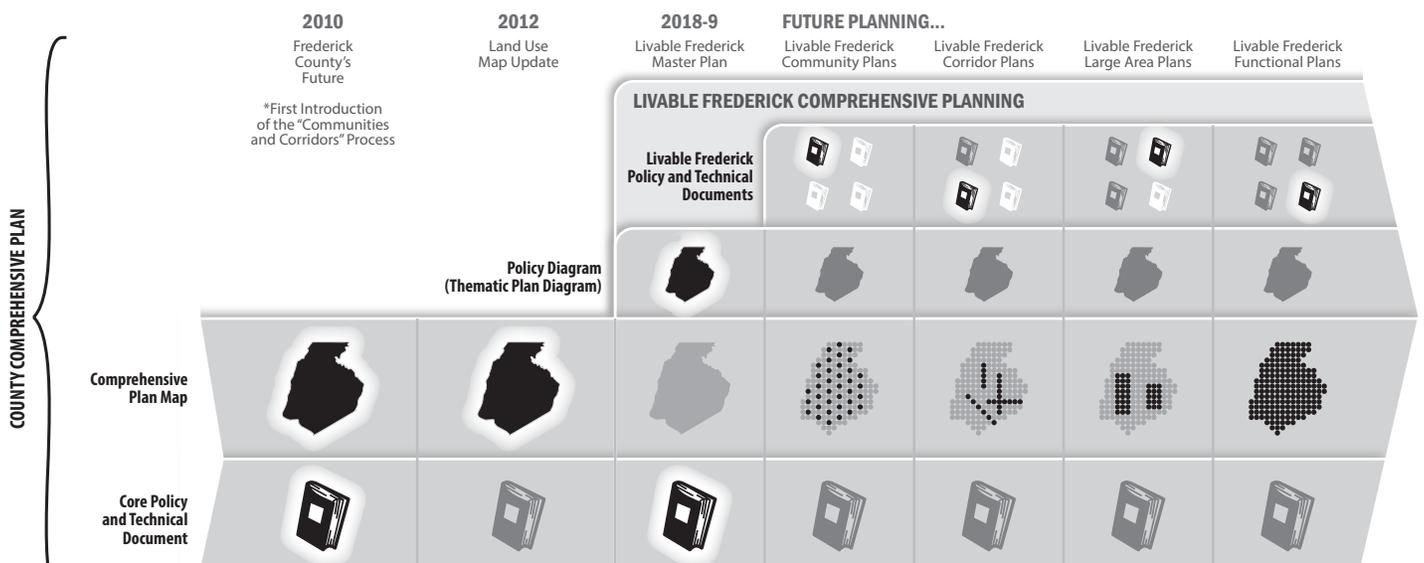
As each region plan was completed, a new policy and technical document was produced that cumulatively contributed to the overall policy and technical documentation of the Comprehensive Plan. Additionally, new Comprehensive Plan Maps for each region were produced that served to update the overall county-wide Comprehensive Plan Map. This was followed by a rezoning process.



The Region Planning Process was discontinued in 2010 and a new county-wide technical and policy document was created entitled "Frederick County's Future: Many Places, One Community" (2010 Plan). This included a countywide update to the Comprehensive Plan Map. Importantly, this plan proposed a new model for updating the comprehensive plan that focused on small area planning known as the Communities and Corridors Process. In 2012, another update was undertaken to revise the Comprehensive Plan Land Use Map.

The Livable Frederick Master Plan replaces "Frederick County's Future" with what represents an evolution of the comprehensive plan's core policy document. This new *vision-based* policy plan utilizes a planning diagram - referred to as the Thematic Plan Diagram - to communicate long term growth strategy while employing a scenario planning model to analyze options for our future. The Communities and Corridors Process is expanded in Livable Frederick to include provisions for large area and functional planning.

According to this model, the Livable Frederick Comprehensive Plan is, and will be, composed of the Livable Frederick Master Plan, the Comprehensive Plan Map, future Community and Corridor plans, future "large area" plans, and future functional plans. As Community and Corridor plans, large area plans, and functional plans are adopted, they will constitute amendments to the Livable Frederick Comprehensive Plan.



Note: The illustrations of the Comprehensive Plan Map shown beneath "Future Planning" are stylized depictions of the county for illustration of the general scope and distribution of potential future plans. They are not intended to define specific areas in the county for future planning.

Additionally, other planning elements will be adopted in conjunction with the LFMP. These include the Water Resources element, which originally took the form of a separate chapter in the 2010 Plan. The Growth Tiers Map constitutes another component of the Livable Frederick Comprehensive Plan. A rezoning process typically follows comprehensive plan updates.

Local resources that are important to the history and culture of Frederick County are also addressed in Livable Frederick Comprehensive Planning. One example is the Heart of the Civil War Heritage Area (HCWHA). Frederick County acknowledges full support for the efforts undertaken to assist the HCWHA partners in their efforts to support heritage tourism and thus incorporates, by reference, the Heart of the Civil War Heritage Area Management Plan as most recently updated and approved by the HCWHA Board of Directors.

#### **Components of the Livable Frederick Comprehensive Plan:**

- The Livable Frederick Master Plan (containing the Thematic Plan Diagram)
- The Comprehensive Plan Map
- Future Community and Corridor Plans
- Future Large Area and Functional Plans
- The Water Resources Element
- The Priority Preservation Areas Map
- The Growth Tiers Map
- Other Plans Incorporated by Reference in the LFMP

### **The Development Framework Thematic Plan**

To be effective, a plan that purports to guide the physical development of a geographical place must include a vivid representation of that place using visual and narrative means. The Thematic Plan component of the Development Framework serves as a visual and narrative guide to the future growth, preservation, and mobility patterns envisioned by citizens of Frederick County and functions as a bridge between the policies laid out in the Action Framework, and the mechanisms through which places are created, such as zoning regulations, land subdivision, large area and community and corridor plans, and the development of physical infrastructure.

The Thematic Plan provides an illustrated indication of where future types of development should occur, where our most valued natural resources and fertile agricultural lands shall remain, and where we may endeavor to provide for increased mobility options within and among our neighborhoods, towns, and employment centers. The essential device for communicating this is the Thematic Plan Diagram (Plan Diagram).

The Plan Diagram represents a revival of past approaches to planning that made significant use of drawings that were designed to communicate concepts, ideas, and strategies. While geographic specificity has many benefits relative to fully understanding places and geography, it can distract from the ability to relay essential ideas. We now need to relay essential ideas because the LFMP represents a significant redirection of planning strategy.

As a tool for decision-making, the Plan Diagram is not to be used in the same way as the Comprehensive Plan Map. Where the Comprehensive Plan Map may be used to identify specific land use designations on specific parcels, no such use is intended for the Plan Diagram. Instead, it functions as an information-rich geographic diagram that provides qualitative locational information that does not stand alone, but finds its utility and relevance in guiding future planning decisions.

The Frederick County Comprehensive Plan Map, the Growth Tier Map, the Priority Preservation Areas Map, and the Zoning Map remain unaltered by the adoption of the Livable Frederick Master Plan. They will remain so until such time as Frederick County seeks to specifically amend and update these documents based on the Development Framework, the Action Framework described in this document, and future community and corridor, large area, and functional plans developed and adopted by the county.

## The Action Framework Implementation Matrix

All of the actions and policies in the Action Framework – the goals, their associated initiatives, and supporting initiatives – will be organized into a simple and straightforward chart that permits anyone – citizen, elected official, county staff person, business owner – to identify what is being proposed in LFMP as well as how these initiatives may become reality. For each action, the Implementation Matrix - an online tool for identifying proposed initiatives - will contain specific, relevant information including:

- the individual or entity most likely to play a lead role in pursuing the initiative;
- a generalized estimate of the resources needed to carry out the initiative;
- an indicator of the relative priority of goals and initiatives; and
- a means of measuring progress and success for each initiative.

How does the Implementation Matrix work? Responsibilities are assigned at the organizational level whenever possible and appropriate. Where multiple organizations or departments are specified, the first to be listed is the designated lead, with subsequently listed organizations/agencies/individuals considered to be vital in a supporting role. As in the Livable Frederick Master Plan itself, many goals and initiatives cross traditional topical boundaries, and this is often reflected in the need to engage multiple agencies or departments in the pursuit of a specific initiative or action. Wherever possible, responsibility for implementation is assigned to an agency, titled position, business, or organization, thereby providing a more precise sense of who can best lead an effort to implement a given initiative.

The Implementation Matrix should be considered a “must have” document for those seeking to make this plan work. It can be used, in its simplest form, as a checklist or scorecard, marking our progress over the course of time. But its true value derives from its intended use as a set of instructions for getting things done. If utilized to establish annual work plans for county agencies, the matrix becomes a living document that will provide lasting value as a means for organizing public efforts.

The actions outlined in the Implementation Matrix identify a substantial role for our local government. While county leaders will be pursuing the goals outlined in LFMP using the planning, regulatory, and spending powers of government, it is intended that non-governmental organizations will join with the county and its municipalities in achieving Our Vision through partnerships or through parallel benefit resulting from the implementation of their own missions. Without the support and partnership of citizens, the development community, preservationists, farmers, business leaders, environmentalists, and community organizations, the Action Framework will become a much less useful tool for the Frederick County community.

## Place-Making: Community and Corridor Planning

A primary tool for implementation of the Livable Frederick Master Plan - and the heart of its implementation strategy - will be Community and Corridor Planning. Conceived as a way to study small geographic areas, neighborhoods, villages, and corridors in Frederick County, and develop detailed plans for their evolution and growth based on the needs and goals of each individual community, the Community and Corridor Planning Process will be thorough, inclusive, flexible, and based firmly upon the notion that the ultimate goal of any plan is to create – or protect – a great place. We live in specific physical places in the world. Failure to fully appreciate how our physical environments affect our health, happiness, and prosperity – Frederick County's *livability* – is a missed opportunity that is not in keeping with Our Vision.

To accomplish the goals of the LFMP, Frederick County will commit to an on-going effort to develop Community and Corridor Plans for our future growth areas, our commercial and mixed-use corridors, our existing villages, and our critical natural resource areas. These area-specific plans will function as amendments to the Livable Frederick Comprehensive Plan and will be used to revise, amend, and inform Frederick County's Comprehensive Plan Map, the Master Water & Sewerage Plan, the Zoning Map, and the Capital Improvement Program (CIP).

The long-range plans of our municipal partners will also be integrated into this countywide planning framework. As previously proposed in Frederick County's Future, as each municipality initiates a comprehensive plan update for their jurisdiction, a tandem update of the Livable Frederick Comprehensive Plan will be initiated for the area surrounding that municipality. This will foster collaboration between the county and municipalities that may facilitate congruence regarding land use, infrastructure, and growth.

The Livable Frederick Master Plan - through its frameworks for action and development - will provide guidance as more detailed analysis, physical planning, and design is provided for each community or corridor studied. Ultimately, it is through these planning efforts – as well as through developing and updating a multitude of relevant functional or large area planning documents like those for water and sewer infrastructure, parks, historic preservation, and transportation – that Livable Frederick Comprehensive Planning will become the living collection of documents that is envisioned.

## **Large Area and Functional Plans**

Other means of amending the Livable Frederick Comprehensive Plan include large area plans and functional plans. Large area plans will provide focus on contiguous regions of the county, such as the Middletown Valley or the landscape and historic resources surrounding Sugarloaf Mountain. Functional plans will provide focus on specific "infrastructure" throughout Frederick County, such as transportation, agriculture, or natural resources. For example, the Green Infrastructure and Agricultural Infrastructure themes of the Thematic Plan are intended to pioneer focused planning efforts that will serve to update the comprehensive plan as a whole. A Multi-Modal Accessibility Plan could be developed as a comprehensive plan update to modify land use classifications and road classifications, or to indicate new connections.

Another important type of functional plan update involves the ability to make plan amendments that are not directly related to the targeted planning efforts identified above. Therefore, a "Land Use Maintenance Plan" is proposed in the LFMP as a mechanism to evaluate land use needs throughout the county that are outside of growth areas, and that are disengaged from specified large area plans or other functional plans. This plan is best updated cyclically.

## **Ordinances and Regulations**

There is an expectation with the development of any land use planning document that changes will be required in the codes and standards comprising the rules of place-making. The Zoning Ordinance and Subdivision Regulations are the two most prominent codes that will likely require modification in the future to allow Frederick County to move toward Our Vision outlined in the Livable Frederick Master Plan. It is the intention of Frederick County to pursue changes to these codes as identified in the policies of this plan and, as needed, to address specific challenges and requirements identified in the Community and Corridor Plans. Topical amendments to the land development codes – outside of a specific area planning process – may also be necessary as Frederick County seeks to solve problems and meet the demands of infrastructure, housing, and employment.

### ***Zoning Map/Land Use Map Amendments***

When needed for the creation of a Community and Corridor Plan, amendments to Frederick County's Zoning Map or Comprehensive Plan Land Use Map will be developed and adopted as part of that process, or immediately following the adoption of the plan. It may also be necessary to address comprehensive plan mapping changes to large areas or sub-areas of the county in order to ensure consistency between these maps and the Livable Frederick Master Plan.

## Context

### Comprehensive Planning in the State of Maryland

The Land Use Article of the Annotated Code of Maryland states that once a planning commission is legislatively created, it has the function and duty to prepare a comprehensive plan for its jurisdiction, and to present this plan to the local legislative or governing body for its consideration and adoption. The comprehensive plan must serve as a guide to public and private actions and decisions to ensure the development of public and private property in appropriate relationships. Each jurisdiction must review and, if necessary, update its comprehensive plan every ten years.

### Property Rights

The Livable Frederick Master Plan fully supports stable and enforceable private property rights under the laws of our county, state, and nation. Acknowledging and protecting these rights in our community plans, policies, and regulations can provide property owners with key incentives to invest in our neighborhoods and employment centers, bringing benefit to the broader community.

Both the U.S. Constitution and Maryland State law support land use planning, undertaken by and for local communities, that balances private property rights with public health, safety, and welfare. The Livable Frederick Master Plan is a key part of Frederick County's planning process, intended to guide our progress toward commonly held goals in areas such as economic development, housing affordability, community health, and transportation choice.

### Consistency with the County Comprehensive Plan

The concept of "consistency" as described in the Maryland Annotated Code Land Use Article § 1-303 states that "...when a provision in a statute listed under §1-302 of this subtitle requires an action to be "consistent with" or have "consistency with" a comprehensive plan, the term shall mean an action taken that will further, and not be contrary to, the following items in the plan: (1) policies; (2) timing of the implementation of the plan; (3) timing of development; (4) timing of rezoning; (5) development patterns; (6) land uses; and (7) densities or intensities."

The issue of "consistency" relative to comprehensive planning in Maryland is multi-faceted. There are many types of consistency that are considered, related to local and state construction projects, local government land use regulation, and local plan accord with state planning visions, intra-jurisdictional plans (within county), local development decisions, and interjurisdictional planning (outside county).

According to the Maryland Office of Planning Models and Guidelines publication [Achieving Consistency Under the Planning Act of 1992](#) (Consistency Report), the method of examining consistency varies with the specific type of consistency being considered. However, some universal concepts are provided. These are related to: "1) clearly identifying what is supposed to be consistent with what; 2) identifying shared characteristics and looking for conflict, support, or neutrality; and 3) applying principles of logical coherence and reasonableness."

As a general rule of thumb, the following statement from the Consistency Report provides a guideline about determining consistency relative to land use regulations: "land use regulations and land use decisions should agree with and implement what the Plan recommends and advocates. A consistent regulation or decision may show clear support for the Plan. It may also be neutral – but it should never undermine the Plan."

There will often be ambiguities when judging consistency. When faced with an area of difficult judgement, emphasis should be placed on clear contradictions, illogical connections, and notable disagreements. In the end, determining consistency with the comprehensive plan should not be a forum for reversing adopted policies, but rather should support development that results in an implementation, over time, of the comprehensive plan's vision for the future. Additionally, consistency may not be binary. Sometimes development may possess both

consistent and inconsistent aspects relative to the comprehensive plan. This may make the issue of consistency a question of degree. If the comprehensive plan were interpreted as a “literal, exact translation from Plan to land use law over the entire jurisdiction, undesirable results might occur.”

The Comprehensive Plan Map is a central tool in making determinations of consistency, and remains so with the adoption of the LFMP. Given that this plan introduces a new kind of map (the Thematic Plan Diagram), some clarification of the role of this map relative to determinations of consistency is warranted. The Thematic Plan map is aspirational and is intended to incorporate the themes, policy, and vision of the LFMP, without being property-specific. Its primary purpose is to inform future planning on specific issues, including growth area boundaries, land use designations, capital facilities, and zoning.

## Capital Improvement Planning and Other Community Plans

While the Livable Frederick Master Plan is Frederick County’s policy guide for issues related to physical development, the Capital Improvement Program (CIP) is a critical mechanism utilized to plan for and fund substantial public projects, develop new facilities, and improve community infrastructure. Public dollars will always be limited, so there is a need to strike a balance between capital improvement priorities, and the revenues and funding sources available for such expenditures. When updating the annual CIP, the county should strongly consider the priorities that are listed within the Implementation Matrix as well as within other adopted planning documents.

Several current planning documents developed and updated by the county will add value to Livable Frederick Comprehensive Planning in future years. Some are required by statute, while others have been developed as the best mechanism to provide guidance and direction within a specific topical or functional area of interest. As appropriate, the following documents will continue to be updated and adopted on a regular basis and will be informed and influenced by the Livable Frederick Master Plan:

- Transportation Master Plan
- Historic Preservation Plan
- Water and Sewerage Plan
- Bikeways and Trails Plan
- Comprehensive Energy Plan
- Sustainable Action Plan for County Operations
- Land Preservation, Parks, and Recreation Plan
- Catoclin Mountain Scenic Byway Plan
- FCPS Educational Facilities Master Plan
- The Solid Waste Management Plan

## Assessing Progress

Frederick County must measure success, as well as identify challenges, in the ongoing effort to implement the Livable Frederick Master Plan. The Department of Planning and Permitting will be tasked with preparing an annual report to assess progress in implementing the LFMP’s recommendations and to set future priorities. This annual assessment should be used to guide county agency programs, capital improvement budgeting, and policy development to better achieve the goals called out in the Livable Frederick Master Plan. Assessments should be submitted to the County Executive, the Planning Commission, the County Council, the citizens of Frederick County, and any other relevant organizations for their review. The Department of Planning and Permitting should make this progress report a highly publicized effort to demonstrate the important role played by the Livable Frederick Master Plan in the decisions that most affect Frederick County’s growth and the everyday lives of citizens. Additionally, the progress report will provide leaders with the information needed to set priorities for implementation during each budget cycle, ensuring that the budget includes the necessary funds or other resources needed to move forward with plan implementation. The progress report will also be used to guide decisions regarding state and regional investments in Frederick County.

Moving forward, it will be necessary to continuously monitor the status of progress toward achieving the plan’s vision. At a minimum, county staff, the Planning Commission, County Council, and community representatives should review progress on plan implementation on a regular basis.

## Essential Implementation Principles

- The Livable Frederick Master Plan shall be the county's primary policy guide for the growth and development of Frederick County. All other county plans related to its growth and development and related infrastructure plans must be reviewed for consistency and/or compatibility with the Livable Frederick Master Plan.
- The county's development regulations shall be consistent with the Livable Frederick Master Plan, such that regulations facilitate, and do not inhibit, the implementation of LFMP policies.
- The county's regulations shall be regularly reviewed to account for any adopted Livable Frederick Master Plan amendments, emerging issues, and market or real estate trends.
- The Livable Frederick Master Plan shall be consulted when establishing priorities within the county's Capital Improvement Program (CIP).
- All county departments shall submit annually to the Planning Director a list of plans and studies to be undertaken or updated in the coming year, in order to take advantage of joint planning opportunities and to maintain consistency with the Livable Frederick Master Plan.
- Area-specific planning studies – including Community and Corridor Plans – shall be responsive to the needs of the neighborhood and community while continuing to support and reflect Our Vision. Planning studies undertaken in future years should also be sensitive to economic development policies and priorities, land use market conditions, implementation challenges, available staffing resources, and available funding. Studies such as those conceived as Community and Corridor Plans should generally include an existing conditions inventory, future land use recommendations, aesthetic and functional public space improvements, circulation improvements and transportation management, capital improvement requirements and financing strategies, the need for zoning or subdivision code changes, and other implementation factors. If necessary due to the findings of the area-specific plans, amendments to the Livable Frederick Master Plan should be introduced to ensure internal consistency for the areas involved.

## Summary

In summary, this User's Guide recommends that the county put the Livable Frederick Master Plan into action by taking the following steps:

- Review progress annually through the publishing of a Livable Frederick Progress Statement, to be brought to the Planning Commission for review and discussion to determine if the county is making measurable progress toward the achievement of its goals.
- Revise and incrementally update maps, codes, and strategies regularly (zoning, land use, transportation) to maintain consistency between the vision presented in the LFMP and Large Area, Functional, and Community and Corridor Plans adopted by the county.
- Revise and update codes regularly to maintain consistency with the vision presented in the LFMP, and to remain consistent with adopted Community and Corridor, large area, and functional comprehensive plan updates.
- Revise and update complementary supporting studies and plans to maintain consistency with the LFMP.
- Use the Capital Improvements Program (CIP) to ensure that county spending supports the vision laid out in the LFMP, as well as the development or redevelopment strategies identified in Community and Corridor plans.
- Develop a protocol for seeking collaboration between the County Executive, the County Council, and the Planning Commission in putting forward an annual workplan for the Department of Planning which will establish the planning efforts to be undertaken in the following fiscal year. An outline for projects in the following 5 years shall also be a part of this workplan to encourage consistency and regularity in the planning process for all citizens and landowners.

# OUR VISION

*Our Vision is composed of three parts: a statement, a description, and a set of four vision themes, with each section presenting a finer and finer grained depiction of Frederick County as envisioned in 2040. The "statement" is presented on the following page, and is intentionally succinct and broad. The "description" is on the pages that follow, and provides a more detailed narrative. The four vision themes - Our Community, Our Health, Our Economy, and Our Environment - are even more specific and detailed. They are presented in the Action Framework portion of the Livable Frederick Master Plan and form the aspirational basis from which the goals and initiatives in each section are derived.*

Vision Statement

**IT IS THE YEAR 2040.  
FREDERICK COUNTY IS A  
VIBRANT AND UNIQUE  
COMMUNITY  
WHERE PEOPLE  
LIVE, WORK, AND THRIVE  
WHILE ENJOYING A  
STRONG  
SENSE OF PLACE  
AND BELONGING.**



*A Vivid Description of Our Vision*

*Our **COMMUNITY** enables young and old to lead fulfilling lives. We ensure that all people can be successful, enjoy a **HIGH QUALITY OF LIFE** and are free from poverty.*

*Residents are energized by our **UNIQUE SENSE OF PLACE**, our rich and deeply rooted history, small towns, natural resources, and cultural amenities.*



*Frederick County provides interesting and fulfilling **JOBS** and options for everyone to support their families.*

*We embrace businesses of all types and sizes to ensure a vibrant and **STRONG ECONOMY.***

*We value our traditional industries while seizing the opportunities of **THE FUTURE,** healthcare, biotech, advanced technology, and more.*



**AGRICULTURE** *is vibrant and viable. People love fresh food and farm to fork.*

**GOOD HEALTH** *is fundamental to our quality of life. We value a **HEALTHY ENVIRONMENT**, clean air, water, and green energy, and are good stewards of our environmental & natural resources.*

*Frederick County planning enhances our towns and neighborhoods, while preserving what we love:*  
**FARMS, HISTORY, OUTDOOR ACTIVITIES, and THE ENVIRONMENT.**



*Our transportation system is **MULTI-MODAL** and diverse. It moves people, and goods both locally and regionally, in a timely and safe manner, and provides the ability to enjoy and function in life **WITHOUT NEEDING A CAR.***

*Frederick County is a **SAFE PLACE** to live, work, and play due to our many committed emergency services providers and caring communities.*



*Frederick County offers excellence in public  
**EDUCATION** and lifelong **LEARNING**  
opportunities, which results in an educated  
and trained workforce to ensure our long term  
economic prosperity.*



*Frederick County* **PROVIDES GREAT PLACES TO LIVE**, from our small towns and villages, to our urban downtown, quaint main streets, and rural countryside.

*There is* **SOMETHING FOR EVERYONE!**



# DEVELOPMENT



# FRAMEWORK



# Scenario Planning

This plan is a policy-focused document that employs a scenario planning process and modeling tool aimed at reducing guesswork and creating an objective base of knowledge for consciously creating a future Frederick County that embodies our values and aspirations. The scenario planning process allowed us to imagine a variety of possible futures and analyze the impacts and outcomes of those futures.

The scenario planning process is not simply about projections of data or linear views of the future. At its core, it is an endeavor in understanding how different forces interact and may help us create a future that is different from the system of land and community development in which developers, public officials, and communities have operated in since the rise of the automobile.

The scenarios described below are not rhetorical - they are not designed to show a predetermined preferred option in the best light. The scenarios are also not contingency plans - they are not intended to provide one course of action if one set of events occurs, and another equally valid set of options if a different set of event occurs. Rather, they are analytical. They allow us to think beyond the customary "predict and plan" approach and provide a means to explore four different, but not mutually exclusive, hypotheses about growth in the county. The outcomes of these scenarios are measurable and provide valuable information that informs our choices about how to grow.

The Livable Frederick scenario planning process is based on the premise that Frederick County's growth and economic development is influenced by both regional and local dynamics, as well as changing market demands for both housing types and employment locations. Therefore one of the first steps in scenario development entailed an analysis of economic and growth trends in the greater Baltimore-Washington region. Specifically, this investigation included questions about the kinds of jobs, people, and households that would likely drive demand for growth in Frederick County over the next several decades. A second analysis was then conducted that involved examining how different growth patterns - scenarios of where new jobs and households may be located in Frederick County - could be influenced by various policy decisions, Our Vision, and other considerations. Finally, an outcomes analysis was conducted that examined a variety of impacts, such as differences between each scenario in accessibility, land consumption, and the satisfaction of the demand for different kinds of physical places.

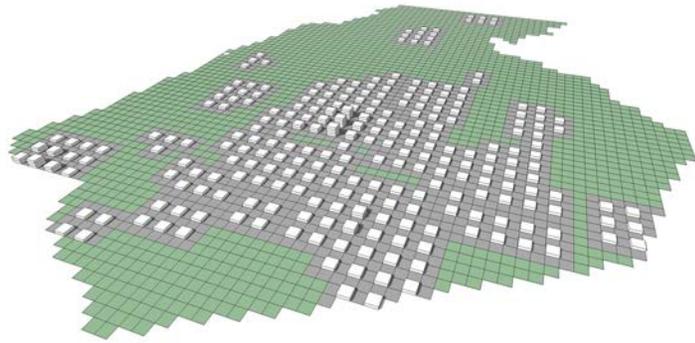
The first analysis involved forecasting regional and local growth in order to derive a series of "control totals" for the number and type of jobs and housing that may occur in Frederick between the years 2015 and 2050. A forecasting method was employed that developed a picture of growth in Frederick County by examining trends in the broader Metropolitan Washington Council of Governments region in which Frederick County is located. A 2015 to 2050 increment of growth for jobs and housing was developed and became the basis for the analysis of various growth scenarios in the county. Notably, this forecast integrated an analysis of the physical, place-based preferences of different markets for jobs and housing.

A second analysis involved determining where the increment of growth - the forecasted new jobs and households in the county to 2050 - might be located based on the characteristics of physical places in a variety of scenarios. The centerpiece of this analysis is CorPlan, a GIS (Geographic Information Systems) based modeling tool developed by Renaissance Planning. More information about CorPlan can be found at Renaissance Planning's website here: <http://www.citiesthatwork.com/corplan/>.

Several scenarios were developed. First was a scenario that reflected development patterns that are currently in place and that are currently reflected in existing comprehensive plan policies referred to as the "Business As Usual." Then three other hypothetical scenarios were created which support the development patterns that align with the aspirational criteria of the vision and the demand characteristics of our forecasted growth. Specifically, these three scenarios each supported a different aspect of a multi-modal accessibility focused development pattern. These are "City Centers Rise," "Suburban Place-Making," and "Multi-Modal Places and Corridors."

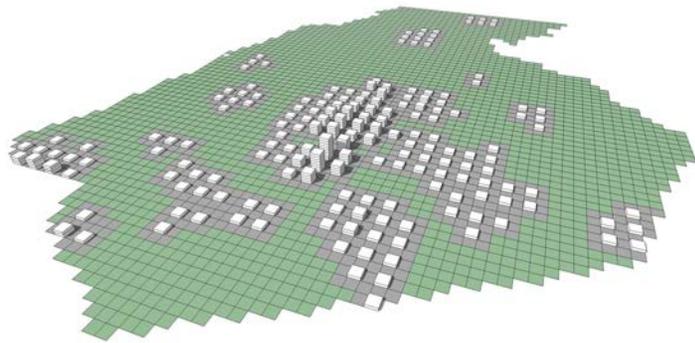
### **Business As Usual**

Maintains existing policies supporting land use, keeping our direction for future growth “as is.” The future direction of growth in the county develops as a continuation of the current land use configuration following the pattern of past trends.



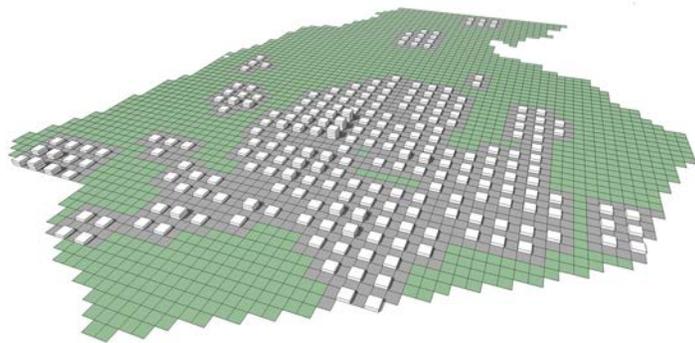
### **City Centers Rise**

The City of Frederick and surrounding developed county land form a major urban, cultural, and activity center. Therefore, growth potential is maximized in and around the City to create even stronger places for walkable, urban living and working while retaining our sense of historic significance and connection.



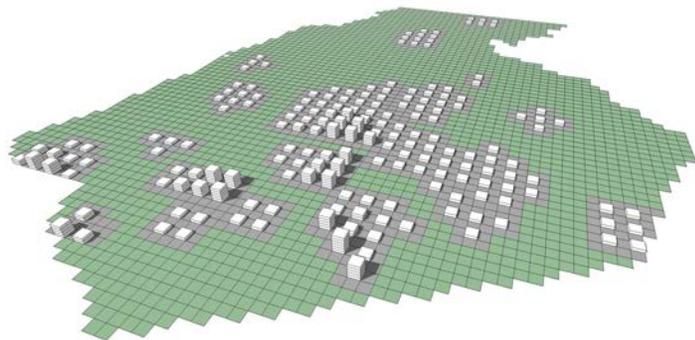
### **Suburban Place-Making**

Many of our residents love suburban living. Therefore, in this scenario, reinvestment is targeted toward existing suburban communities through infill development and redevelopment that creates additional opportunities to walk, shop, work, and recreate closer to home.



### **Multi-Modal Places and Corridors**

Our county has existing infrastructure connections to the greater Baltimore-Washington Region, through rail service, transit operations, and major highways. In this scenario, these existing assets are leveraged to create multi-modal corridors that help catalyze the redevelopment of aging retail and office areas, while creating new mixed-use places in the southern part of the county.



Several baseline conditions established a resolute framework for the scenarios. First, pipeline development in the county and in our municipalities was allocated as currently approved for all of the scenarios. No scenario assumed any kind of alteration to pipeline development. Secondly, all Natural Resource designated lands (on the Comprehensive Plan Map) in the county, as well as any other significant natural features and working lands, were categorized into place types that limited the allocation of new development. As such, the pipeline of approved development, natural resource features, and working lands of the county were assumed to be substantially unaltered by the scenario analysis.

## Outcomes

In the final step of the scenario planning process, the impact and outcomes for each scenario were analyzed. This involved estimating the impacts of new growth on our environment, economy, and transportation system. During this final step, the sensitivity of several indicators was evaluated relative to different growth scenarios. This informed decisions about the public policy direction that will support Our Vision. Some specific benchmarks that were considered include the following:

- Acreage of newly developed land
- Percent of new housing by type (housing choices)
- Acreage of agricultural lands consumed
- Energy consumption
- Acreage of green infrastructure impacted
- Air quality
- Percent redevelopment or infill
- Proximity to key destinations
- Attractiveness of new growth to different market segments (household types and job types)
- Percent of new development (housing and jobs) located in walkable, multi-modal centers
- Vehicle Miles Traveled (VMT) and mode split (percent auto vs. non-auto travel)

The scenario process illuminated several key findings that ultimately can be incorporated into updates to the comprehensive plan. These include the following:

- A significant amount of the county's share of future household growth is likely to occur in currently planned developments known as the "pipeline growth." However the traditional suburban patterns assumed with this growth may not be matching up with future market demands for greater housing choices and more walkable communities. Therefore, *there may be an opportunity to revisit some of the assumptions associated with the pipeline development.*
- Creating more multi-modal places and corridors (compact, walkable and transit-ready), positions the county well for different job sectors – but doesn't noticeably change overall travel behavior in terms of reducing countywide Vehicle Miles Traveled (VMT) or use of non-auto modes (walking, biking, or transit) to get around. Therefore, *there may be certain corridors or subareas of the county where new growth, infill or redevelopment could be targeted with more compact, mixed-use patterns supportive of a less auto-dependent lifestyle.*
- Affordability of housing within the county will continue to be an issue with demand for wealthier households remaining high. Therefore, *there may be specific opportunities where the county and its private-sector development partners can target production of more housing options with ample access to more transportation choices so that we can continue to attract the workforce needed for the creative economy, healthcare jobs, and other service industries.*
- All of the scenarios intentionally push development away from sensitive natural resources, green infrastructure, and working lands. However, *additional efforts may be needed to create greater incentives for contiguous natural spaces and working lands preservation.*
- Infill development within our existing suburban neighborhoods can create more amenities located closer to where people live and provide more opportunities for walkable neighborhoods. *There may be many opportunities for this type of infill development in the county.*
- The creation of job centers within walkable, multi-modal areas is aligned with the workforce talent in the creative and high-tech industries. Therefore, *there is opportunity to identify the best locations for future job centers that can achieve these types of development patterns.*

# The Thematic Plan

The Thematic Plan derives its name from the fact that its purpose is to support the vision and its four vision themes of Our Community, Our Health, Our Economy, and Our Environment. The Thematic Plan represents a logical mix of the best ideas taken from each of the strategies explored during the scenario planning process, and provides a point of reference by which the county can find solutions to the challenges it faces in future years.

Each of the studied scenarios focuses on different approaches for improving multi-modal accessibility and providing transportation and housing choices for county citizens (with the exception of the “Business As Usual” scenario, which considered how the county might develop in future decades if current growth policies remained in place). This is the case for a number of reasons.

First, according to Metropolitan Washington Council of Governments (MWCOC) Round 9.0 Cooperative Forecasts (adopted in November 2016) 41,700 new households are projected to develop in the county and its municipalities between 2015 and 2045 (annualized to 1,345 new households per year). As of January 2019, the residential development pipeline for both the county and municipalities includes 21,348 available, with 11,789 located in the county’s jurisdiction and 9,559 located in municipalities. This means that countywide (municipalities and county), about 59% of projected growth between 2019 and 2045 could be accommodated by existing approved pipeline dwellings. These pipeline dwellings are largely auto-oriented, single-family, suburban housing units, and while they could mathematically satisfy a significant share of the future demand for housing, this does not mean that planning efforts can be suspended until 2045. In fact, there is a pressing need and opportunity to augment this supply by supporting future development patterns that do not rely solely on automobiles for transportation.

Second, the scenario planning process revealed that there will likely be a significant shift in demand for places that are designed to support multi-modal accessibility. This trend is evident in both the employment and residential markets. Elements that will contribute to successfully meeting this demand include having retail, housing, and transit options in close proximity to places of work.

Third, importantly, is that the values and aspirations articulated in Our Vision and its four themes will be best supported by development patterns that foster multi-modal accessibility. For example:

- **Our Community** is supported by multi-modal accessibility through encouraging housing that is serviced by transit to reduce transportation costs, and by ensuring that streets are walkable and accessible, fostering social interaction and reducing social isolation.
- **Our Health** is supported by multi-modal accessibility by providing walkable neighborhoods that allow for active lifestyles and reduce reliance on the car, and by making services more accessible to those who need them.
- **Our Economy** is supported by multi-modal accessibility by providing the types of walkable, accessible places in which workers are seeking to reside and that employers are seeking when they make location decisions. This will help make Frederick County communities primary centers of employment in the region, and will create the types of livable places our future workforce demands.
- **Our Environment** is supported by multi-modal accessibility by reducing the number of vehicle miles traveled, supporting more efficient means of transportation, and by reducing the need for significant future expansion of development into rural and natural resource areas.

For these reasons, the overarching strategy of the Thematic Plan is to achieve a more multi-modal pattern of growth, while leveraging the existing pipeline of conventional suburban development. Therefore, the plan focuses on opportunities to enhance existing places, and create new places that are less auto-dependent, more walkable, bikable, and transit supportive, and that support progress toward commonly held goals of housing affordability, community health, transportation choice, environmental sustainability, and economic development.



# What Is Multi-Modal Accessibility?

## Multi-Modal vs. “Uni-Modal”

Today, the way we get from one place in our community to another is almost entirely by means of the automobile. Other ways of getting around such as walking, biking, or taking a type of public transit like buses and trains, are a distant second when it comes to the transportation choices we are able to make.

However there are other modes of transportation available, and for various reasons travelers often need or prefer travel by alternative modes. For example, many people cannot drive, including adolescents, older adults, people with disabilities, and people with economic challenges. Non-drivers therefore have less ability to access activities. Travelers may prefer alternative modes for exercise or enjoyment, such as walking or cycling, or for efficiency and stress reduction through the use of public transit.

Society could benefit from more efficient management of road space that favors higher “value” trips and more efficient travel modes in order to reduce traffic congestion, parking costs, accidents, and pollution emissions. If walking and cycling conditions, and public transit service quality were better, how much more would people rely on these modes, and how much less automobile travel would occur?

People would not likely be able to, or choose to, forego driving altogether. But there are indications that given better transport options and more efficient incentives, people would rationally choose to drive less, rely more on alternative modes, and be better off overall as a result.

For example, completing the sidewalk network in a typical U.S. town on average increases non-motorized travel 16% and reduces automobile travel 5%. Residents of transit-oriented communities tend to use alternative modes 2-10 times more frequently, and drive 10-30% fewer miles, than residents of automobile-oriented communities. Even larger travel reductions occur if improvements in alternative modes are implemented in conjunction with incentives such as more efficient road, parking and insurance pricing.

This indicates latent demand for alternative modes - a multimodal transportation approach. Many people would like to rely more on alternative modes but are constrained by poor walking and cycling conditions and inadequate public transit services.

## Mobility vs. Accessibility

Just as an automobile is a machine for mobility, a city is a machine for accessibility.”

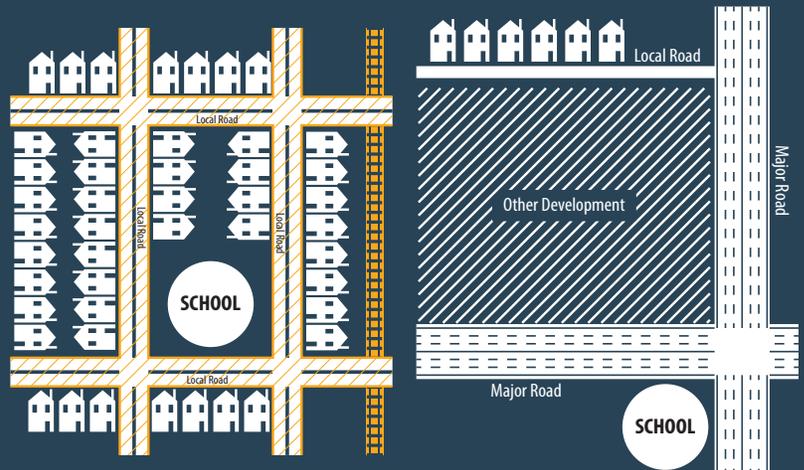
*Levinson, Krizek and Gillen 2005, excerpted from the Online TDM Encyclopedia published by the Victoria Transport*

Access is the goal of any transportation system, and it can be argued that access is the central asset of developed areas, afforded by easy and widespread mobility. Mobility involves the efficient movement of people and goods by providing capacity and maximizing flow. Transportation that focuses on mobility is measured relative to capacity and flow.

From a mobility perspective, wider roads, more frequent transit service, and more sidewalks and pathways are the goals. However, a vital land use component, namely the relationship between origins and destinations, is not considered.

Accessibility encompasses the relationship between origins and destinations, and focuses on the ability to reach destinations, not on movement itself. If the goal of transportation is to increase access to destinations, and not simply to improve and perfect a single technology of transport, then greater consideration must be given to other forms of transportation and the land use patterns that they support.

Transportation accessibility is optimized with multimodal transportation and land use patterns that support more compact, mixed-use, walkable communities, which reduce the amount of travel required to reach destinations.



Locating an elementary school based on accessibility: The surrounding land uses make the school easy to get to by walking, biking, bus, and car. The distance between origins and destinations is a major factor that enables various travel modes.

Locating an elementary school based on mobility alone: The surrounding land uses make it easy to get to the school by car (assuming there is no traffic), but not by walking, biking, or bus. The distance between origins and destinations is not considered due to the presence of high capacity roadways.

## Growth Strategy

An important task of the Thematic Plan is the re-definition of the general growth strategy for the county such that it aligns with Our Vision. This plan's growth strategy is proactive by identifying preferred portions of the county for locating growth, as well as attempting to capitalize on existing assets in the county that can play a significant role in efficiently meeting the demand for growth. The Thematic Plan represents a significant evolution of the "Community Concept" strategy historically used to structure growth in Frederick County.

## Pipeline Development

As proposed, this redefinition of growth strategy will not directly affect approved pipeline development. The county has a significant supply of approved dwelling units, referred to as the residential development pipeline. Of the 33,060 previously approved dwellings and 21,348 available pipeline dwellings (as of January 2019), many have related Development Rights and Responsibilities Agreements (DRRA) that ensure their entitlements even if their zoning is changed. The Livable Frederick Master Plan is not a vehicle for the reversal of these approvals.

However, this significant residential pipeline presents an opportunity to re-evaluate the county's general growth strategy for the long term without causing significant impacts in the short term. The fact that a significant share of projected growth can be absorbed by existing approved dwellings relieves some of the imminent pressure to plan for significant additional development capacity. Therefore, rather than focusing on modifying land use designations, highway classifications, and the location of community facilities on the Comprehensive Plan Map in order to plan for sufficient growth capacity, the pipeline affords us the time needed for a re-evaluation of how our overall growth strategy can support community aspirations and intentions.

This is not to suggest that the quest to align any possible disconnects between the development models employed in the pipeline and the development models advocated by the growth strategy is abandoned. As often occurs during the long time frames associated with large scale development, modifications to housing types, use mix, and neighborhood design naturally occur. It is possible that these "organic" modifications may trend toward a more multi-modal pattern of development, such as that supported by the LFMP, in order to be more competitive in the housing marketplace. In other words, conventional patterns of development may evolve over time to support market conditions that demand multi-modal accessibility.

## The Community Concept

The Community Concept originated in the 1972 Frederick County Comprehensive Plan (1972 Plan), which described an overarching strategy for structuring growth referred to as the "environmental unit concept." The 1972 Plan proposed a system where the county was divided into a nested mosaic of increasingly smaller geographic areas culminating in distinct but unified communities characterized by the centralized provision of facilities and community services. The proposed geographic structure included the following hierarchy of boundaries: the entire county; eight separate regions within the county; districts within each region; communities within each district; and, neighborhoods within each community.

Subsequent planning in Frederick County adhered to the provision of eight planning regions as a means of managing the planning process for the county's expansive geography. However, the remaining aspects of this environmental unit concept were translated into the notion of the Community Concept, which supports the concentration of growth in discrete areas largely served by existing infrastructure. This strategy provided correspondence with Maryland Smart Growth legislation that supported funding for infrastructure in defined growth areas.

The Community Concept came to describe a hierarchy of communities that was defined by population, residential density, intensity of commercial and employment uses, and level of community facilities, among other variables. The 2010 Comprehensive Plan began to move away from the Community Concept's strict hierarchical structure, but preserved the basic strategy of focusing growth in specified compact areas, with some uniformity, throughout the county.

The Livable Frederick Master plan does not abandon the Community Concept strategy. However, it does support the continued evolution of its function in determining the structure of our growth. Instead of playing a singular

and central role, the Community Concept is retained as an underlying strategy that augments the Thematic Plan and is specifically identified within the Secondary Growth Sector. The underlying notion of compact development around existing communities, supported by the Community Concept, remains. In addition, the Community Concept continues to function as a centerpiece of the strategy of supporting growth within existing municipalities.

## Planning Sectors

The Thematic Plan is composed of four planning sectors, which are heavily influenced by the three scenarios-based growth strategies of “City Centers Rise”, “Suburban Place-Making”, and “Multi-Modal Places and Corridors.” They are: the Primary Growth Sector, the Secondary Growth Sector, the Agricultural Infrastructure Sector, and the Green Infrastructure Sector. The identification of these four sectors is intended to provide a distinction based more on category than on rank. Each sector has differing priorities, however *all four of them play an equally vital role in the support of livability in Frederick County.*

Planning Sectors, and their related subcategories described below, function as an overlay to the existing practice of designating Community Growth Areas. As delineated on the Comprehensive Plan Map, and as described in the Comprehensive Plan Map section of this plan, Community Growth Areas continue to be employed as a central aspect of our comprehensive planning.

The function of growth areas is to define an outer limit to the expansion of development into rural land. While they function well as a means of communicating a binary distinction between areas in the county targeted for growth versus areas that are not, they do not serve as a mechanism for identifying and articulating multi-level and vision-based aspirations or strategies related to growth. They do not explicitly identify growth areas that are better suited to support the vision and strategic objectives of the county.

The Thematic Plan functions as an expression of priorities for creating the types of places that will support Our Vision. This is accomplished, in part, by defining preferred development models tied to specific areas. The Thematic Plan references selective community growth areas identified on the Comprehensive Plan Map as a means of prioritizing growth strategies, as well as defining preferred growth patterns connected to specific growth areas.

## The Primary Growth Sector

The Primary Growth Sector articulates the locations and types of development that are to be emphasized as the county grows in future years. Given the significant existing pipeline of development, as well as the cumulative land area surrounding and within existing communities throughout the county that is currently designated in the Comprehensive Plan Map, the Primary Growth Sector may not correspond to locations where the majority of our future county-wide growth will be directed. Therefore, a basic purpose of the Primary Growth Sector is to support the long term strategic shift in the style and location of development that will occur in Frederick County.

The Primary Growth Sector is composed of land in and around Frederick City, including the Frederick City Growth Area, the Ballenger Creek Community Growth Area, the South Frederick Community Growth Area, and lands along major infrastructure corridors in the southern portion of the county that connect to regional employment centers. These areas include the Eastalco Growth Area, the Brunswick Community Growth Area, the Point of Rocks Community Growth Area, the Urbana Community Growth Area, and the I-270 Growth Area.

Two districts are identified within the Primary Growth Sector: the Central District and the Multi-Modal District. The Central District is composed of major developed areas in the county that have significant access to infrastructure and services - areas where there is high potential for development patterns that support multi-modal accessibility, and where a significant share of development may occur through infill and redevelopment strategies. The Multi-Modal District includes specific corridors in the county where growth potential will be maximized by leveraging the existing assets of rail and highway infrastructure that connect Frederick County to the greater Baltimore-Washington region. Emphasis is on building transit connectivity, centered on the City of Frederick, and creating multi-modal corridors that catalyze redevelopment of aging retail and office developments, while also creating new transit accessible mixed-use locations in the county.



# Thematic Plan Diagram

Primary Growth Sector	Secondary Growth Sector	Agricultural Infrastructure Sector	Green Infrastructure Sector	
Primary Growth Area	County Growth Area	Agricultural Lands	Natural Resource Lands	Transit Center
Rail Corridor	Municipal Growth Area	Rural Hamlet / Agricultural Support	Major Waterway	Highway Interchange
Highway Corridor	Suburban Retrofit	Agricultural/Rural Corridor	Sugarloaf Mountain Rural Heritage Landscape	E=Existing P=Proposed
Development Focus Area				
Multi-Modal Places (1/2 mile radius)				
Multi-Modal Spokes				

## Central District:

The Central District (see Figure 1) includes areas in and around the City of Frederick where future growth potential will be maximized through new development, redevelopment, and annexation, as well as areas outside of the city to the south in Ballenger Creek and South Frederick, including the South Frederick Triangle (the 85/355 Corridor). Emphasis for development is on strengthening places that support walkable, mixed use, urban living, while retaining a sense of place.

### The City of Frederick

Specific growth locations within the City of Frederick have been identified in partnership with the city and generally align with their plans for future growth. Their inclusion in the Thematic Plan does not imply that Frederick County is advocating for an extension of county planning jurisdiction over Frederick City. Rather, the Thematic Plan is intended to reinforce the cooperative relationship between Frederick City and the county.

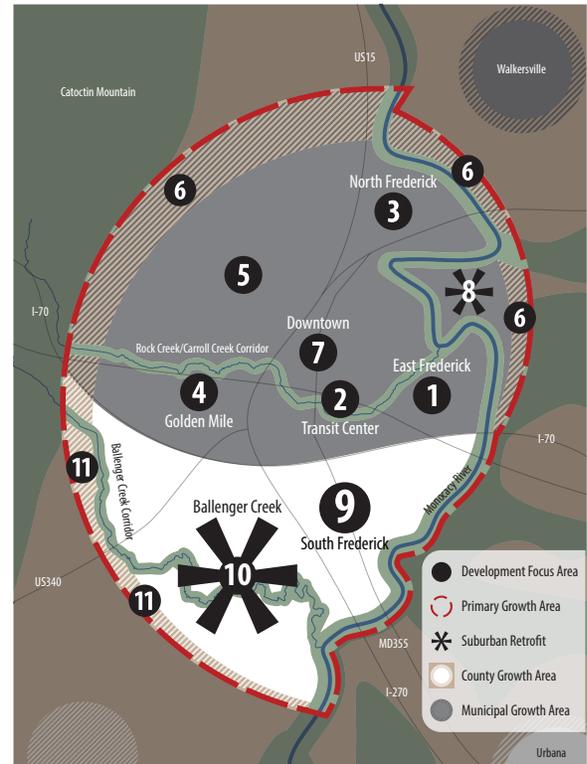
These locations include redevelopment of industrial uses and new greenfield development in East Frederick (1), transit-oriented development around the existing Frederick MARC Station (2), continued development in North Frederick (3), redevelopment along Route 40 - the "Golden Mile" (4), infill development throughout the city (5), and limited greenfield development through annexation around the city (6). Additionally, a development focus area is identified within Downtown Frederick City (7), which will certainly take primary form as infill and redevelopment. Finally, a suburban retrofit strategy may be possible within the industrial uses along the Monocacy Boulevard corridor. (8)

### The South Frederick Triangle

The South Frederick Growth Area (a.k.a. Frederick Southeast Growth Area) (9) is located to the south of Frederick City and bounded by I-270, I-70, and MD 144. This is a predominantly commercial and industrial area that includes the county's largest regional mall, corporate offices, industrial uses including a limestone quarry, and a MARC commuter rail station. Within this growth area, centered on MD85 and MD355, is the South Frederick Triangle (also referred to as the 85/355 Corridor).

Redevelopment is the primary mechanism for absorbing growth within the South Frederick Triangle. This is because the area has many advantages of infrastructure and location that can support higher density, mixed use development, as well as the fact that trends and forecasts support the relatively quick transition of land uses associated with the types of large scale commercial uses that exist in this area.

Figure 1: The Central District



- 1) East Frederick (Nicodemus, Renn, et. al.)
- 2) Downtown Frederick Transit Center (MARC and TransIT)
- 3) North Frederick (Market Square, Monocacy Center, Spring Bank, Bowersox, et. al.)
- 4) Golden Mile (Rt. 40) Redevelopment
- 5) Infill development throughout Frederick City
- 6) Annexation of Frederick City
- 7) Downtown Frederick City
- 8) Monocacy Boulevard Retrofit
- 9) South Frederick Triangle Redevelopment
- 10) Ballenger Creek Retrofit
- 11) Expansion of Ballenger Creek Growth Boundary

Development in the South Frederick Triangle will emphasize mixed-use development with the introduction of a significant number of residential dwellings and will focus on accentuating public space and walkability attributes. This will occur primarily through the redevelopment of existing commercial uses as they approach obsolescence. While transit-oriented development is supported in the vicinity of the existing MARC Station (see the discussion of the Multi-Modal District below), the extent of consideration for redevelopment will encompass the entire South Frederick Triangle. The scope of consideration for the redevelopment of this area will help realize its potential to become a far more urban landscape supporting proximity to jobs, services, and transportation options such as walking, biking, and transit.

**Ballenger Creek**

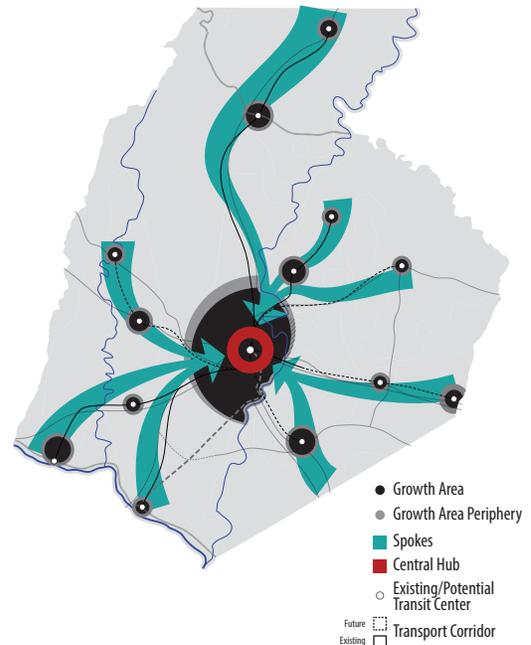
The Ballenger Creek Growth Area (10) is located to the south of Frederick City and is composed of a fragmented combination of employment, industrial, and residential uses. Residential use is predominant. In terms of the conversion of rural land to urban/suburban land, this growth area is largely built out. Currently, there are very few remaining “vacant” or undeveloped parcels of land in this area.

Therefore, while Ballenger Creek is identified as being within the Primary Growth Sector, emphasis in this area will be on a suburban retrofit growth strategy. This will include a focus on making the existing infrastructure more multi-modal, providing new infrastructure where needed to support multi-modal accessibility, and finding opportunities for higher density redevelopment - especially in the form of mixed-use opportunities in existing commercial areas. Additionally, limited extension of the Ballenger Creek Growth Area may occur (11).

**Hub and Spokes**

Development of the Central District will be leveraged by supporting a “hub-spoke” structural relationship between the Central District and the surrounding municipal and non-municipal communities throughout the county (Figure 2). This involves supporting the role of the Central District as a county “hub” where the flow of people accessing goods and services occurs along several “spokes” that emanate from the Central District and connect to surrounding, outlying communities. This strategy achieves a form that supports multi-modal accessibility through implementing this “spoke-hub” model as a transit distribution strategy. This is a way of distributing transit service in which routes are organized as a series of “spokes” that connect outlying points (transit centers within communities) to a central “hub” (the Central District). This approach can reinforce primary growth in the central portion of the county, while supporting activity and secondary growth in surrounding communities.

Figure 2: Spoke Hub Distribution



## Multi-Modal District:

### The Rail Corridor

The Rail Corridor represents a concentration of growth within a development corridor in the southern portion of the county along the existing CSX/MARC rail line that runs from the Downtown Frederick Transit Center to Point of Rocks (Figure 3). Growth along the Rail Corridor will occur in the form new development and redevelopment in a transit-oriented, mixed-use fashion. The existing Monocacy MARC Station, located behind the Riverview Plaza on MD 355, provides an opportune location for such future development.

### New Town

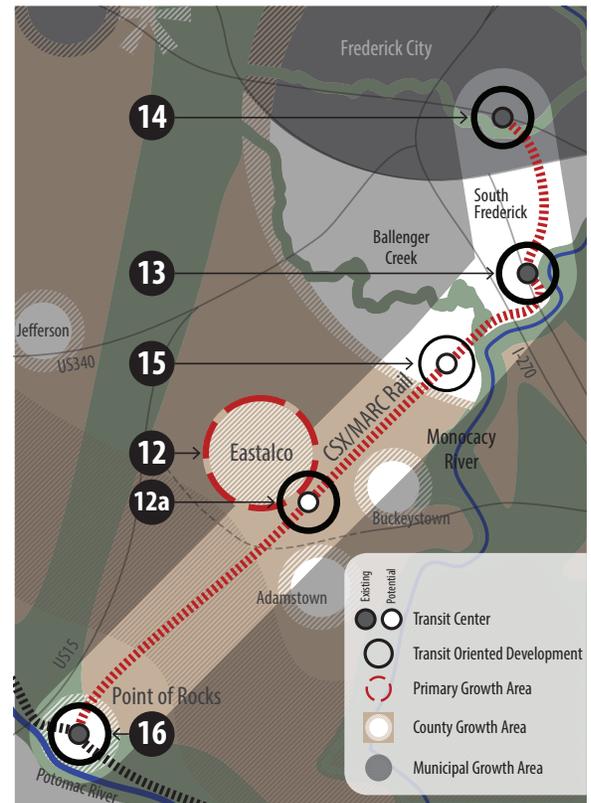
A major focal point for new development is identified in the area surrounding the decommissioned “Eastalco” site (12) (identified as the Eastalco Employment Area in the 2010 Plan, and including land holdings of the former Alcoa aluminum refinery and production plant located along Manor Woods Road between New Design Road and Ballenger Creek Pike). This area is currently the largest concentration of industrial land in the county. However, it presents significant potential for growth in the form of a transit oriented, mixed use development “new town” that includes significant employment and industrial uses. Development in this form should, in coordination with CSX and MARC, include a new MARC station (12a) to serve residents and employees in the growth area.

As a proposed new town, this area constitutes a form of greenfield development but does not undermine the objectives of the LFMP to moderate the expansion of new development into rural land. There is much in this plan, both implied and explicitly stated, about the desire to de-emphasize, or move away from, an exclusive emphasis on greenfield development. Therefore it may seem counter-intuitive to suggest that a major aspect of the growth strategy advocated by the Thematic Plan involves a significant greenfield project, such as the Eastalco site. One perspective may be that the way to offset greenfield development is to have a singular focus on redevelopment of existing areas in a more efficient and compact fashion, not to advocate for the conversion of rural land to “urban” land.

However, it is highly unlikely that all future growth can or will be addressed solely by maximizing existing infrastructure and services through infill and redevelopment. This conclusion implies that a necessary strategy of any responsible plan is to consider the conversion of some rural land to urban land for the purpose of accommodating growth.

In perhaps its most familiar form, this has occurred in Frederick County through the outward expansion of communities into rural land, either through annexation or rezoning. The result of this expansion has been much closer to the haphazard, land consumptive, inefficient, low density pattern of growth known as “sprawl”, than to any notion of settlement continuity, development concentration, efficiency, or multi-modal accessibility.

Figure 3: The Rail Corridor



- 12) Eastalco New Town and Transit Oriented Development
  - 12a) Multi-Modal Development Surrounding Potential New MARC Station
  - 13) South Frederick Triangle Redevelopment and Multi-Modal Center
  - 14) Downtown Frederick Transit Center (MARC and TRANSIT)
  - 15) Potential Multi-Modal Development Within Ballenger Creek East
  - 16) Potential Multi-Modal Development in Point of Rocks in Proximity to Train Station
- Not shown: Brunswick City Multi-Modal Development

However, greenfield development *can* occur in a manner that is efficient and highly supportive of multi-modal accessibility. If conceived of as an integrated whole that is compact, mixed-use, walkable, and supports multi-modal accessibility, then the footprint of such a “new town” around the Eastalco site could be minimized, preserving acres of surrounding rural land that would otherwise become covered with low density development if expansion of existing growth boundaries was the only approach.

In abstract terms, a new center is required to concentrate growth. *The continued expansion of the edge of an existing settlement does not inherently support concentrated growth.* Rather, outward spread is by nature a process of dilution. A “new town” type of development at the Eastalco site, one that concentrates growth, is therefore one of the best options for growing in a manner that preserves our rural land.

#### *Monocacy MARC Station*

A second focal point for growth is the South Frederick Triangle (or the 85/355 Corridor) (13), particularly the area surrounding the existing MARC station. This location represents another example of the best options for growing in a manner that preserves our rural land and that supports multi-modal accessibility. Its current incarnation as a suburban center for commercial retail and office belies its potential to be redeveloped in a more urban fashion, one that can create a new city-like environment, centered around the existing Monocacy MARC Station, and that includes residential development.

Few areas in the county are endowed with the degree of infrastructure investment that exists within the South Frederick Triangle. Yet the intensity of development is relatively minimal, constrained as it is by the emphasis on auto-centric design formats, among other factors. With proper planning, this area could become a vital urban environment that is on par with, yet distinct from, Downtown Frederick City.

#### *Downtown Frederick Transit Center*

The Downtown Frederick Transit Center (14) is located within Frederick City near the intersection of East Street and Patrick Street. It currently serves as a transit center for the county’s TransIT bus service and MARC commuter rail. Access to the TransIT Station and MARC Stations, adjacent vacant land, adjacent underutilized land, and redevelopment potential mark the area of Frederick City surrounding the Downtown Frederick Transit Center as having high potential for transit oriented development.

#### *South Ballenger Creek*

The South Ballenger Creek area is located within the southern portion of the Ballenger Creek Community Growth Area. This land is characterized by low density industrial and employment development with some residential development to the north. Notably, the CSX/MARC Rail Line runs through this area. South Ballenger Creek may present opportunities for innovative forms of development, both transit-oriented and rail-oriented, that support multi-modal accessibility (15).

#### *Brunswick*

The Brunswick Community Growth Area is the largest growth area in the Brunswick Region. As a hub for the Baltimore and Ohio Railroad in the late 19th century and through the first half of the 20<sup>th</sup> century, the town flourished until railroad operations were reduced in the 1950’s. Modern day Brunswick City functions as a commuter hub for Washington, D.C. The downtown area is designated a Main Street community with a growing mix of businesses and residential uses. With a combination of steeply sloping topography, direct adjacency to the Potomac River, active rail operations, and historic building stock, the City of Brunswick possesses a physical character and atmosphere that is decidedly unique in Frederick County.

#### *Point of Rocks*

Point of Rocks is an unincorporated community located along the Potomac River at the junction of MD 28 and US 15 (16). It contains some commercial, industrial, and retail uses. The majority of the community is composed of several major residential subdivisions. Most notably, the community contains an existing MARC Station.

Much of the Point of Rocks Community Growth Area is developed in the form of low density, suburban residential subdivisions. However, opportunities for higher density mixed use redevelopment may exist within proximity to the MARC Station, while accounting for the significant surrounding floodplain. Therefore, emphasis for growth within the Point of Rocks community will be on transit-oriented, mixed-use development, focused on leveraging the presence of the MARC station.

### The Interstate Corridor

The Thematic Plan Diagram identifies a corridor for growth and development along Interstate 270 leading from central Frederick City, through the Ballenger Creek Community Growth Area, and continuing along I-270 through the Urbana Community Growth Area and terminating at the northern edge of Hyattstown (Figure 4). This corridor emphasizes transit-oriented, mixed-use development to be served by a practical and affordable transit line (e.g., Bus Rapid Transit, Transitway) (17) that parallels Interstate 270 and takes advantage of public and private infrastructure improvements extended to the Urbana Community Growth Area in recent decades. Additionally, the Interstate Corridor will continue to capitalize on significant access to regional employment centers by supporting policies that facilitate the development of this area as a prime employment corridor enhanced by livable, mixed-use neighborhoods between the City of Frederick and northern Montgomery County.

#### Highway Interchanges

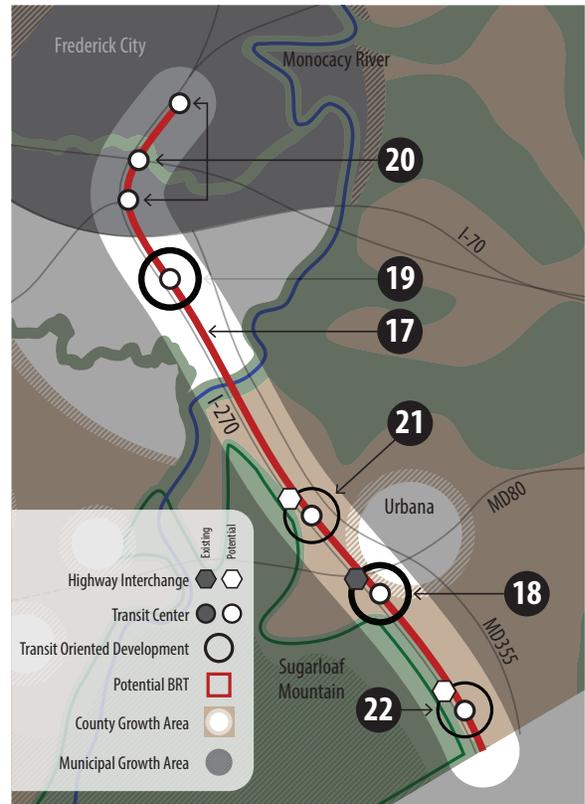
Development along this corridor is identified as transit-oriented centers primarily located at existing and planned future highway interchanges. This will occur in concert with the development of transit station locations in order to encourage multi-modal accessibility and a pedestrian-oriented growth pattern.

In and around the Urbana Community Growth Area, there is one existing interchange at I-270 and Fingerboard Road (MD80) (18), and there are two planned interchanges at I-270 and Park Mills Road (21) and I-270 and Doctor Perry/Mott Road (22). As a future transit line along I-270 comes to fruition, highway interchanges will function as natural locations for creating future transit stops and corollary transit-oriented development.

Within Frederick City, there are a number of existing highway interchanges along US15 (20). Given the existing concentration of development and walkability available within Frederick City, any of these locations may be suitable for future transit stops associated with a transit line along I-270.

Finally, as planning for the South Frederick Growth Area continues, the passage of I-270 through this area suggests that there may be long-term opportunities for the creation of an additional transit stop. This will take the form of walkable, mixed-use, higher density development, and will be integrated into future plans for this area (19).

Figure 4: The Interstate Corridor



- 17) Potential Future Mass Transit Corridor
- 18) Urbana Multi-modal Development Surrounding Potential New Transit Station
- 19) Potential Multi-Modal Development at Future Mass Transit Station
- 20) Potential Future Mass Transit Stations
- 21) Potential Multi-Modal Development at Future Mass Transit Station
- 22) Potential Multi-Modal Development at Future Mass Transit Station

## The Secondary Growth Sector

As mentioned above, the identification of the four Sectors is intended to be a distinction of category rather than rank. It is important that all of the communities in the county provide the support and infrastructure needed to meet the demands of growth and conservation, and to develop in a fashion that is sanctioned by all those affected. However, the distinction between the Primary and Secondary Growth Sectors does involve some prioritization.

This is due to the fact that it is a central strategy of this plan to support multi-modal accessibility, and to leverage this by focusing on areas within the county that have significant existing infrastructure, such as Frederick City, the CSX Rail Line, and Interstate 270. This existing infrastructure is concentrated in the southeastern portion of the county, which will be under the greatest pressure for new growth and development due to its proximity to Washington D.C. and urbanized areas within Montgomery County. Therefore, a priority has been placed on those areas that can support the core strategy of the LFMP and that are under the greatest pressure for growth.

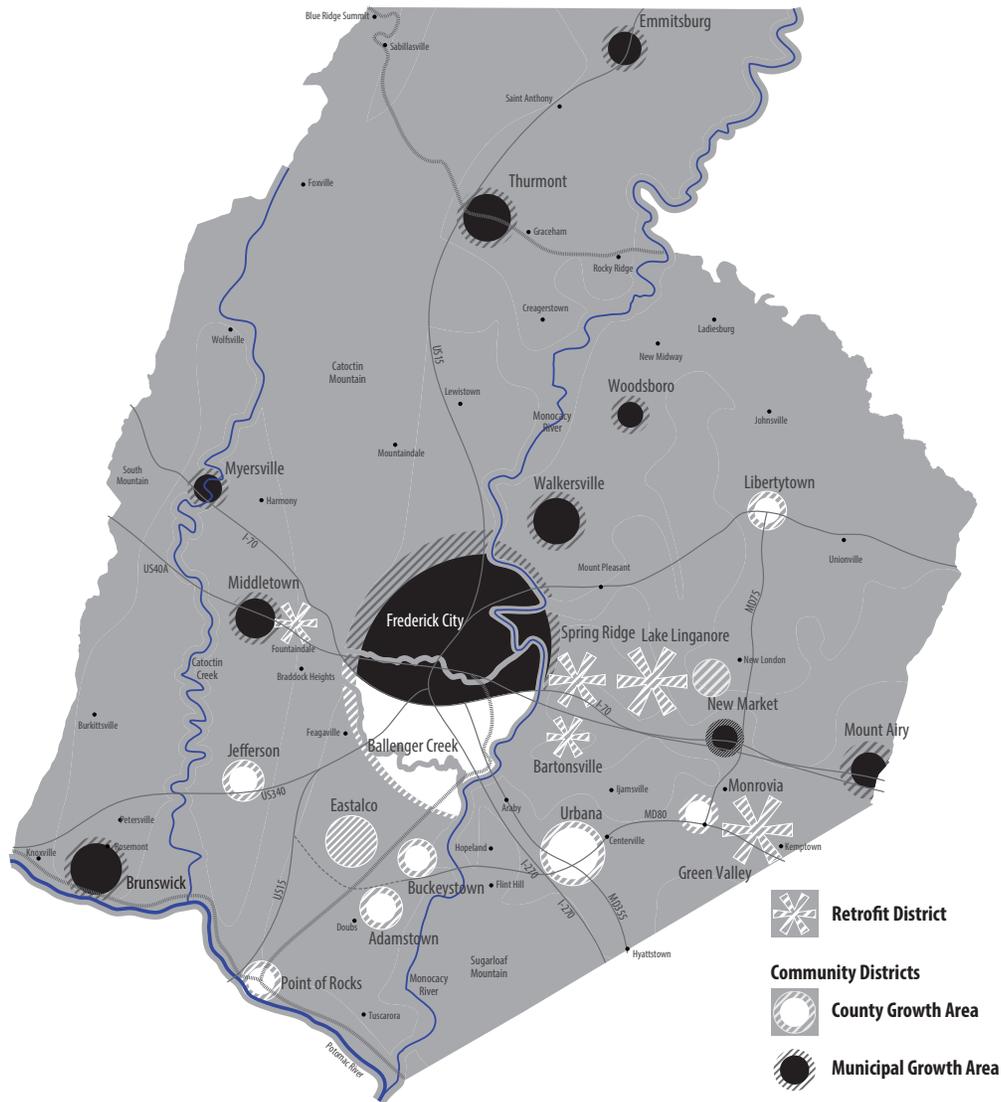


Figure 5: The Secondary Growth Sector

However, this is not meant to imply a lack of support of the continued ability of other areas within the county, especially our municipalities, to grow and develop. As described below, two types of districts within the Secondary Growth Sector have been identified to provide a framework for the continued growth and development of these areas of the county.

## Retrofit Districts

A community value to minimize the conversion of rural land to suburban/urban land, the rising preference for walkable, mixed-use places, the dwindling availability of major greenfield sites, a potential escalation in the number of vacant “greyfield” properties, and the presence of a number of older and conventional suburban developments in the county that could be made more walkable and could include small areas of mixed-use, are all factoring into the potential that one of the next major development projects in the county in the coming decades will be the retrofitting of our suburbs. Retrofit Districts are intended to support and improve existing suburbs to make suburban communities stronger by reinvesting in them with infill development and redevelopment that creates more opportunities to walk, shop, work and recreate closer to home. (Figure 5).

Retrofit Districts can include: the coordinated funding and construction of sidewalks; finding opportunities for road diets and complete streets; improving bikability; finding locations for mixed-use; and, making development more ecologically sustainable. Specific strategies involved in planning for Retrofit Districts will be identified in community or corridor plans. Some potential Retrofit District locations include Ballenger Creek, Fountaindale, Lake Linganore, Spring Ridge, Bartonsville, and Green Valley.

## Community Districts

As described above, the Community Concept is the growth strategy that has historically guided and structured growth in the county. Community Districts are the continuation of the traditional Community Concept strategy of directing growth into existing communities, many of which are municipalities, that are served with water and sewer. In fact, this approach continues as the underlying strategy for all growth and development in the county.

Community Districts align with the many Community Growth Areas identified on the Comprehensive Plan Map. Most of these growth areas are designated around the many existing municipalities in the county. They focus on the creation of distinct places that: keep agricultural and natural landscapes intact; maintain safe, healthy, and vital neighborhoods; provide robust systems of public infrastructure; provide ample and convenient connections to parks, trails and natural landscapes; and, ensure excellence in design and efficiency.

Inherent to Community Districts is the intent that a share of future growth and development will continue to occur within and around existing communities and municipalities. Cities, towns, and unincorporated places will continue to grow and thrive with new growth and redevelopment opportunities.

## The Green Infrastructure Sector

As the amount of developed land has increased, natural areas have not only decreased in quality and quantity, but have undergone significant fragmentation. Locally, this can negatively impact the vitality of the ecosystem and the health and happiness of county residents. At a regional and state level, the ability of Frederick County to protect its green infrastructure will benefit the Potomac River and the Chesapeake Bay. The Green Infrastructure Sector is therefore identified to support the conservation of natural resources and environmentally sensitive areas in the county, to direct urban/suburban growth away from green infrastructure and sensitive areas, and to ensure the protection and integration of green infrastructure where it exists within areas targeted for growth. (Figure 6) This sector will be further implemented through the development of a Livable Frederick Green Infrastructure Sector Plan.

The Green Infrastructure Sector can include two components: the green infrastructure network, and environmentally sensitive areas (and potentially others, such as energy). Green infrastructure networks contain a wide variety of natural features, but are composed primarily of two components, hubs and links. Environmentally sensitive areas often overlap but may also occur outside of identified green infrastructure networks.

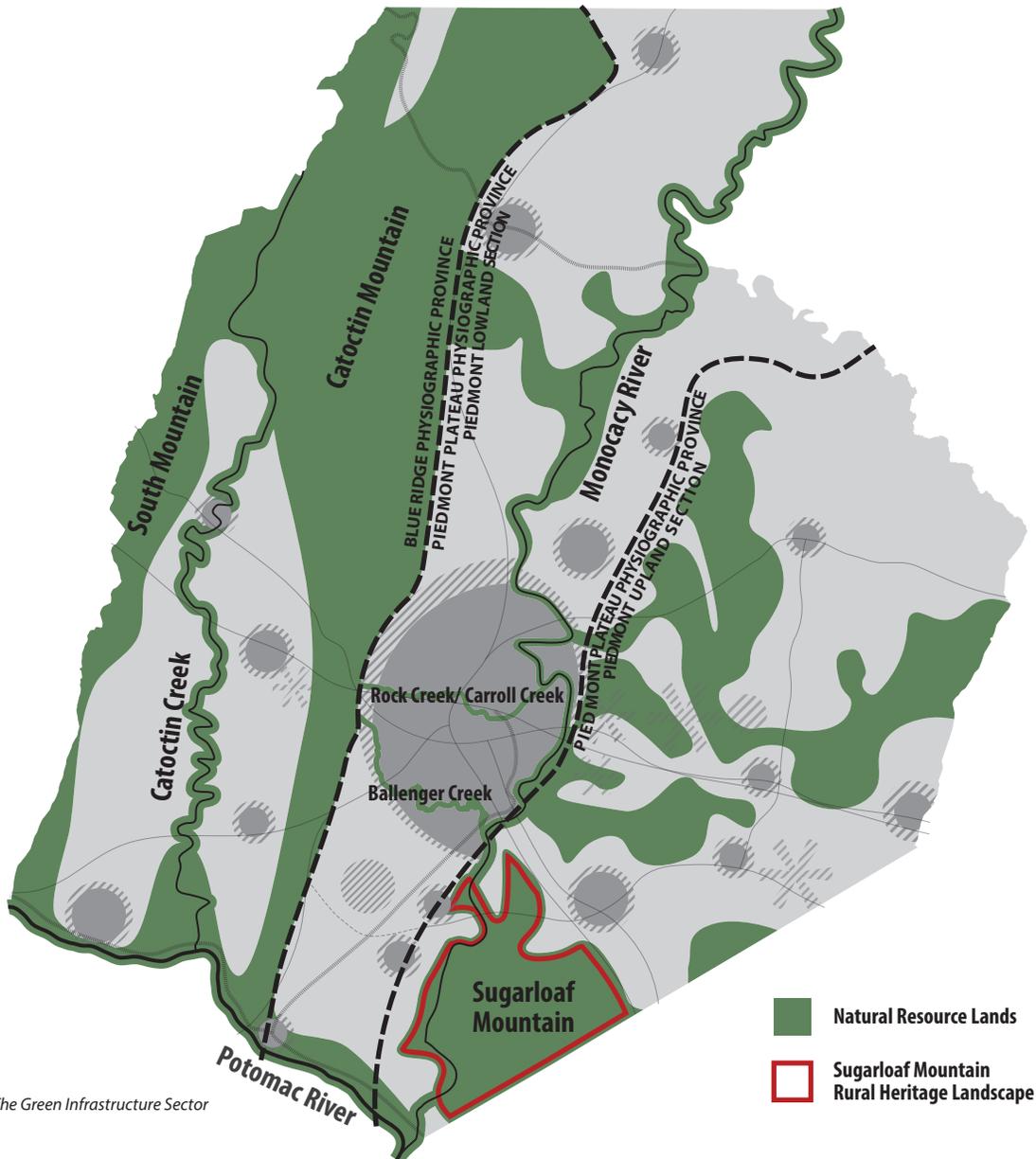


Figure 6: The Green Infrastructure Sector

## Green Infrastructure Network

Within a green infrastructure network, hubs are defined as large, ecologically significant natural areas that provide habitat for animal and plant species that cannot thrive in small patches of forest or meadow. They are large enough to provide a functional habitat for species that forage over large areas and heterogeneous enough to satisfy the unique habitat requirements of species that are specialized to particular environmental niches. Links, or corridors, are linear configurations of natural lands such as forested stream valleys and mountain ridges that allow animals and plant life (seeds, pollen, spores, corms) to move from one area to another, linking hubs together. Links and corridors function to connect isolated hubs of wildlife habitat that have been fragmented by development or agriculture.

The Maryland Department of Natural Resources (MD DNR) prepared a Green Infrastructure Atlas and a Statewide Green Infrastructure Assessment in 2006. These identified large, contiguous blocks of ecologically significant natural areas and corridors with which to maintain or create a statewide network of natural resource lands.

The development of a county green infrastructure network must: enhance and complement the statewide network; identify gaps in a green infrastructure network and strategies to fill the gaps; identify and highlight the county's natural resources and sensitive areas to garner support for - and generate - protective measures; support the achievement of state and county natural resource conservation goals; support the desired development pattern of the county described in the Livable Frederick Master Plan; and, facilitate Maryland's Smart Growth policies.

While green infrastructure networks may contain a wide variety of environmentally sensitive resources, their primary natural features are mountains, forestlands, wetlands, and stream valleys. These function together to conserve the natural ecosystem, sustain clean air and water, and provide a wide array of benefits to people and wildlife, such as: storing and cycling nutrients; filtering and cooling water in streams and aquifers; conserving and generating soils; pollinating crops and other plants; sequestering carbon and purifying the air; protecting areas against storm and flood damage; and, providing wildlife habitat.

**Forests:** The majority of the forest in Frederick County is located on Catoctin Mountain, South Mountain, Sugarloaf Mountain, and within the Monocacy Natural Resources Management Area. Other areas in the county are also identified on the State's Green Infrastructure Atlas. However, many other much smaller forested tracts exist in isolated patches scattered throughout the county and some county forest cover located within certain stream corridors are not included in the State Green infrastructure Atlas.

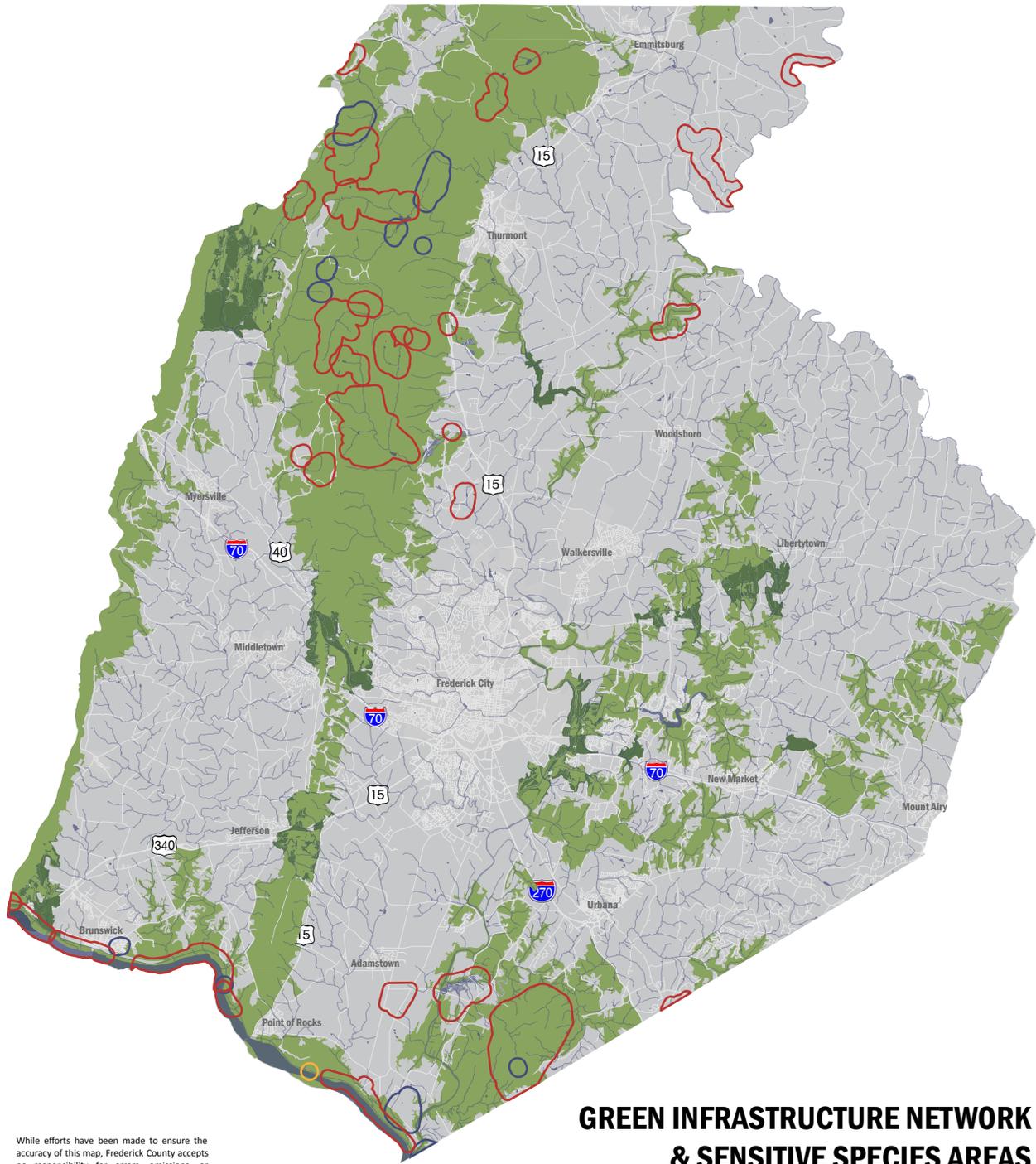
**Mountains:** There are three mountain areas in Frederick County. They are Catoctin Mountain, South Mountain, and Sugarloaf Mountain. The Catoctin Mountain runs north south in the west-central part of the county and South Mountain runs along the boundary with Washington County. Sugarloaf Mountain is located in the southern part of the county along the boundary with Montgomery County.

**Stream Valleys:** Three major stream valley systems comprise this portion of the county's Green Infrastructure; the Potomac River, the Monocacy River, and Catoctin Creek. Other stream valley resources include the thousands of miles of streams and their associated wetlands and floodplains throughout the county.

**Parkland/Protected Lands:** Frederick County has over 28,000 acres of land under public ownership in various park and open space uses. The following types of protected lands are included in the county's green infrastructure network: federal parks; state parks and natural resource lands; county regional and district parks; municipal owned watershed properties; privately owned lands with MET easements, which are adjacent to other resources; and, significant privately owned lands with protection, such as Sugarloaf Mountain (Stronghold Inc.).

## Environmentally Sensitive Areas

Environmentally sensitive areas may occur within or outside of areas identified as being within a green infrastructure network. These include environmental features identified under Md. LAND USE Code Ann. § 1-101, which describes the Sensitive Areas Element of Comprehensive Plans.



## GREEN INFRASTRUCTURE NETWORK & SENSITIVE SPECIES AREAS

- |                                  |   |
|----------------------------------|---|
| <b>Sensitive Species Areas</b>   | <b>Green infrastructure Hubs</b> ■      |
| State of MD Listed ■             | <b>Green Infrastructure Corridors</b> ■ |
| DNR Listed (unofficial status) ■ |   |
| Federally Listed ■               |   |

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**Streams and Stream Buffers**

Streams are grouped into a hierarchical system—first order, second order, third order, etc.—from the smallest headwater stream to the Monocacy and Potomac Rivers in Frederick County. Streams and their buffers perform a wide variety of functions and have numerous environmental benefits. The buffer or riparian area of a stream is part of the stream ecosystem whose boundaries often depend on conditions of slope, soil, ground cover, and hydrology. The buffer encompasses parts of the stream ecosystem that are often dry, yet integral to the stream’s health. Stream buffers include:

- Floodplains, where most stream wetlands are located and where energy dissipation, natural filtration, floodwater storage occur.
- Stream banks and adjoining steep slopes that help to prevent erosion from clogging the streambed and provide plant and animal habitat.
- Streamside forests, which provide habitat, stabilize banks, provide shading, control temperatures, filter pollutants and produce leaf-litter, which supports a variety of aquatic organisms.

*Stream Use Designations*

The federal Clean Water Act requires states to develop water quality standards to protect and improve surface waters. These standards are based on a particular water body use, function, goal or “designated use,” such as supporting trout populations or protecting public water supplies. Criteria to support these designated uses include specific limits or amounts of dissolved oxygen, bacteria, temperatures, toxics, and turbidity (clarity) in the particular stream. The State of Maryland has defined designated uses of surface waters as shown below:

Use Class I	Water Contact Recreation and Protection of Nontidal Warmwater Aquatic Life
Use Class I-P	Water Contact Recreation and Protection of Nontidal Warmwater Aquatic Life and Public Water Supply
Use Class II	Support of Estuarine and Marine Aquatic Life and Shellfish Harvesting
Use Class III	Nontidal Cold Water-Natural Trout Waters
Use Class III-P	Nontidal Cold Water-Natural Trout Waters and Public Water Supply
Use Class IV	Recreational Trout Waters (these waters have the potential for or are capable of holding or supporting adult trout for put and take fishing)
Use Class IV-P	Recreational Trout Waters and Public Water Supply

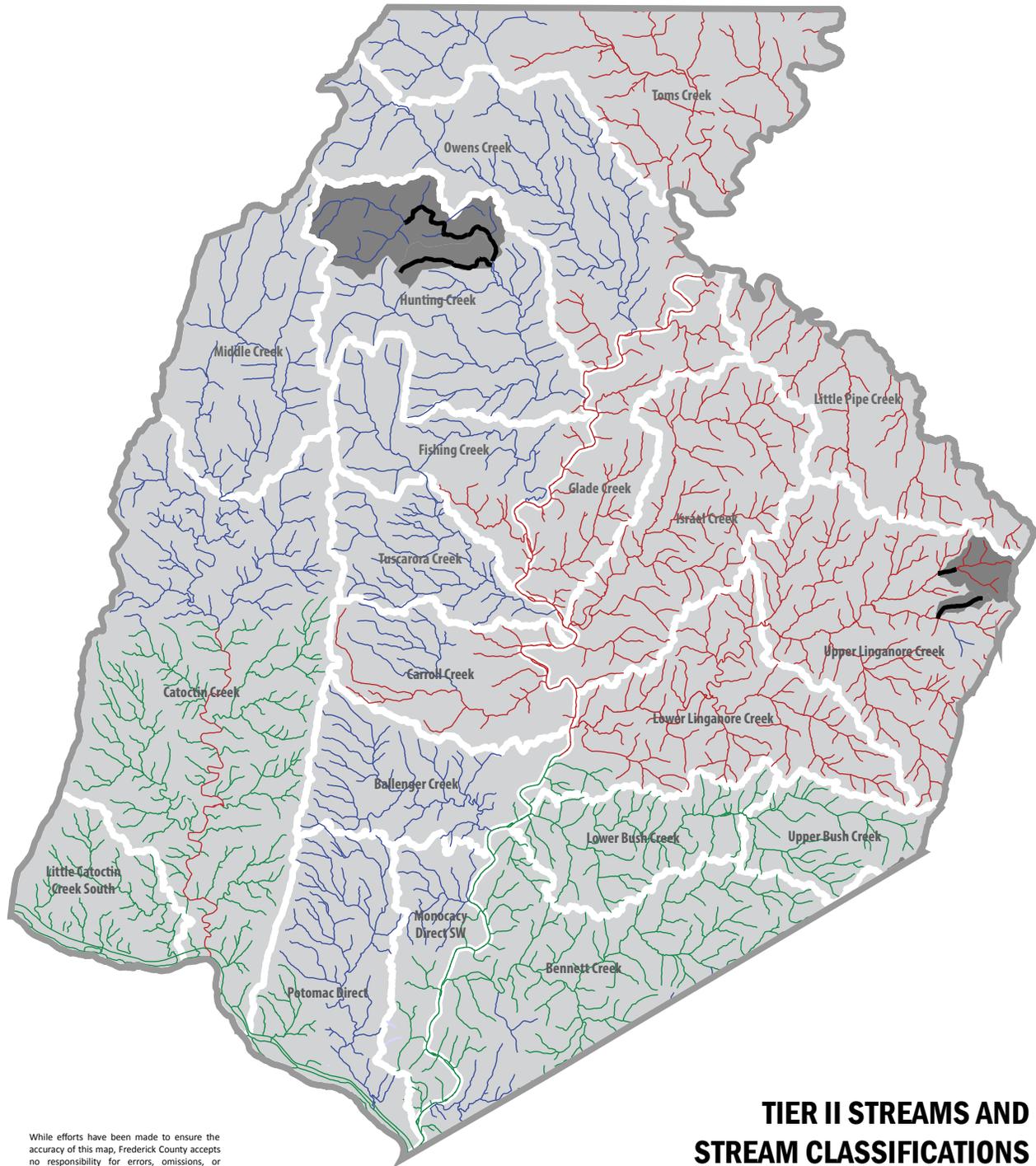
*High Quality (Tier II) Waters*

Tier II waters indicate exceptional water quality, in-stream and riparian habitat conditions as measured by the health of the biological community—fish and insects—in a stream. In order to be classified as Tier II, waterways must have high values in the following measures of biological health:

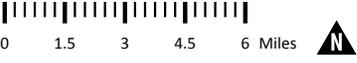
- Fish Index of Biotic Integrity (FIBI) – a measurement of the composition, diversity, pollution tolerance, habitat, and feeding characteristics of fish.
- Benthic Index of Biotic Integrity (BIBI) – a measurement of the composition, diversity, pollution tolerance, habitat and feeding characteristics of stream insects, called benthic macro invertebrates.

Four stream segments and their watersheds in Frederick County have been identified by the State as high quality Tier II waters: Big Hunting Creek, High Run, Weldon Creek, and an un-named tributary to Talbot Branch.

To protect these high quality Tier II waters, the State has adopted an anti-degradation policy and regulatory protections. To implement this policy, state regulations require a Tier II anti-degradation review be performed if proposals for wastewater, stormwater or other discharges result in a new discharge or modifications of an existing discharge into Tier II waters. The regulations also apply to discharges in the watershed located upstream of identified Tier II segments in order to protect downstream water quality. The Maryland Department of the Environment’s Water Quality Infrastructure Program is responsible for coordinating the review of applications for discharges into Tier II waters.



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### TIER II STREAMS AND STREAM CLASSIFICATIONS

- Tier II Watershed ■ Tier II Stream Segment □
- IV-P □ III-P □ I-P □
- Watershed □

### *100 Year Floodplain*

The 100-year floodplain is the portion of the landscape adjacent to streams and rivers that is subject to inundation by a flood event having a 1% chance of occurring in any year. Floodplains are generally comprised of rich alluvial soils formed by many years of deposition of soil, gravel, sand, rock, leaves, twigs, animal and other plant materials caused by the continual ebb and flow of water in and out of the stream or river channel.

Floodplains are a natural part of the aquatic environment and can contain diverse ecosystems. A key function of floodplains is to hold excess water and allow a slow release into groundwater and back to the waterway. Streams and rivers carry higher suspended sediment during flood events; the floodplain acts as a 'sink', trapping and settling these particles. The soil microbial community is active in floodplains, processing and cycling nutrients. Unique plants that can tolerate episodic high water are present in floodplains along with a variety of animal species that contribute to high biodiversity.

### ***Habitat of Endangered and Threatened Species***

Frederick County's diverse landscape supports high biodiversity, the variety of plant species, animal species and all other organisms found in a particular environment. The protection of habitats that are critical to maintaining biodiversity contributes to the protection of rare, threatened and endangered plant and animal species.

The Maryland Department of Natural Resources – Natural Heritage Program - has identified 26 animal species and 74 plant species in Frederick County in their current inventory of Rare, Threatened, and Endangered Species. Of these, nine animal species and thirty-five plant species have been determined to be endangered statewide. Two of these endangered species, the Yellow Lance (a freshwater mussel), *Elliptio lanceolata* and Torrey's Mountain-Mint, *Pycnanthemum torrei*, are cited as globally rare. Seven plant species are identified by the state as extirpated. The species "was once a viable component of the flora or fauna of the State of Maryland, but for which no naturally occurring populations are known to exist in the state." The Maryland Department of Natural Resources' Fisheries Division also maintains an official list of game and commercial fish species that are designated as threatened or endangered in Maryland.

These rare species serve as bellwethers for the health of the ecosystem that we rely on and share with them. Many of these species serve us directly. They may have medicinal applications or utility for research and education, or cultural significance. The challenge in Frederick County and all of Maryland is how to balance population growth and land development with our responsibility to protect Frederick County's array of unique habitats and species.

The primary state law that governs endangered species is the Nongame and Endangered Species Conservation Act (NESCA), which contains the official State Threatened and Endangered Species list. The NESCA reads:

- It is the policy of the State to conserve species of wildlife for human enjoyment, for scientific purposes, and to insure their perpetuation as viable components of their ecosystems.
- Species of wildlife and plants normally occurring within the State which may be found to be threatened or endangered within the State should be accorded the protection necessary to maintain and enhance their numbers.

The Natural Heritage Program (NHP) is the lead state agency responsible for the identification, ranking, protection and management of nongame, rare and endangered species and their habitats in Maryland. Data collected by NHP provide the scientific foundation for the Threatened and Endangered Species lists mandated by the Act. NHP researchers conduct inventory and monitoring activities on nongame wildlife, rare species populations and natural communities, documenting trends in population and habitat health and viability. Information gathered through this research guides land management decisions and regulations designed to protect and conserve the state's biological diversity.

No exact locations are provided for any of the listed rare, threatened and endangered species (as a means of protecting the listed species), although GIS data depicting generalized habitat/species locations has been provided to the county by the Maryland Department of Natural Resources for land use planning and development review purposes.

### ***Steep Slopes***

Steep slopes are defined as having an incline of 25% or greater. Protecting the natural terrain and vegetative features present on steep slopes prevents flooding, stream siltation, and the alteration of natural drainage patterns. Preserving steep slopes protects the natural environment, man-made structures, and the safety of all citizens. Steep slope protection also provides aesthetically attractive open space/view sheds and maintains local biodiversity found on many of these slopes. Preservation of steep slopes adjacent to watercourses is especially important because of the impact to water quality and in-stream aquatic habitat from soil erosion and sedimentation when slopes are graded, cleared or disturbed. Historically, many of these steeply sloped areas have not been disturbed, as they are very difficult to farm, graze, log or develop.

Frederick County's distinct landform regions, called Physiographic Provinces, can be used to describe the county's overall topography. The Blue Ridge Physiographic Province includes Catoctin Mountain at the eastern boundary and South Mountain at the western boundary. These mountain ranges contain the largest concentration of steep and moderate slopes in the county.

The Piedmont Plateau Province includes all lands in Frederick County east of the Catoctin Mountain range and is typified by rolling terrain and low ridges. Steep and moderate slopes exist along many streams in the Piedmont in Frederick County. Steep slopes are evident along Bush Creek, Linganore Creek and its tributaries south of MD 26. Numerous steep ridges and bluffs are also present adjacent to the Monocacy River as well as Catoctin Creek. In addition to the mountain ranges, Frederick County has a Monadnock (a mountain or rocky mass that has resisted erosion and stands isolated in a plain): Sugarloaf Mountain. It rises 800 feet above the Piedmont Plateau Province to an elevation of 1,282 feet.

### ***Forest Lands***

Forests provide countless benefits including: air quality, water quality, health, scenic beauty, wood products, wildlife habitat, recreation, flood control and erosion control. According to the Maryland Department of Natural Resources Forest Service, the predominant forest cover type in Frederick County is the Oak-Hickory complex (oaks, hickories, red maple, beech, tulip poplar, white ash). Other forest cover types found in the county include the Northern Floodplain: elm, black walnut, ash, sycamore, willow; Northern Hardwood: sugar maple, beech, hemlock, basswoods, white ash, red oak; and others such as pine plantations and early succession forests.

Presently, the major forested areas of the county lie in the mountain areas, including Catoctin Mountain, South Mountain and Sugarloaf Mountain and its immediate vicinity. The forest cover in the eastern county area, however, is much more fragmented, interspersed with large agricultural fields or residential development. Some forestland is also present in the Monocacy River and Potomac River riparian areas. Some forestland in the county is publicly owned and the remainder is privately held with the potential for some commercial timbering and harvesting.

### ***Monocacy Scenic River***

The Monocacy River is Maryland's largest tributary of the Potomac River. The River's headwaters are formed by the confluence of Marsh and Rock Creeks in Pennsylvania and flow 58 miles to the Potomac River. The Monocacy River bisects the county as it flows south of Miller's Bridge (MD 77) at Rocky Ridge. North of MD 77 the river divides Carroll County from Frederick County. The Monocacy drops just 170 feet along its course, giving it an unusually gentle gradient for a Piedmont River.

The Monocacy is a unique and vital resource in the county, used for public water supply (City of Frederick, Ft. Detrick), effluent disposal, recreational pursuits and scenic enjoyment. The Maryland DNR has identified several areas in the Monocacy River corridor that contain habitats of rare, threatened, or endangered species. The river's riparian area also contains numerous Wetlands of Special State Concern. These wetlands have exceptional ecological value and often contain the last remaining populations of native plants and animals.

The Maryland Department of Planning included the Monocacy in its 1970 study, *Scenic Rivers in Maryland*, and identified the Monocacy as a significant State resource, worthy of immediate study, and a prime candidate for State Scenic River designation. The Monocacy River was designated and added to the Maryland Scenic and Wild River System in 1974. A Monocacy Scenic River Local Advisory Board was formed in 1976, comprised of citizens

from both Carroll and Frederick Counties, and appointed by the respective Boards of County Commissioners. The role of the river Board is to provide advice and recommendations to the Frederick and Carroll County Governments on land use, land development proposals and resource management issues that impact the Monocacy River and to serve as advocates for the river and its varied resources.

The River Board in conjunction with the Maryland Department of Natural Resources prepared The Monocacy Scenic River Study and Management Plan in 1990. Both Carroll and Frederick Counties jointly adopted the Plan in May 1990.

### ***Limestone and Karst Areas***

Limestone is a very common sedimentary rock. It is composed mostly of the mineral calcite and can have varying amounts of clay, silt, and sand as layers within the rock. Metamorphosed, fairly pure limestone forms marble. High calcium limestone and its metamorphic equivalent, marble, are used in the manufacture of Portland cement, agricultural lime (a soil amendment), and in addition to their use as crushed stone used as aggregate. A carbonate rock, limestone is subject to erosion by groundwater and the formation of solution channels and sinkholes. While these channels are capable of carrying substantial quantities of groundwater that can be tapped for water supply purposes, they can also serve as conduits for groundwater contaminants.

A belt of limestone conglomerate runs north from the confluence of the Monocacy and Potomac Rivers, through City of Frederick to the Town of Woodsboro. This area, known as the Frederick Valley, is underlain by two main limestone formations—the Frederick Limestone and the Grove Limestone. The Frederick Limestone formation is a dark, impure limestone characterized by thin layers with many shaly interbeds, which tend to make the formation unfit for crushed stone. Grove Limestone is quarried at several locations in the Frederick Valley: two operations near Woodsboro, one at Lime Kiln near Buckeystown, and one just southeast of Frederick City.

#### *Sinkholes*

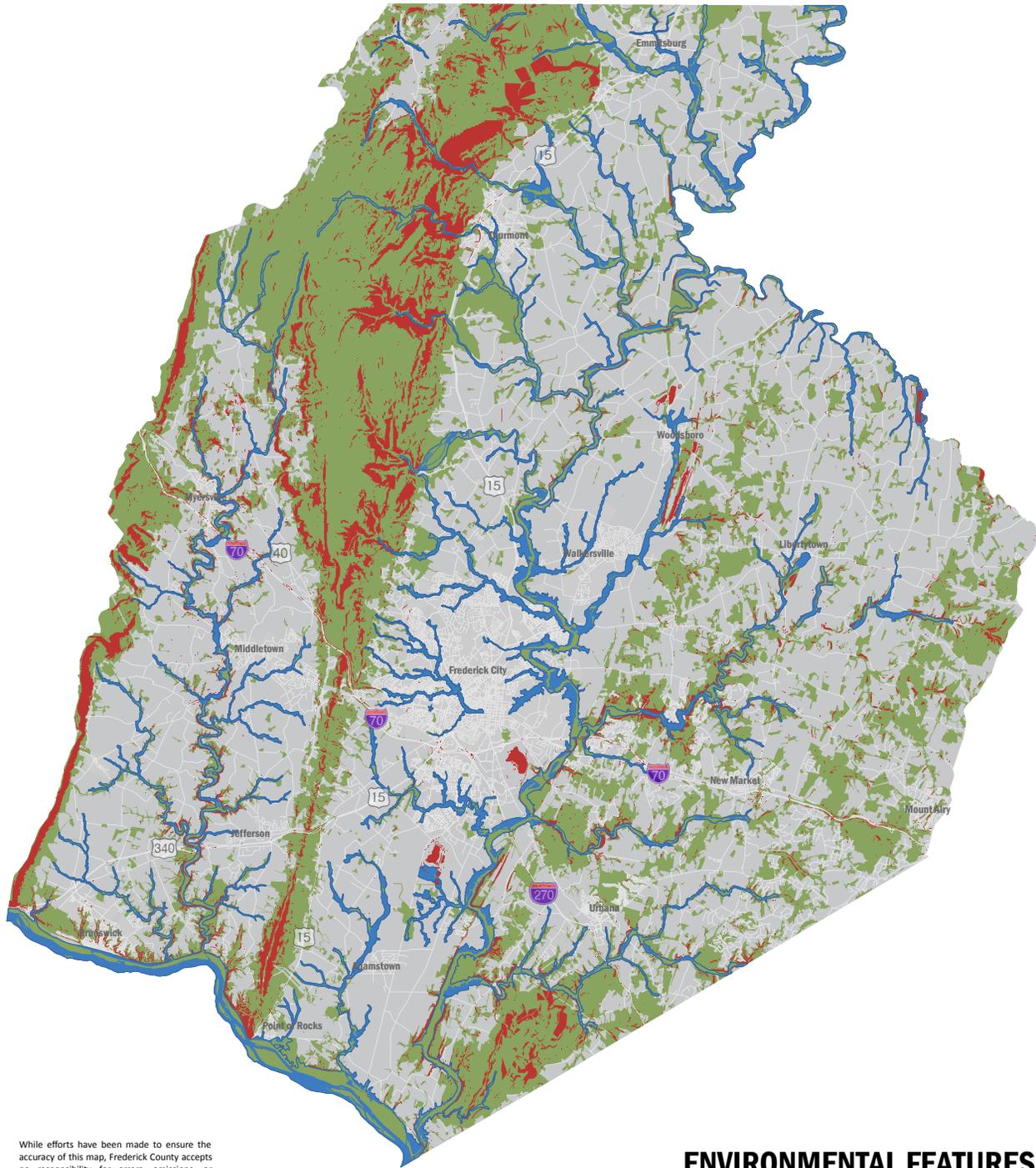
Karst topography may be prone to the formation of sinkholes, which is a gradual and sometimes sudden collapse of the topsoil into a void. Sinkholes may be triggered by human activity such as excessive pumping of groundwater, which creates voids in the limestone rock and the discharge of storm water from roads or development that erode the limestone. Most sinkholes that form suddenly occur where soil that overlies bedrock collapses into a pre-existing void. Their presence indicates that additional sinkholes may develop in the future.

Environmental concerns include the introduction of contaminants and pollutants into the groundwater; catastrophic collapse and gradual subsidence of the lands surface; and flooding during or following intense storms. In fact, stresses induced by human activity in areas of karst topography result in environmental problems that are much more acute than those that would occur in terrains underlain by other types of rock. However, urbanization is increasingly affecting many areas that have karst topography, resulting in several karst-related environmental problems. Karst topography, particularly that of moderate to high sinkhole density, imposes constraints on land use. Mismanagement of areas of karst topography through unsound development, poor farming practices, improper waste disposal or other means, can damage ground water resources, subterranean ecosystems of cave networks, or man-made structures.

Changes to surface drainage may alter the rate at which the underlying karst aquifer receives its normal recharge (groundwater inputs). Vegetation slows runoff from storms and allows water to percolate into the soil. However, runoff from impermeable surfaces (cement drains, roads, parking lots, rooftops) may rapidly be funneled through sinkholes into the aquifer. Artificially filled sinkholes may become blocked inputs. Increasing the rate of runoff and/or blocking input points may cause surficial water to pond or flood, unless it's diverted away from its natural sink point (thereby altering the recharge at yet another sink point). This may drastically affect the amount of groundwater available for use in the immediate vicinity.

#### *Groundwater Quality*

The most important current and future environmental issue with respect to areas with karst topography is the sensitivity of karstic aquifers to groundwater contamination. The effect of human activity on areas of karst topography is most severe in cases where polluted surface waters enter karst aquifers. There is a general lack of public understanding of groundwater behavior, particularly in areas with karst topography. Karstic



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## ENVIRONMENTAL FEATURES

- > 25% Steep Slope ■
- Forest ■
- 100 year FEMA Floodplain ■

aquifers cannot filter contaminated groundwater sufficiently to render it potable at the discharge sites (e.g., springs emerging on the landscape). Water travels rapidly through solution conduits because recharge points (groundwater input areas) are directly connected to discharge points. Sinkholes are natural funnels that convey toxic substances directly into the karstic aquifers.

### **Wetlands**

Wetlands are a unique type of ecosystem and are also referred to as marshes, swamps and bogs. They are generally identified based on the degree of flooding, the existence of unique plant communities, and by special soil characteristics. Wetlands may be permanently flooded by shallow water, permanently saturated by groundwater, or periodically inundated for periods during the wet season.

Frederick County has inland wetlands, as opposed to coastal or tidal wetlands. Inland wetlands are most common within floodplains along rivers and streams (riparian wetlands), in isolated depressions surrounded by dry land, along the margins of lakes and ponds, and in other low lying areas where the groundwater depth is shallow.

The benefits of wetlands are described below:

- **Plant and Animal Habitat** – Many species of birds, mammals, reptiles, and amphibians rely on wetlands for breeding, food supply, cover, wintering and stopover during migration. They create numerous microenvironments for wildlife. Wetlands also provide unique habitat for many rare and endangered plants and animals.
- **Water Quality** – Wetlands play a less conspicuous but essential role in maintaining high environmental quality, especially in aquatic habitats. They do this in a number of ways, including purifying natural waters by removing nutrients, chemical and organic pollutants, and sediments, and by producing food that supports aquatic life.
- **Flood Control** – The more tangible benefits of wetlands include flood and storm water protection, erosion control, and water supply and groundwater recharge, harvest of natural products, livestock grazing and recreation.

### **Protection Measures**

As of the adoption of the LFMP, the following protection measures are used by the county to address the protection of natural resources and the sensitive areas.

**Waterbody Buffer Ordinance:** A countywide waterbody buffer ordinance (contained within the Zoning Ordinance) was adopted in 2008 that applies to all perennial and intermittent streams in the county, excluding the municipalities. The ordinance is applied at the subdivision review stage and regulates construction and grading activities on new residential, commercial and industrial subdivision lots.

**Floodplain Regulations:** The county's Zoning Ordinance regulates development in the 100-year floodplain, historic floodplain, and flooding soils. These regulations apply to all of the county's zoning districts and are implemented through the development review process and the review of building permits for existing lots. The regulations prohibit grading and the construction of buildings or impervious surfaces within FEMA floodplains and within a specified distance measured from the floodplain boundary.

**Zoning Ordinance:** The identification of steep slopes on all site development plans and subdivision plats is required by the zoning ordinance and subdivision regulations. Septic systems are prohibited within steep slopes due to the surfacing of effluent regardless of soil type or depth of leachate trenches.

Wetlands and flooding soils (soils with characteristics of temporary inundation) are regulated in the Floodplain District section of the Zoning Ordinance. Development, impervious surfaces, grading, or in-filling is not permitted in wetlands or the FEMA 100-year floodplain. A specified setback is required from all wetlands. Both the Maryland Department of the Environment and the US Army Corps of Engineers are involved in designating wetlands.

**Wellhead Protection Ordinance:** In 2007 the county adopted wellhead protection legislation that regulate hazardous substance storage tanks. Any tank within certain distances of community groundwater supply wells must be above ground with 100% catchment basins or double-walled containment and spill protection alarms. The wellhead protection regulations also prohibit certain land uses and activities within wellhead protection areas.

**Forest Resource Ordinance:** The county's Forest Resource Ordinance (FRO) was adopted in 1992 and is applied through the development review process to subdivisions and site plans. The FRO allows for on-site or off-site afforestation, purchase of forest banking credits, or a fee-in-lieu payment into the forest fund. The highest priority for meeting FRO requirements is the afforestation of stream valleys within the particular development or at least within the same watershed. Further, FRO afforestation and forest 'banking' priority areas are stream valleys on agriculturally-zoned land.

**Resource Conservation Zoning:** The Resource Conservation (RC) Zoning District is applied throughout the county, with the largest portion comprised of the forestlands on and around Catoctin Mountain, South Mountain and Sugarloaf Mountain. The RC Zone limits new residential subdivision lots to 10 acres in size and prohibits development on slopes of 25% or more. The RC zone does not permit the construction of new public streets as part of residential subdivisions. Timber harvesting is permitted in all zoning districts with an approved logging permit. The Frederick County Forestry Board must also review and approve proposals for timber harvesting in the Resource Conservation zone to ensure sound forestry best management practices are employed.

**Development Review Process:** The Maryland Department of Natural Resources has an opportunity to review proposed subdivision and site plan applications to determine the existence of threatened and rare species on a subject site.

**Stream Restoration:** The National Pollutant Discharge Elimination System Program (also known as the county's stormwater permit) requires water monitoring, watershed assessment, public education, and the restoration of degraded stream corridors. The county's first restoration project was completed in 2007 and involved stream channel rehabilitation and riparian buffer plantings along a portion of Ballenger Creek at the Ballenger Creek Elementary School.

**Natural Resource Comprehensive Plan Designation:** The Natural Resource land use plan designation is applied in the county to mountain areas with contiguous forests and to stream corridors. Stream corridors include major streams defining the county's 20 subwatersheds. Also included within mountain/forestlands and stream corridors are 100-year floodplain, plant/animal habitats, steep slopes, and wetlands. A purpose of the land use plan designation is to identify and highlight these features relative to growth areas. The plan designation itself is not a regulation, but it does provide the basis for considering the application of Resource Conservation zoning.

**Public Ownership:** Public ownership of parks and natural resource protection areas provides the greatest degree of protection for any sensitive area feature. There are over 25,000 acres of predominantly forested land under municipal, state, and federal ownership. Municipal ownership is comprised of watershed protection lands primarily in the Catoctin Mountains. State lands include Catoctin and South Mountains. While forestland is the predominant feature under public ownership, also included within these areas are steep slopes, streams, habitat of threatened and endangered species, and wetlands.

## Sugarloaf Mountain Rural Heritage Landscape

The area surrounding, and including, Sugarloaf Mountain – located along Frederick County's southern edge in the largely undeveloped wedge of land between the Interstate 270 corridor and the CSX Rail line (Frederick spur) – continues to maintain its locally iconic status. This valued rural preserve, punctuated by the visual prominence of the mountain's dual peaks, and grounded by the beauty and history in the surrounding fields and forests, is recognized as a special place even in a county that is home to many special places.

The Sugarloaf area has already been demarcated as the Sugarloaf Mountain Historic Survey District which covers approximately 10,500 acres of land including the 3,200 acres which make up the mountain itself and have been preserved by Gordon Strong and his heirs under the Stronghold Trust. Immediately west of the Sugarloaf district

is the Carrollton Manor Rural Historic District (9,300 acres), the Washington Run Rural Area (2,715 acres) and, across the Potomac River in Loudoun County, Virginia, the Catoctin Rural Historic District, a 25,000-acre National Register District. In addition, Montgomery County's Agricultural Reserve district – with its tens of thousands of acres of permanently protected farmland is located along the Frederick-Montgomery County line, immediately adjacent to the Sugarloaf area.

Several long-term protective easements have also been established in and around the Sugarloaf area including those held by the Maryland Environmental Trust, the Maryland Department of Natural Resources, the Maryland Agricultural Land Preservation Foundation, the U.S. Government, and Frederick County, through its Installment Purchase Program (IPP).

As a cherished Frederick County locale, the Sugarloaf Mountain area highlights the natural, historical, and cultural features that are closely associated with the rural pace, majestic beauty, and quality of life that is one of the centerpieces of Our Vision. However, the area remains vulnerable on several fronts:

**Land Protection:** Much of the acreage in and around the mountain is not protected by long-term easements. While the underlying zoning laws provide some protection from intense residential construction, equally disruptive possibilities exist to forever alter the area through insensitive, large-lot development, fragmentation of agricultural or environmental resources, or operations and uses available to landowners under the current regulatory regime.

**Environmental Disruption:** Some land uses available to property owners may still allow for impacts that fragment and degrade natural resources and that could greatly diminish the quality of the natural environment. Environmental degradation can include noise pollution, rural road overload, and development.

**Viewshed Degradation:** Even low-density, low-intensity development could result in the degradation or destruction of cherished views and vistas that have been enjoyed by hundreds of thousands of citizens over the decades.

One approach to the challenge of maintaining the Sugarloaf Mountain region as a truly special place in Frederick County for ourselves and for future generations may involve the establishment of an overlay district. Such a district – established in the Zoning Ordinance – would be drawn and constructed based on environmental stewardship and the Sugarloaf area residents' vision for this area. This might include: Restrictions on building size or height; Standards or guidelines for building location so as to minimize visibility from prominent locations on or around the mountain; Standards for environmental quality related to livability such as noise, vibration, traffic impacts, or forest removal; Standards for new development to allow for a more traditional pattern based on small crossroads villages and hamlets; Prohibition of certain land uses otherwise available in the Agricultural, Residential, Village Center, and Resource Conservation districts; and Maintaining and protecting the ecological integrity and functionality of the area.

A thorough analysis of the Sugarloaf Mountain area – beginning with the completion of a visual resources analysis – would set the stage for any discussion regarding the drafting of specific guidelines, policies, or regulations.

## The Agricultural Infrastructure Sector

The Agricultural Infrastructure Sector is identified to support continued and innovative agricultural development, such as regenerative farming practices, and direct urban/suburban growth away from agricultural resources (Figure 7). Development of rural and agricultural activity is supported, especially within existing rural hamlets identified on the Thematic Plan Diagram.

Frederick County has one of the strongest agricultural economies in Maryland. This economic strength derives from several key components, each of which remains healthy only because Frederick County citizens demonstrate a strong commitment to maintaining the practice and culture of farming.

The collection of resources, activities, systems, and knowledge necessary to nurture a healthy agricultural economy is called our Agricultural Infrastructure. This Agricultural Infrastructure must be diligently maintained, improved or expanded when necessary to respond to changing market demands or evolving technologies, and physically deployed in such a way as to serve the needs of farmers throughout the active agriculture areas in Frederick County. This sector will be further implemented through the development of a Livable Frederick Agricultural Infrastructure Sector Plan. The main components of this plan are as described below.

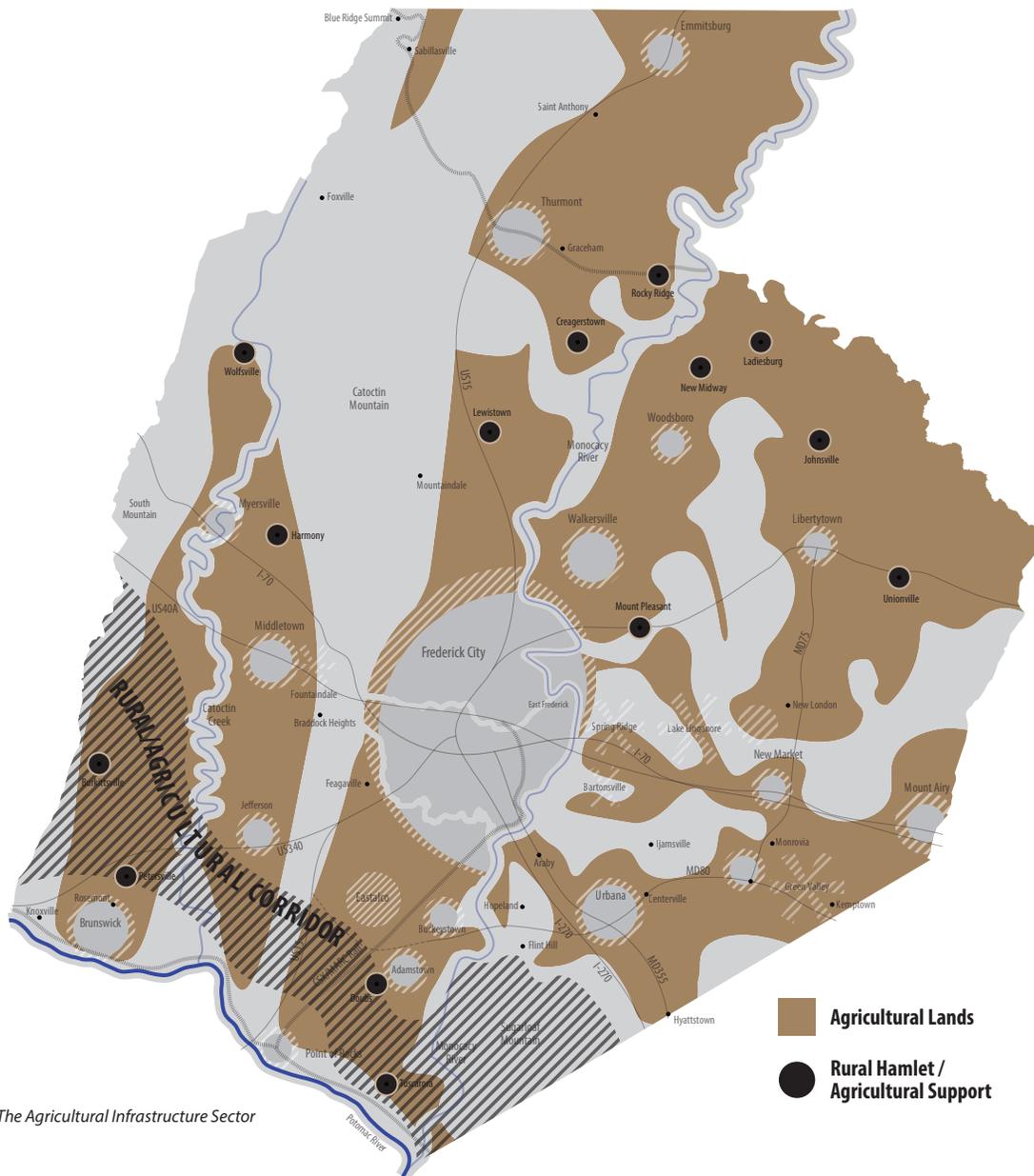


Figure 7: The Agricultural Infrastructure Sector

## Farmland Preservation

Several programs are at work to permanently preserve farmland in order to maintain a critical mass of agricultural acreage for our farm economy. State, county, private non-profit, and at times, federal programs have thus far contributed to the preservation of over 60,000 acres of farmland in Frederick County.

## Rural Reserve

The purpose of the Rural Reserve is to identify and promote the rural agricultural characteristics of the county and potential for agricultural- and resource-based industries. The county's Rural Reserve is designated for those areas outside of the community growth boundaries and encompasses lands in the county designated as Agricultural/Rural. Resource protection tools such as Agricultural Preservation easements, restrictive agricultural zoning, and agricultural economic development are some of the methods used to protect this resource. The Rural Reserve is not to be considered as residual land left over after the delineation of our growth areas, but as specifically identified land areas set aside for the purpose of maintaining the rural character of the county valued by so many of its citizens. The Rural Reserve is intended to remain predominately intact for the future with only minor boundary revisions anticipated in future comprehensive planning efforts.

## Priority Preservation

Priority Preservation Areas (PPA) are mapped geographic areas where the county targets and prioritizes its farmland preservation easement purchases and other incentives in order to create large contiguous blocks of preserved farmland and to maintain a critical mass of farm acres to support viable agriculture. With nearly 100,000 acres currently identified in five PPA's, the county will also ensure that its other planning activities do not infringe on lands that provide the foundation for current and future farmers.

MD Code Ann. § 5-408 requires that counties seeking state certification of their agricultural land preservation program include a Priority Preservation Element in their comprehensive plan. The primary component of the Priority Preservation Element is the delineation of PPA's, which provide a focus for establishing agricultural preservation easements.

According to MD Code Ann. § 2-518, a Priority Preservation Area (PPA) shall: contain productive agricultural or forest soils, or be capable of supporting profitable agricultural and forestry enterprises where productive soils are lacking; be governed by local policies that stabilize the agricultural and forestland base so that development does not convert or compromise agricultural or forest resources; and, be large enough to support the kind of agricultural operations that the county seeks to preserve, as represented in the comprehensive plan.

PPA's are established within the Rural Reserve to target and prioritize land preservation easement purchases and other incentives to preserve land. Further, the purpose of the PPA's is to target land preservation efforts and build critical masses of protected lands on the highest priority properties. In addition the Priority Preservation legislation builds on earlier State efforts through the Rural Legacy Program to concentrate land preservation efforts in those areas deemed to be most important by the county. As such, most of the acreage within the two approved Rural Legacy areas; the Mid-Maryland Rural Legacy Area and the Carrollton Manor Rural Legacy Area has been included within Priority Preservation Areas.

The criteria for establishing Priority Preservation Areas include: land containing prime farmland soils as identified in the USDA Soil Survey for Frederick County; land with existing clusters of agricultural preservation easements; land with the predominance of large farm parcels (100 acres or more); and, land containing high value agricultural enterprises such as dairy farms, wineries, and greenhouse/nursery operations.

Frederick County has a large agricultural land area - over 250,000 acres - with many high-value areas, most of which could be considered for priority preservation. However, in order to truly prioritize preservation efforts and to create an achievable preservation plan, the Priority Preservation Areas are reasonably constrained. The methodology for identifying the PPA's involved the mapping of characteristics including size of parcels, prime farmland soils, existing preservation easements, zoning, comprehensive plan growth boundaries, and high value agricultural enterprises. In total there are 99,038 acres - *nearly 40% of the county's farmland* - included in the five Priority Preservation Areas described below.

*Mid-Maryland Priority Preservation Area*

This PPA predominately consists of the Mid-Maryland Rural Legacy area and encompasses approximately 17,500 acres west of Catoctin Creek, east of South Mountain, extending north of US 340 to Myersville. This is an area of significant prime farmland including two of the three best farmland soils in the county with Myersville and Fauquier loams. This PPA contains the largest contiguous block of preserved farmland in the county, with 8,983 acres (51% of the total PPA and 60% of Undeveloped Land in PPA) under easement.

*Carrollton Manor Priority Preservation Area*

This PPA contains approximately 18,000 acres located south of Ballenger Creek, east of US 15, west of the Monocacy River extending south to the Potomac River. The MD 85/New Design Road corridor contains the largest concentration of preserved farmland in this PPA and is characterized by larger farms on relatively flat terrain, with some of the most productive agricultural soils (Duffield) in the county. There are 4,213 acres (23 % of the total PPA) under easement and 26% of the undeveloped land remaining within this Priority Preservation Area.

*Walkersville Priority Preservation Area*

This PPA encompasses approximately 11,000 acres virtually surrounding the Town of Walkersville and extending north to the Town of Woodsboro. The PPA also extends west of US 15 including the Crum and Thatcher properties, which were annexed into the City of Frederick in 2009. The area includes the highest concentration of prime farmland anywhere in the county and includes 1,955 acres (18% of the total PPA) under easement. This PPA encompasses the Town of Walkersville's growth area that would accommodate potential annexation into the Town for residential or employment development. Currently there are 980 acres of undeveloped land within the corporate limits of Walkersville, which at a density of 3.5 dwellings per acre could yield approximately 2,335 dwellings. This is important in order to recognize the Town of Walkersville's future expansion needs that can be accommodated within the current municipal boundary. As proposed, this PPA will enable Walkersville to maintain its identity - separate from Frederick City to the southwest, and from the Town of Woodsboro to the north.

*Middletown/Jefferson Priority Preservation Area*

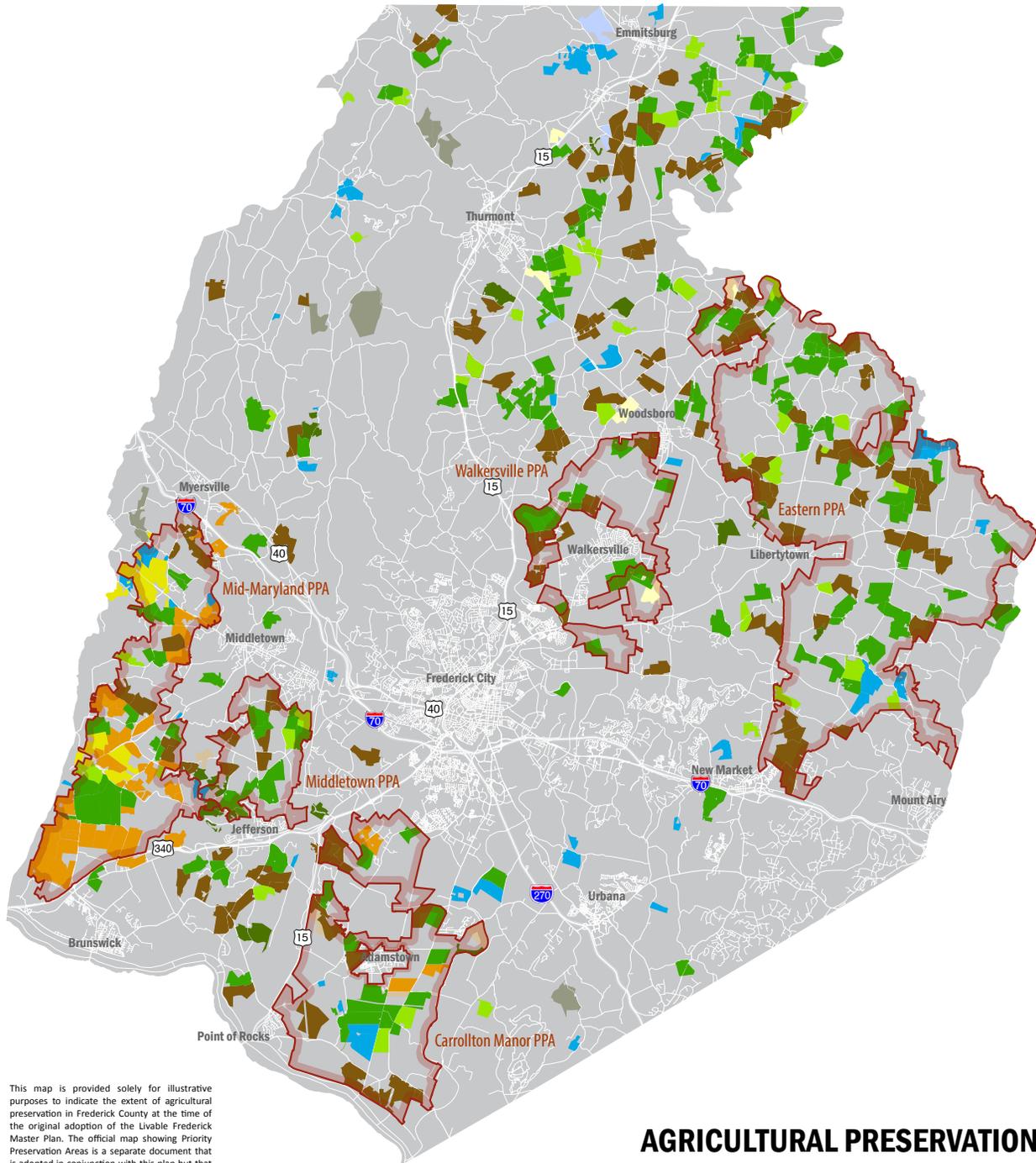
This PPA encompasses 6,000 acres and is west of Braddock Heights and east of Catoctin Creek extending south from Middletown to Jefferson. This PPA was delineated based on the predominance of prime farmland soils and the high percentage of farm parcels greater than 100 acres in size within the Middletown Valley, outside of the Mid-Maryland Rural Legacy area. There are 1,570 acres (27% of the total PPA) under easement, which is 30% of the undeveloped land remaining within the PPA. There are 27 parcels of land that are larger than 100 acres that encompass over 3,960 acres.

*Eastern County Priority Preservation Area*

This PPA is the largest, encompassing 45,956 acres east of MD 75, west of the Carroll County line and extending south to the Town of New Market. The northern extent is MD 194 north of Ladiesburg. The area includes approximately 11,000 acres (23% of the total PPA) under easement, which is over 27% of the undeveloped land remaining in the PPA. The predominance of prime farmland and existing preservation activity are visible in this area. With the high degree of preservation in neighboring Carroll County, this PPA results in a large regional land preservation area.

## Rural Agricultural Hubs

Our rural hamlets have served historically, and continue to serve, as primary locations for farm support businesses as well as ag-related organizations such as Grange and Ruritan. These small crossroads communities are geographically distributed around the county and many emerged originally to serve local farmers. Importantly, these places provide opportunities for the growth and development of a diverse network of agricultural support businesses while providing the social infrastructure necessary to enhance the lives of farm families. These include farm cooperatives, seed and feed companies, industry trade organizations, agriculture insurers, and food processors, places of worship, and small shops. The county supports the development and maintenance of farm support businesses in our rural hamlets, while committing to provide services to farmers through its economic development and planning departments.



This map is provided solely for illustrative purposes to indicate the extent of agricultural preservation in Frederick County at the time of the original adoption of the Livable Frederick Master Plan. The official map showing Priority Preservation Areas is a separate document that is adopted in conjunction with this plan but that can be updated independently. Information shown on the official Priority Preservation Area Map governs in cases where there are conflicts with the map shown on this page.



### AGRICULTURAL PRESERVATION

Rural Legacy	MALPF District	Priority Preservation Areas
FFP	MALPF Easement	County Held
IPP	ISTEA	CREP
Other Gov. Easements	Critical Farms	MET

## Viable Transportation Options

Transportation facilitates agricultural development, allowing production to be specialized, rural communities to develop, and economies to grow. A safe and efficient network of rural roads and highways provides connections locally and to markets outside of Frederick County. Freight transportation is critically important to the distribution and marketing of agricultural products and goods, as well as for the provision of necessary farm supplies. Freight rail service is provided via two lines: the Maryland Midland RR in the northern end of the county, and CSX which provides rail service in the southern half of the county.

Trucking transportation is readily available throughout the county and offers flexible service. The majority of agricultural products are distributed by trucks on our local roads, as well as our state and interstate highways. Therefore capacity and investment in rural roads, bridges, and other facilities are vital in supporting our farm economy. Trucking's efficiency, and its linkages to other forms of freight transportation (railroads and port services in Baltimore), enables the county to be competitive in the regional and global marketplace for agricultural products.

## Defined Growth Areas

Managing the county's future growth in a way that is respectful of agricultural resources remains an on-going challenge for citizens and elected leaders. Livable Frederick acknowledges the need to focus most of our growth in existing cities and towns as well as in new compact communities. Our Community Growth Areas also serve as a vital component of local agriculture infrastructure by providing local markets for home-grown farm products.

Agricultural land preservation is an essential component of Frederick County's plan to ensure that agriculture operations remain economically viable by protecting a critical mass of undeveloped prime agricultural land. Often, when land preservation occurs in proximity to growth areas, this priority aligns with the "Smart Growth" objective of curbing suburban sprawl and re-focusing development into existing downtowns and other areas with appropriate infrastructure. In some cases, the proximity between growth boundaries and permanently protected farmland does not present clear advantages for either growth management or commercial agricultural viability. As such, a rigorous and data-driven assessment of the relationship between growth boundaries and agricultural land preservation that can be applied in case-specific scenarios is warranted.

## The Rural/Agricultural Corridor

Located in the southwestern corner of the county, the Rural/Agricultural Corridor designates a broad swath of land stretching from our border with Montgomery County, in the shadow of Sugarloaf Mountain, to the hallowed battlefields of South Mountain, above the Town of Burkittsville. This corridor is a reflection of a swath of agricultural and rural land initially conceived through the Maryland Rural Legacy Program as a key segment of a larger tri-county corridor connecting Montgomery County's Agricultural Reserve with the farmlands surrounding Washington County's Antietam Battlefield. This vision of the Rural Legacy Program was partially implemented in Frederick County through the designation of the Mid-Maryland Rural Legacy Area and the Carrollton Manor Rural Legacy Area.

The Rural/Agricultural Corridor identified in the LFMP is a conceptual extension of the Rural Legacy corridor, and is not connected to a specific program or funding mechanism. It is intended to signify a broad corridor of important rural/agricultural land that should be carefully addressed through the development of future land use. This area includes the Sugarloaf Mountain Historic Survey District, the Carrollton Manor Rural Historic District, the Washington Run Rural Area, three Priority Preservation Areas (Mid-Maryland, Middletown Valley/Jefferson, and Carrollton Manor), and thousands of acres of permanently protected land at Burkittsville/South Mountain. This agriculturally productive, culturally rich, and visually attractive area of the county is identified as a key component of our Agricultural Infrastructure due to its broad regional value and its thorough representation of local farming practices and resources. Future growth and redevelopment within this corridor is limited primarily to those community growth areas identified along the transit corridors, and in existing and planned Community Growth Areas.

# Other Development Framework Elements

## Development Staging

The purpose of the development staging strategy described herein is to link the timing of development with the provision of adequate infrastructure and community facilities through comprehensive planning, especially in the form of future community and corridor plans. These staging concepts apply primarily to unincorporated growth areas where the county controls zoning, the development review process, and the provision of public water and sewer services. Within municipal growth areas, the primary staging tool is the annexation process itself, which is under municipal control.

Staging principles described below establish broad policies for managing the timing of growth and development. Priority Growth Tier designations will link policy to specific staging mechanisms through community and corridor planning. These staging mechanisms, described below, include specific tools that are available for possible use.

## Staging Principles

The following general staging principles provide a framework within which the county can develop more detailed – and parcel specific – development staging policies as individual community and corridor plans are prepared.

### ***Principle #1 – Coordination of development with public infrastructure at the comprehensive planning stage.***

Managing the timing and funding of infrastructure is necessary to support the best and most efficient development of designated growth areas. This shall be done as part of the comprehensive planning process in order to provide a high degree of predictability about when and where this development may occur.

Significant infrastructure needs – including but not limited to, schools, roads, water and sewer service, parks, and public safety facilities – shall be identified in the appropriate long range planning documents.

A critical mass of land for development in community growth areas is required to facilitate the provision of infrastructure improvements. The scale and intensity of development in these areas must be planned such that the costs to develop and maintain the infrastructure can be reasonably borne by the development.

The county will utilize its Capital Improvements Program (CIP) to strategically allocate its resources to support appropriate growth and redevelopment.

### ***Principle #2 – Funding for infrastructure improvements.***

Both the county and the land development community are responsible for providing the funding necessary for infrastructure improvements in Community Growth Areas.

Approval of development in Community Growth Areas is conditioned on the ability of land developers to fund a significant portion of the cost of infrastructure improvements and identify funding mechanisms and sources.

### ***Principle #3 – Public water and sewer infrastructure***

The county is committed to establishing consistency between the water and sewer system capacities and the overall development capacity of individual community growth areas. These efforts shall also be coordinated with countywide growth and development potential so that public services and facilities can be made sufficient to serve both residents and employers.

Key elements of community infrastructure shall be planned – and constructed – during the build out of community growth areas, with the understanding that current community growth boundaries may, in future generations, expand beyond those currently envisioned.

The county shall incorporate into its infrastructure planning efforts – and preserve during the engineering and construction of such systems and facilities – the opportunity to provide additional water and sewer capacity beyond that necessary to serve current or short-term needs. Additional efforts will continue which increase the efficiency and performance of our wastewater treatment plants, furthering our ability to maintain clean waterways and extend plant capacity by remaining within the limits of our MDE discharge permits.

***Principle #4 – Balance residential and employment development***

Assuring the provision of infrastructure that provides for predictable and planned development opportunities for both residential and employment uses throughout the life of this plan, and beyond, is critical as the county strives to provide an equitable allocation to both job and housing sectors.

The county's growth staging policies and tools should respond to varying short and long term demands for residential and employment development and should be used to focus the limited collective resources of the county and the land development community to create high quality, well-balanced, vital neighborhoods and communities.

## **The Priority Growth Tier System**

In considering the many complex and necessary mechanisms by which planners, land owners, developers and elected officials may exercise control over the staging of development, the following Priority Growth Tier (PGT) system is presented as a guidance tool for establishing the preferred order in which development should occur within the county's Community Growth Areas. The system also serves as a framework for additional, or alternative, development staging policies that may emerge during the life of this planning document. Examples include:

- Reference to the Priority Growth Tier could be used when considering an application for a floating zone or overlay zoning designation within an area slated for growth (Planned Unit Development PUD or Mixed Use Development MXD, for example);
- Incorporation into future regulations of preferences – or preconditions – regarding a parcel's Priority Growth Tier designation in order to steer such development into preferred areas or to prevent extensive 'leap-frog' development;
- The Priority Growth Tier may also be considered as part of revisions to other planning tools – such as the Adequate Public Facilities Ordinance, or innovative zoning tools – in order to create incentives and encourage development or redevelopment in appropriate areas.

The application of a Priority Growth Tier (PGT) system will occur as part of community and corridor plan updates and will result in the mapping of PGT's to specific properties based on the ability to serve those properties with adequate facilities and services. As a non-regulatory staging mechanism, the PGT concept can be used to identify the specific infrastructure needs necessary for a property to progress to a higher tier, and thereby assume a higher priority in the county's land development plans.

### **Priority Growth Tier 1**

**Character of Growth:** Primarily Infill and Redevelopment of vacant or underdeveloped lands and structures

**Infrastructure:** Existing and adequate (or easily upgraded) infrastructure.

**Timeframe:** Present to 6 years (consistent w/ CIP)

**Application:** Properties within current municipal boundaries or within, or immediately adjacent to, previously developed lands in County Growth Area Communities. Includes Priority Redevelopment Areas. Will have existing zoning.

### **Priority Growth Tier 2**

**Character of Growth:** Undeveloped lands utilizing proposed infrastructure.

**Infrastructure:** Not presently served or adequate, but planned

**Timeframe:** Mid-term, 10-25 years

**Application:** Most likely in planned annexation areas of municipalities and in planned unincorporated County Growth Area Communities

### **Priority Growth Tier 3**

**Character of Growth:** Maintain current agriculture and/or open space lands. Land Banking for future generations.

**Infrastructure:** Neither currently served nor planned

**Timeframe:** Long term, beyond 25-year timeframe of this Plan

**Application:** Within Growth Area Communities (municipal or unincorporated) but within a Future Growth Area i.e. designated Agricultural/Rural.

## **Staging Mechanisms**

Staging Mechanisms are the primary tools used to ensure that development activity does not outpace the ability to adequately serve it with critical services. These mechanisms can employ either regulatory devices or policy level strategies to determine when development should occur relative to the availability of infrastructure and community facilities. The regulatory means, which act as staging mechanisms to control the timing of planned development, are generally employed once a property is proceeding through the development review process. Policy level strategies, such as the establishment of Community Growth Areas, the application of land use plan designations, or the identification of Priority Growth Tiers, seek to establish staging mechanisms well before the development review process. Below is a summary of staging mechanisms for development.

### ***Community Growth Area***

The delineation of Community Growth Areas (CGA's) is the first step in development staging. Properties falling within a Community Growth Area are expected to develop at some point in the future. The CGA boundary is not meant to delineate an ultimate limit for development but is generally sized to accommodate projected residential, commercial, and employment needs for period of approximately 20 years.

### ***Land Use Plan Designation***

The application of land use plan designations may be used within Community Growth Areas to differentiate between properties expected to develop within the time horizon of the Comprehensive Plan versus properties that may be considered for development beyond that time frame. The application of a land use plan designation other than Agricultural/Rural, such as residential, commercial, industrial, or institutional indicates that development is appropriate on those properties within a 20-year timeframe subject to completion of other staging mechanisms.

"Future Growth Areas" are indicated by properties within CGA's, but that are designated Agricultural/Rural. This condition indicates development will occur beyond a 20-year timeframe. This reference identifies appropriate growth needs beyond 20 years in order to provide predictability about where future growth will occur when adequate infrastructure and community facilities are available to serve those properties.

### ***Zoning***

The application of specific zoning designations on lands within Community Growth Areas allows the county the greatest degree of control over land development while providing optimal leverage in requiring developer-funded infrastructure improvements. However, this leverage is severely limited - if not eliminated - when Euclidean zoning is applied through a comprehensive zoning process. Floating Zones, such as the Planned Unit Development (PUD) and Mixed Use Development (MXD) zones, are not applied during the course of a comprehensive process and thus offer the greatest opportunity to control the development timing as well as require infrastructure improvements by the land developer. Properties that fall within a CGA and that are assigned a land use plan designation indicating a plan for future growth may, in some cases, remain zoned Agricultural and are considered 'Future Growth Areas'.

***Water and Sewerage Plan***

The primary purpose of the county's Master Water and Sewerage Plan is to provide for public water and sewer service. The classification system employed provides an indication of timing for the extension of public water/sewer service to a particular property. The plan also provides a strategic framework for maximizing the performance of our existing water and sewerage systems by providing information about planned upgrades and improvements to the physical infrastructure. In concert with the Capital Improvements Program and NPDES Watershed Protection and Restoration Program, the Master Water and Sewerage Planning process allows for an on-going analysis of our water and sewerage needs considering system capacity, environmental impacts, and system costs.

***Public Facility Financing Plan***

The level of infrastructure improvements needed for the development of a Community Growth Area should be identified at the comprehensive planning level. A Development Staging Plan for a community growth area will identify specific infrastructure improvements necessary for development or redevelopment to proceed in that area.

Land developers proposing significant land development projects must prepare financial plans as part of their rezoning applications in order to provide clarity about how and when public facilities and infrastructure will be funded and constructed.

A financial plan includes the following elements:

- Land dedication
- Cash contributions to the county for specific public facilities/infrastructure
- Specific facility/infrastructure improvements to be constructed by the developer
- Proposal for an additional property assessment i.e. a Community Development Assessment (CDA) subject to appropriate county and state authorizations.
- Identification of facility/infrastructure improvements proposed by the county in its CIP.
- Identification of other funding sources and/or projects by the State.

***Adequate Public Facilities Ordinance***

The Adequate Public Facilities Ordinance (APFO) serves as a staging mechanism at the point that a project reaches the development review process. Ultimately, approval of a planned development, a preliminary subdivision plan, or a site plan is contingent upon having adequate school, road, and water/sewer capacity as defined in the APF ordinance. APFO approval for specific land development proposals generally establish phasing conditions that are linked directly to the provision of adequate infrastructure. This approval is formalized through the execution of a Letter of Understanding between the developer and the county government.

***Priority Redevelopment Areas***

Alternative APFO standards, or differentiated APFO testing benchmarks, may be considered for properties located within a county-designated Priority Redevelopment Area. This approach can be useful in efforts to create an attractive environment for the infill and redevelopment activity crucial to the revitalization of older neighborhoods and corridors within Community Growth Areas.

## Mineral Resources

Frederick County has a long history of mining mineral resources. While the mining of minerals such as iron ore and copper are no longer active, other resources such as limestone have been mined in Frederick County since the early 1900's and still have 50 or more years of life in current mining operations.

### Limestone, Shale, and Crushed Stone

The Grove and Frederick Limestone formations follow the Frederick Valley from just north of the Town of Woodsboro to the Potomac River. High-calcium limestone and its metamorphic equivalent, marble, are used in the manufacture of Portland cement and agricultural lime, in addition to their use as crushed stone.

Shale is used for the production of brick and terra cotta products such as pipe and tile and is found in Frederick County throughout the Triassic Upland areas. A type of shale found along the eastern margin of the Frederick Valley is used in the manufacture of lightweight aggregate. The Gettysburg Shale, found only in the western part of the northern Triassic Upland, is the most promising source of material for brick and tile. At present, this formation is mined near Rocky Ridge for brick manufacture.

Lightweight aggregate is produced from shale, which has the special property of expanding when heated. The resulting material is a light, sponge-like product, which has a high compressive strength, suitable for use as aggregate in structural concrete and concrete block. Lightweight aggregate is currently produced at a plant near Woodsboro.

Several types of rock in Frederick County are suitable for crushed stone, but at present only limestone and marble is being mined for this purpose. These rocks are most desirable because of the relatively low operating costs of extraction and processing as compared with other rock types. The Grove Limestone, which occurs in a strip along the center of the valley, is quarried at an operation located south of Interstate 70 and east of Interstate 270 near Frederick City and at an operation located in Woodsboro. The Wakefield Marble occurs in narrow bands within the phyllites and metavolcanic rocks of the Piedmont Upland area south of Union Bridge in Carroll County.

### Planning Measures

Active mining operations have been designated on Frederick County's comprehensive plans since the adoption of the first land use plan in 1959. The Mineral Mining land use plan designation has been applied to active mining areas and to lands that are targeted for the expansion of mining operations. Any land with an Agricultural/Rural land use plan designation is eligible for an application of Mineral Mining zoning. There have not been any proposals to develop entirely new mining operations since the late 1980's.

Active mining operations in the county are currently zoned Mineral Mining (MM) with the exception of an operation to the east of Thurmont along Rocky Ridge Road, which is zoned General Industrial (GI). The GI zoning district permits mineral extraction and mineral processing as permitted uses. The MM zoning district also permits mineral processing. Beyond the existing and proposed mining operations the county does not identify future mineral extraction areas.

Deep pit quarries have potential for significant impacts on the ground water if they extend below the water table. De-watering of the pit can cause nearby wells to go dry, and in karst terrain, can induce the formation of sinkholes. State legislation calls for delineation of "zones of de-watering influence" (ZOI) around certain quarries and the quarry operator is required to remedy certain damages within the zone. These zones of de-watering influence have been delineated around four quarries in Frederick County.

Even though most large quarry operations intend to extract materials for many years, eventually, mining will cease and some sort of reclamation must be achieved. Deep pit quarries present unique challenges and opportunities for reclamation. Consideration must be given to the safe re-use of these properties once mining has ceased.

## Water Resources

Water Resources are addressed in a separate document as a component of the Livable Frederick Master Plan. This separate document serves as the county's Water Resources Element (WRE) as required by Md. LAND USE Code Ann. § 1-410. The WRE will be updated with subsequent updates of the county Comprehensive Plan to reflect demographic, economic, and development conditions. The latest official version of this document is hereby adopted as a component of the Livable Frederick Master Plan.

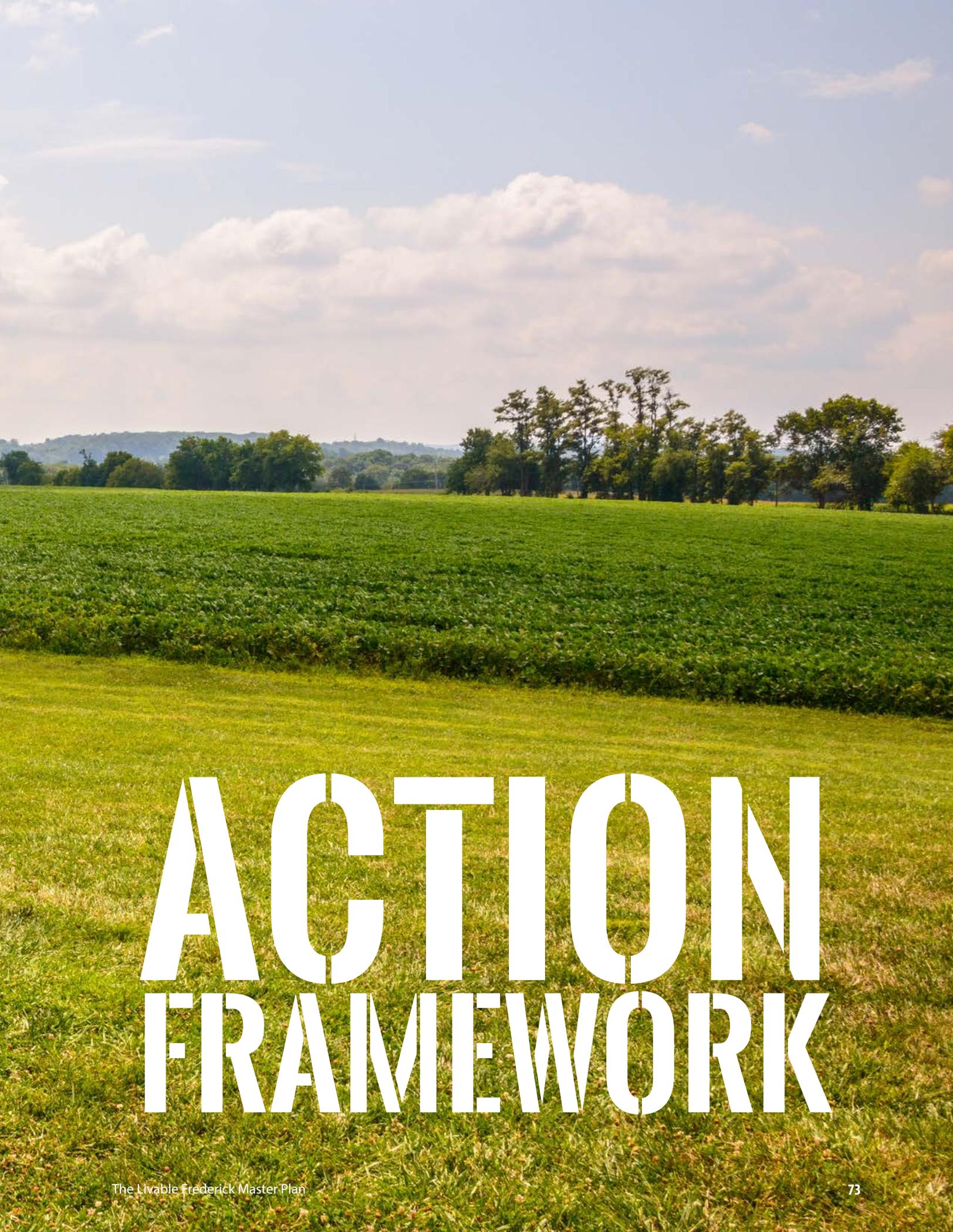
### Water and Sewer

Most Frederick County residents obtain their water from publicly-owned community water systems - water supply systems that serve at least 25 people or have at least 15 service connections for a minimum of 60 days per year. In 2013, 27 different water systems located throughout Frederick County served approximately fifty-nine percent of the population. Seven are regional systems that are owned and operated by the Frederick County Division of Utilities and Solid Waste Management. Nine are owned and operated by municipalities. One system is federally owned and serves Fort Detrick, and another privately owned institutional system serves Mount St. Mary's University. The remaining five serve individual subdivisions and residential developments. In addition, there are several smaller publicly-owned and privately owned community water systems.

Frederick County has 13 major sewer service areas served by 17 sewer systems. Eight of these sewer systems are owned and operated by municipalities. A system owned and operated by the federal government services Ft. Detrick. Frederick County owns and operates 10 waste water treatment plants with a total average capacity of 16.43 million gallons per day. In addition, there are six, small, publicly-owned, sub-regional community sewerage systems outside of sewer service areas.







# ACTION FRAMEWORK

# A VISION FOR OUR COMMUNITY



## **IT IS THE YEAR 2040...**

**OUR LIVABLE FREDERICK IS A** *place and a community that offers the freedom and the equity of opportunity necessary for everyone who lives and works here to prosper and thrive throughout their lives.*

**WE ARE A DIVERSE** *community of healthy, self-sufficient, contributing members of society.*

**WE ARE A CONNECTED** *community. Cooperation and communication exists among the many interest groups in Frederick County. We work collaboratively to ensure that fairness and equity are interwoven in providing for the housing, services, health, safety and livelihood needs of all citizens and groups.*

**FREDERICK COUNTY IS A SAFE** *place to live, work, and play. Our law enforcement agencies protect and serve us honorably, fairly, and ethically, and are appreciated by the public. Crime levels are consistently low and people feel safe as they conduct their daily lives. Active living is fostered by easy access to places to be physically active and by a built environment that promotes safe travel by walking, bicycling and non-motorized means of travel.*

**THIS IS A PLACE WHERE** different people from all backgrounds live, work and play together. It is a place where all citizens have a voice and no one is left out. There is no cultural or racial hatred or prejudice – Frederick County is a community of inclusion. Under-represented communities are fully engaged partners.

**THE PEOPLE OF FREDERICK** are well informed, highly motivated to speak up for themselves and feel comfortable doing so. Interested, engaged citizens collaborate with government and community organizations to make their desires known and to solve problems. All people in Frederick County fully participate in public decision-making.

**THE COUNTY'S MANY** distinct places - rural villages and towns, cities and their suburbs, historic neighborhoods, farms, mountains and rivers – each contribute to the vitality and identity of this community and provide value to our lives.

**NEIGHBORHOODS, WHETHER** rural or urban, have a unique sense of place and support active living.

**WE HAVE A LIVABLE BUILT** environment where all of its elements, including land use, transportation, housing, energy, and infrastructure, work

together to provide sustainable green places for living, working, learning and recreation, with a high quality of life.

**WE ENSURE THAT OUR** children learn our local history and heritage to give them a sense of pride in our community.

**THE COUNTY HAS A** comprehensive master plan that balances growth and shapes the locations of businesses and homes. As development occurs, the support structures for transportation, parks, water supply, sewage, schools, and public buildings are in place. Planning is a collaborative endeavor with the community, developers and builders combining expertise and experience to meet the needs of the community in a way that results in predictable and profitable growth and makes Frederick truly livable for all.

**FREDERICK COUNTY HAS** meaningful and affordable housing choices for everyone - all income levels, all classes, while offering older adults with affordable housing and supportive services. Housing, both rural and urban, is focused toward existing activity centers, towns and villages and is in close proximity to shopping, schools and other town activities. Reuse of existing structures and neighborhoods is emphasized.

**COMMUNITIES ARE** aesthetically pleasing, with quality housing options including a balance of mixed use and single family units with a focus on green, solar, and sustainable alternative energy features. The environments in which we live, work, learn, play and age are built to support good health and active living.

**THE ARTS ARE CRITICAL TO** our healthy, prosperous society. Access to substantive arts and cultural experiences enriches the quality of life for both residents of and visitors.

**THE TRANSPORTATION** systems of today have made automotive gridlock a thing of the past. We now have a varied, balanced, and complete multimodal approach composed of driving, transit, walking, and biking. It has taken on a new form; one that is not limited to those who can drive or can afford a car, but that is open and easily accessible to every person and supports active living. All residents have easy access to the private and public sector amenities and services. There are many well-maintained parks connecting Frederick City and Frederick County that cater to the different needs of citizens. Regional connectivity now flows in both directions, providing the inflow of workers and consumers that support Frederick's strengthened role as a regional hub of jobs and goods.

# Trends and Driving Factors for Our Community

## *Nationally, and locally we are driving a little less...*

Nationally, younger people use alternative forms of transport and drive less. Some younger people are choosing to reduce driving based on values, such as minimizing their impact on the environment. Many are avoiding or postponing car ownership and licensure.

In general, more and more people are choosing to live in places that offer transportation alternatives. In addition, many jurisdictions have been enacting more strict requirements in order to acquire a drivers license.

Collaborative types of consumption for transport, such as ride sharing and on-demand transport, are providing previously unavailable options. More and more, car ownership is seen as unaffordable.



*Millennials in Motion: Changing Travel Habits of Young Americans and the Implications for Public Policy*, U.S. Public Interest Research Group Education Fund, 2014, <https://uspirg.org/sites/pirg/files/reports/Millennials%20in%20Motion%20USPIRG.pdf>

U.S. Department of Transportation, Federal Highway Administration, *National Household Travel Survey, 2001 and 2009*, <https://nhts.ornl.gov/2009/pub/stt.pdf>

*Disruptive Trends That Will Transform the Auto Industry*, Paul Gao, Hans-Werner Kaas, Detlev Mohr, and Dominik Wee, McKinsey & Company, January 2016, <https://www.mckinsey.com/industries/automotive-and-assembly/our-insights/disruptive-trends-that-will-transform-the-auto-industry>

## **1980-2005 VMT: +49%**

Vehicle miles traveled per capita in Frederick County increased 49% between 1980 and 2005.

## **2005-2015 VMT: -7%**

Between 2005 and 2015, Frederick County has seen a decline in vehicle miles traveled per capita (VMT) for the first time in almost 30 years.

*Maryland State Highway Administration Annual Vehicle Miles of Travel Report*, [http://www.roads.maryland.gov/OPPEN/Vehicle\\_Miles\\_of\\_Travel.pdf](http://www.roads.maryland.gov/OPPEN/Vehicle_Miles_of_Travel.pdf)

U.S. Census, *State and County Intercensal Estimates (1990-2000)*, <https://www2.census.gov/programs-surveys/popest/tables/1990-2000/intercensal/st-co/co-est2001-12-24.pdf>

U.S. Census, *County Intercensal Estimates (2000-2010)*; <https://www.census.gov/data/tables/time-series/demo/popest/intercensal-2000-2010-counties.html>

Maryland Department of Planning State Data Center, *Table 1A. Total Resident Population, 4/1/2010 - 7/1/2017*, [http://planning.maryland.gov/MSDC/Documents/pop\\_estimate/Estimates/county/county17table1A.pdf](http://planning.maryland.gov/MSDC/Documents/pop_estimate/Estimates/county/county17table1A.pdf)

*Vehicle Miles Traveled (V.M.T.): A measurement of miles traveled by vehicles within a specified region for a specified time period. Measured on an annual basis by the State of Maryland State Highway Administration. VMT per Capita divides the total miles traveled by the total population to determine a measure of the amount of driving per person in a specified region.*

...however, the single occupant vehicle remains the dominant travel choice...

## 90% TRAVELED BY CAR

Of all commuting trips, either originating in or outside of Frederick County to destinations in or outside of Frederick County, the share that drove alone or carpooled was 90.4%.

For jobs with residence origins and work destinations located within Frederick County, modes of travel such as walking or biking were far more common than for out-of-county jobs, while public transit use was minimal. For out-of-county jobs, public transit played a bigger role.

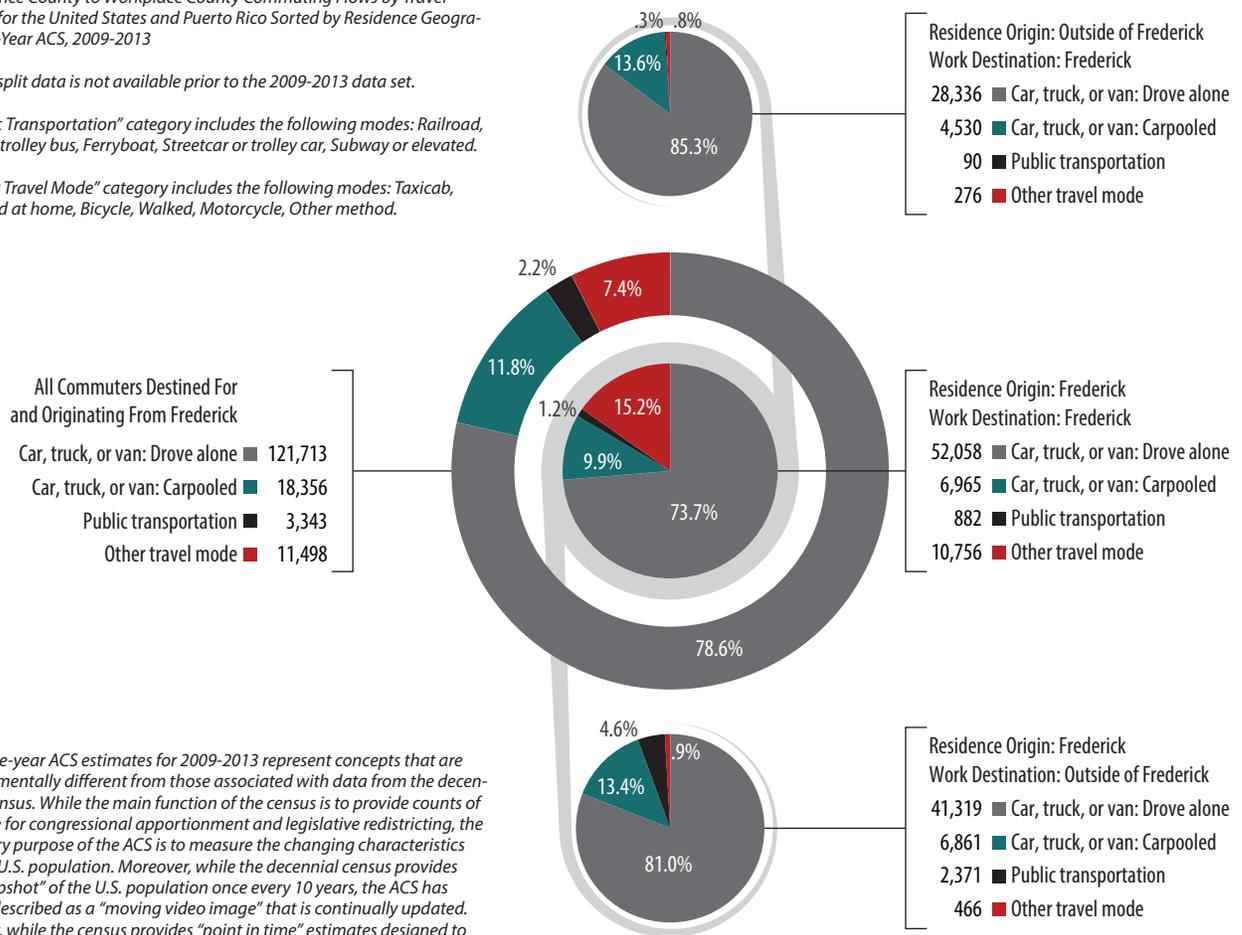
*U.S. Census Bureau, 2009-2013 American Community Survey, Table 2. Residence County to Workplace County Commuting Flows by Travel Mode for the United States and Puerto Rico Sorted by Residence Geography: 5-Year ACS, 2009-2013*

*Mode split data is not available prior to the 2009-2013 data set.*

*"Public Transportation" category includes the following modes: Railroad, Bus or trolley bus, Ferryboat, Streetcar or trolley car, Subway or elevated.*

*"Other Travel Mode" category includes the following modes: Taxicab, Worked at home, Bicycle, Walked, Motorcycle, Other method.*

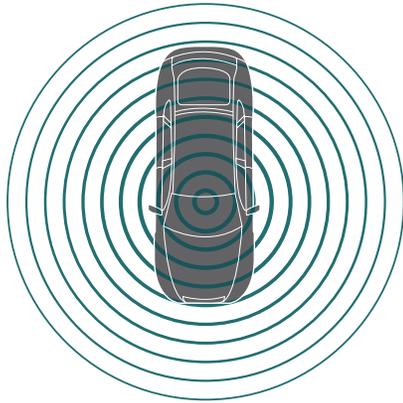
### FREDERICK COUNTY COMMUTER FLOW BY MODE



*The five-year ACS estimates for 2009-2013 represent concepts that are fundamentally different from those associated with data from the decennial census. While the main function of the census is to provide counts of people for congressional apportionment and legislative redistricting, the primary purpose of the ACS is to measure the changing characteristics of the U.S. population. Moreover, while the decennial census provides a "snapshot" of the U.S. population once every 10 years, the ACS has been described as a "moving video image" that is continually updated. Finally, while the census provides "point in time" estimates designed to approximate an area's characteristics on a specific date, the ACS provides "period" estimates that represent data collected over a period of time. The five-year estimates therefore are data collected over the five-year (or 60-month) period from January 2009 through December 2013. These ACS estimates are not averages of monthly or annual values, but rather an aggregation of data collected over the five-year period.*

*...even as the way we get around is beginning to change.*

As national trends shape the demand characteristics of our national and local transportation future, new forms of information and transportation technology are shaping the supply side.

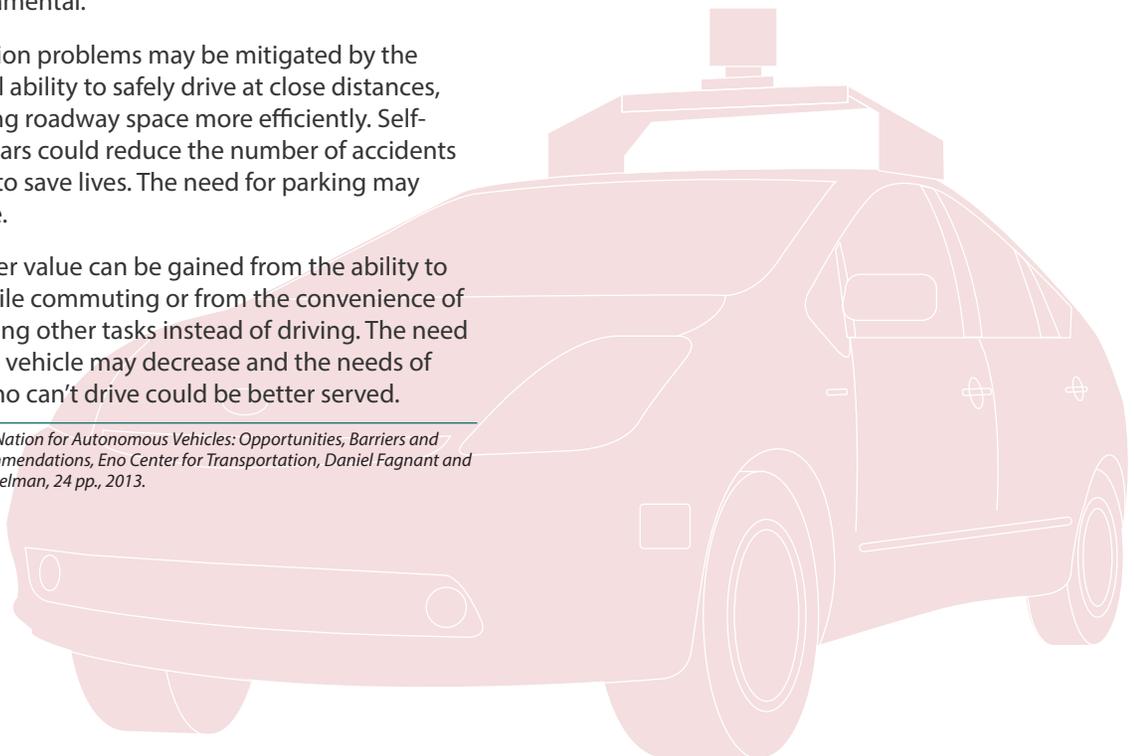


The impending rise of autonomous vehicles promises a major structural shift in one of the most fundamental systems underlying the basic operation of our communities. The impact to Frederick County, and to our region as a whole, will be fundamental.

Congestion problems may be mitigated by the potential ability to safely drive at close distances, thus using roadway space more efficiently. Self-driving cars could reduce the number of accidents helping to save lives. The need for parking may decrease.

Consumer value can be gained from the ability to work while commuting or from the convenience of performing other tasks instead of driving. The need to own a vehicle may decrease and the needs of those who can't drive could be better served.

*Preparing a Nation for Autonomous Vehicles: Opportunities, Barriers and Policy Recommendations, Eno Center for Transportation, Daniel Fagnant and Kara M. Kockelman, 24 pp., 2013.*



*We are tied to the region, but we're not a bedroom community...*

**INTRA-COMMUTERS: 46%**

Of all commuters in the U.S. that traveled within, to, or from Frederick County, the 2009-2013 percentage of county residents that commuted to locations within the county was 46%.

**OUT-COMMUTERS: 33%**

Of all commuters in the U.S. that traveled within, to, or from Frederick County, the 2009-2013 percentage of county residents that commuted to locations outside the county was 33%.

**IN-COMMUTERS: 21%**

Of all commuters in the U.S. that traveled within, to, or from Frederick County, the 2009-2013 percentage of non-county residents that commuted to locations within the county was 21%.

U.S. Census 2009-2013 5-Year American Community Survey Table 1. County to County Commuting Flows for the United States and Puerto Rico

The estimates shown in the diagram below are not averages of monthly or annual values, but rather an aggregation of data collected over a five-year period.

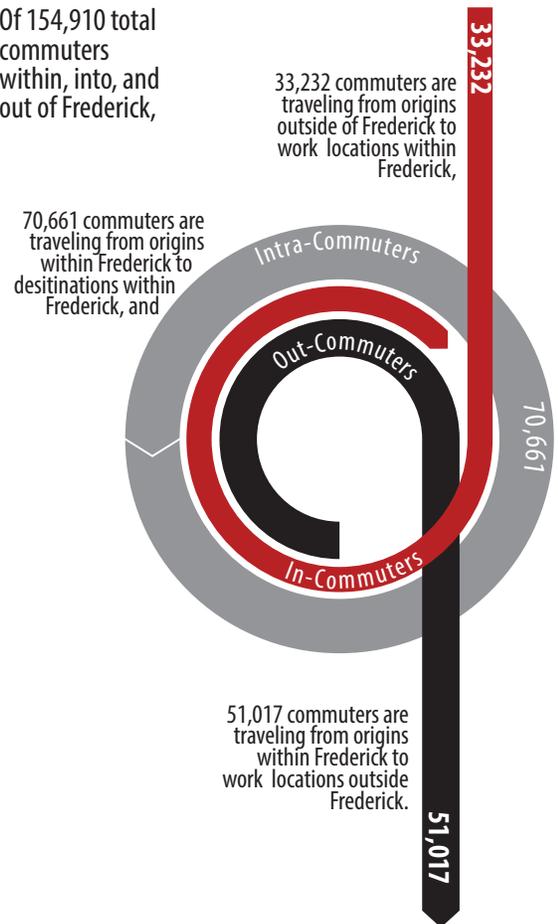
Based on the ACS five-year period estimates for 2009-2013:

Of 154,910 total commuters within, into, and out of Frederick,

70,661 commuters are traveling from origins within Frederick to destinations within Frederick, and

33,232 commuters are traveling from origins outside of Frederick to work locations within Frederick,

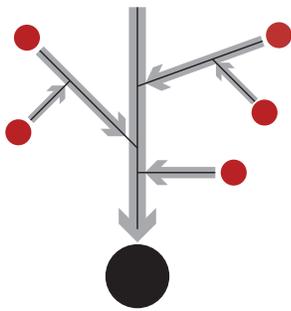
51,017 commuters are traveling from origins within Frederick to work locations outside Frederick.



# Our local roads are less interconnected...

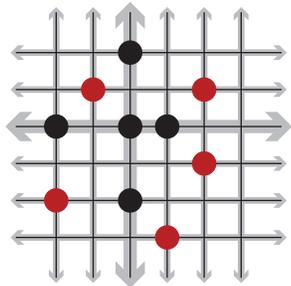
Since the first half of the twentieth century, we have been designing our roads as branching networks that funnel traffic onto a few major arteries with emphasis on maximizing the flow of vehicles on those arteries.

This "trunk road" or "funneling" approach works well when there are many origins and few destinations.



However, people are seldom in this situation. More often, we have many different places to go, and we're coming from different many places.

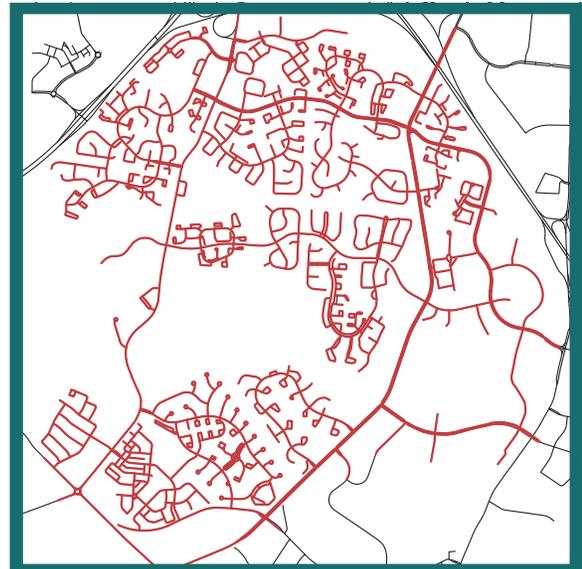
We planned roads in the past as interconnected networks of a variety of road types that spread the load, making destinations more accessible to a variety of travel modes.



*Connectivity Index: the density of connections in a road network. A higher index value means better interconnectivity. Well-connected networks have many short links, numerous intersections, and minimal dead-ends (cul-de-sacs). As connectivity increases, travel distances decrease and route options increase, allowing more direct travel between destinations, creating a more accessible and resilient system.*

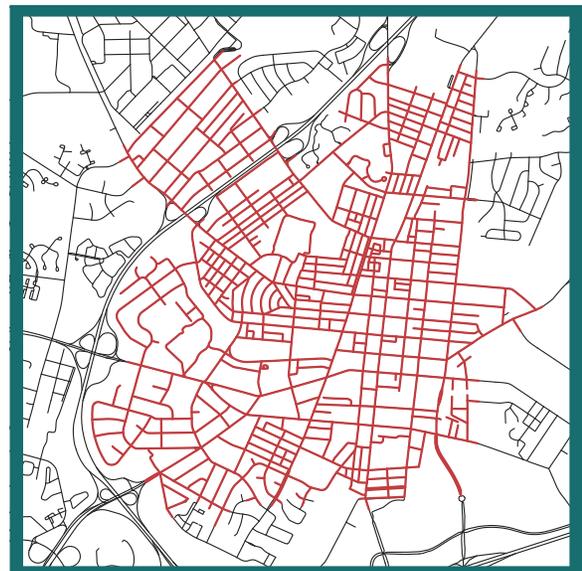
*Calculated as the number of links divided by the number of nodes.*

*TDM Encyclopedia Victoria Transport Policy Institute December 2015*



Ballenger Creek Connectivity Index

1.2



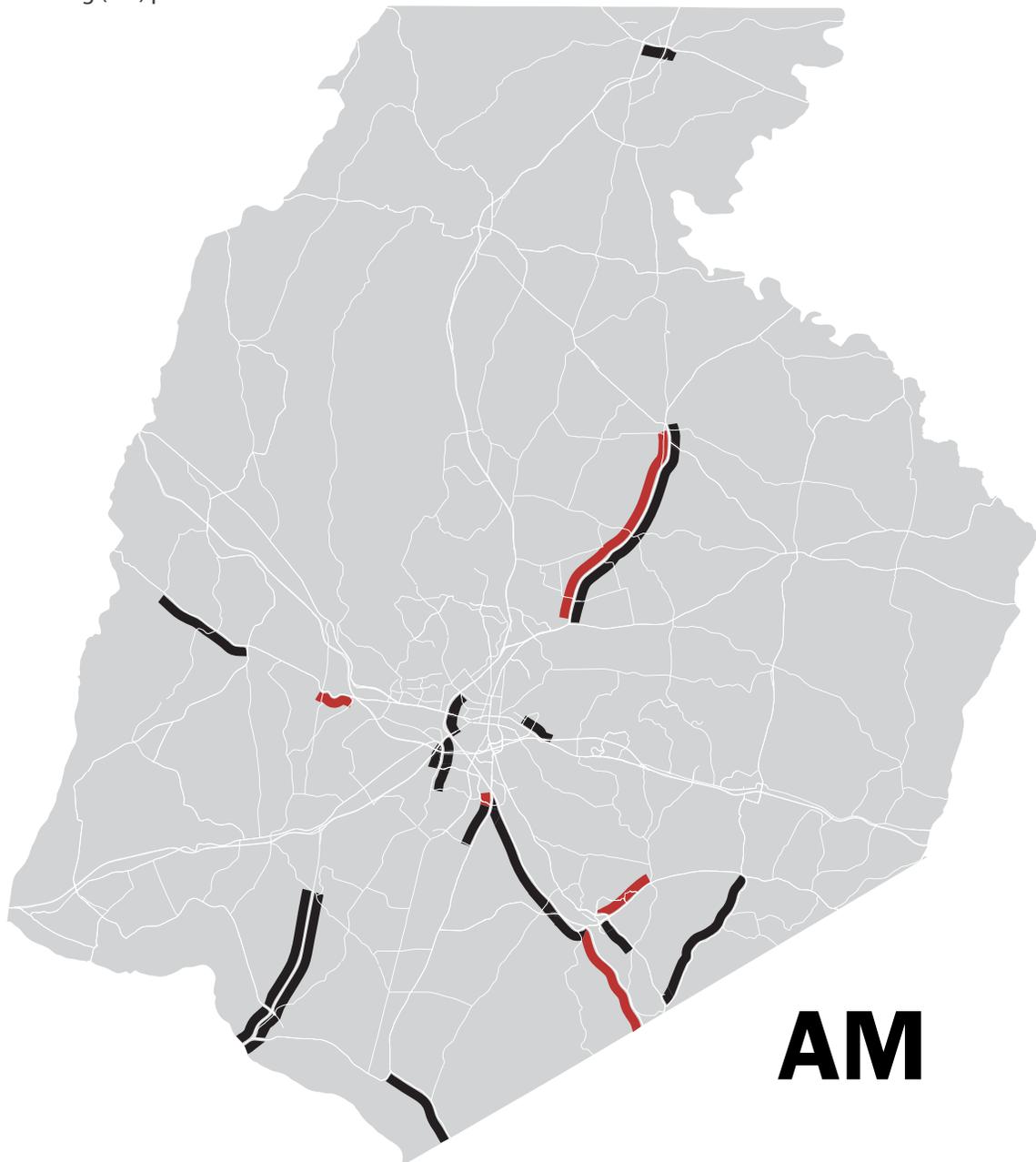
Frederick City Connectivity Index

1.7

*...and congested roads remain a problem.*

2013 Congestion Maps: This Congestion Assessment was conducted by the Maryland State Highway Administration. The maps below and on the adjacent page show generalized levels of congestion on all major state roadways in the county on an average weekday, during the morning (AM) and evening (PM) peak hours.

The Congestion Assessment used methods for developing either a Travel Time Index (TTI) or a Level of Service (LOS) value for measured roads.

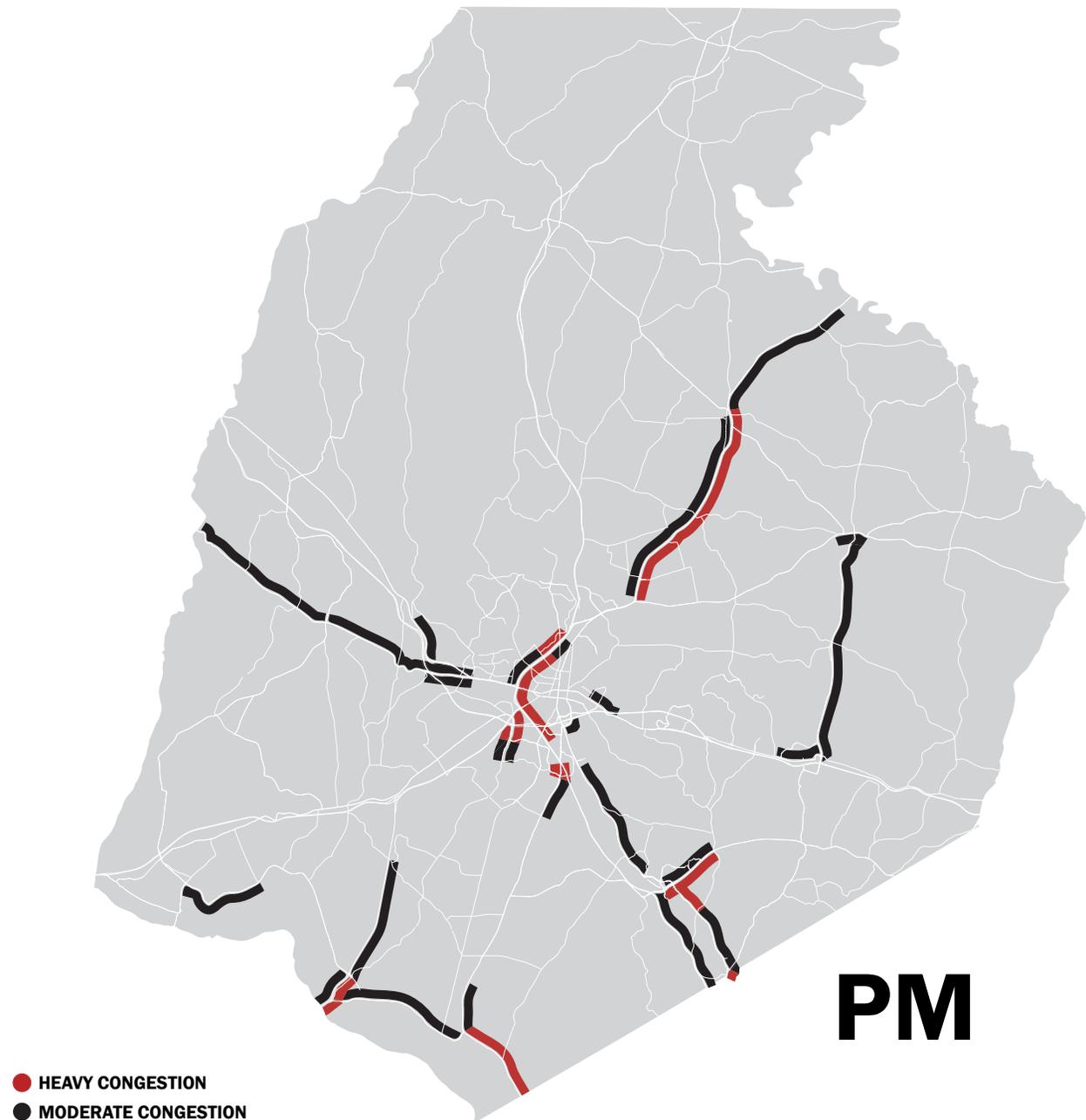


TTI is defined as the ratio of the travel time for a trip in congested conditions compared to the same trip in free flow conditions.

LOS is a qualitative measure used to analyze traffic flow and assign levels of flow based on performance measure like speed and density.

Heavy congestion, shown in red, equates to a Level of Service (LOS) of E or F and a Travel Time Index (TTI) of 1.3-2.

Moderate congestion, shown in black, equates to an LOS of D and a TTI of 1.15-1.3.



# Our school age population is growing as fast as our county population...

Compared to our total county population, the share of our school age population will keep pace with population growth.

In 2018, the projected increase between 2010 and 2025 in public school enrollment was

## 5,423

*Board of Education Approved Educational Facilities Master Plan Annual Update, June 2018, Figure 4A: Total Enrollments 1980-2027*

In 2018, the most significant projected student enrollment increase between 2017 and 2027 was at the high school level.

## 2017-2027 ES: +1,034

Between 2017 and 2027, public elementary school enrollment was projected to increase by 1,034.

## 2017-2027 MS: +732

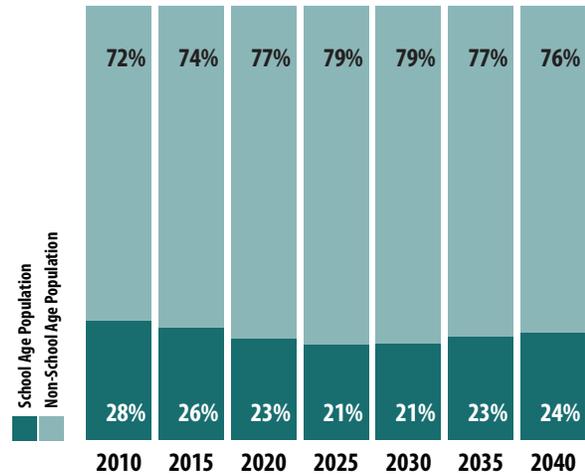
Between 2017 and 2027, public middle school enrollment was projected to increase by 732.

## 2017-2027 HS: +1,855

Between 2017 and 2027, public high school enrollment was projected to increase by 1,855.

*Board of Education Approved Educational Facilities Master Plan Annual Update, June 2018, Figure 4C: Equated Enrollment Growth by School Level - 2017 to 2027, Table 4A: FCPS Equated Enrollment Projections*

In the short term, the percentage of school age versus non-school-age population in the county was projected to decline, but increase in the long run.



## 2010 POPULATION: 234,196

Estimated county population in 2010 was 234,196.

## 2025 POPULATION: 288,700

The 2017 projected county population in 2025 was 288,700.

*2025 Population Projections, Maryland Department of Planning, Revised August 2017*

## 2010 ENROLLMENT: 40,236

Total school enrollment in 2010 was 40,236. 17% of the total 2010 county population was enrolled in public school.

## 2025 ENROLLMENT: 45,695

The 2018 projected school enrollment in 2025 was 45,695. 16% of the projected total 2025 county population was projected to be enrolled in public school.

*Board of Education Approved Educational Facilities Master Plan Annual Update, June 2018, Figure 4A: Total Enrollments 1980-2027*

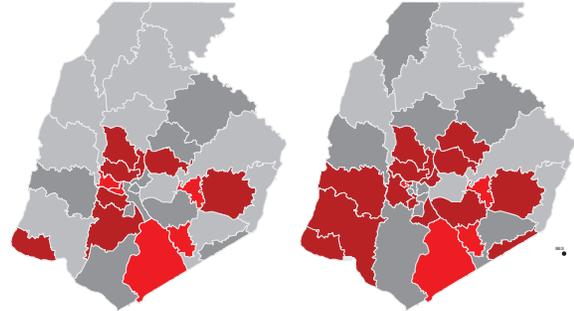
*..and capacity in our school system remains a big challenge...*

We've made some improvements system-wide. But specific areas in the county still have serious school capacity challenges, with individual school capacities in some areas exceeding

**150%**

The maps to the right were originally produced by Frederick County Public Schools and Frederick County GIS. They are reproduced here from 2017 FCPS EFMP.

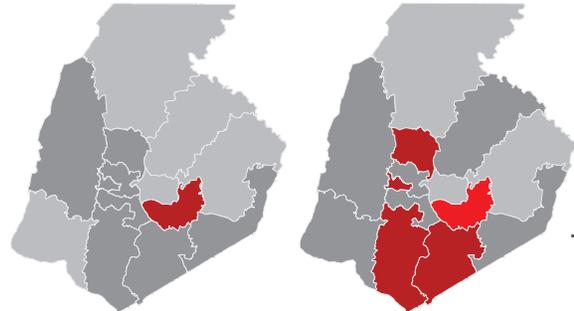
Elementary School



2016 Actual School Capacity by District

2026 Projected School Capacity by District

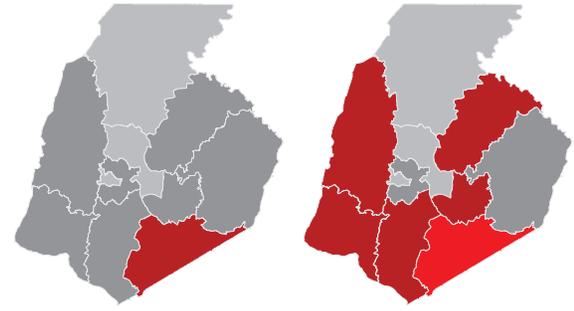
Middle School



2016 Actual School Capacity by District

2026 Projected School Capacity by District

High School



2016 Actual School Capacity by District

2026 Projected School Capacity by District

Percent of State Rated Capacity



*..however, we've made strides to meet the demand on our schools with school buildings that are designed and equipped for learning.*

Between 1995 and 2017, system-wide capacity improved. The elementary school level went from 102% to 98%. The middle school level went from 97% to 83%. The high school level went from 92% to 86%.

**'95-'17 ES CAPACITY GAIN: 4%**  
**'95-'17 MS CAPACITY GAIN: 14%**  
**'95-'17 HS CAPACITY GAIN: 6%**

1995 Frederick County Public Schools Educational Facilities Master Plan; 2017 Frederick County Public Schools Educational Facilities Master Plan

Our schools are working to keep up to date with changing technologies, such as the provision of wireless internet connectivity for all schools and the deployment of digital devices to students.

FCPS faces challenges in maintaining the State of Maryland recommended five-year cycle for the replacement of outdated devices. Funding for educational technology has seen a decrease between 2009 and 2017.

As of 2012, the share of computers in FCPS schools that are older than five years was

**57%**

012-2016 Frederick County Public Schools 5 Year Technology Plan

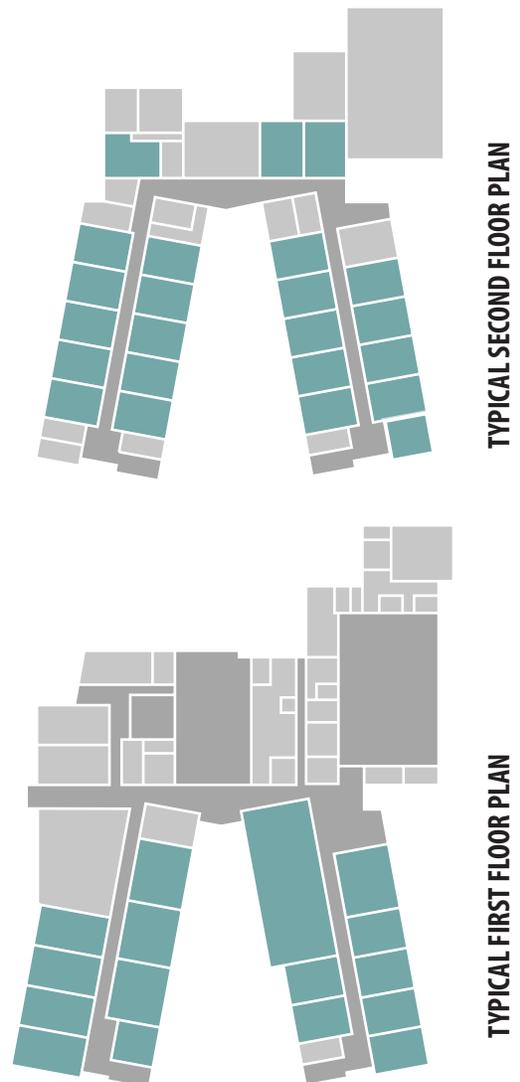
Building design affects attendance, concentration, & performance. Designs that provide good acoustics, quality indoor air, and plenty of daylight support learning.

A holistic, multi-level analysis identifying the impact of classroom design on pupils' learning, Peter Barrett, Yufan Zhang, Joanne Moffat, Khairy Kobbacy, School of the Built Environment, Maxwell Building, University of Salford, Salford M5 4WT, UK

Recent school designs support the planning strategy of providing common areas and breakout spaces for group learning.

Our new schools are designed and built according to green building standards and are sustainable throughout their life cycle: including siting, design, construction, operation, maintenance, renovation, & demo.

**STANDARD ELEMENTARY SCHOOL FLOOR PLAN**



*Our public libraries are thriving and their importance has increased...*

**1995-2015 CIRCULATION: +205%**

**2000-2017 CIRCULATION: +146%**

Total circulated items in Frederick County Public Libraries is:

1995:	924,815
2000:	1,150,378
2006:	1,610,223
2015:	2,829,482

**5X FASTER THAN POPULATION**

Between 1995 and 2015, Frederick County's total population grew by 39%. In the same time period, library circulation growth outpaced population growth by a factor of 5.

The total number of library cards issued through Frederick County Public Libraries is:

1997:	81,000
2000:	61,985
2007:	120,000
2015:	140,809

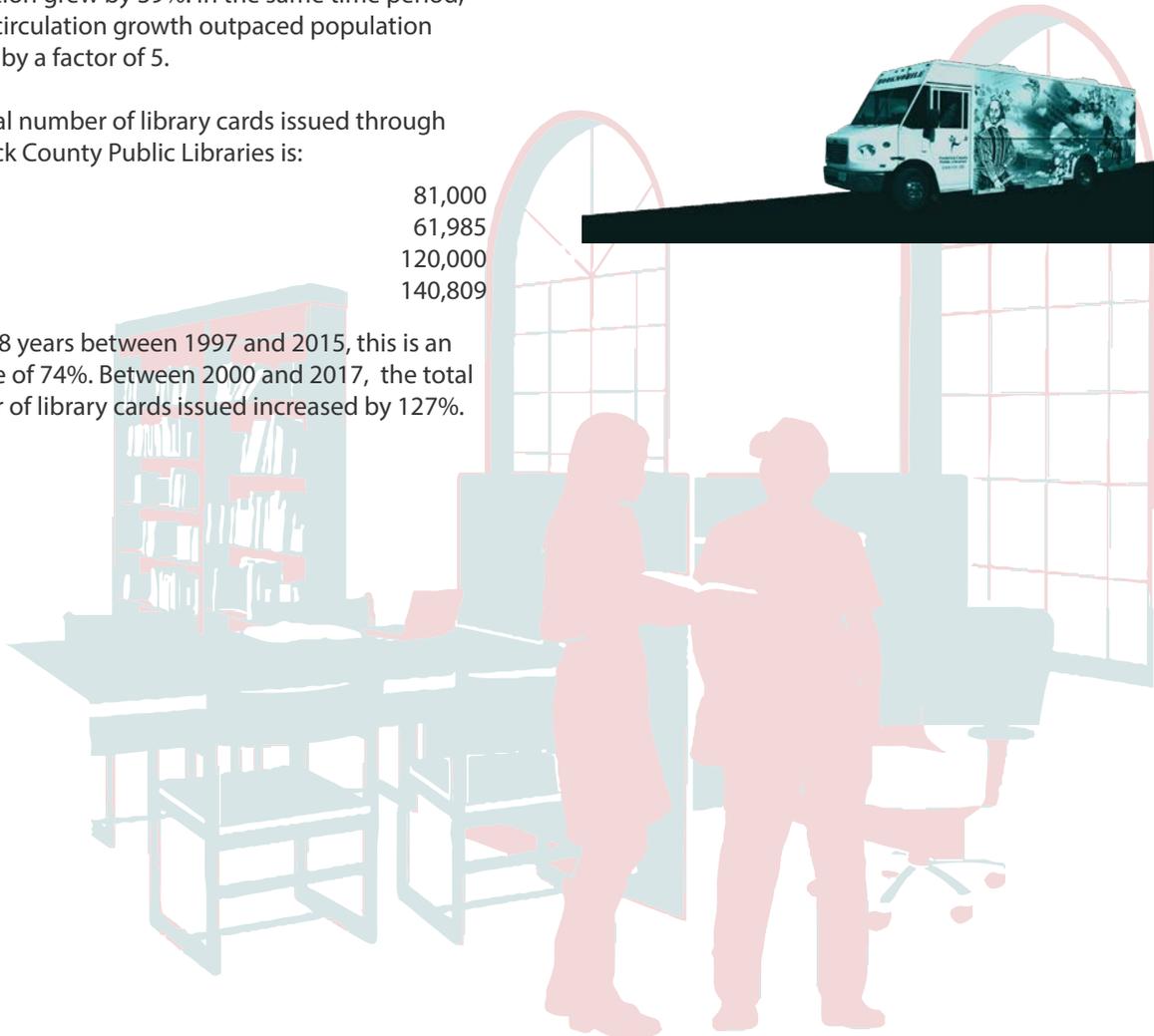
In the 18 years between 1997 and 2015, this is an increase of 74%. Between 2000 and 2017, the total number of library cards issued increased by 127%.

Between 1998 and 2017, 8 public libraries have been built or renovated, totaling an additional

**156,250 SF**

*Frederick County Public Libraries (FCPL); 1995 U.S. Census Population Projections by County; 2015 U.S. Census Population Projections by County. Circulated items include all materials - books, audiovisual, etc.*

Bookmobiles are traveling branches of the library system and have serviced Frederick County for over 45 years. It goes to where the people are, taking library services to neighborhoods and senior citizen facilities that are underserved by branch libraries.



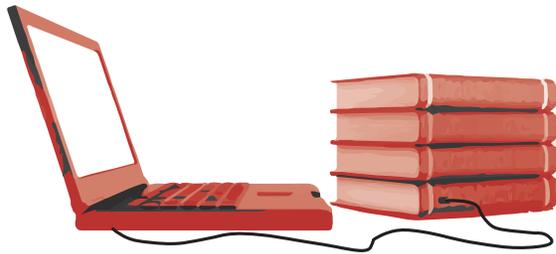
*...while our library buildings are adapting to changing demands.*

Our modern libraries are so much more than buildings and books, and they remain highly valued community facilities that are important to our quality of life.

Our libraries now serve our community as tech hubs, meeting places, locations for quiet study, places for retreat from hyper-abundance, and centers of lifelong learning through activities and events.

Our libraries continue to have all of the resources and technology we expect: large community meeting rooms, STEM labs, computer stations, and wireless web connections.

Library design now emphasizes access to the outdoors, flexibility, daylighting and interspersed reading spaces. Also, new one-stop service desks are being added to support efficiency and customer service.



*Libraries Transformed: Research on the Changing Role of Libraries, Lee Rainie, Director, Pew Research Center's Internet and American Life Project, October 2012*

*Changing Needs, Changing Roles: How Public Libraries are Expanding Traditional Service Models to Best Serve Their Communities, Journal of the American Library Association, Volume 54, Issue 3, Spring 2015.*

*Pew Internet and American Life Surveys, March 2000-May 2013, Pew Research Center, <http://www.pewresearch.org/fact-tank/2013/08/21/3-of-americans-use-dial-up-at-home/>*

*Pew Research Center, Broadband vs. Dial-up Adoption Over Time, <http://www.pewinternet.org/chart/broadband-vs-dial-up-adoption-over-time/>*

*Pew Research Center, Libraries 2016: Trends in visiting public libraries have steadied, and many Americans have high expectations for what their local libraries should offer, John B. Horrigan, <http://www.pewinternet.org/2016/09/09/libraries-2016/>*

The world wide web and digital technology have driven the evolution of the library. The growth of personal electronic devices & social networking, has given the library the dual role as a place where people go and as a resource that “goes” to people.

**2001 DIAL-UP AT HOME: 41%**

Nationally, in 2001, the share of adults who had a dial-up internet connection at home was 41%.

**2013 DIAL-UP AT HOME: 3%**

In 2013, the share of adults who had a dial-up internet connection at home declined to 3%.



**2001 BROADBAND AT HOME: 3%**

In 2001, the share of adults who had a broad band connection at home was only 3%.

**2013 BROADBAND AT HOME: 70%**

while the share of adults who had broadband at home rose to 70%.



## *Our community is active, and our parks serve citizens countywide...*

The county's focus for new park development has been on large regional parks and recreation centers serving as locations for events, activities, and organized athletics. In addition, our schools serve as vital community resources providing a wide range of recreational amenities available to the public.

Park facilities include: Baseball Fields, Basketball Courts, Football Fields, Gymnasiums/Auditoriums, Multi-Purpose Fields, Outdoor Stadiums, Soccer Fields, Softball Fields, Tennis Courts, Tot Lots/Play Equipment, Running Tracks, and Volleyball Courts.

Emphasis has been on developing a park system that can serve the broad geography of the county. The development of parks that are smaller in size that may serve local neighborhoods has not been a focus.

Smaller neighborhood parks, which are most often owned and maintained by private community groups, are provided throughout the county. However, in the county there are few requirements for parks in new development, even as the health benefits of parks and greening are more greatly understood.

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*Frederick County Division of Planning and Permitting*



# Regionally, our housing affordability is competitive...

The Price to Income Ratio is a coarse measure of housing affordability relative to homeownership. It is the ratio of the median house price to the median income.

The 2016 price-to-income ratio in Frederick County is lower than in all adjacent Maryland counties.

## 2016 Median Income

<b>FREDERICK</b>	<b>\$90,043</b>
<b>WASHINGTON</b>	<b>\$54,250</b>
<b>CARROLL</b>	<b>\$90,343</b>
<b>HOWARD</b>	<b>\$120,941</b>
<b>MONTGOMERY</b>	<b>\$99,763</b>

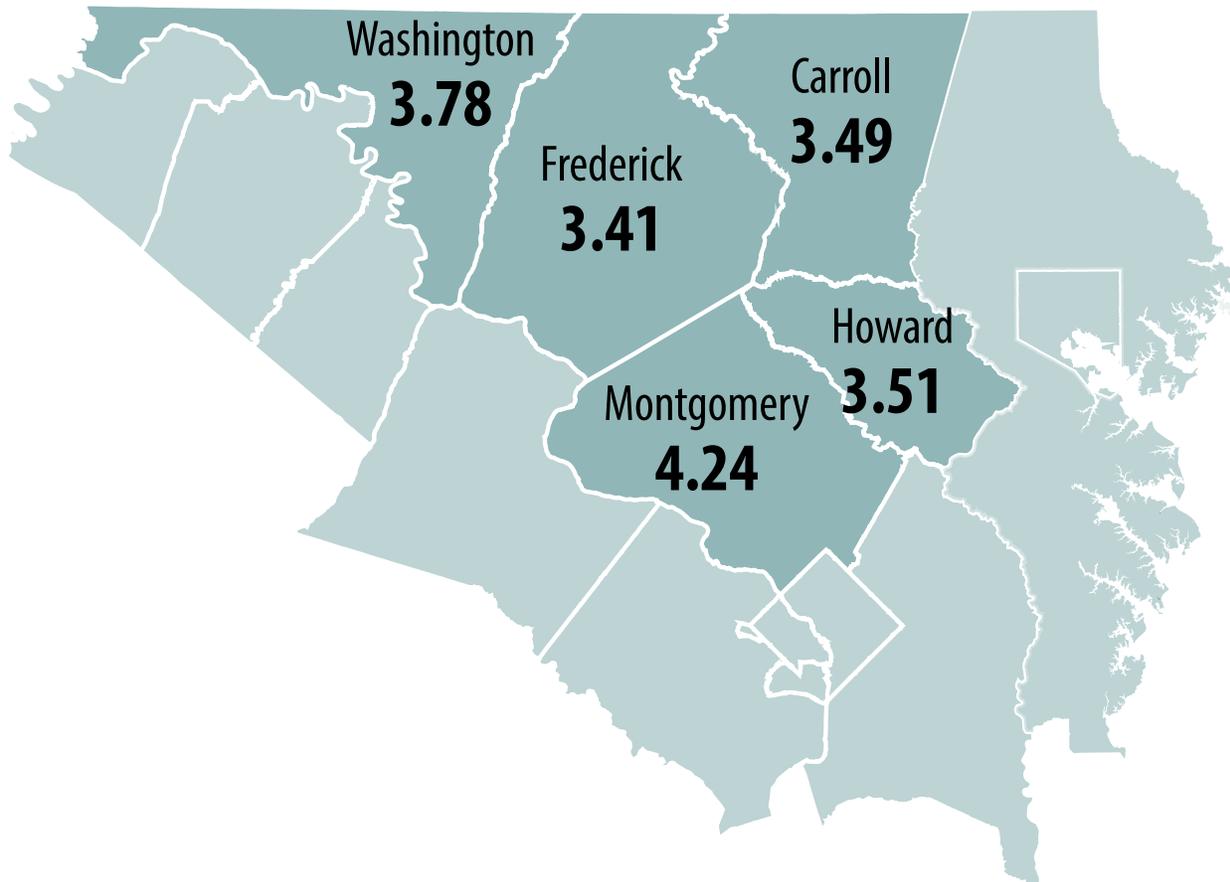
*Maryland State Data Center, U.S. Census Bureau, American Community, 1-Year Estimate, December 2016. ACS Table B19013.*

## 2016 Median House Price

<b>FREDERICK</b>	<b>\$307,045</b>
<b>WASHINGTON</b>	<b>\$205,000</b>
<b>CARROLL</b>	<b>\$315,000</b>
<b>HOWARD</b>	<b>\$424,000</b>
<b>MONTGOMERY</b>	<b>\$422,774</b>

*2016 Median Residential Sales Values By Type For Maryland's Jurisdictions, Maryland Department of Planning, Planning Data Services, October 2017.*

*The median house price is the midway point of all the houses/units sold at market price; the housing units include all types of houses on the market: condominiums, single family attached and detached, and does not take into account the size of the property.*



*...however locally, we have an affordability gap in our housing supply.*

In the year 2000, households earning lower than \$25K/yr faced a gap in the number of affordable homes that were available in the county. The housing gap expanded by 2014 to include households earning \$50K/yr.

**2000 HOUSING GAP: \$25K/YR**  
**2014 HOUSING GAP: \$50K/YR**

A decrease in naturally affordable rental housing in Frederick County has contributed to the growth of the housing gap. Naturally affordable housing (or naturally occurring affordable housing) refers to private, unsubsidized housing with market rate rents that are affordable to low- and moderate-income households.

Four key areas of housing need were identified in the 2016 Housing Needs Assessment. They are:

1) **Access To Affordable Homes** Attaining – and maintaining – home residency in Frederick County continues to be a challenge for many families with moderate income. Today’s families need a broader and richer mix of dwelling unit types designed to meet impending demographic changes and shifting demands in the marketplace. The size, location, accessibility, and physical design of existing housing units may not meet the county’s future needs. Embracing the concept of the housing market’s “missing middle” may assist the county in its affordable housing efforts while providing new opportunities for developers and builders in existing and emerging communities.

2) **Workforce Housing** Unlike the situation in previous decades, the affordable housing gap has expanded to include households with low- to moderate-income (up to \$50,000). In economic terms, County citizens are finding it harder to find affordable places to live while employers must increasingly rely on an imported workforce. There is a growing need for more housing options that are affordable to those who tend the bar, build our homes, and teach our children.

**RENTAL UNITS: -46%**

The total number of rental units has declined from 13,236 units in 2000 to 7,152 units in 2014. This is an overall decrease of 46%.

**RENT: +77%**

Rents have risen faster than income in Frederick County between 2000 and 2015. Between 2000 and 2015, median rent has increased by about 77%.

**INCOME: +40%**

Between 2000 and 2015, median household income has only risen by 40%.

Frederick County Affordable Housing Needs Assessment, Frederick County, MD, November 2016, HR&A Advisors, Inc., Frederick County Department of Housing and Community Development

3) **Generational And Special Needs Housing** The county’s senior population has increased by 80% since 2000 and will continue to increase in future decades. In terms of supportive programs (rent, insurance, utilities, mentoring, life skills education), both younger and older residents – particularly those experiencing slow wage growth and those desiring to age in place – will require increased efforts by the county in coming decades. Affordable housing for those with special or targeted needs is also a challenge locally. Transitional housing, housing for people with physical challenges, emergency shelter, and housing for homeless citizens (or those at high risk of becoming homeless) will continue to be an important part of any overall housing strategy in Frederick County.

4) **Operational Support For Rental Housing** Frederick County’s rental housing stock that is affordable to families in the severely low-income category is insufficient. The housing market needs to provide quality housing, not only at an affordable price, but with the supporting programs – guidance, education, mentoring – that enable families to remain in a stable living environment. The county must continue to seek ways to utilize both public and private capital to maintain or create an adequate number of homes for those of limited means.

*Our county values its rich history...*

### 3 CERTIFIED JURISDICTIONS

There are three jurisdictions in the county that maintain Certified Local Government (CLG) status. These are the City of Frederick, the Town of New Market, and Frederick County. Federal and State authorities formally recognize historic preservation efforts in CLG communities and provide incentives and allowances not generally available to other jurisdictions.

Frederick City's Historic District was established in 1952 and is one of the earliest historic districts in the U.S. It covers 40 city blocks in the county seat.

### 17 NATIONAL REGISTER DISTRICTS

There are seventeen National Register districts in jurisdictions throughout the county. These are located in Brunswick, Burkittsville, Emmitsburg, Frederick, two in Middletown, Mount Airy, and New Market.

### 14 COUNTY REGISTER DESIGNATIONS

There are fourteen sites in Frederick County that are listed on the Frederick County Register of Historic Places (since 1998).

Six of these sites were placed on the register between 2012 and 2019. Nearly half of listed sites are in active commercial use.

### 92 NATIONAL REGISTER SITES

92 of 1,559 total National Register sites in Maryland are located within Frederick County. Two of Maryland's National Historic Landmarks (Schifferstadt and Monocacy Battlefield) are within Frederick County.

### 3,000 MD INVENTORY SITES

3,000 of Maryland's 53,000+ Maryland Inventory of Historic Places sites are in Frederick.

Five of eighteen Maryland Scenic Byways have significant portions within Frederick County:

- Historic National Road
- C&O Canal
- Journey Through Hallowed Ground
- Antietam Campaign
- Old Main Streets

There are two federally designated roads:

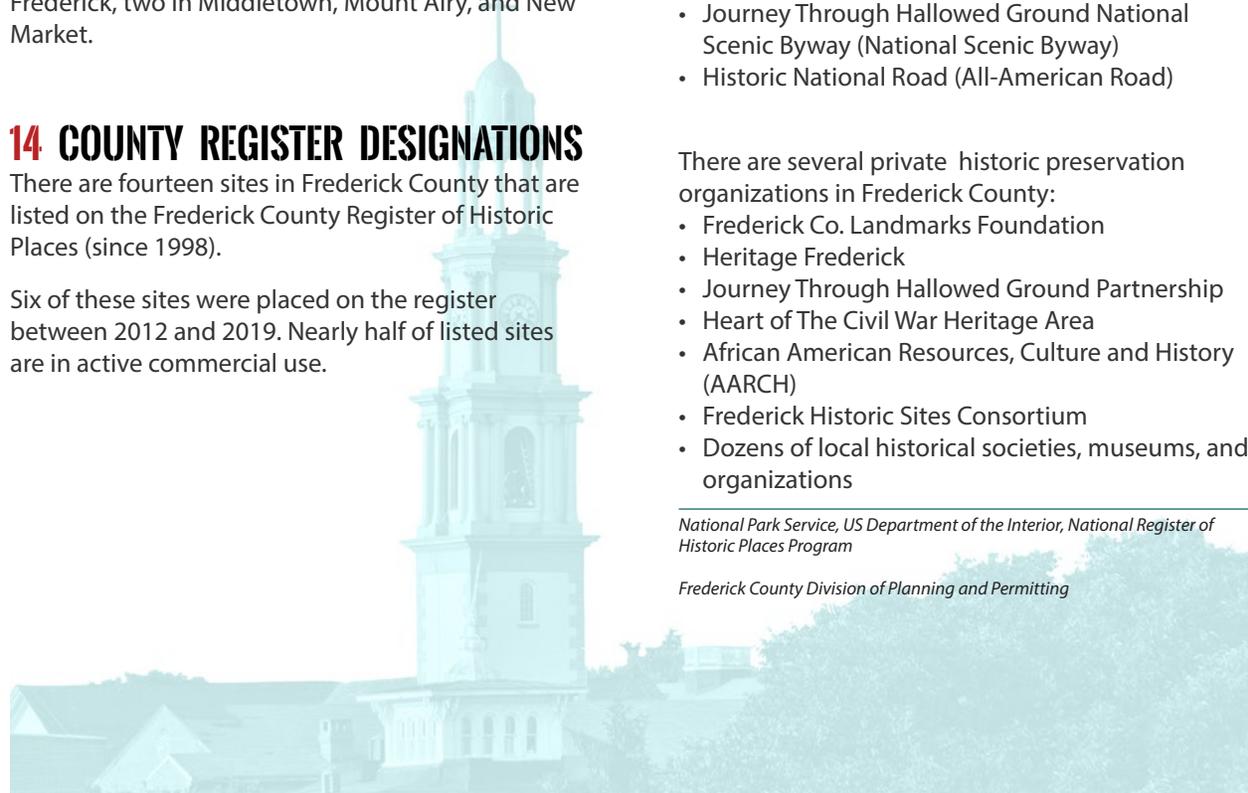
- Journey Through Hallowed Ground National Scenic Byway (National Scenic Byway)
- Historic National Road (All-American Road)

There are several private historic preservation organizations in Frederick County:

- Frederick Co. Landmarks Foundation
- Heritage Frederick
- Journey Through Hallowed Ground Partnership
- Heart of The Civil War Heritage Area
- African American Resources, Culture and History (AARCH)
- Frederick Historic Sites Consortium
- Dozens of local historical societies, museums, and organizations

*National Park Service, US Department of the Interior, National Register of Historic Places Program*

*Frederick County Division of Planning and Permitting*



*...and our history adds value and attracts people from the region.*

For properties in historic districts or with verified historic connections to people and events from the county's past, buyers pay a premium.

## OFFER PRICE > LISTING PRICE

Overall, sales of historic homes brought an average offer price over the original listing price 97% of the time.

## HISTORIC PREMIUM: +\$173,955

In 2016, the average sales price of a home in one of Frederick County's historic districts was \$481,000. This is \$173,955 more than the Frederick County median home sales price in 2016.

## 10-15% VALUE RETENTION

During the 2007-2009 recession, the amount of value loss for historic properties versus other properties was less by 10% -15%.

*Frederick County Planning*

## 1,814,100 COUNTY VISITORS

In 2015, the number of visitors to Frederick County was over 1,814,000.

## SPENDING \$1,070,000/DAY

In 2015, the amount of spending per day at local shops, hotels, and destinations. was an average of \$1.07 million. This is an increase of 26% since 2009 and double the amount spent in 2000.

## 8TH IN TOURISM SPENDING

Frederick County ranks 8th in the State of Maryland for tourism spending.

*The Economic Impact of Tourism in Maryland Report, 2015, Tourism Economics, a partner of Oxford Economics*

75% of all visitors to Frederick County in 2015 were destined for Frederick City. In 2017, there were 113,820 visitors to the Monocacy Battlefield alone.

Between 2006 and 2013, attendance for the Weinberg Center for the Arts in Frederick City has more than doubled, a growth rate of over 100%. In the same period, county population grew by 8%. Attendance at the Weinberg grew over 12 times faster than the county population.

Five of Maryland's 23 main street programs are located in Frederick County. They are Frederick, Brunswick, Middletown, Thurmont, and Mount Airy.

## PRESERVATION TAX CREDITS

Between 1996 and 2015, Frederick County businesses received \$5.3 million in preservation tax credits, or about 20% of the program funding not committed to projects in Baltimore.

A 2009 study by the Abell Foundation found that for each dollar Maryland invested in preservation tax credits, the state yielded \$8.53 in total economic output related to these preservation projects.

*U.S. Census Bureau, Table 1A. Total Resident Population for Maryland's Jurisdictions, April 1, 2010 through July 1, 2017, Table 1. Intercensal Estimates of the Resident Population for Counties of Maryland: April 1, 2000 to July 1, 2010.*

*Main Street Maryland, Maryland Department of Housing and Community Development, <https://dhcd.maryland.gov/communities/pages/programs/mainstreet.aspx>*



# Making Our Community Vision a Reality

This Theme supports the following State Visions: Quality of Life and Sustainability, Public Participation, Growth Areas, Community Design, Infrastructure, Transportation, Housing, Economic Development, Environmental Protection, Resource Conservation, Stewardship, Implementation



## Category: Infrastructure Design

Goals in this category concern the planning, collaboration, and technical problem solving that ensures that the design of the physical form and spatial patterns of our transportation and public infrastructure provides the best match for the desired function, behavior, or outcome.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Settlement Patterns	Diversified Mobility	<ol style="list-style-type: none"> <li>1 Street type classification and complete streets manual</li> <li>2 Master transportation plan with multi-modal accessibility focus</li> <li>3 Transit hubs and local/regional transit connectivity</li> <li>4 Countywide spoke-hub transit distribution paradigm</li> <li>5 Transit friendly design guidelines</li> <li>6 Non-motorized transportation plan</li> <li>7 Road diets and bike/pedestrian retrofits</li> <li>8 Complete and green streets in ordinance</li> <li>9 Bike and pedestrian acceptance and outreach</li> <li>10 Autonomous vehicles and Mobility As A Service</li> </ol>
	Mixed Use and Density	<ol style="list-style-type: none"> <li>1 Thematic plan based growth centers</li> <li>2 Central places, colocation, and town centers</li> <li>3 Public art to leverage transit use</li> <li>4 Design guidelines for high density and mixed use development</li> <li>5 Mixed use and infill opportunities and impediments</li> <li>6 Transit-oriented development zoning</li> <li>7 Existing infrastructure maximization and expansion</li> <li>8 Redevelopment plans and supportive zoning strategies</li> <li>9 Mix of park types - support of neighborhood parks</li> </ol>
	Interconnectivity	<ol style="list-style-type: none"> <li>1 Connectivity standards</li> <li>2 Non-motorized connectivity and walkability improvements</li> <li>3 Plans for local street networks</li> <li>4 Interparcel connections</li> <li>5 Stream corridors within growth areas as parks/greenway:</li> </ol>
Planning Methods	Small Area Planning Multi-Modal Accessibility Community and Economic Modelling Metrics	<ol style="list-style-type: none"> <li>1 Multi-modal component in travel modelling</li> </ol>
	Collaboration and Coordination	<ol style="list-style-type: none"> <li>1 Bike and pedestrian advisory committee</li> <li>2 Central role for LFMP in CIP</li> <li>3 Cross jurisdictional collaboration for planning and capital budgets</li> <li>4 Maintain close working relationships with public space groups</li> <li>5 Consistency between county and municipal plans</li> <li>6 Municipal County Planning Agreement for annexations</li> <li>7 County comp plan update concurrent with municipal update</li> <li>8 Municipal county planning commission collaboration</li> </ol>
Appearance and Usability	User-Oriented Design	<ol style="list-style-type: none"> <li>1 Streets as public space</li> <li>2 County-wide wayfinding</li> <li>3 User and research based signage ordinance</li> <li>4 Native species in landscaping</li> <li>5 Usable open space in new development</li> <li>6 Public art integrated with public facilities</li> </ol>
	Context Sensitive Strategies	<ol style="list-style-type: none"> <li>1 Rural roads support</li> <li>2 Context sensitive landscaping and lighting requirements</li> <li>3 Continuity of historic bridges</li> <li>4 Deviations from standard buildings</li> <li>5 Park development with natural and cultural resources</li> <li>6 Scenic byway plans in ordinances</li> </ol>
	Compatible Uses	<ol style="list-style-type: none"> <li>1 Countywide noise ordinance</li> <li>2 Highway noise overlay district</li> <li>3 Sensitive siting of noise-generating uses</li> <li>4 Airport land use tools</li> <li>5 Noise and land use impact evaluation</li> <li>6 Air pollution mitigation and reduction</li> </ol>



## Goal: Settlement Patterns

**Create a system of land use, transportation and public infrastructure that prioritizes access through diversified mobility and integrated land use planning.**

### **Initiative: Diversified Mobility**

Support, initiate and plan for changes to the physical form of our transportation and public infrastructure systems that enable a balanced mixture of transportation choices that emphasize walking, biking, and public transit.

#### **Supporting Initiatives:**

- 1) Develop a street type classification system for local street networks that augments the traditional highway functional classification system of the Comprehensive Plan. This can be supported through development of a complete and green streets manual and implemented through "small area" community and corridor planning.
- 2) Update the Master Transportation Plan (MTP) to address and incorporate the goals and initiatives of Livable Frederick.
- 3) Support the development of fixed heavy rail, light rail, and bus rapid transit including connections between existing and proposed local and regional residential and commercial development centers.
- 4) Continue the implementation of a countywide spoke-hub distribution system for transit shuttle services connecting growth areas throughout the county to Frederick City.
- 5) Support the implementation of the Transit Friendly Design Guidelines for development at all levels of review.
- 6) Re-conceptualize the Bikeways and Trails Plan as a non-motorized transportation plan, with specific emphasis on the inclusion of planning for pedestrians and walkability throughout the transportation system.
- 7) Employ the 'road diet' strategy to create systemic transportation improvements through lane reductions or road re-channelization to address how on-street bicycle and pedestrian improvements can be retro-fitted to existing roads, while thoughtfully integrating practical design elements to maintain a viable local transit system.
- 8) Create a complete and green streets policy that is supported by an ordinance and by design guidelines that augment or replace the Streets and Roads Design Manual.
- 9) Provide opportunities for bicycle and pedestrian safety education and enforcement.
- 10) Prepare for the mobility growth and travel pattern changes resulting from the anticipated rise of mobility services and autonomous vehicles.

### **Initiative: Mixed Use and Density**

Promote land use patterns that support accessibility and diversified mobility through the geographic concentration of multi-functional uses, activities and destinations.

#### **Supporting Initiatives:**

- 1) Support policies that direct growth to Growth Areas and that correspond to the growth strategies described in the Thematic Plan.
- 2) Support policies and capital expenditures that result in the creation and enhancement of central public places within growth areas through the centralization and concentration of public community facilities, mixed land uses, and private development.
- 3) Support the use and appeal of transit and non-motorized transportation options through art projects in any media sited in community places that are open to the public that enhance public spaces and communities.
- 4) Develop environmentally protective design guidelines and best practices documentation for high density, mixed use, and transit oriented development that can be supported and reinforced by the county code and development review process.
- 5) Identify opportunity sites and determine impediments to mixed use development through consultation with the county's economic and environmental agencies and representatives of the development industry.



- 6) Establish appropriate Transit Oriented Development (TOD) zoning in growth areas that are served by or could be served by rail service, local and regional bus transfer points, shared-use paths and ride-sharing facilities, maximizing both residential and employment densities at these prime locations.
- 7) Prioritize development - especially infill development and redevelopment - that maximizes the use of, or extension of, existing infrastructure systems while minimizing the creation of new infrastructure and loss of existing natural resources.
- 8) Prepare corridor and community plans for the redevelopment of targeted areas and provide appropriate zoning strategies, such as redevelopment overlay zones and form-based codes, to support implementation of plans.
- 9) Develop the park system with a variety of park sizes and types that balance active use and passive use, while supporting the provision of smaller, centrally located parks within neighborhoods.

### **Initiative: Interconnectivity**

Promote the interconnectivity of the transportation system for all travel modes and at all levels of the transportation network and public infrastructure, especially for schools and libraries.

#### **Supporting Initiatives:**

- 1) Develop connectivity standards and supplement with guidelines to assist in development review.
- 2) Focus non-motorized connectivity improvements to services, schools, parks, civic uses, regional connection and commercial uses, with an emphasis on interconnections between central places to residential areas.
- 3) Create community and corridor plans that focus on the development of cross-parcel local street networks that support and emphasize non-motorized transportation and that minimize fragmentation of natural resources and habitats.
- 4) Require, where practicable, new development and redevelopment projects to provide interconnected street networks with small blocks and external inter-parcel connections.
- 5) Consider stream corridors within Community Growth Areas for development as public linear parks to allow for greenway/trail linkages both within and between these areas.

## **Goal: Planning Methods**

**Employ and develop up-to-date and appropriate methods to provide accountability as well as effective, efficient, resilient, and innovative planning and design.**

### **Initiative: Small Area Planning**

Implement small area planning through the Community and Corridor planning process that targets areas that are within growth areas or along transportation corridors between growth areas.

### **Initiative: Multi-Modal Accessibility**

Maintain a travel demand model of the existing and proposed highway network to assist with identifying and assessing highway needs and analysis of corridor and community plan recommendations.

#### **Supporting Initiatives:**

- 1) Incorporate multi-modal analysis and modeling tools and methods to augment the impact and effectiveness of the roadway demand model.

### **Initiative: Community and Economic Modeling**

Incorporate the use of planning, environmental, and economic modeling tools in future corridor and small area planning.



**Initiative: Metrics**

Develop and maintain a system of metrics for measuring Livable Frederick Master Plan progress and accountability.

**Initiative: Collaboration and Coordination**

Foster cooperation, participation, and coordination within and between government agencies including municipalities, citizens, and other interested organizations when developing plans.

**Supporting Initiatives:**

- 1) Establish a bicycle and pedestrian advisory group in the county and coordinate with private organizations.
- 2) Establish a central role for the Livable Frederick Master Plan in the development of the Capital Improvements Program.
- 3) Foster a collaborative process between the county and municipalities when developing plans and capital budgets.
- 4) Maintain a close working relationship with all organizations that have an impact on the quality of public and community environments, including the Frederick Arts Council.
- 5) Maintain consistency between municipal comprehensive plans and the county's Comprehensive Plan.
- 6) Include the preparation of a Municipal – County Planning Agreement that would address concurrence on annexation areas, water/ sewer service and other relevant issues as part of updates of a municipal comprehensive plan as coordinated with the county.
- 7) Initiate a review and update of the county portion of Growth Areas around municipalities concurrent with the respective municipal comprehensive plan update.
- 8) Ensure frequent and appropriate collaboration between the Frederick County Planning Commission and municipal planning commissions in Frederick County.

**Initiative: Initiative: Smart Community Technology**

Use information and communication technologies to improve quality of life, efficiency of urban operation and services, and competitiveness.

**Goal: Appearance and Usability**

**Design and plan infrastructure to support the character and cultural history of the county in a way that is satisfying to the user.**

**Initiative: User-Oriented Design**

Support the design of transportation and public facilities that addresses human oriented and public space attributes of streets and public buildings, that contributes to “spatial problem solving,” and that attracts, engages, and widely appeals to users.

**Supporting Initiatives:**

- 1) Advocate for and support the design of street systems that afford use as shared community spaces, through the incorporation of pedestrian amenities, comfortable exterior spaces, and art projects in any media that are sited in community spaces that are open to the public.
- 2) Encourage a countywide wayfinding program that builds on the wayfinding program developed by the City of Frederick.
- 3) Update the county Zoning Ordinance section addressing signage to support research-based design and safety criteria.
- 4) Develop and encourage tree planting, screening, and landscaping projects using native species along roads and public facilities.
- 5) Develop standards and requirements for new development that support usable open space.
- 6) Support programs that integrate artists into the design process of public facilities and infrastructure.

**Initiative: Context Sensitive Strategies**

Employ context-based strategies to ensure that transportation and public infrastructure developments are compatible with and sensitive to adjacent land uses, communities, and development.

**Supporting Initiatives:**

- 1) Continue to support the preservation and use of rural roads in agricultural and resource conservation areas through the application of context sensitive design and the consideration of the local context.
- 2) Revise the design requirements of the Zoning Ordinance to provide context dependent requirements for landscaping and lighting along streets, bridges, and roads and encourage flexibility where feasible.
- 3) Continue to support the preservation and continued use of historic bridges.
- 4) Support deviations from standardized building designs for schools and other public buildings in context specific cases and when practical.
- 5) Develop parks in a manner that is sensitive to and protective of natural resource and environmentally sensitive features and that prioritizes the preservation of archaeological and historic sites and structures.
- 6) Incorporate the Catoctin Mountain Scenic Byways Corridor Management Plan and Corridor Partnership Plan for the Historic National Road recommendations into appropriate ordinances, programs, and plans, and retain the natural and historic character of state and national scenic byways through landscaping using native species, preservation and maintenance.

**Initiative: Compatible Uses**

Minimize or eliminate adverse ambient environmental impacts on people, sensitive land uses, and the natural environment that are caused by transportation, industrial uses, or building operations.

**Supporting Initiatives:**

- 1) Update regulations to address transportation, industrial, and construction noise sources as appropriate.
- 2) Consider the development and implementation of a Highway Noise Overlay District that addresses noise-sensitive land uses adjacent to highways.
- 3) Locate new transportation or new industrial noise-generating uses in areas where impacts to sensitive land uses would be minimized.
- 4) Consider the development and implementation of appropriate land use tools that address environmental impacts in the vicinity of the Frederick Municipal Airport.
- 5) Address the need to consider the impacts of noise on community character, agricultural conservation and preservation areas, parklands, habitat preservation areas, and residential neighborhoods and develop noise abatement strategies if needed.
- 6) Reduce the impact of air pollution by supporting the reduction of per capita vehicle miles traveled (VMT), as well as the use of alternative, non-polluting fuel sources for transportation and building operations.



## Category: Infrastructure Capacity

Goals in this category deal with the practice of ensuring that the supply of and the demand for our transportation and public infrastructure are continually in balance.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Supply	Needs Identification	<ol style="list-style-type: none"> <li>1 Evidence-based master transportation plan</li> <li>2 Road needs inventory and prioritization</li> <li>3 Data driven prioritization for road projects</li> <li>4 Non-motorized transportation prioritization</li> <li>5 American's With Disabilities Act transition plan</li> <li>6 Park and ride and transit centers</li> <li>7 Existing deficiencies priority</li> <li>8 Pupil needs study</li> <li>9 Parkland and recreation amenity standards</li> <li>10 Public safety needs review</li> <li>11 School site specifications</li> </ol>
	Conflict Mitigation	<ol style="list-style-type: none"> <li>1 Access and transportation system management</li> <li>2 Cycling awareness</li> <li>3 Freight trucking &amp; agriculture conflicts</li> <li>4 Airport land use tools</li> <li>5 Transportation agency coordination</li> <li>6 Wildlife bridges over major infrastructure</li> </ol>
	Capacity Expansion	<ol style="list-style-type: none"> <li>1 Regional commuter transit</li> <li>2 Transit service around Frederick City</li> <li>3 Transit based road improvements</li> <li>5 Alternative fuel vehicle fleet and infrastructure</li> <li>6 Scheduling improvements for MARC and reverse service</li> <li>7 Shared use paths in rights of way</li> <li>8 Developer provided shared use paths</li> <li>9 Landowner incentives for trails</li> <li>10 Parking standards</li> <li>11 Realistic metrics for school capacity</li> <li>12 Concurrence in Adequate Public Facilities Ordinance</li> <li>13 Early site identification for public facilities</li> <li>14 Public facility building design and site use maximization</li> <li>15 County/municipal partnerships for capital facilities</li> <li>16 County and municipal Adequate Public Facilities Ordinance coordination</li> <li>17 Renovation and adaptive reuse for public facilities</li> <li>18 Prepare planning studies for transportation corridors</li> </ol>
Demand	Demand Management System Management	<ol style="list-style-type: none"> <li>1 Transportation Demand Management Plan</li> </ol>

### Goal: Supply

**Reduce the congestion and overcrowding of transportation and infrastructure through a diversified approach of short-term and long-term strategies to improve capacity.**

#### Initiative: Needs Identification

Employ ongoing capacity needs identification and prioritization processes for transportation and public infrastructure.

#### Supporting Initiatives:

- 1) Update the Master Transportation Plan to better integrate a decision making process that is based on evidence to prioritize assessed needs and recommendations.
- 2) Develop a roads needs inventory to list and prioritize capital improvements such as spot safety improvements, intersections, and new road alignments.
- 3) Consider existing and projected traffic volumes, crash history, level-of-service, and planned land use patterns in prioritizing roadway and bridge improvements in the Capital Improvement Program (CIP).



- 4) Systematically prioritize bicycle and pedestrian network implementation as identified in the Bikeways and Trails Master Plan (or future non-motorized transportation plan), based on providing safe and functional transportation connections between complementary uses such as: housing, workplaces, parks, shopping, schools and transit centers.
- 5) Address barriers to accessibility in county maintained public rights of way through supporting the implementation of the American's With Disabilities Act (ADA) Transition Plan.
- 6) Assess needs and identify locations for existing and future park and rides, intermodal transportation centers, and carpool lots.
- 7) Work with the State Highway Administration (SHA), the Maryland Transit Administration (MTA), local transit, municipalities, and surrounding jurisdictions to prioritize funding for those capital projects that remedy existing deficiencies.
- 8) Update the pupil yield factor study every two years.
- 9) Establish comprehensive standards for the provision of recreational and natural environment amenities for residential development, as well as amenities servicing commercial and employment projects.
- 10) Periodically undertake comprehensive reviews of public safety needs based upon future growth projections to establish minimum standards for police and fire/rescue protection.
- 11) Establish acceptable criteria and planning processes for school sites – including the development of a protocol for the early identification of prime school sites - as recommended by the Frederick County School Construction Work Group (SCWG).

### **Initiative: Conflict Mitigation**

Maintain optimal capacity in our transportation and public infrastructure systems by identifying and reducing conflicts and functional impediments to operations.

#### **Supporting Initiatives:**

- 1) Improve safety, flow, and efficiency along roadways by employing access-management and transportation system management principles.
- 2) Support optimal travel conditions by creating an outreach campaign to raise awareness, acceptance, and knowledge about urban and rural cycling among drivers, pedestrians, and bicyclists.
- 3) Support the accommodation of freight rail and trucking to enhance development of a broad base of industrial and commercial uses by providing adequate infrastructure and the designation of industrial or freight rail dependent land uses along the rail lines.
- 4) Consider the development and implementation of appropriate land use tools that address safety and conflict mitigation in the vicinity of the Frederick Municipal Airport.
- 5) Continue to cooperate with the State of Maryland, The City of Frederick, and other local municipalities on planning and implementing the transportation network.
- 6) Mitigate conflict between wildlife and motorists by facilitating wildlife movement and migration through the design and construction of wildlife bridges over, or passageways under, county and state roads that link natural areas.

### **Initiative: Capacity Expansion**

Improve and expand capacity in our transportation and public infrastructure systems where needed and where strategically targeted. This may include roads, transit, charging stations, rail, bikeways, schools, and other supporting infrastructure.

#### **Supporting Initiatives:**

- 1) Support expansion and improvement of local and regional multi-modal commuter options, especially efforts to provide commuter relief along Interstate 270 in the form of Bus Rapid Transit (BRT), as well as possible express toll lanes and rail-based solutions.
- 2) Support TransIT's vision for future service provision surrounding Frederick City.
- 3) Prioritize transit-based road improvements as supported by TransIT.
- 4) Support the expansion of the electric and alternative fuel vehicle fleet, including TransIT fleet vehicles, and explore the expansion of covered charging stations for fleet as well as private electric vehicles.



- 5) Explore and coordinate scheduling improvements and stop options for MARC trips at Frederick, Point of Rocks, Germantown, Gaithersburg and Rockville; and make direct links between MARC and Metro at Shady Grove.
- 6) Pursue the shared use of existing and proposed publicly and privately owned utility right-of-ways for the purposes of establishing shared use path facilities.
- 7) Ensure commercial and residential development constructs shared-use paths and on-street bikeways designated in county non-motorized transportation plans that pass through or are adjacent to their proposed development site.
- 8) Create options and incentives that encourage voluntary landowner participation in the establishment of greenways and trails.
- 9) Evaluate the Zoning Ordinance regulation changes regarding reductions in the required number of parking spaces, a range based requirement for number of parking spaces, the provision of on-street parking, and permitted reductions in redevelopment areas or in areas where Transportation Demand Management strategies are employed.
- 10) Develop realistic metrics to gauge the overall capacity of the school system at each level and throughout all geographic areas of the county, in cooperation with FCPS.
- 11) Revise the Adequate Public Facilities Ordinance (APFO) to fully support concurrence of public facilities with development.
- 12) Support policies for the systematic and integrated identification of suitable development sites for public facilities, especially sites that can accommodate standardized school designs and colocation criteria, and sites that can accommodate future expansion, where appropriate.
- 13) Maximize the use of school sites through the construction of multi-use and multi-story buildings when feasible, to reduce building footprints and environmental impacts, and emphasize bicycle and pedestrian access to minimize parking needs and bus transportation.
- 14) Support partnerships with municipalities for funding the design and construction of transportation and public facilities such as libraries, parks, and public safety buildings.
- 15) Work collaboratively with all municipalities to adopt APFOs that complement the county APFO and that support incentives for development to locate within municipalities.
- 16) Pursue opportunities for the renovation, upgrade, and reuse of existing buildings.
- 17) Prepare preliminary planning and feasibility studies for priority county and state highway corridor upgrades.
- 18) Ensure that the provision of water and sewer infrastructure is limited to growth areas and that expansion of water and sewer capacity maximizes efficiency, enhances opportunities for sustainable economic development, and respects the stewardship of natural resources.

## **Goal: Demand**

### **Reduce congestion and overcrowding of transportation and public infrastructure systems by managing and diversifying demand and flow characteristics.**

#### **Initiative: Demand Management**

Employ Transportation Demand Management (TDM) strategies to increase transportation efficiency by influencing changes in travel behavior.

#### **Supporting Initiatives:**

- 1) Create a Transportation Demand Management Plan.

#### **Initiative: System Management**

Use demand-based transportation system management (TSM) opportunities to reduce congestion.



## Category: Infrastructure Operations

Goals in this category deal with the continual practice of providing reliable, safe, efficient, and well-maintained public infrastructure.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Safety	Education	<ol style="list-style-type: none"> <li>1 Safety education outreach</li> <li>2 Safety taskforce</li> </ol>
	Evaluation	<ol style="list-style-type: none"> <li>1 Land use surrounding airport</li> <li>2 Monitoring</li> <li>3 Opportunities for safety</li> <li>4 Toward Zero Deaths</li> <li>5 Safety task force</li> </ol>
	Design and Operations	<ol style="list-style-type: none"> <li>1 Defensible space</li> <li>2 Police presence in public spaces</li> <li>3 Traffic calming</li> <li>4 Air safety</li> <li>5 Safe routes to school</li> </ol>
Optimization	Efficiency	<ol style="list-style-type: none"> <li>1 Sidewalk maintenance waiver</li> <li>2 Alternative energy sources for buildings and fleet</li> <li>3 Standardized designs for county facilities</li> <li>4 Road transfer agreement process for annexation:</li> <li>5 Landscape maintenance efficiency</li> <li>6 Revenue producing public facilities</li> <li>7 Obsolete capital facilities</li> <li>8 Volunteerism, especially fire and rescue</li> <li>9 Value engineering</li> </ol>
	Maintenance	<ol style="list-style-type: none"> <li>1 Preventive maintenance</li> <li>2 Pavement program with green building</li> <li>3 School facility quality</li> </ol>
	Environment	<ol style="list-style-type: none"> <li>1 Green building certification</li> <li>2 Regional air quality programs</li> <li>3 Continue transition to alternative fuel vehicles</li> <li>4 Septic based public health emergency preparedness</li> <li>5 Infrastructure impact on wildlife habitat</li> </ol>

### Goal: Safety

Provide public infrastructure systems that minimize the risk of injury and maximize protection from harm.

#### Initiative: Education

Educate and encourage citizens about public and transportation safety and make a commitment to support a culture of safety.

#### Supporting Initiatives:

- 1) Work with county agencies to promote public education programs that teach people safety skills for public spaces and for using transportation systems.
- 2) Create a Community Traffic Safety Task Force charged with promoting traffic safety.

#### Initiative: Evaluation

Assess risks, identify and control hazards, and continually evaluate and improve our transportation and infrastructure systems.



**Supporting Initiatives:**

- 1) Consider the development and implementation of appropriate land use tools that address safety issues in the vicinity of the Frederick Municipal Airport.
- 2) Continually identify and monitor safety problems and issues for transportation and public space by using data from the Maryland Highway Safety Office, local law enforcement, and through public input and coordination with municipalities.
- 3) Maximize the opportunities to manage the safe and efficient movement of trucks through coordination with municipalities, the State of Maryland, and local businesses.
- 4) Support the “Toward Zero Deaths” vision of moving towards zero traffic related deaths by developing a local highway safety plan that supports safety through a combination of legislative action, police enforcement, and public education as a way to end driver, pedestrian and bicyclist deaths.
- 5) Create a Community Traffic Safety Task Force charged with evaluating traffic safety in the county.

**Initiative: Design and Operations**

Include and encourage safety in the design and operations of all transportation and public infrastructure projects.

**Supporting Initiatives:**

- 1) Support the design and restructuring of the physical layout of communities and public buildings to allow greater occupant control and surveillance of their surroundings.
- 2) Ensure that public spaces have adequate and appropriate police presence.
- 3) Assess and update the neighborhood traffic calming policy.
- 4) Protect air safety by permitting expansion of public general aviation operations only at Frederick Municipal Airport.
- 5) Support the “Safe Routes to School” initiative and require Safe Routes to School planning for all existing and proposed county schools to address coordinated education, enforcement, encouragement, design, and school siting to provide for safe bicycling and walking options for students.

**Goal: Optimization**

**Ensure that transportation and public infrastructure investments provide maximum value, sustainability, and resilience to citizens through responsible stewardship and continuous, deliberate improvement.**

**Initiative: Efficiency**

Maximize efficiency and seek opportunities for cooperation to minimize operating costs for transportation and public infrastructure.

**Supporting Initiatives:**

- 1) Revise language in the roads and bridges ordinance to preclude the responsibility of sidewalk maintenance (as well as the grass strip between the sidewalk and the road curb) requirements by abutting property owner(s) in certain cases where there is no nexus between the need of the land owner and the service that the sidewalk provides.
- 2) Assess the efficiency benefits of alternative energy sources for fleet and facility operations and implement alternatives as warranted.
- 3) Support standardized designs to accommodate additions, support colocation, and reduce design and construction costs in county facilities where appropriate.
- 4) Identify a process for executing road transfer agreements between the county and municipalities when annexations occur.
- 5) Assess efficiency gains and cost savings in roadside management that would result from employing alternative landscaping and sustainable roadside mowing practices.



- 6) Promote the development and operation of revenue-producing public facilities.
- 7) Reuse, redevelop, or liquidate obsolete or surplus public buildings (such as unused schools) or sites.
- 8) Support efficiency gains and community investiture gained through volunteerism in all forms, especially in the coordinated volunteer and professional system of fire and rescue services.
- 9) Support value engineering in county projects to reduce construction and life cycle costs while maintaining quality and efficiency, and limiting environmental impact.

### **Initiative: Maintenance**

Prioritize preventive maintenance and strategic capital resource replacement practices to ensure that our public infrastructure, including roads, rail, schools, libraries, parks and other public infrastructure, remains operational and keeps pace with state-of-the-art technologies and practices.

#### **Supporting Initiatives:**

- 1) Employ preventive maintenance of fleet and public transit vehicles to preserve continuity of operations, minimize potential future capital costs, and maintain resale value as part of an overall life cycle management strategy.
- 2) Enable effective road resurfacing and reconstruction by supporting the County's Pavement Management Program and apply Leadership in Energy and Environmental Design (LEED) and Low Impact Development (LID) guidelines where appropriate.
- 3) Maintain and improve the quality of schools, libraries, parks, and other community facilities.

### **Initiative: Environment**

Support environmentally responsible management and maintenance practices.

#### **Supporting Initiatives:**

- 1) Identify and employ appropriate green building standards to guide the development and renovation of county facilities.
- 2) Support regional air quality conformity efforts by participating in the regional air quality conformity assessment process based on Federal Highway Administration (FHWA) and Environmental Protection Agency (EPA) regulations.
- 3) Continue to purchase alternative fuel vehicles to replace aging diesel Transit fleet vehicles.
- 4) Support septic-based public health emergency preparedness through the re-evaluation of policies for the provision of public water and sewer.
- 5) Evaluate infrastructure projects in terms of their capacity to facilitate wildlife survival by preserving contiguous habitats and connecting habitats that are fragmented.



## Category: Housing Diversity

Goals in this category concern the effort to build a varied housing stock in order to support fairness, equity, and resilience for our community that serves the needs of present and future residents.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Resilience	Maintenance	<ol style="list-style-type: none"> <li>1 Character of existing older communities</li> <li>2 Targeted rehabilitation in older neighborhoods</li> <li>3 Multi-generational living in existing dwellings</li> <li>4 High quality and resilient new homes</li> <li>5 Technical support for renovation</li> <li>6 Weatherization programs</li> <li>7 Financing accessibility for seniors and disabled citizens</li> </ol>
	Housing Options	<ol style="list-style-type: none"> <li>1 Housing type diversity design guidelines</li> <li>2 Alternative housing type regulations</li> <li>3 Planning for alternative housing types</li> <li>4 Developer assistance for alternative housing types</li> <li>5 Accessory apartment dwellings</li> </ol>
Equity	Affordability	<ol style="list-style-type: none"> <li>1 Affordable housing for low to moderate incomes</li> <li>2 Land acquisition subsidies</li> <li>3 Discouragement of displacement</li> <li>4 Worker ownership and rental housing incentives</li> <li>5 Negative perceptions</li> <li>6 Moderately Priced Dwelling Units for less than % of Area Median Income</li> <li>7 Inclusionary housing programs for sites</li> <li>8 Review fees in capacity areas</li> <li>9 Container buildings</li> <li>10 MPDU fee aggregation and on-site/off-site disbursement</li> <li>11 Fast track for critical housing needs</li> <li>12 Affordable housing clearinghouse</li> </ol>
	Special Needs Housing	<ol style="list-style-type: none"> <li>1 Transitional housing</li> <li>2 Gaps in special needs housing</li> <li>3 State delegation and affordable housing</li> </ol>
	Home Stability	<ol style="list-style-type: none"> <li>1 Housing first strategy</li> <li>2 Non-profit support for homeless school children</li> <li>3 Strategic plan for ending homelessness</li> <li>4 Support services for homeless</li> <li>5 Supply expansion of affordable housing</li> <li>6 Storage options for homeless people</li> <li>7 Homelessness prevention programs</li> </ol>
	Generational Housing	<ol style="list-style-type: none"> <li>1 Aging in place and Emergency Rehab Fund</li> <li>2 Low-income senior support services in proximity</li> <li>3 Maryland Qualified Allocation Plan for targeted low-income housing</li> <li>4 Regulations for low-income in mixed use</li> <li>5 Senior housing for extended families</li> <li>6 Visitability standards in new and renovated homes</li> </ol>
	Housing Justice	<ol style="list-style-type: none"> <li>1 Support Human Relations Department</li> </ol>
	Aspirations	Creative Colonies
Housing Continuum		<ol style="list-style-type: none"> <li>1 Design, type, form, and financing attributes for constituents</li> <li>2 Opportunity in challenged or emerging neighborhoods</li> <li>3 Housing focus on resident needs</li> <li>4 Service continuum for special needs populations</li> </ol>

### Goal: Resilience

Improve the ability of the county to respond to changing long-term economic conditions and demographics by ensuring that a wide range of housing types are preserved and developed.

#### Initiative: Maintenance

Encourage and incentivize the maintenance and restoration of existing housing to support the longevity of decent and affordable housing stock.

**Supporting Initiatives:**

- 1) Maintain the distinct characteristics and scale of our existing traditional, urban, suburban, village, and rural neighborhoods.
- 2) Invest in targeted rehabilitation programs that increase the livability and longevity of existing homes and neighborhoods in older suburban and rural communities.
- 3) Consider strategies that enhance the usability of existing residences for multi-generational living.
- 4) Promote long-lasting and resilient new home construction through materials, techniques, and craftsmanship that prevents obsolescence and deterioration - today's new homes are tomorrow's affordable dwellings.
- 5) Provide technical support to homeowners seeking to renovate existing older housing.
- 6) Assist with weatherization programs/energy efficiency improvements to reduce utility bills in older poorly insulated homes.
- 7) Continue to provide funding or consider tax credits for installing or upgrading accessibility for seniors and disabled citizens in older housing.

**Initiative: Housing Options**

Support the development of a broader and richer mix of dwelling types, unit sizes, and tenancy conditions throughout the county.

**Supporting Initiatives:**

- 1) Provide design guidance for new development on housing type diversity that specifically addresses the housing needs of Frederick County.
- 2) Reorganize and recalibrate regulatory documents to place a greater emphasis on alternative housing types.
- 3) Utilize comprehensive and community planning efforts to demonstrate the benefits of alternative residential forms.
- 4) Seek developer assistance in creating a marketplace conducive to housing types other than just single-family detached dwellings.
- 5) Explore amendments to zoning and other regulations to increase the number of accessory apartment dwelling units and to allow for a greater variety of dwelling types.

**Goal: Equity**

**Ensure that housing options are available to all county residents, regardless of age, income, physical condition, gender, or race.**

**Initiative: Affordability**

Close the affordable housing gap in the county through the continued development of affordable housing options.

**Supporting Initiatives:**

- 1) Expand public and private development efforts across the county to create housing that is affordable to working households earning low to moderate incomes.
- 2) Explore the ability to reduce the burden of land cost for low to very low income housing through public or private subsidization of land acquisition.
- 3) Discourage the displacement of existing affordable rental and ownership housing units during the development or redevelopment of neighborhoods.
- 4) Incentivize homeownership and rental housing opportunities for police, fire fighters, emergency services, teachers, nurses, and other essential workers in the community.
- 5) Work to change negative public perceptions about affordable and rental housing.
- 6) Deploy Moderately Priced Dwelling Unit (MPDU) resources strategically by using available funds, as well as the dwelling units constructed by developers under MPDU regulations, to target all households earning between 50% and 80% of Area Median Income (AMI).



- 7) Increase access to land for affordable housing through the exploration of inclusionary housing programs that focus on land donation or long-term lease agreements in order to acquire appropriate affordable housing sites.
- 8) Review fees, policies, and programs for impacts on housing affordability in areas with substantial infrastructure capacity.
- 9) Update local codes to permit for the use of alternative building systems such as the 'container building' concept.
- 10) Allow for the aggregation of MPDU developer obligations that would permit for the construction of affordable units both on-site and off-site.
- 11) Establish a 'fast track' permitting and review system for residential projects meeting critical housing needs as identified by the county.
- 12) Explore the establishment of an affordable housing clearinghouse.

**Initiative: Special Needs Housing**

Ensure that households and individuals who require special considerations are supported.

**Supporting Initiatives:**

- 1) Support development of transitional housing that provides housing for citizens as their needs change over time and through circumstance.
- 2) Identify gaps in specialized housing for citizens with special needs and work with private and non-profit partners to fill these gaps.
- 3) Work with the state delegation to address the need for low-income housing for targeted special needs populations and recommend that Maryland's Qualified Allocation Plan (QAP) incentivizes related development.

**Initiative: Home Stability**

Support comprehensive efforts to end homelessness and provide safe and stable housing for both parents and children to improve overall well-being, health, education, and future employment opportunities and to strengthen our community.

**Supporting Initiatives:**

- 1) Embrace the "Housing First" strategy adopted by housing advocates nationwide to provide stable, safe, and permanent housing followed with supportive services.
- 2) Support non-profits in their efforts to provide clothing, funding for extracurricular activities, and emergency shelter to homeless children in the county school system.
- 3) Support the strategies outlined in the Strategic Plan for Ending Homelessness in Frederick County, or evaluate the need to develop a county plan for ending homelessness.
- 4) Provide support services to homeless individuals to overcome barriers to housing, such as poor credit history, housing discrimination, lack of regular and consistent income, transportation, and poor tenant history.
- 5) Expand the supply of affordable supportive housing.
- 6) Support creative ways for people experiencing homelessness to transition to stable housing and keep their personal belongings throughout this transition.
- 7) Support the prevention of homelessness through the development of programs providing rental, utility bill, and eviction or foreclosure prevention assistance, as well as budget and debt counseling.

**Initiative: Generational Housing**

Support housing for older adults that supports the present and future needs of seniors.

**Supporting Initiatives:**

- 1) Expand the Emergency Rehab Fund program to include non-emergency universal design improvements in existing residential units.



- 2) Ensure that appropriate support services are available to low-income seniors in proximity to their homes.
- 3) Work with the state delegation to amend Maryland's QAP (Qualified Allocation Plan) to incentivize development of targeted low-income senior housing.
- 4) Seek changes to state or local regulations that might prevent or complicate the development of low-income senior housing in conjunction with mixed use development.
- 5) Identify and remove barriers to enable caring for seniors in housing that accommodates extended and multi-generational families.
- 6) Increase the percentage of new and rehabilitated homes meeting the visitability standard set by the International Code Council (A117.1, Type C).

### **Initiative: Housing Justice**

Support a housing market in Frederick County where a person's ethnic and cultural background, as opposed to financial resources, does not arbitrarily restrict access to housing.

#### **Supporting Initiatives:**

- 1) Support the Frederick County Human Relations Department to ensure fair and just access to housing, regardless of a person's ethnic or cultural background.

## **Goal: Aspirations**

**Pursue the development of housing alternatives that provide flexible and affordable options for an array of targeted populations including creative professionals, emerging small-business owners, on-site caretakers, and others whose living spaces need to be located in proximity to work spaces.**

### **Initiative: Creative Colonies**

Encourage creative colonies of artists and creative professionals by working with the private sector to establish housing close to workshop and studio spaces.

#### **Supporting Initiatives:**

- 1) Provide live-work artists' housing near creative centers.
- 2) Support the development of housing and work spaces provided in the same structure following traditional models as well as newer incarnations.
- 3) Consider additional regulatory flexibility to provide opportunities for vertical and horizontal mixed use development in growth centers, existing villages, and suburban re-investment centers.

### **Initiative: Housing Continuum**

Establish a Housing and Supportive Services Continuum (HSSC) - a local collaborative structure for managing a holistic approach to sustainable housing in Frederick County.

#### **Supporting Initiatives**

- 1) Ensure that the HSSC consortium partners, including county agencies, work with the housing development community to establish design, type, form, and financing attributes of housing that is best suited to meet the needs of constituents.
- 2) Ensure that multidisciplinary service providers work toward the common goal of building and nurturing educational, healthcare, economic, employment, social, and housing opportunities within challenged or emerging neighborhoods.
- 3) Ensure that HSSC partners work with DHCD to ensure that new, redeveloped, or preserved housing units are meeting the needs of local residents.
- 4) Ensure that HSSC partners design and implement care and service continuums for constituent populations including seniors, veterans, former offenders, mentally or physically impaired citizens, persons with HIV/AIDS, and other special needs populations requiring housing and supportive services.



**Initiative: Accessibility**

Promote the adoption of universal design standards to allow accessibility in residences and neighborhoods.

**Supporting Initiatives:**

- 1) Consider providing resources for aggressive universal design retrofit for pedestrian-oriented neighborhoods.
- 2) Study the viability of escrow accounts for universal design neighborhood infrastructure retrofit program (similar to APFO roads escrow system).

**Goal: Buildings**

**Support innovative designs for housing in the county that are efficient, reflect community values, and ensure quality construction.**

**Initiative: People, Planet, and Profit**

Account for the full cost of housing construction by considering triple bottom line sustainability (social costs, environmental costs, and financial costs) in the design of new housing in the county.

**Supporting Initiatives:**

- 1) Encourage the construction of homes that are designed to minimize the long-term cost of inhabitation by incorporating, to the extent feasible, green building characteristics with the highest return on investment.
- 2) Adopt green building incentives such as tax credits/abateements, "fast track" plan review and approval, and the provision of green building technical assistance, to encourage the use of environmentally-responsible and energy/material efficient design and construction strategies.

**Initiative: Universal Design**

Promote the adoption of universal design standards, even where not required by regulation, to allow diversity in residential environments.

**Supporting Initiatives:**

- 1) Consider expansion of Emergency Rehab Loan Program to reach households with broader income qualifications.
- 2) Continue to provide funding or consider tax credit for installing or upgrading housing accessibility.

**Goal: Methods**

**Employ evidence-based design and planning methods that emphasize participatory processes and regional cooperation.**

**Initiative: Evidence-based Decisions**

Encourage evidence-based decision making for determining housing needs in the county through the development of a housing database and demand forecasting model.

**Initiative: Design Review**

Explore the expansion of design review procedures in the county to ensure quality development and lasting aesthetic appeal.



## Category: Housing Economy

Goals in this category concern the regulatory and financial context of managing the production and risk of providing new and future housing stock in the county through construction, ownership, and occupancy.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Cost	Homeownership	
	Development and Rehabilitation	1 Group home regulatory fee waiver
		2 Condominium subdivision in regulations
		3 Granny flats and tiny houses
4 Housing mix requirements		
Workforce Housing	1 Yearly review of MD QAP	
	2 Tax abatement standards	
	3 Impact fee exemptions for affordable housing	
	4 MPDU fees for Low-Income Housing Tax Credit (LIHTC) projects	
	5 Local sources of funding	
	6 Tax credit for broader incomes	
Outreach		

### Goal: Cost

Support the mitigation and subsidy of housing costs in the county for the development of new housing stock, the rehabilitation of existing housing stock, the acquisition of property, and the acquisition of units, where appropriate.

#### Initiative: Homeownership

Expand the range of housing and homeownership opportunities for county residents.

#### Initiative: Development and Rehabilitation

Support the development and rehabilitation of housing so that it remains affordable, through subsidies, grants, and public financing options.

#### Supporting Initiatives:

- 1) Explore the provision of a waiver of regulatory fees for group homes.
- 2) Revise the subdivision ordinance to create provisions for condominiums.
- 3) Analyze the regulatory context in the county to identify possible revisions needed to support innovative alternative affordable housing options such as “granny flats” or “tiny houses.”
- 4) Require the provision of a mixture of residential dwellings in the Euclidean and floating Mixed Use zoning districts, with emphasis on providing multi-family housing and with exceptions for small sites, infill, and redevelopment.

#### Initiative: Workforce Housing

Expand rental housing opportunities that are affordable to the workforce in the county by leveraging state and federal funding programs.

#### Supporting Initiatives:

- 1) Continue a yearly review and audit of the Maryland Qualified Allocation Plan (QAP) conducted by the Affordable Housing Council and the Department of Housing and Community Development.
- 2) Develop standard eligibility criteria for Frederick County’s tax abatement policy, an established process for approval, and provide an as-of-right tax abatement policy for all Low Income Housing Tax Credit (LIHTC) projects.
- 3) Continue Frederick County’s policy of exempting impact fees for affordable housing.



- 4) Consider dedicating at least 50% of the collected Moderately Priced Dwelling Unit (MPDU) fees to support LIHTC projects and award funding on a schedule that aligns with the State's scoring of LIHTC proposals.
- 5) Explore additional local sources to support affordable housing, such as a variety of available tax credit programs.
- 6) Expand the tax credit program for renters in the county to apply to a broader range of incomes.

**Initiative: Outreach**

Support programs and events that educate citizens on managing housing costs.



## Category: Tradition

Goals in this category concern the notion that the county’s heritage and traditions remain rooted in its agricultural past while understanding that other forces in the region have “set the table” for a lucrative, healthy, and inspiring future in Frederick County.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Distinctive Identity	Physical Identity	<ol style="list-style-type: none"> <li>1 Historic preservation ordinance update</li> <li>2 Nominations for national and state historic registries</li> <li>3 Nominations goal for local historic registries</li> <li>4 Incorporation of preservation into development processes</li> <li>5 Preservation processes for development</li> <li>6 Documentation of resources through development</li> </ol>
	Differentiation	<ol style="list-style-type: none"> <li>1 Marketing history for economic development</li> <li>2 Agricultural industry as distinct asset</li> <li>3 Small town culture / placelessness</li> <li>4 Local possession of traditional material culture</li> </ol>
Remembering History	Creative Communication	<ol style="list-style-type: none"> <li>1 Diversity of media</li> <li>2 Diversity of documentation resources</li> <li>3 Information sharing</li> <li>4 Partnering with artists</li> <li>5 Public art</li> </ol>
	Comprehensive Documentation	<ol style="list-style-type: none"> <li>1 Information quality and Maryland Inventory of Historic Places</li> <li>2 Historic inventory database</li> <li>3 Documentation of the recent past</li> <li>4 Outreach for under-represented populations</li> <li>5 Primary historic documents</li> <li>6 Funding sources for documentation</li> </ol>
Teaching History	Educating the Public	<ol style="list-style-type: none"> <li>1 Local history in schools</li> <li>2 New technology for broader educational experience</li> <li>3 Outreach for community events</li> <li>4 Frederick Arts Council</li> </ol>
	Experiential Learning	<ol style="list-style-type: none"> <li>1 Local history field trips (on-site) in local schools</li> <li>2 Educational programming at historic sites</li> <li>3 Collaboration with local schools for on-site, project-based learning</li> <li>4 Participation of older residents in historic preservation</li> <li>5 Technical assistance for historic societies</li> <li>6 Communication between older and younger residents</li> </ol>
Heritage Tourism	Building On Assets	<ol style="list-style-type: none"> <li>1 Invest in protection of local resources</li> <li>2 Scenic byway's and roads tourism</li> <li>3 Civil War heritage tourism</li> <li>4 Infrastructure for tourists</li> <li>5 Public/private coordination</li> <li>6 Tourism based small business development</li> </ol>
	Small Business Support	<ol style="list-style-type: none"> <li>1 Heritage tourism training</li> <li>2 Regulatory flexibility for heritage tourism</li> <li>3 Adaptive reuse of older structures</li> </ol>
	Viewsheds and Corridors	<ol style="list-style-type: none"> <li>1 Viewshed identification and documentation</li> <li>2 Protection of viewsheds</li> <li>3 Collaboration with national and other organizations</li> </ol>
Food & Drink	Food History	<ol style="list-style-type: none"> <li>1 Local food traditions</li> <li>2 Local food history and restaurant culture</li> </ol>
	Local Fermentation Economy	<ol style="list-style-type: none"> <li>1 Event planning and marketing for local producers</li> <li>2 Celebration of local distilling/brewing traditions</li> </ol>
	Food Preparation Traditions	<ol style="list-style-type: none"> <li>1 Local food preparation skills</li> <li>2 Local food and drink history as a gateway to learning</li> <li>3 Food-based businesses in historic structures</li> </ol>



## Goal: Distinctive Identity

Ensure that the places, buildings, and environments that exemplify the distinct identity of Frederick County continue to thrive as important elements of our community.

### Initiative: Physical Identity

Locate, designate, and then protect and maintain Frederick County's most important historic structures and districts, archaeological sites, distinctive natural features, and cultural landscapes.

#### Supporting Initiatives:

- 1) Update the historic preservation ordinance to provide better protection for critical historic and archaeological resources.
- 2) Encourage nominations to the National Register of Historic Places and increase listings on the Maryland Inventory of Historic Places.
- 3) Encourage nominations to the county Register of Historic Places and set a goal of increasing the number of listed properties from 12 to 30 by the year 2025.
- 4) Incorporate the preservation of important historic buildings, structures, archaeological resources (including historic burial sites and cemeteries), and contextual environments into all planning and development processes.
- 5) Develop processes and guidelines for development proposals to ensure that the evaluation and documentation of potentially historic above-ground and archaeological resources is made part of the application process for new development seeking development review approval by the county.
- 6) Ensure that, if preservation of the historic or archaeological resource is not physically possible, the history and local significance of the resource is preserved through documentation, interpretation, and other approved methods or techniques.

### Initiative: Differentiation

Strengthen efforts to differentiate Frederick County from other communities through the maintenance and promotion of its distinct historic character.

#### Supporting Initiatives:

- 1) Market and promote the county's historic places, not only for heritage tourism purposes but to embrace local historic character as an attractant for economic and institutional investment in the community.
- 2) Embrace our agricultural roots and take necessary actions to maintain future farming activity in the county.
- 3) Celebrate small town culture, building on existing strong community ties to inoculate our neighborhoods from the "placelessness" infecting many communities in the region.
- 4) Maintain local possession of our traditional material culture.

## Goal: Remembering History

Inspire and educate residents and visitors through investing in new and creative ways to communicate our stories to future generations and reinforce their value and meaning through vigorous documentation.

### Initiative: Creative Communication

Find new and creative ways to tell our stories to future generations.

#### Supporting Initiatives:

- 1) Promote local history efforts that tell local stories to future generations through oral histories, personal diaries, presentations, or new media (digital film, social media, and animation).



- 2) Develop and support private sector, non-profit, and local government efforts to identify, document, and archive local history.
- 3) Promote and support the efforts of local partners--such as the Frederick County Historic Society, the C. Burr Artz Library (Maryland Room), and Heritage Frederick--to share information and resources.
- 4) Partner with local artists to find creative ways to educate about preserving the presence of our local traditions, such as music and handicrafts.
- 5) Use art projects in any media sited in community places that are open to the public as a tool for promoting local history and to tell local stories for future generations.

**Initiative: Comprehensive Documentation**

Comprehensively document our county’s physical heritage and places of historic significance.

**Supporting Initiatives:**

- 1) Continue to update and improve the quality of information included in the Maryland Inventory of Historic Places to bolster local understanding of historic and cultural resources.
- 2) Produce a geographically complete Inventory of Historic Places (MIHP) and Frederick County Register database that would allow the county to identify significant historic structures and resources that remain unacknowledged.
- 3) Support efforts to document the recent past to build a local historic record of events such as the Cold War, the Civil Rights Movement, and the Great Depression, and places such as Camp David, Fort Detrick, and post-war suburbs.
- 4) Engage in outreach efforts which target under-represented county populations, seeking to broaden our knowledge of local experiences while telling a more complete and truthful story about who we are as a community.
- 5) Work with county and state agencies to protect and digitally archive primary historic documents under county ownership.
- 6) Evaluate potential funding sources to be used for documenting Frederick County History.

**Goal: Teaching History**

**Foster public education and greater appreciation and understanding of historic and archaeological resources, and public support for heritage preservation in Frederick County.**

**Initiative: Educating the Public**

Work with our libraries and the Office of Economic Development to provide opportunities for public education and appreciation of our history, heritage, and culture.

**Supporting Initiatives:**

- 1) Encourage the study of the history of Frederick County and its architectural and historical resources in our public and private schools.
- 2) Integrate new technologies into the history education environment to allow for a broader sensory experience.
- 3) Develop a historical and cultural preservation outreach plan for key community events.
- 4) Support the Frederick Arts Council as a primary partner in providing opportunities for public education and appreciation of our history, heritage, and culture.

**Initiative: Experiential Learning**

Capitalize on the “power of place” to illustrate and teach how our places and physical surroundings have shaped our thoughts, actions, and emotions throughout our history.

**Supporting Initiatives:**

- 1) Provide on-site opportunities for education and appreciation of historic, natural, and archaeological resources by integrating field trips into the local educational curriculum.
- 2) Encourage educational programming at historic sites to provide critical context for older structures and landscapes.
- 3) Investigate collaborative efforts between local students and local historic sites to combine on-site learning and project-based participation in the restoration of older buildings, structures, and landscapes.
- 4) Nurture a life-long appreciation for local Frederick County history by providing opportunities for older residents to participate in local preservation and interpretation efforts.
- 5) Provide technical assistance to the historical societies and museums in Frederick County in their public education and preservation efforts.
- 6) Provide additional opportunities for older residents to share personal experiences with young students in order to build a stronger connection between our friends and neighbors and the events of historic import that they experienced and helped to shape.

**Goal: Heritage Tourism**

**Support tourism geared toward experiencing the places, artifacts and activities that authentically represent the stories and people of the past and present in Frederick County, including cultural, historic, and natural resources, while maintaining the integrity of historic resources.**

**Initiative: Building on Assets**

Maximize the use of our historic and natural assets toward the economic benefit of our county through investment, access, and marketing.

**Supporting Initiatives:**

- 1) Invest in the heritage tourism economy by protecting and maintaining the integrity of local historic resources.
- 2) Promote tourism associated with Maryland's Scenic Byways program, the Historic National Road, and the multi-state "Journey Through Hallowed Ground" initiative.
- 3) Promote tourism associated with the Heart of the Civil War Heritage Area (HCWHA).
- 4) Support efforts to provide a robust infrastructure for heritage tourists visiting Frederick County, including the development of educational programs in the hospitality sector through Frederick County Public Schools and Frederick Community College.
- 5) Nurture strategic partnerships between private sector, non-profit, and local governments to enhance heritage and ecotourism tourism efforts.
- 6) Support local small-business development in the tourism sector while maintain the integrity of local historic resources.

**Initiative: Small Business Support**

Maintain a thriving ecosystem of small businesses serving the heritage tourism industry in Frederick County while maintaining the integrity of local historic resources.

**Supporting Initiatives:**

- 1) Invest in the people that are the foundation of our heritage tourism economy by providing educational and training opportunities through our local schools (Frederick County Public Schools Career and Tech Center and Frederick Community College).
- 2) Ensure that county regulations, when feasible, provide flexibility for heritage tourism-related businesses operating within an historic structure or site, while maintaining clarity of purpose.
- 3) Encourage the adaptive re-use of older and historic structures to provide an economic means by which owners can invest in their continued maintenance and upkeep.



**Initiative: Viewsheds and Corridors**

Protect and maintain the integrity of the grand views and critical corridors within our working and historic landscapes.

**Supporting Initiatives:**

- 1) Document and assess the quality of viewsheds that are critical to the heritage tourism industry in Frederick County.
- 2) Support the protection of the most important viewsheds.
- 3) Work with public and private partners such as the National Park Service and Civil War Trust to leverage local resources in the preservation and protection of critical landscapes.

**Goal: Food and Drink**

**Celebrate Frederick County’s rich heritage of food production, meal traditions, and the culinary and fermentation arts.**

**Initiative: Food History**

Document and preserve our “edible past” composed of the recipes, local historic food dynamics, stories, and experimentation that have characterized our food history.

**Supporting Initiatives:**

- 1) Celebrate local traditions centered on food preparation and the family table, and support the documentation of recipes and cooking techniques passed down through the generations.
- 2) Promote and nurture a rich and innovative restaurant culture in Frederick County to build upon the success of Frederick’s downtown “foodie” culture.

**Initiative: Local Fermentation Economy**

While ensuring the protection of adjacent farms and communities, provide policy support for local breweries, distilleries, and vineyards throughout the county. Maximizing economic gain has to meet the test of the triple bottom line of social, environmental, and financial factors.

**Supporting Initiatives:**

- 1) Support local food and drink tourism in Frederick County by encouraging events, marketing, and programming that links local producers to eager customers.
- 2) Support efforts that celebrate our local traditions of fermented beverages, as well as those traditions arriving in recent years from around the nation and the world.

**Initiative: Food Preparation Traditions**

Teach local traditions surrounding the preparation of food and drink.

**Supporting Initiatives:**

- 1) Establish or support programs and initiatives that teach local food preparation skills to hobbyists and professionals through mentorship, community kitchens, church feasts, FCC/CTC educational programs, and cultural organizations.
- 2) Exploit the interest in food culture in Frederick County to teach related lessons in local history and heritage by using food and drink as an alternate gateway to learning.
- 3) Support regulations that encourage food-based businesses in historic structures through policies and regulations that encourage and incentivize adaptive re-use.



## Category: Expression

Goals in this category concern providing the fertile ground to allow further development of the visual, industrial, and performing arts communities and to differentiate Frederick in the regional economy.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
A Place For The Arts	Culture Plan	
	Creative and Cultural Spaces	<ol style="list-style-type: none"> <li>1 Permanent local museum collection</li> <li>2 Mid-size regional music venue</li> <li>3 Full range of community creative spaces</li> <li>4 Tool and technology center</li> </ol>
	Arts-based Revitalization	
Experiencing Culture	A Regional Niche	
	Playing To The Home Crowd	
	Increasing Arts Consumption	<ol style="list-style-type: none"> <li>1 Casual arts expression</li> <li>2 Blending cultural and culinary arts</li> </ol>
Nurturing A Local Creative Economy	Public Art	
	Spaces for Creators	<ol style="list-style-type: none"> <li>1 Affordable work spaces</li> <li>2 Affordable housing</li> <li>3 Maker spaces</li> </ol>
	Marketing A Place For The Arts	
Life-Long Learning	Critical Mass of Creativity	
	Hobbyist Spaces	
	Creative Arts and Schools	
	FCC Arts Training Hub	
	Adult Learning	
Diverse Expressions	Emerging Creators	
	Participation in the Arts	
	Part-Time Creators	
	Our Newest Cultures	
	Creativity in Retirement	

### Goal: A Place for the Arts

Maintain and build upon Frederick as a center of arts and culture in the region.

#### Initiative: Culture Plan

Support the development of a county-wide arts and culture plan to map creative and cultural assets and develop steps to facilitate neighborhood cultural initiatives and expand neighborhood cultural assets.

#### Initiative: Creative and Cultural Spaces

Work to fill the gaps in the current array of cultural arts venues, performance venues, and other creative spaces to provide a diversified and sustainable arts economy in the county.

#### Supporting Initiatives:

- 1) Seek and develop a permanent local museum collection of fine art to supplement local galleries.
- 2) Investigate the demand for a mid-size regional music venue that does not require a trip to Washington, Baltimore, Columbia, or Fairfax
- 3) Encourage the establishment of a full range of models for community creative spaces, such as maker spaces, that may be led by artists and other creative professionals.
- 4) Investigate public or private interest in the development of a tool and technology center that would create opportunities for professional mentoring, business skill development, and innovation incubation while also serving the demand for hobbyist access to equipment and workspace that remains out of reach for many citizens.

#### Initiative: Arts-Based Revitalization

Utilize the energies of local creative professionals to spearhead arts-based neighborhood revitalization.



**Goal: Experiencing Culture**

**Create an economic and social environment where the fruits of our creative endeavors are shared with visitors, available to our own citizens, and representative of both old and new culture in the county.**

**Initiative: A Regional Niche**

Explore and develop a strong regional market niche in the cultural arts while maintaining a broad array of opportunities for artistic expression and consumption.

**Initiative: Playing to the Home Crowd**

Work to maintain a loyal “home crowd” for local arts venues and programs.

**Initiative: Increasing Arts Consumption**

Provide a broader and deeper array of cultural arts programming to increase overall arts consumption, create a “deeper bench” of future artists, and nurture local creative upstarts.

**Supporting Initiatives:**

- 1) Broaden opportunities for casual arts expression (see it, hear it, touch it) in the community by supporting programming geared to non-artists and hobbyists.
- 2) Support public policies that encourage the blending of cultural arts and culinary arts.

**Initiative: Public Art**

Support the development of art projects in any media sited in community places that are open to the public to represent Frederick County as a place where creativity and innovation are celebrated as part of our communities and culture.

**Goal: Nurturing a Local Creative Economy**

**Provide a practical framework of support for a local industry of artists, performers, and creators.**

**Initiative: Spaces for Creators**

Support the local creative economy through policies that induce the production of affordable spaces for the arts community for gathering, teaching, exploration, and living.

**Supporting Initiatives:**

- 1) Provide affordable work spaces (studios, rehearsal rooms, workshops) for creators.
- 2) Establish affordable housing opportunities for creative professionals.
- 3) Support development of “maker spaces” that serve as business incubators for burgeoning creative professionals.

**Initiative: Marketing A Place for the Arts**

Support marketing efforts that frame Frederick County and its communities as “a place for the arts.”

**Initiative: Critical Mass of Creativity**

Establish policies that support the maintenance of a critical mass of creative enterprises.



## Goal: Life-Long Learning

Promote educational opportunities in the creative arts for citizens of all ages.

### Initiative: Hobbyist Spaces

Establish a local community “maker space” for hobbyists and professionals that can function as an incubator for the local creative economy.

### Initiative: Creative Arts and Schools

Increase the presence and relative standing of creative arts in public and private school systems (K-12).

### Initiative: FCC Arts Training Hub

Build upon the existing resources at Frederick Community College (FCC) and create an arts training hub that targets new business development.

### Initiative: Adult Learning

Expand public and private adult learning opportunities in the creative arts.

### Initiative: Emerging Creators

Establish mentoring systems for emerging artists and creators.

## Goal: Diverse Expressions

Increase the opportunities for creative expression in the broader community.

### Initiative: Participation in the Arts

Increase all forms of public participation in the visual, performing, and industrial arts.

### Initiative: Part-Time Creators

Encourage the development, and realize the benefits, of part-time creators.

### Initiative: Our Newest Cultures

Create a welcoming environment for the expression of Frederick County’s new and emerging cultures while maintaining existing cultural institutions and traditions.

### Initiative: Creativity in Retirement

Mine the rich cultural skills, knowledge, and resources of our post-retirement population.



## Category: Preservation

Goals in this category concern the identification and protection of Frederick’s historic places, landscapes, and valuable heritage resources to provide economic and cultural opportunities that might otherwise be lost to future generations.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Documenting History	Local Resources	<ol style="list-style-type: none"> <li>1 Protect county-owned historic structures</li> <li>2 Full-time staff for historic preservation</li> <li>3 Digital media presence of County Register and local historic districts</li> <li>4 Frederick County Cemetery Commission</li> </ol>
	Local Archives	<ol style="list-style-type: none"> <li>1 Program for information sharing</li> <li>2 Collecting and archiving at Maryland Room</li> <li>3 Documentation on African-American community</li> <li>4 Local genealogy</li> <li>5 Burial grounds and cemeteries</li> </ol>
	Archival Resilience	<ol style="list-style-type: none"> <li>1 Digitization and back up of historic records</li> <li>2 Local material culture</li> <li>3 Access for those with disabilities</li> <li>4 Needs and partnerships for archives</li> </ol>
	New Media	<ol style="list-style-type: none"> <li>1 Online access</li> <li>2 Creative communication</li> <li>3 Connecting to local recreation</li> <li>4 Public art at tourist destinations</li> </ol>
Economics of Preservation	History and Economy	
	Local Preservation Expertise	<ol style="list-style-type: none"> <li>1 Preservation training center</li> <li>2 Registry of preservation professionals</li> <li>3 Training for volunteers</li> </ol>
	Food and History	<ol style="list-style-type: none"> <li>1 Regulatory incentives and food service</li> </ol>
	Financial Incentives	<ol style="list-style-type: none"> <li>1 Public education about availability</li> <li>2 Dedicated funding</li> </ol>
	Low Impact Preservation	<ol style="list-style-type: none"> <li>1 Program for displacement support</li> </ol>
The Importance of Place	Distinctive Places	<ol style="list-style-type: none"> <li>1 Local land use ordinance protection</li> <li>2 Preservation of context</li> <li>3 Signage for historic villages</li> <li>4 Public art to enhance distinctiveness</li> <li>5 Protect rural roads</li> <li>6 Countywide inventory of rural roads</li> <li>7 Appropriate maintenance of rural roads</li> </ol>
	Place-Based Experiences	<ol style="list-style-type: none"> <li>1 On-site interpretation of historic resources</li> <li>2 Strengthening of heritage tourism</li> <li>3 Place-based public art</li> </ol>
	Growth Policies	<ol style="list-style-type: none"> <li>1 Sensitive infill and redevelopment</li> </ol>
	Value For All	
Protecting Resources	Critical Heritage	<ol style="list-style-type: none"> <li>1 County historic district</li> <li>2 Retain farm landscape elements</li> <li>3 County registry goal</li> <li>4 Building easement program</li> <li>5 Viewshed easement program</li> <li>6 Incentives for listing properties</li> </ol>
	Bottom-up preservation	<ol style="list-style-type: none"> <li>1 Opt-in rural historic districts</li> </ol>
	Preservation Tool chest	<ol style="list-style-type: none"> <li>1 Historic standards in zoning</li> <li>2 Multi-tiered system of designations</li> </ol>
Adaptive Re-use	Policy	<ol style="list-style-type: none"> <li>1 Redevelopment without demolition</li> <li>2 Regulatory incentives for adaptive re-use</li> <li>3 County register for county-owned properties</li> </ol>
	Heritage Salvage	<ol style="list-style-type: none"> <li>1 Keep it local discount for architectural salvage</li> <li>2 Tax credit for local salvage</li> </ol>
	Creative Community	<ol style="list-style-type: none"> <li>1 Input from local artists/artisans about preservation</li> <li>2 Artist housing/workspaces in historic buildings</li> <li>3 National Park Service training</li> </ol>



## Goal: Documenting History

### Support the county's efforts to document our historic resources.

#### Initiative: Local Resources

Acknowledge, identify, and protect locally important historic and cultural resources.

##### Supporting Initiatives:

- 1) Identify and protect historic structures under county ownership or management.
- 2) Provide full and adequate staff support for historic preservation efforts in Frederick County.
- 3) Expand the digital media presence of county register and local historic districts, including the development of a publicly-accessible, digital, county inventory of historic places.
- 4) Establish a Frederick County cemetery commission.

#### Initiative: Local Archives

Locate, preserve, and expand local history collections.

##### Supporting Initiatives:

- 1) To expand and promote the collection policies of the Maryland Room (C. Burr Artz Library) to encourage information sharing among our citizens, such as through the donation of original or scanned copies of privately held photos and documents related to local culture and history.
- 2) Support collecting and archiving efforts at the Maryland Room (C. Burr Artz Library) through adequate funding and staffing.
- 3) Focus effort on the documentation of the history of the African-American community in Frederick County.
- 4) Support the local genealogical community by making county resources related to our local history readily available to those seeking information about ancestors in Frederick County.
- 5) Partner with local preservation organizations to develop a program and process to document and monitor older burial grounds and cemeteries.

#### Initiative: Archival Resilience

Ensure that local historical records have adequate archival protection and the necessary tools to enhance accessibility and preservation, especially through the backing up and future-proofing of digital assets.

##### Supporting Initiatives:

- 1) Digitize historic records and ensure off-site back-up of data.
- 2) Preserve and archive historic items that document local material culture.
- 3) Provide access to historic records for those with disabilities.
- 4) Determine Frederick County's needs for archival storage and consider partnerships with public and private organizations that can enhance the county's ability to preserve, and make publicly-accessible, its historical/cultural resource collections.

#### Initiative: New Media

Explore new ways to share history with citizens and visitors.

##### Supporting Initiatives:

- 1) Enhance online access to local historic material.
- 2) Identify creative ways to educate citizens and share local history in our day-to-day lives.
- 3) Partner with hobbyists to connect local history themes to thriving recreational pursuits.
- 4) Explore the provision of local history based art projects in public places and at tourist destinations.



## Goal: Economics of Preservation

**Support the preservation economy by amplifying the economic growth benefits of history and culture as a quality of life enhancement and driver for attracting residents and businesses.**

### **Initiative: History and Economy**

Leverage Frederick County's unique historic character and environments as a magnet for business investment by fostering economic development strategies that support history as an economic asset.

### **Initiative: Local Preservation Expertise**

Nurture local preservation expertise - keep preservation jobs in the county.

#### **Supporting Initiatives:**

- 1) Establish a preservation training center geared to the specific needs of the local work force and the types of restoration work prevalent in Frederick County.
- 2) Maintain publicly accessible registry of preservation professionals working in the region, with differentiation by location and expertise.
- 3) Support training for volunteers in historic preservation, archeological documentation, document conservation, and as docents for museums, historic sites, and tours.

### **Initiative: Food and History**

Support the creation of venues for dining and drinking in historic settings and structures.

#### **Supporting Initiatives:**

- 1) Provide regulatory incentives for adaptive reuse of historic structures for the purpose of establishing a restaurant, tavern, bar, or food shop.

### **Initiative: Initiative: Financial Incentives**

Encourage the preservation of historic resources through the use of tax credits and property tax abatements.

#### **Supporting Initiatives:**

- 1) Increase public education about existing public and private programs.
- 2) Consider establishing dedicated local sources of revenue for the purpose of enhancing preservation efforts in the county.

### **Initiative: Low-Impact Preservation**

Minimize citizen displacement due to historic preservation efforts.

#### **Supporting Initiatives:**

- 1) Establish a program to support residents and businesses displaced through such historic preservation efforts as adaptive reuse and the establishment of historic districts.



## Goal: The Importance of Place

### Adopt policies which emphasize and bolster the importance of place.

#### Initiative: Distinctive Places

Maintain and enhance the historic and unique character of the county's rural towns, villages, neighborhoods, and corridors.

##### Supporting Initiatives:

- 1) Re-tool local land use ordinances to more aggressively protect distinguishing features of smaller communities that are the focal points for infill and redevelopment activity.
- 2) Adopt plans, policies, and programs that result in the maintenance of the historic or traditional physical context of a place – avoid preserving the exceptional structure at the expense of its immediate surroundings.
- 3) Explore ways in which the county may identify and sign the smaller crossroad villages and forgotten places located throughout our community.
- 4) Support art projects in any media sited in community places that are open to the public as a tool to create an experience of place that celebrates the individual distinctiveness of locations while enhancing the unity of the county.
- 5) Protect the scenic, agricultural, and historical qualities of rural roads and the adjacent landscape.
- 6) Develop a comprehensive, countywide inventory of rural/scenic roads.
- 7) Provide appropriate continuing maintenance of gravel roads, allowing for context-sensitive, localized, and necessary safety accommodations that do not degrade the historic character of rural roads.

#### Initiative: Place-Based Experiences

Encourage historic experiences in the county that illustrate and emphasize the connections between historic events and physical places.

##### Supporting Initiatives:

- 1) Seek to interpret historic resources in the places where they originate; avoid off-site interpretation when feasible.
- 2) Continue to strengthen Frederick County's heritage tourism efforts by providing adequate resources to ensure continued maturation of the industry.
- 3) Support art projects in any media that are sited in community places that are open to the public as a key place-making tool and primary contributor to the communication of history.

#### Initiative: Growth Policies

Encourage growth policies that are respectful of local history.

##### Supporting Initiatives:

- 1) Balance historic character of growth area neighborhoods while encouraging infill and redevelopment in areas served by existing infrastructure.

#### Initiative: Value for All

Acknowledge, strengthen, and preserve the human connection to our physical history by avoiding the use of strategies that result in the displacement of residents, businesses, and institutions at the center of an historic site or neighborhood.



## Goal: Protecting Resources

**Be vigilant in preserving and protecting our historic sites and structures.**

### **Initiative: Critical Heritage**

Preserve critical historic and archaeological resources.

#### **Supporting Initiatives:**

- 1) Establish the county's first historic district (within the county's program and jurisdiction) by 2020.
- 2) Retain those elements of the county's farm landscape that contribute to the aesthetics, historic character, and economy of agricultural areas.
- 3) Set target to grow the County Register to include 30 sites by January 1, 2025.
- 4) Establish a voluntary easement program to secure preservation of key historic features of a building or site (such as façades and contextual features such as yards/setbacks, landscapes, and viewsheds).
- 5) Create a viewshed easement program (temporary and perpetual).
- 6) Develop recognition programs that publicize the county's preservation programs and that acknowledge the efforts of property owners who undertake outstanding preservation activities.

### **Initiative: Bottom-Up Preservation**

Expand and create a set of voluntary historic preservation tools, such as voluntary historic districts and architectural easements, to create new and better avenues for historic preservation.

#### **Supporting Initiatives:**

- 1) Pursue the establishment of "opt in" rural historic districts that preserve character of some of the county's crossroad villages, pike towns, and rural hamlets.

### **Initiative: Preservation Tool Chest**

Work to increase the number of tools and options available to implement county preservation policies.

#### **Supporting Initiatives:**

- 1) Adopt standards for protection and treatment of historic resources in appropriate zoning districts.
- 2) Establish a multi-tiered system of county register and historic district designations providing various levels of oversight and protection.

## Goal: Adaptive Re-Use

**Vigorously pursue context-sensitive adaptive re-use of historic properties through creative development strategies, grants, tax relief, consistent funding mechanisms, and through cooperation with the development community.**

### **Initiative: Policy**

Support adaptive re-use strategies through policy and regulatory channels, and through the production of design guidelines.

**Supporting Initiatives:**

- 1) Pursue growth policies that allow for infill and redevelopment yet provide disincentives to wholesale demolition of older structures.
- 2) Provide regulatory incentives for adaptive re-use projects in historic neighborhoods or landscapes.
- 3) Require County Register of Historic Places listing of structures in county ownership where appropriate (parks, libraries, bridges, civic buildings).
- 4) Consider the use of tax relief or other financial incentives to encourage adaptive re-use of historic structures.

**Initiative: Heritage Salvage**

Encourage local re-purposing of local materials to preserve local historic connections, imagery, and references, as well as to support sustainable building and development.

**Supporting Initiatives:**

- 1) Work with local construction salvage to provide a “keep it local” discount for architectural salvage material certified to remain in the community.
- 2) Consider expansion of the local tax credit program by offering a credit to owners who certify that local salvage is integrated into a county structure or site.

**Initiative: Creative Community**

Pursue links between the creative community and historic structures.

**Supporting Initiatives:**

- 1) Pursue input from local artists and artisans regarding preservation efforts.
- 2) Establish artist housing and work spaces in restored historic structures.
- 3) Partner with the National Park Service (NPS) training center (or replicate this model) to link restoration/preservation training to actual adaptive re-use projects.





# A VISION FOR OUR HEALTH



## IT IS THE YEAR 2040...

### **FREDERICK COUNTY HAS IT ALL:**

*beauty, prosperity, convenience, sustainability, and safety. It continues to offer a small town feel with 21st century, urban opportunity. We are a model for other communities.*

### **ALL PEOPLE IN FREDERICK**

*County fully participate in public decision-making and underrepresented communities are fully engaged partners.*

### **WE UNDERSTAND THAT OUR**

*community is more productive, resilient, and successful when the physical and mental health of all of our residents is optimal. There is availability and access to high quality and affordable physical, mental, and dental health care and to prescription medication for all in need. Our community has access to state-of-the-art hospitals and clinics that attract top health professionals with a variety of specialties, especially geriatric and behavioral health specialists. Medical professionals choose to live and work here because our people take responsibility for maximizing their health and fitness for their whole lifetime.*

### **PUBLIC HEALTH NEEDS ARE**

*recognized and all people have equal access to the opportunities necessary to be healthy and have a good quality of life. Healthy eating is made possible by access to healthy, affordable food. Active*

*living is fostered by easy access to places to be physically active and by a built environment that promotes safe travel by walking and bicycling. There is access for everyone to affordable health care and health insurance, safe neighborhoods, a healthy natural environment that reflects the practice of environmental justice, and efficient public transit.*

#### **HEALTHY LIFESTYLES AND**

*healthy responses to adverse life events are promoted from an early age. Environmental hazards, including toxins, pollutants and ambient environmental stress, have been identified, mitigated, or eliminated.*

#### **OUR CHILDREN AND YOUTH**

*have quality opportunities and experiences for their healthy development. They have many options for quality outreach programs, activities and entertainment that are open and available to them all.*

#### **WE FOSTER HEALTHY FOOD**

*retail environments that encourage the purchase and consumption of fruits, vegetables, water, and other nutritious products in our schools and our communities.*

**OUR COUNTY HAS AMPLE,** *modern, universally designed recreation facilities and parks for our residents. Our libraries serve as platforms to maintain and grow cultural curiosity and tolerance.*

#### **IN UNPRECEDENTED**

*numbers, we are living longer with a level of energy and good health. The value of this emerging elder sector of our community is recognized as a positive resource. There is great value to communities in elders retelling their stories and their roles in history. New roles and applications are being created for and by elders that match their abilities and interests with the needs of businesses, communities and entrepreneurs, both as volunteers and for pay.*

#### **BETTER, SYSTEMIC**

*innovations have emerged to make the last years comfortable and dignified.*

#### **ACCESSIBLE AND SUITABLE**

*affordable housing, existing, new, and rehabilitated, accommodates a variety of needs and allows elders to stay in their homes and age in place.*

#### **FREDERICK COUNTY IS A**

*community that takes care of our people, especially those who are experiencing crisis. Our comprehensive social services system provides a safety net for anyone in need - vulnerable children, seniors, adults, and people with disabilities – and helps them regain stability and recovery. Services are coordinated and accessible with a client-centric focus.*

#### **POVERTY IMPACTS HEALTH**

*and we have minimized poverty by learning new and better ways of providing support to those who experience it. We recognize that it is important for all residents to gain personal and financial security and the increased dignity and confidence that it brings.*

#### **BARRIERS THAT HAVE LED TO**

*poverty have been corrected or improved. Further, as a community, we have learned to better recognize and minimize precursors of poverty in order to prevent it in the first place.*

#### **HOMELESSNESS IN OUR**

*communities is rare and brief, and the number of children born into poverty is decreasing with each generation. People take pride in being community assets and are able to contribute positively to their communities and to society.*

# Trends and Driving Factors for Our Health

*Compared to previous generations, we are much less active...*

Nationally, compared to our parents and grandparents, we are spending more time sitting down, at work, home, and in our cars.



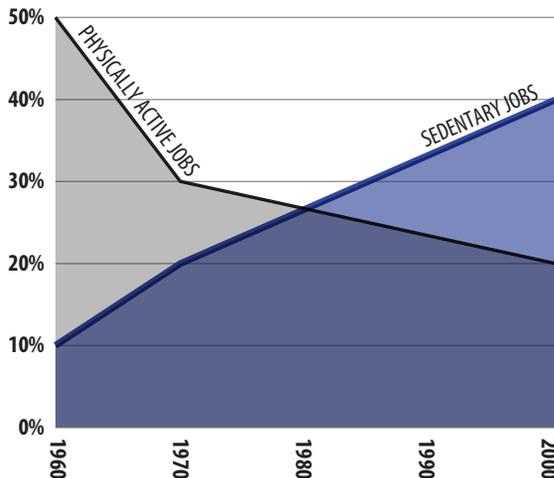
## SEDENTARY JOBS: +83%

In the 65 years between 1950 to 2015 the number of sedentary jobs in the US has risen by 83%.

In 1960, the percentage of the U.S. workforce that had physically active jobs was 50%.

In 1970, 20% of workers had sedentary jobs while 30% percent of workers had physically active jobs.

In 2000, 40% of workers had sedentary jobs while 20% percent of workers had physically active jobs.



*Trends over 5 Decades in U.S. Occupation-Related Physical Activity and Their Associations with Obesity, Timothy S. Church, Diana M. Thomas, Catrine Tudor-Locke, Peter T. Katzmarzyk, Conrad P. Earnest, Ruben Q. Rodarte, Corby K. Martin, Steven N. Blair, Claude Bouchard, Pennington Biomedical Research Center, Louisiana State University System, Baton Rouge, Louisiana, United States of America, Department of Mathematical Sciences, Montclair State University, Montclair, New Jersey, United States of America, Arnold School of Public Health, Departments of Exercise Science and Epidemiology/Biostatistics, University of South Carolina, Columbia, South Carolina United States of America*

In the 20 years between 1995 and 2015, total screen time has increased dramatically.

In 2010, the average daily amount of time spent sitting and watching television was four hours.



In 2003, 60% of working adults primarily used a computer on the job and 90% of children used computers in school.

Between 1989 and 2009, the number of households with computer and Internet access rose from 15% to 69%.



In 2016, 40% of drivers had a commute longer than 30 minutes and drive to work alone.



*Sedentary Behavior: Emerging Evidence for a New Health Risk, Neville Owen, PhD, Phillip B. Sparling, EdD, Geneviève N. Healy, PhD, David W. Dunstan, PhD, and Charles E. Matthews, PhD*

*Screen Time: Time spent using computers, watching television, playing video games*

*...and rates of being overweight or obese are increasing while our communities are becoming less walkable.*

**OVERWEIGHT ADULTS: +5.8%**

Between 2011 and 2014, the percentage of Frederick adults who are overweight has increased from 33.5% to 39.3%, or by 5.8%.

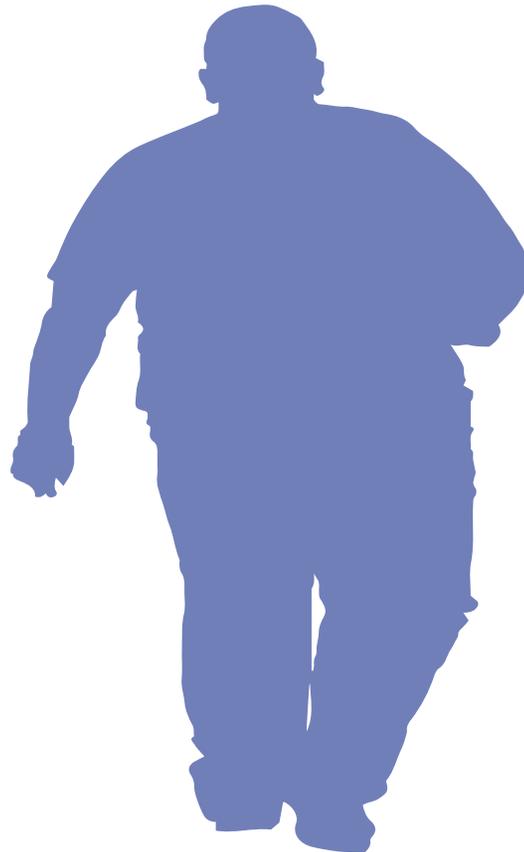
This is greater than the percentage who are overweight in the State of Maryland as a whole.

**OBESE ADULTS: +3.2%**

Between 2011 and 2014, the percentage of Frederick adults who are obese has increased from 25.5% to 28.7%, or by 3.2%.

**NOT OVERWEIGHT: -9%**

In the same time period, the percentage of Frederick adults who are not overweight has decreased from 41% to 32%, or by 9%.



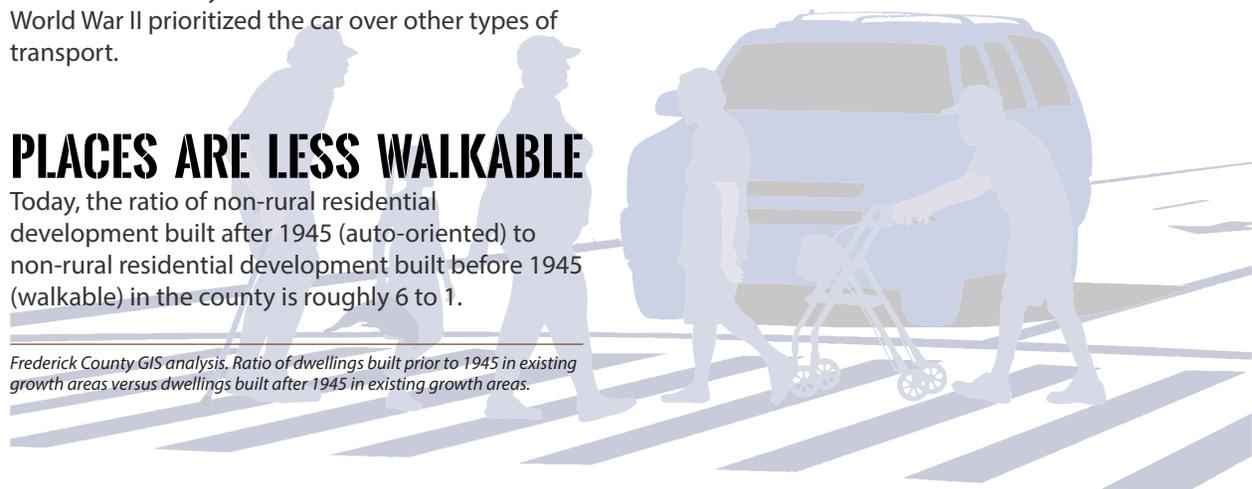
*Frederick County 2016 Community Health Assessment, Frederick Memorial Hospital and Frederick County Health Department - Centers for Disease Control Behavioral Risk Factor Surveillance System Data, Question: Had any leisure time physical activities such as running or walking for exercise during the last 30 days*

Prior to World War II, much of our non-rural residential development in the County was walkable. However, most land development in Frederick county that was constructed after World War II prioritized the car over other types of transport.

**PLACES ARE LESS WALKABLE**

Today, the ratio of non-rural residential development built after 1945 (auto-oriented) to non-rural residential development built before 1945 (walkable) in the county is roughly 6 to 1.

*Frederick County GIS analysis. Ratio of dwellings built prior to 1945 in existing growth areas versus dwellings built after 1945 in existing growth areas.*



*However, we're starting to be more physically active, and we're supporting health with nature and local foods.*

**PHYSICAL ACTIVITY: +6.3%**

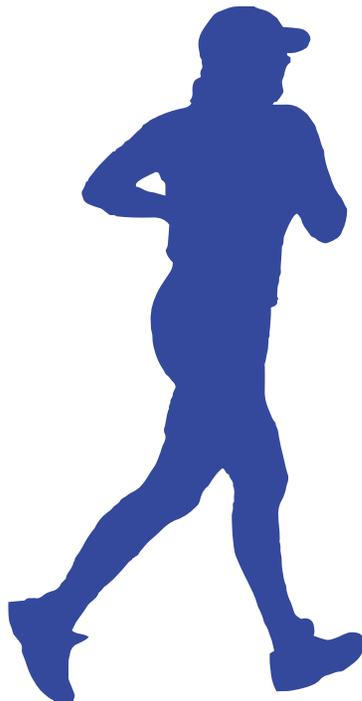
The percentage of residents in Frederick County who engage in regular exercise and physical activity increased from 75.8% in 2011 to 82.1% in 2014, a total percentage increase of 6.3%.

**ACCESS TO EXERCISE: +8%**

Access to exercise opportunities within Frederick has increased. In 2014, the percentage of the county population that lived near exercise opportunities was 86%. This increased to 94% in 2016.

*County Health Rankings and Roadmaps, Bringing a Culture of Health, County by County, University of Wisconsin Population Health Institute in collaboration with the Robert Wood Johnson Foundation and Burness. www.countyhealthrankings.org*

*Measures the percentage of individuals in a county who live reasonably close to a location for physical activity. Locations for physical activity are defined as parks or recreational facilities. Parks include local, state, and national parks. Recreational facilities include businesses identified by the following Standard Industry Classification (SIC) codes and include a wide variety of facilities including gyms, community centers, YMCAs, dance studios and pools.*



**EXISTING TREE CANOPY: 43%**

The percentage of Frederick County land area that is covered by existing tree canopy is 43%.

**-420.3 FOREST ACRES PER YEAR**

However, between 2001 and 2014, an average of 420.3 acres per year of forest cover has been lost. This represents a 5,464 acre loss in forest cover in the County since 2001, nearly a 4% reduction in forest lands over 13 years.

*2014, Axis Geospatial LLC digitized from 2014 MD Statewide aerial photography.*

*2005, Infotech Enterprises of America digitized from 2005 aerial imagery. Data collected from 6 inch ground resolution, true color orthophotography captured between March 15, 2005 and April 9, 2005.*

*2001 digitized generalized forested areas for planning purposes from Maryland DNR.*

**42.5% IN AGRICULTURAL USE**

In 2012, 42.5% of total county land was stated to be in active farming use, equaling 181,512 acres.

**FRESH, ORGANIC, AND LOCAL**

In 2013 there were 11 farmers markets in the county and 86 out of 1,442 farms sold goods locally. 22 farms are certified organic in Frederick as of 2017 and 21 farms are certified USDA organic in Frederick as of 2017. 13 farms in 2017 sell through Community Supported Agriculture.

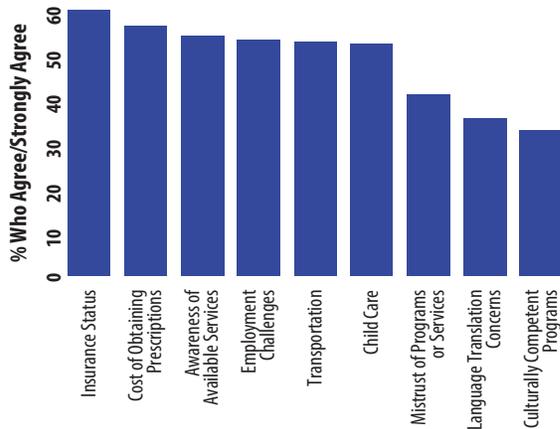
*USDA, U.S. Census of Agriculture, 2012. Maryland Food System Map, Johns Hopkins Center for a Livable Future, 2014, www.mdfoodsystemmap.org*



# We struggle with a variety of barriers to our health...

In 2016, Frederick County residents were surveyed (GW Survey) about barriers they experienced in obtaining health care.

## PERCEIVED BARRIERS TO HEALTH CARE



The GW Survey showed that barriers to care differed by age, income, race, educational attainment, and insurance status.

Frederick County 2016 Community Health Assessment, Frederick County Health Department

GW Survey: Frederick Memorial Hospital, Frederick County Health Department, George Washington University Milken Institute School of Public Health (GW) to collect qualitative data in the form of in-person surveys and focus groups conducted by GW from October 2015 to February 2016 focusing on health priorities and barriers to access.

## BARRIER: COST

The barrier of cost varied based on age, with cost being a bigger barrier for those under the age of 64.

## BARRIER: INCOME

Interpreting services and transportation as a barrier to access to health care varied based on income.

## BARRIER: RACE

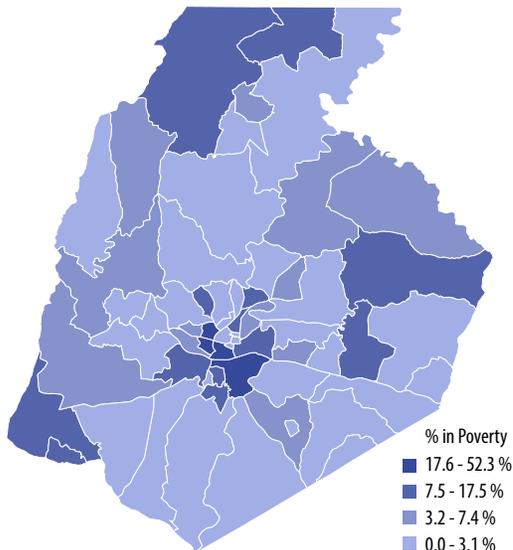
Awareness of health issues and available services, mistrust of services, and communication barriers varied based on race.

## BARRIER: EDUCATION

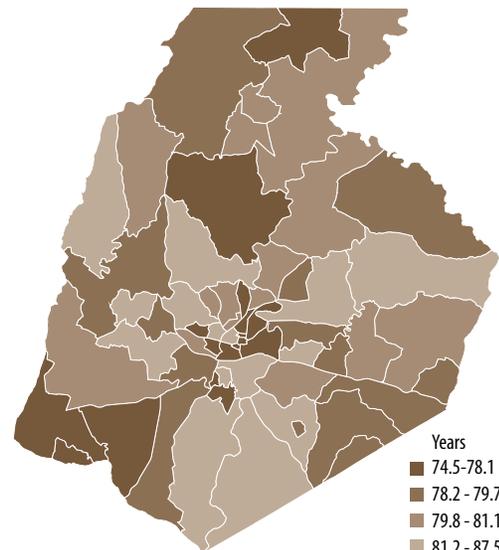
Transportation availability, employment, insurance status, awareness, and mistrust of services also varied based on level of education.

Frederick County 2016 Community Health Assessment, Frederick County Health Department

## CHILD POVERTY 2010-2014



## LIFE EXPECTANCY AT BRITH 2005-2014

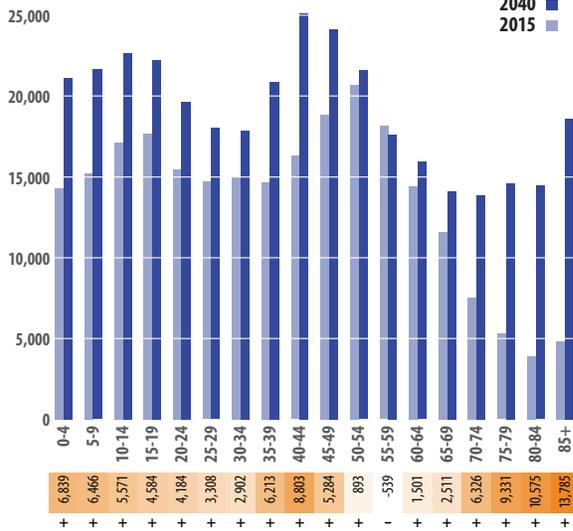


Metropolitan Washington Council of Governments Indicators Project, Virginia Commonwealth University Center on Society and Health, 10/26/2018

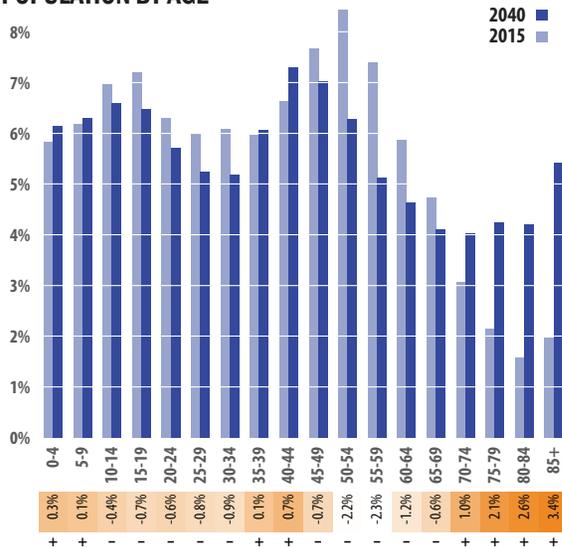
...while the older segment of our population is growing...

The proportion of Frederick County's population that is older is growing larger, with the highest projected increase occurring in the 85+ age group in total number of people as well as in share of total population.

**TOTAL ESTIMATED AND PROJECTED POPULATION BY AGE**

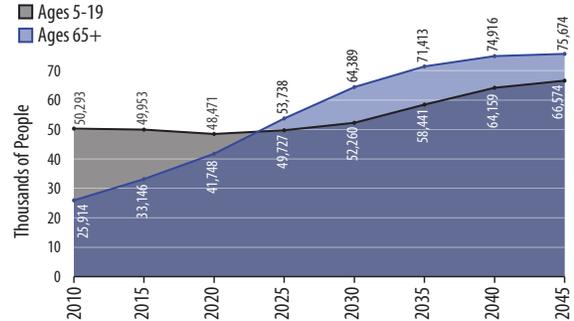


**PERCENT OF TOTAL ESTIMATED AND PROJECTED POPULATION BY AGE**



In terms of sheer numbers, by 2025, the total number of adults age 65+ is projected to exceed the total number of school-age children (ages 5-19) in the county.

**2010-2045 SCHOOL AGE VS. AGES 65+ POPULATION**



**AGE 65 YEARS AND UP: +192%**

Between 2010 and 2045, the 65+ age group is projected to increase from 25,914 to 75,674. This is an increase of 49,760 people or 192%.

Between 2010 and 2045, the share of the total population composed of residents aged 65+ is projected to increase from 11.1% to 22%.

**AGE 70 YEARS AND UP: +250%**

Between 2010 and 2045, the 70+ age group is projected to increase from 17,541 to 61,554. This is an increase of 44,013 people or 250%.

Between 2010 and 2045, the share of the total population composed of residents aged 70+ is projected to increase from 7.5% to 17.9%.

**AGE 85 YEARS AND UP: +395%**

Between 2010 and 2045 the total number of people in Frederick County in the 85 and over age group will quadruple, going from 3,757 to 18,614.

Between 2010 and 2045, the share of the total population composed of residents aged 85+ is projected to increase from 2% to 5.4%.

2017 Total Population Projections for Non-Hispanic White, Non-Hispanic Black, Non-Hispanic Other and Hispanic by Age and Gender (January 2018), Maryland State Data Center, <https://planning.maryland.gov/MSDC/Documents/popproj/TotalPop-Race-Age-Gender.xlsx>

*...and while mental health support and awareness is a growing concern.*

Behavioral and mental health remains a significant and growing problem in the county.



**MENTAL HEALTH VISITS: +0.7%**

The rate of visits to the emergency department at Frederick Memorial Hospital (FMH) for mental and behavioral health issues in 2010 was 3,725 per 100,000 or 3.7%. In 2011 this rate increased to 4,422 per 100,000 or 4.42%

**MENTAL HEALTH REPORTS: +2.1%**

In 2016, the share of Frederick County adults who reported “not good” mental health for 8-29 days in the past 30 days was 10%. This increased from 7.9% in 2011.

The percent of adults suffering from an anxiety disorder has remained consistent from 2012 at 14% to 2014 at 14.1%. This is a higher percentage than Maryland where 13.3% were reported in 2014.

**DEPRESSION DIAGNOSIS: +3.6%**

Depression diagnoses have risen from 2012 (13.5%) to 2014 (17.1%), or by 3.6%. This is a higher percentage than Maryland statewide where 15.9% were reported in 2014.

**AGES 18-39 SEEK MOST CARE**

In 2016, the highest volume of patients seeking care at FMH were between the ages of 18-39. This accounted for 42% of all mental health visits.

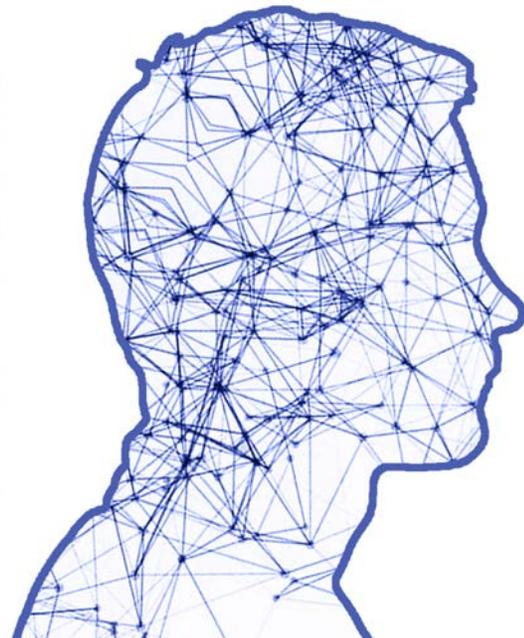
**ANXIETY DEPRESSION STRESS: 1 IN 5**

Approximately one in five George Washington University (GW) survey respondents reported having anxiety (19.9%), depression (18.8%), or stress (17.2%).

**MENTAL HEALTH IS AN ISSUE: 53%**

Only 5% of respondents to the GW survey reported suffering from mental illness. However, 53% of respondents to the GW survey identified mental health as an issue in the health of county residents in general.

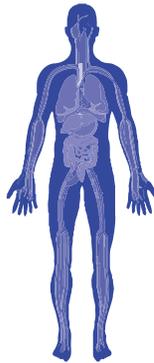
*Frederick County 2016 Community Health Assessment, including George Washington University (GW) Survey: The Frederick Memorial Hospital and Frederick County Health Department partnered with The George Washington University Milken Institute School of Public Health to collect qualitative data in the form of in-person surveys and focus groups. These were conducted by The George Washington University, Milken Institute School of Public Health from October 2015 to February 2016 to survey a representative sample of county residents to identify the health priorities of residents and the barriers they encounter in accessing health care in the county.*



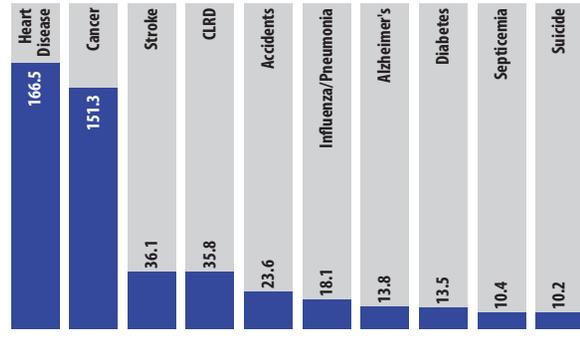
# Mortality and chronic disease patterns are shifting...

## HEART DISEASE AND CANCER: 60%

The leading cause of death in Frederick County for 2012-2014 is heart disease. The second leading cause of death in Frederick County for 2012-2014 is cancer. 60% of deaths in Maryland are caused by heart disease and cancer.



2012-2014 FREDERICK COUNTY MORTALITY RATES PER 100,000 POPULATION



2016 Frederick County Community Health Assessment, Frederick Memorial Hospital and Frederick County Health Department

## ARTHRITIS, GOUT, LUPUS, FIBROMYALGIA: 25%

The share of adults in Frederick County (25%) and Maryland (26%) who were told by a doctor that they had arthritis, rheumatoid arthritis, gout, lupus, or fibromyalgia in 2014 was 1 in 4, or 25%.

Frederick County continues to work toward the Maryland State Health Improvement Process (MD SHIP) 2017 Goals to:

Reduce heart disease mortality to 166.3 deaths per 100,000 and reduce cancer mortality to 147.4 deaths per 100,000;

and the Healthy People 2020 Goals to:

Reduce cancer mortality to 161.4 deaths per 100,000 and reduce diabetes mortality to 66.6 deaths per 100,000.

## ASTHMA INCREASED 2.3%

The percentage of adults in 2014 who had asthma was higher in Frederick County than in MD and increased from 7.5% in 2011 to 9.8% in 2014, a total increase of 2.3%.

*Maryland SHIP: Maryland State Health Improvement Process, provides 39 measures in 5 areas to achieve positive health status in Maryland.*

*Healthy People 2020 of the federal Office of Disease Prevention and Health Promotion provides science-based, 10-year national objectives for improving the health of all Americans. Establishes benchmarks and monitored progress over time.*

## COPD DECREASED 1.7%

The share of adults in Frederick County with chronic obstructive pulmonary disorder has decreased from 2011 (7.1%) to 2014 (5.4%), which was slightly lower than MD (5.7%).

## DIABETES DIAGNOSIS DOWN 1.2%

The share of adults in Frederick County who were diagnosed with diabetes fell from 9.4% in 2011 to 8.2% in 2014, which was less than in MD (10.2%). This is a total decrease in Frederick of 1.2%.



...and substance abuse is a growing problem in our county...

Substance abuse related visits to Frederick Memorial Hospital in 2014 and 2015 are as follows:

**SUBSTANCE ABUSE ER VISITS: +17.6%**

The percentage increase in substance abuse visits to Frederick Memorial Hospital (FMH) between 2014 and 2015 was 17.6%.

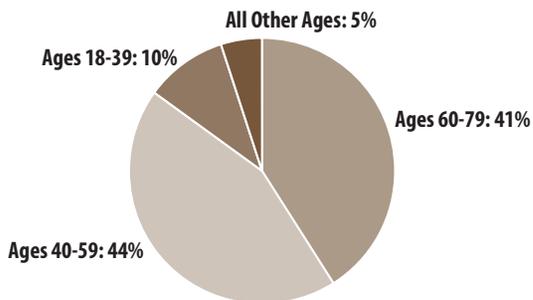
**OPIOID RELATED: +20%**

In 2015, 20% of substance abuse visits to the Frederick Memorial Hospital Emergency Room were opioid related. From 2014 to 2015, opioid abuse visits to FMH increased 20%.

**ALCOHOL RELATED: +13%**

In 2015, 65% of substance abuse visits to the Frederick Memorial Hospital Emergency Room were alcohol related. From 2014 to 2015, alcohol abuse visits to FMH increased 13%.

**2015 SUBSTANCE ABUSE VISITS TO FMH BY AGE GROUP**



Over half of patients seeking care at FMH for opioid abuse are between 18-39 years old.

**SMOKING DOWN BY 6.1%**

The percentage of people who smoke in the county has decreased from 17.2% in 2011 to 11.1% in 2014, a total decrease of 6.1%.

2016 Frederick County Community Health Assessment, Frederick Memorial Hospital and Frederick County Health Department

In 2016, prescription opioid-related deaths decreased from the peak of 21 deaths per 100,000 in 2011.



**THE HEROIN DEATH RATE TRIPLED**

The overdose death rate for heroin more than tripled from 3.5 deaths per 100,000 in 2007 to 10.7 deaths per 100,000 in 2014, with the most significant increases seen since 2012.

The overdose death rate for heroin in Frederick County is higher than in Maryland (9.7 per 100,000) in 2014.

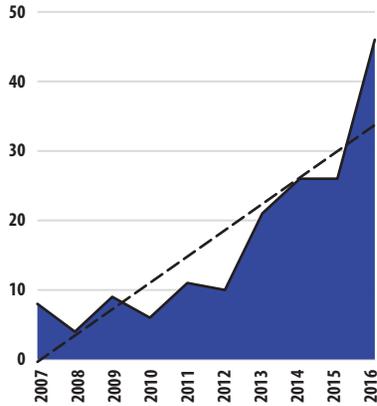
**ALCOHOL DEATH RATE DOUBLED**

Overdose death rate for alcohol doubled from 2.2 deaths per 100,000 in 2011 to 4.9 deaths per 100,000 in 2014. However, chronic drinking decreased from 5.7% in 2001 to 4.2% in 2014, a decline of 1.5%.

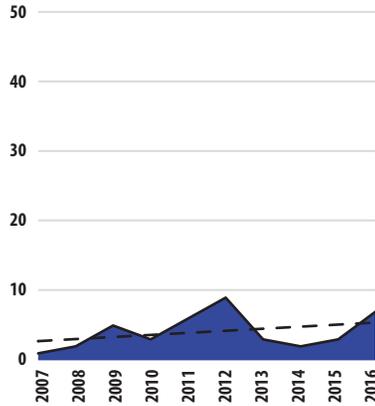
Drug- and Alcohol-Related Intoxication Deaths in Maryland, 2016, Annual Overdose Death Reports, Maryland Department of Health and Mental Hygiene

*...as substance abuse related deaths in Frederick County have risen.*

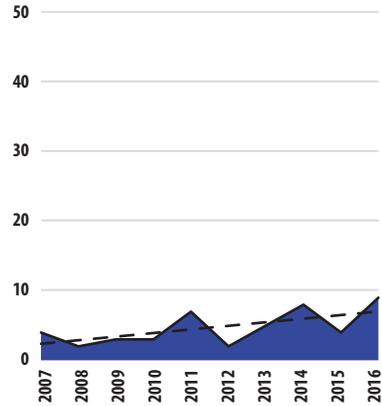
**HERION DEATHS**



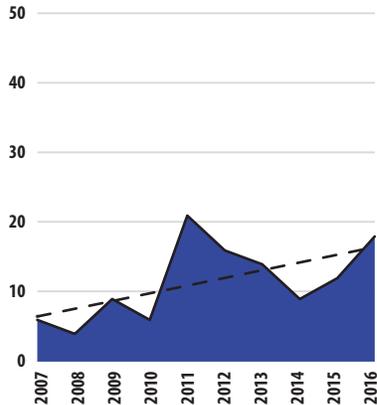
**OXYCODONE DEATHS**



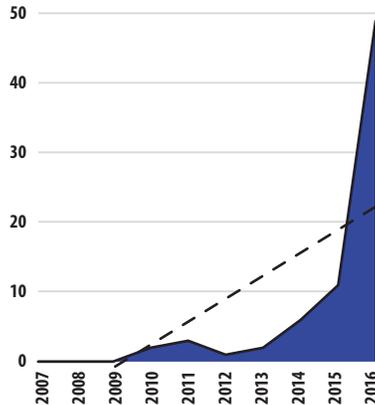
**COCAINE DEATHS**



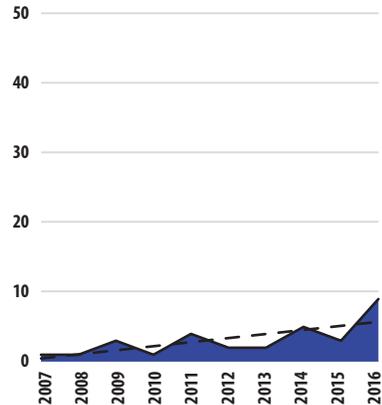
**OPIOID DEATHS**



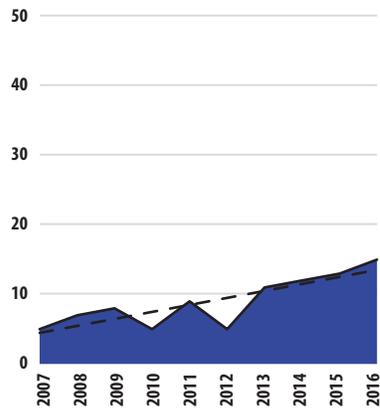
**FENTANYL DEATHS**



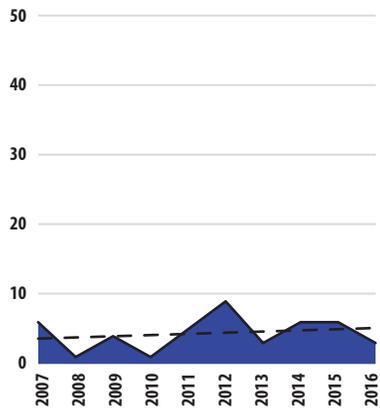
**BENZODIAZEPINE DEATHS**



**ALCOHOL DEATHS**



**METHODONE DEATHS**



The trend lines for all of these charts are sloping upward, some more than others. This overall upward slope indicates a rising occurrence for a wide range of substance abuse related deaths in Frederick County and a pressing need for intervention and support.

*Drug- and Alcohol-Related Intoxication Deaths in Maryland, 2016, Annual Overdose Death Reports, Maryland Department of Health and Mental Hygiene*



# Making Our Health Vision a Reality

This Theme supports the following State Visions: Quality of Life and Sustainability, Public Participation Community Design, Infrastructure, Transportation Environmental Protection, Resource Conservation, Stewardship, Implementation.



## Category: Healthy Habitat

Goals in this category concern the interaction between the built environment and public health, and the degree to which the habitat we build supports and corresponds to our biological needs.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Active Places	Community Design	<ol style="list-style-type: none"> <li>1 Multi-modal accessibility development patterns</li> <li>2 Interconnected street systems</li> <li>3 Mixed-use and higher density walkable communities</li> </ol>
	Proximity	<ol style="list-style-type: none"> <li>1 Park requirements for new development</li> <li>2 Universal design in parks</li> <li>3 Zoning for all types of active uses</li> </ol>
	Contextual Cues	<ol style="list-style-type: none"> <li>1 Informational health-based signage</li> <li>2 Public art promoting physical activity</li> </ol>
Environmental Greening	Green Space	<ol style="list-style-type: none"> <li>1 Landscape planning</li> <li>2 Stormwater systems and passive parks</li> <li>3 Community gardens</li> <li>4 Landscaping requirements</li> <li>5 Green infrastructure and parkland</li> </ol>
Environmental Comfort	Desirable Density	
	Unpolluted Places	<ol style="list-style-type: none"> <li>1 Outreach about pollution and toxic substances</li> <li>2 Review air quality regulations</li> <li>3 "Going Beyond Code" incentives</li> </ol>
	Place Attachment	

### Goal: Active Places

Ensure that the physical design of all of our communities, new and old, facilitate physical activity as an integral component of daily life for people of all ages.

#### Initiative: Community Design

Make physical activity more possible, convenient, and enjoyable by supporting the development of walkable, mixed use, and accessible communities that emphasize non-motorized transportation.

#### Supporting Initiatives:

- 1) Focus on development patterns that create multi-modal accessibility supportive environments composed of walking, biking, transit, as well as driving.
- 2) Advance the development of street systems that are fully interconnected, where travel is not funneled onto a few main routes but is rather distributed across a network of connections providing multiple options for reaching origins and destinations and spreading the travel load across a wider geographical area.
- 3) Support the development of communities that are mixed use and higher density, where the distance between origins and destinations is compressed, thus allowing access by means other than automobiles.

#### Initiative: Proximity

Increase the percentage of individuals in the county who live close to a location for physical activity, such as parks, hiking and biking trails, health clubs, fitness centers, and recreational centers.

#### Supporting Initiatives:

- 1) Create local active park requirements and standards for new development.
- 2) Ensure that all parks are accessible to people of all age groups and ability levels.
- 3) Review the Zoning Ordinance to accommodate for all types of uses that can provide for physical activities such as health clubs, dance studios, tennis clubs, fitness or recreational centers, and civic community centers.

#### Initiative: Contextual Cues

Support place-based strategies that influence people's choice to be physically active.



**Supporting Initiatives:**

- 1) Support the installation of informational signage at strategic locations, such as stairwells or in parking lots, which describe the health benefits of physically active choices.
- 2) Support the use of interactive art installations in any media sited in community places that are open to the public that promote physically active choices in strategic locations.

**Goal: Environmental Greening**

**Evaluate and increase the opportunity if necessary to benefit from the positive health outcomes tied to exposure to nature by ensuring that all communities provide plentiful green space.**

**Initiative: Green Space**

Increase the number of parks and other green environments throughout the developed areas of the county.

**Supporting Initiatives:**

- 1) Provide and maximize native species natural landscaping and planting within street rights-of-way at commercial and residential development and within public and private open space as a part of community specific and corridor specific planning in the county.
- 2) Combine accessible passive green space with stormwater management and natural resource areas in new and existing developments in the county.
- 3) Increase the development of community gardens within new and existing communities to increase access to green environments.
- 4) Reform landscaping requirements through the development of a unified development code or form-based codes to support a wider range of development contexts and to support site-specific recommendations made in community and corridor plans.
- 5) Support the preservation and development of green infrastructure as part of a larger countywide effort for natural resource protection and increased parkland.

**Goal: Environmental Comfort**

**Ensure that ambient environmental stressors that adversely impact health and well-being are reduced or eliminated.**

**Initiative: Desirable Density**

Create and implement density-based design standards to ensure that higher density development maintains healthy livability.

**Initiative: Unpolluted Places**

Mitigate and reduce exposure to all forms of pollution and toxic environmental substances impacting health.

**Supporting Initiatives:**

- 1) Pursue the development of outreach and public education programs to inform property owners and citizens about potential environmental hazards and ways to reduce hazard exposure.
- 2) Review and update Frederick County Codes that regulate air pollution, such as Chapter 1-3: Air Quality Control.
- 3) Consider and expand "Going Beyond Code" incentives to create effective green building programs for energy efficient and sustainable communities.

**Initiative: Place Attachment**

Acknowledge and pursue a greater understanding of the role that the physical environment plays in supporting "place attachment."



## Category: Healthy Choices

Goals in this category concern the degree to which the factors and ingredients needed to improve and support health are available to people, making the healthy choice the easy choice.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Good Nutrition	Community Gardens	
	Knowledge and Awareness	1 Provision of local foods in schools
		2 Promotion of healthy foods in schools
		3 Nutrition education and hunger relief
	Food Availability	1 New grocery stores
		2 Farmers markets
		3 Mobile markets
		4 Fruit and vegetable gleaning
		5 Mapping food deserts
Alternative Markets	1 Local food hubs	
	2 Local food co-ops and buying clubs	
	3 Community supported agriculture	
	4 Farmer's markets	
	5 Fresh food diversion	
Active Lifestyles	Group Fitness	1 Adequate recreational facilities 2 Recreational sports leagues
	Active Transport Support	1 Multi-component workplace supports
		2 Walking school buses
	Active Children	1 Active classrooms
		2 Goal of 60 minutes of activity per day
		3 Screen time interventions
	4 Active learning in county parks	

### Goal: Good Nutrition

Facilitate the beneficial physical and mental health outcomes of eating healthy foods by ensuring that healthy food choices are widely available, accessible, and affordable to all citizens.

#### Initiative: Community Gardens

Promote the development of community gardens within new and existing communities to increase access to fresh and nutritious food choices.

#### Initiative: Knowledge and Awareness

Support the awareness of nutrition and the availability of healthy food choices.

#### Supporting Initiatives:

- 1) Support the incorporation of locally grown or prepared foods into school meals and snacks, and combine with visits from food producers, cooking classes, nutrition and waste-reduction efforts, and school gardens.
- 2) Support efforts to modify lunch food environments to prominently display, market, and increase the convenience of healthy foods and provide healthy options.
- 3) Collaborate with local hunger relief organizations and agencies to ensure the connection of hunger relief efforts with nutrition information.

#### Initiative: Food Availability

Eliminate food deserts in the county by pursuing strategies to provide more widespread availability and affordability of fresh and healthy food choices.



**Supporting Initiatives:**

- 1) Support the provision of new grocery stores in under-served areas by ensuring that appropriate zoning exists to serve these uses.
- 2) Work with our economic development and agricultural partners to support the widespread provision and expansion of farmers' markets where producers sell goods such as fresh fruit and vegetables, meat, dairy items, and prepared foods directly to consumers.
- 3) Support mobile markets and fresh food carts or vehicles that travel to neighborhoods on a set schedule to sell fresh fruits and vegetables and that accept a variety of payment methods.
- 4) Institute cooperative programs to support fruit and vegetable gleaning where food is left in fields after a primary harvest, where secondary harvesting is not profitable, and where excess produce from orchards, packing houses, or agriculture sites can be economically distributed.
- 5) Implement a mapping effort to identify food deserts in the county.

**Initiative: Alternative Markets**

Support secondary and localized agricultural markets for fresh food.

**Supporting Initiatives:**

- 1) Support the development of local "food hub" businesses or organizations that aggregate, distribute, and market local food products.
- 2) Support the development of food buying clubs and co-ops that offer opportunities for group purchase and distribution of grocery items at reduced prices.
- 3) Expand community supported agriculture partnerships between farmers and consumers in which consumers purchase a share of a farm's products in advance of harvest.
- 4) Support the provision of farmers markets throughout the county.
- 5) Explore opportunities to partner with local grocery stores and restaurants to make unused or unsold fresh food available.

**Goal: Active Lifestyles**

**Increase the opportunity for physical activity through supportive programs and strategic interventions.**

**Initiative: Group Fitness**

Support organized efforts to promote fitness among all segments of the population.

**Supporting Initiatives:**

- 1) Ensure adequate recreational lands and locations to support fitness programs for all ages that can be offered in a variety of community settings including schools, community centers, parks, and senior centers.
- 2) Ensure adequate recreational space to support sports leagues that provide opportunities for adults of all ages to play at beginner, intermediate and competitive levels in a variety of sports to encourage participation regardless of skill.

**Initiative: Active Transport Support**

Support programs that promote and encourage safe and convenient active transportation.

**Supporting Initiatives:**

- 1) Promote the provision of multi-component workplace health that supports active commuting.
- 2) Encourage the creation of "walking school buses" or other options to promote the reduction of childhood obesity and reduce the amount of driving needed for school transport.

**Initiative: Active Children**

Encourage strategies that support increased physical activity in children.

**Supporting Initiatives:**

- 1) Support physically active classrooms that incorporate physical activity breaks, classroom energizers, or moving activities into academic lessons and that can be implemented within an existing curriculum at all public and private schools in the county.
- 2) Support a goal of physical activity a day in all settings, such as a 60 minute period.
- 3) Explore possible screen time interventions for children that encourage them to spend time away from TV and other screen media.
- 4) Explore opportunities to leverage everyday experiences at county parks as learning opportunities.



## Category: Safety and Protection

Goals in this category concern the degree to which we are free from the short-term and life-long consequences of intentional and unintentional bodily and emotional harm caused by people to themselves and to others.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Injury Prevention	Domestic Safety	
	Highway Safety	
Violence Prevention	Sexual Violence Prevention	
	Comprehensive Violence Prevention	
Ending Abuse	Childhood Experiences	
	Domestic Support	
	Dependent Support	
	Preventing Bullying	
	Stopping Human Trafficking	

### Goal: Injury Prevention

Establish prevention strategies that minimize the risk of injury from accidents in homes and communities and that maximize protection from harm.

#### Initiative: Domestic Safety

Help prevent the occurrence of domestic, occupational, and recreational accidents that result in injury.

#### Initiative: Highway Safety

Adopt the “vision zero” and/or “towards zero deaths” goals for highway safety and support the creation of a local strategic highway safety plan in cooperation with the Maryland Highway Safety Office.

### Goal: Violence Prevention

End the occurrence of assault in all forms in our community and provide support to those affected by assault.

#### Initiative: Sexual Violence Prevention

Promote evidence-based sexual assault prevention strategies to stop sexual violence before it occurs, short-term interventions that provide immediate, effective response to protect survivors, and access to resources that support healing.

#### Initiative: Comprehensive Violence Prevention

Promote comprehensive violence prevention and personal safety strategies within families and communities that emphasize education and outreach, community cooperation and integration, safety-supportive environmental design, and community-based law enforcement.



## Goal: Ending Abuse

**End the occurrence of abuse in all forms in our community and provide support, protection, and refuge to those in situations exposed to violence.**

### **Initiative: Childhood Experiences**

Support the developmental health of Frederick County citizens across the lifespan through targeted prevention of the types of adverse childhood experiences that impact brain development and function.

### **Initiative: Domestic Support**

Help stop intimate partner abuse before it begins by supporting outreach strategies that promote healthy behaviors in relationships, and by supporting comprehensive services for victims of abuse.

### **Initiative: Dependent Support**

Support programs and organizations that target the prevention of abuse of children, seniors, and individuals with disabilities.

### **Initiative: Preventing Bullying**

Prevent bullying in schools by employing evidence-based, comprehensive strategies that promote a culture of safety, inclusion, and respect between and for all members of the school community.

### **Initiative: Stopping Human Trafficking**

Eliminate forms of violence against all women and children in the public and private spheres, including trafficking and sexual and other types of exploitation.



## Category: Support

Goals in this category concern the level of instrumental, informational, and emotional support that is available to those in need.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Behavioral Health	Suicide Prevention	
	Ending Substance Abuse	
	Arts-based Programs	
Accessing Services	Efficiency and Synergy	1 Administrative hub
		2 Online portal
		3 Geographic hubs
4 Mobility coordination		
	Universal Design	
	Health Care Opportunity	1 Health enterprise zones
Seniors	Elder Contributions	
Our Children	Mentorship	
	Child Care	
	School Readiness	
	After School Programs	
Social Bonds	Social Inclusion	
	Neighborhoods and Place	1 Design of places 2 Places for teens

### Goal: Behavioral Health

Provide a strong mental health and addiction safety net in Frederick County that focuses on prevention and intervention strategies, support services, and the empowerment of individuals, families, and communities to help end the occurrence of suicide and substance abuse.

#### Initiative: Suicide Prevention

Support programs and organizations that target the prevention of suicide by reducing factors that increase risk and increasing factors that promote resilience and that provide support for individuals, families and communities impacted by loss.

#### Initiative: Ending Substance Abuse

Support effective strategies for the prevention of substance abuse through evidence-based early intervention approaches and treatment and recovery programs.

#### Initiative: Arts-Based Programs

Reinforce the connection between art, healing, and public health by supporting organizations that employ art-based therapy for mental health intervention.

### Goal: Accessing Services

Ensure that services are accessible to all members of the community in need.

#### Initiative: Efficiency and Synergy

Enhance the efficiency and synergy of service delivery through the centralization and coordination of services and through the identification of opportunities that maximize the access to and availability of resources.

**Supporting Initiatives:**

- 1) Improve service coordination to individuals at highest risk for poor health outcomes through implementation of an administrative community hub model of service delivery.
- 2) Develop a virtual presence for the coordination of social services.
- 3) Provide geographically concentrated service hubs that are colocated with public buildings as a means to provide more convenient access to service centers throughout the county.
- 4) Pursue the implementation of mobility management and coordination services for the transportation needs of seniors and people with special health care needs.

**Initiative: Universal Design**

Support the development of barrier free and universal design retrofit where needed in homes, public buildings, and public spaces.

**Initiative: Health Care Opportunity**

Address barriers to care, including the barriers of language and communication, as well as barriers of belief and perceptions by increasing the understanding of how belief and culture affect perceptions of health and illness.

**Supporting Initiatives:**

- 1) Pursue the application of Health Enterprise Zones in eligible areas of the county.

**Goal: Seniors**

**Redefine aging in Frederick County as the beginning of a new stage of life where seniors play positive and meaningful roles in society while their health and well-being is supported and sustained through accessible and affordable services.**

**Initiative: Elder Contributions**

Develop senior contribution programs that take advantage of the skills and experience of our seniors.

**Goal: Our Children**

**Improve the lives of all children by ensuring that no child is prevented from achieving positive goals, fulfilling their potential, or taking part in their community.**

**Initiative: Mentorship**

Support mentorship programs that unite role models of our community with at-risk youth to provide encouragement, and support.

**Initiative: Child Care**

Support efforts to make high quality child care geographically and financially available to all children in the county.

**Initiative: School Readiness**

Support school readiness for all children in the county such that all children are ready for school, families are ready to support their children's learning, and schools are ready for children.



**Initiative: After-School Programs**

Support after-school and out-of-school community programs for all children regardless of economic level that boost academic performance, reduce risky behavior, promote physical health, and provide safe, structured environments for children of working parents.

**Goal: Social Bonds**

**Explore ways to promote the creation and maintenance of strong social bonds, starting from a young age, to reap the benefits of increased life expectancy through reduced health risks throughout a person's life.**

**Initiative: Social Inclusion**

Support interventions and delivery of services that identify and target social isolation in seniors, teens, and other segments of the community.

**Initiative: Neighborhoods and Place**

Explore ways to enhance and design the physical environment as a means of fostering commitment to neighborhoods and supporting the significant influence of the immediate locality on people's well-being.

**Supporting Initiatives:**

- 1) Create places that are compact, mixed use, and walkable that afford social interaction and support safety and human comfort.
- 2) Focus efforts to create a social and recreational infrastructure geared toward teens through the provision of such amenities as pocket parks, public informal gathering spaces, and public broadband access.



# A VISION FOR OUR ECONOMY



## IT IS THE YEAR 2040...

### **FREDERICK COUNTY**

*continues to be a great place to live, work and raise a family. It is a place where creativity meets innovation, where educated workers find employment opportunities in world-class bioscience and advanced technology sectors, and where manufacturing and agriculture traditions blend our rich heritage with our cultural amenities.*

### **OUR QUALITY OF LIFE ASSETS**

*make Frederick County a very desirable place for business and industries to grow and thrive. Businesses provide worthwhile goods and services, while valuing and compensating their workers. Full time work provides sufficient compensation and benefits to cover the cost of living here. The county maintains a business-ready climate, adapting to changing economic conditions and maximizing opportunities, by using data-driven strategies to diversify our existing enterprises and be an incubator and accelerator for new ones.*

### **OUR SMALL BUSINESSES**

*bring innovation to the community and help stimulate our economic growth by providing employment opportunities and attracting the talent to invent new products or implement new solutions for existing ideas. Our larger businesses also often benefit*

*from our small businesses through local outsourcing and synergy.*

**FREDERICK COUNTY IS A** *desirable place to work and everyone who needs and wants to work in Frederick County can find meaningful employment opportunities and sustain a high quality of life. Our economy is shaped and sustained by the talent and enterprise of our residents.*

**FREDERICK COUNTY'S** *schools set benchmarks for learning, discovery, and innovation and are designed to provide a pipeline of future workers in Frederick County. The quality of the first years of life has a profound influence on whether a person will thrive as an adult. The county has a strong role in preparing children for their future development. Schools are diverse environments that respect and enable teachers, enhance children's lives, and provide adequate space and small class sizes with a focus on quality learning. Students have access to a wide range of high-quality educational programming, from birth through adulthood. County schools attract and retain highly-qualified teachers*

*with competitive salaries. Schools support active living and are a hub for community activities with easy access for sports, the arts and meeting space.*

**COLLEGES, APPRENTICE** *programs, and other educational institutions are graduating students to be innovative and entrepreneurial to prepare them for the kinds of employment opportunities found in Frederick County and beyond. Ample opportunities exist for employees to retrain or refresh job skills to adapt to changing employment needs. Businesses locate in the county because of the quality of our workforce.*

**FREDERICK COUNTY** *maintains its strong agricultural history, as Maryland's largest agricultural County, with the most number of farms and farmland acres. Agriculture is important to our economy and quality of life, and we have ensured our agricultural future with more than 150,000 acres of farmland in permanent preservation. We continue to have profitable diversified farms that have benefitted from changes in soil science,*

*public eating habits and market opportunities. Many of the agricultural products consumed by county residents are locally grown.*

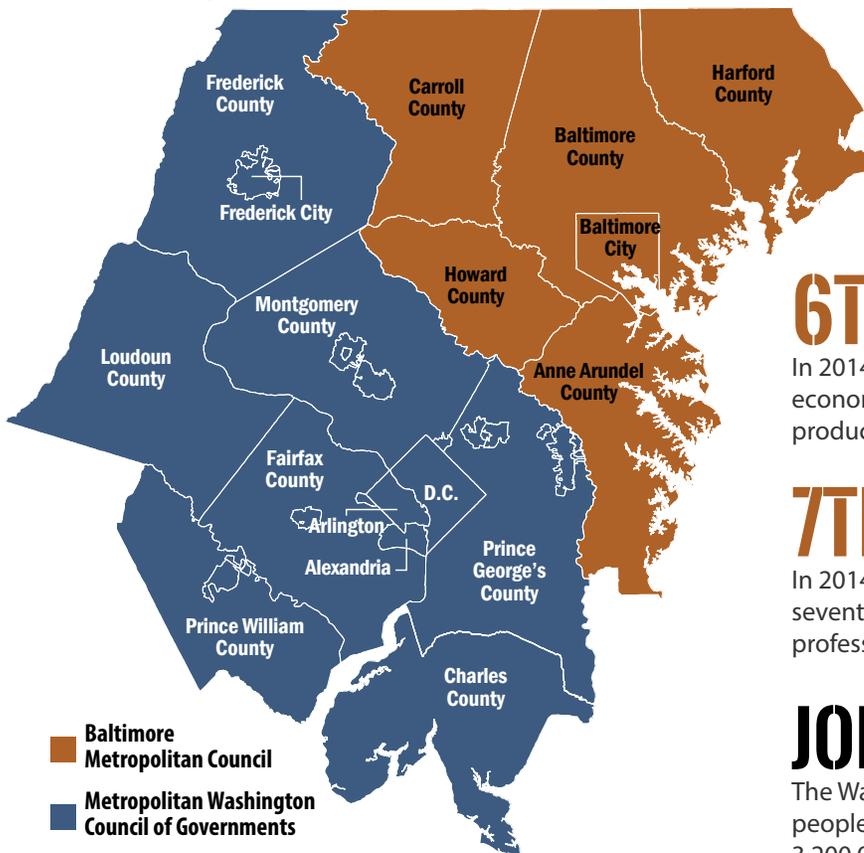
**THE COUNTY SEAT, THE CITY** *of Frederick, is a historic jewel with a downtown that is economically, culturally, and socially vibrant. Downtown is home to dozens of thriving restaurants and stores. Carroll Creek Park is a mixed-use attractive center for cultural affairs, dining, shopping, and recreation for citizens and tourists. Our towns and village centers retain their uniqueness and are centers of economic and cultural activities. New construction blends in with the old. Frederick's historic architecture, public art, rural heritage, natural amenities, and quaint uniqueness are preserved.*

**THE VIBRANT AND** *expanding arts community in Frederick County plays a vital role in supporting a creative diverse population that fosters the development and integration of new ideas, while maintaining a strong connection to our heritage and history. The arts are a key driving sector of Frederick's economic success.*

# Trends and Driving Factors for Our Economy

*Our regional workforce and economy is strong...*

Frederick County is part of both the Washington D.C. and Baltimore metropolitan regions, and its economy is closely tied to these regional centers. The county is a member of the Metropolitan Washington Council of Governments.



## 6TH IN THE U.S.

In 2014, the U.S. rank of the size of the metropolitan economy and the strength of the gross regional product of the Washington D.C. region is 6th.

## 7TH IN THE U.S.

In 2014, the Washington D.C. region was ranked seventh in the U.S. for business, financial, professional, and local services.

## JOBS PER CAPITA: .6

The Washington D.C. Region has about 5,300,000 people and an employment base of about 3,200,000 jobs. This is a regional jobs per capita rate of .6.

## BACHELOR'S DEGREE: 50%

The D.C. region is among the top markets for millennials and has one of the highest rates of educational attainment in the U.S. The percentage of the 2016 regional population with a bachelor's degree or higher is approximately 50%. The national average is 30%.

2016 State of the Region: Economic Competitiveness Report, MWCOG

Our metropolitan region as defined by MWCOG Member Jurisdictions. MWCOG represents 22 local governments in the multi-state metropolitan Washington region.

...and jobs and businesses are growing.

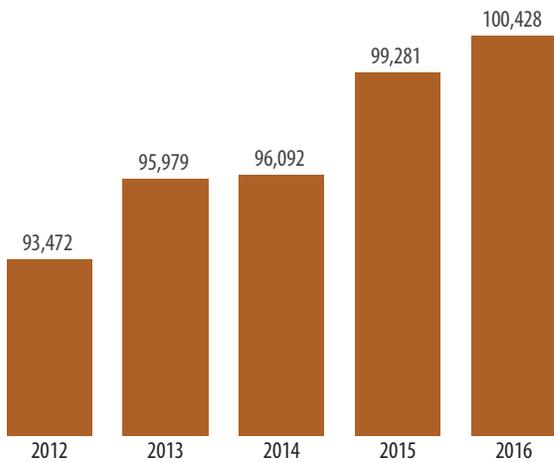
# 100,000 JOBS

In 2017, Frederick County contained over a quarterly average of 102,604 jobs. Between 2011 and 2017, the quarterly average increased by 12%, from 91,420 to 102,604.

## NUMBER OF BUSINESSES: +4.5%

The total number of businesses in Frederick County in 2016 was 6,440. From 2012-2016, this is an increase of 4.5%.

FREDERICK COUNTY JOB GROWTH



## PRIVATE SECTOR JOBS: +2%

In 2011, 79% of all jobs in the county were in the private sector. In 2016, this percentage rose to 81%.

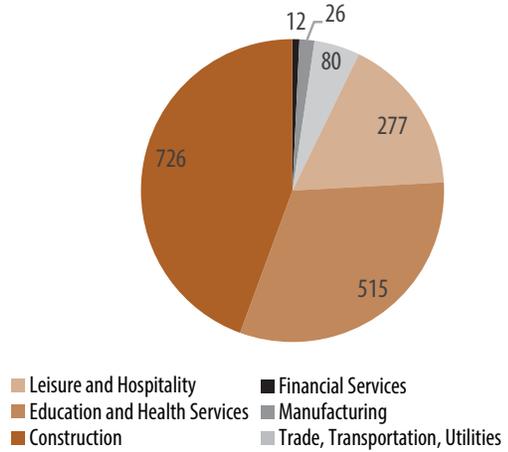
## PRIVATE SECTOR BUSINESSES: +5%

The total number of businesses rose from 6,071 in the year 2011 to 6,369 in the year 2015, an increase of 5%. In 2016, 91 jobs were created by small business and 17 small businesses were started.

The average unemployment rate in Frederick County in 2016 was 3.8%.

Between 2015 and 2016, 1,636 jobs were added to the Frederick County economy in high growth industries.

JOBS FROM HIGH GROWTH INDUSTRIES 2015 - 2016



Frederick County Office of Economic Development 2016 Annual Report, Maryland Department of Labor, Licensing and Regulation, 2nd Quarter Data

Maryland Department of Labor, Licensing, and Regulation, Total Employment - Fourth Quarter 2017 - Employment and Wages by County - Maryland's Quarterly Census of Employment and Wages (QCEW) - OWIP

# Our economy is diverse...

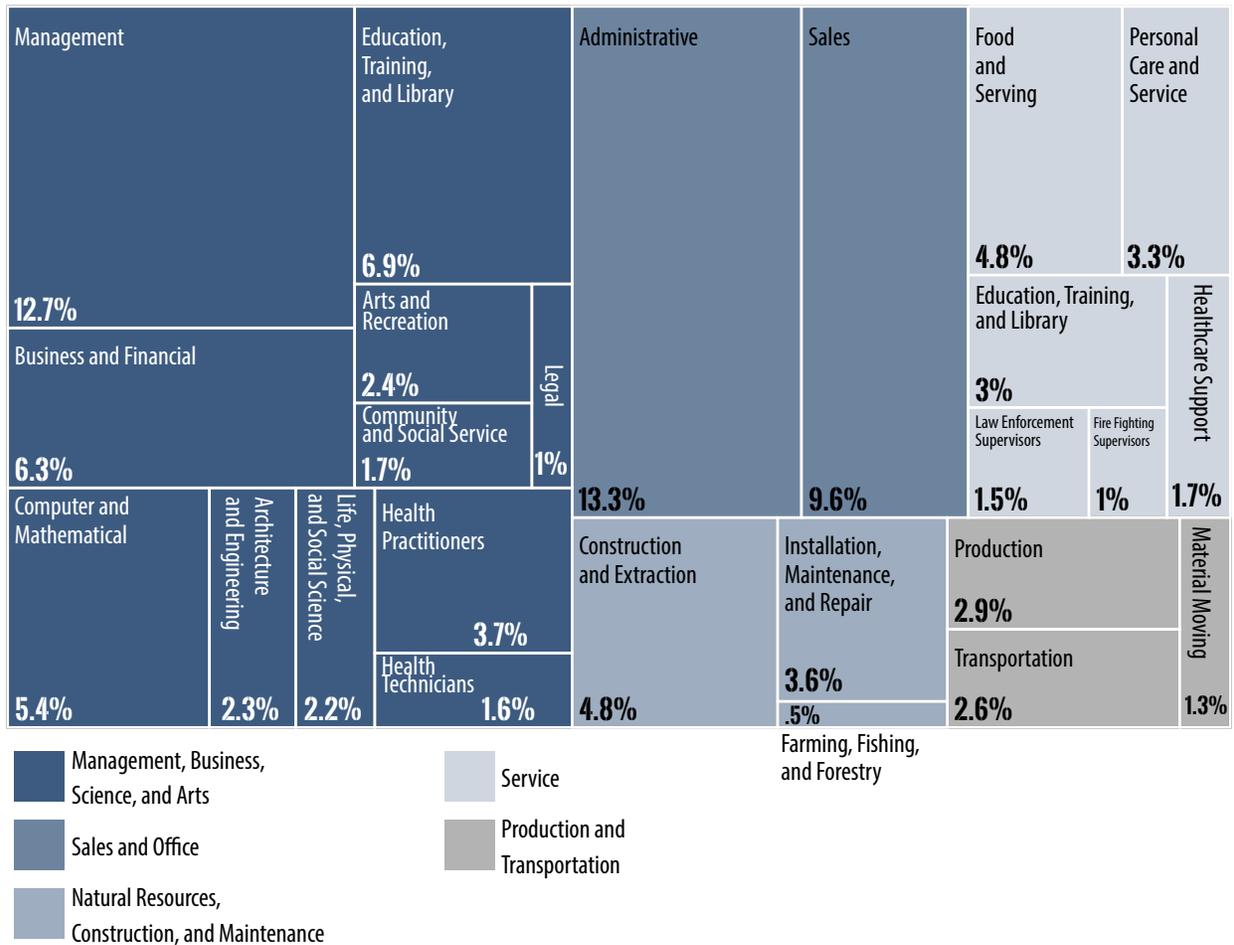
The most common job groups, by number of people living in Frederick County, MD, are Management, Business, Science, & Arts, Sales & Office, and Service. Below is the share breakdown of the primary jobs held by residents of Frederick County, MD.

The most common industries in Frederick County, MD by number of employees are Professional, Scientific, Tech Services; Healthcare & Social Assistance; and Educational Services. To the right is the breakdown of employment by industry in Frederick County.

The occupational classification reflects the type of job or work that the person does, while the industry classification reflects the business activity of their employer or company.

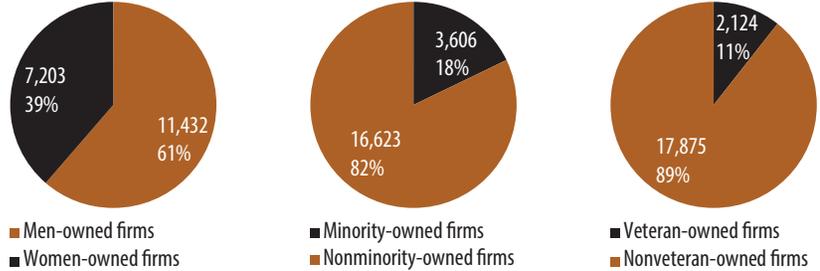
U.S. Census Bureau, American Community Survey 5 year estimate, 2015, via DATA USA

## FREDERICK COUNTY 2015 EMPLOYMENT BY OCCUPATION



The largest share of firm ownership in Frederick County in 2012 is by non-minority, non-veteran men. However, the share of firm ownership between men and women in the county is slightly more balanced than for minorities or veterans.

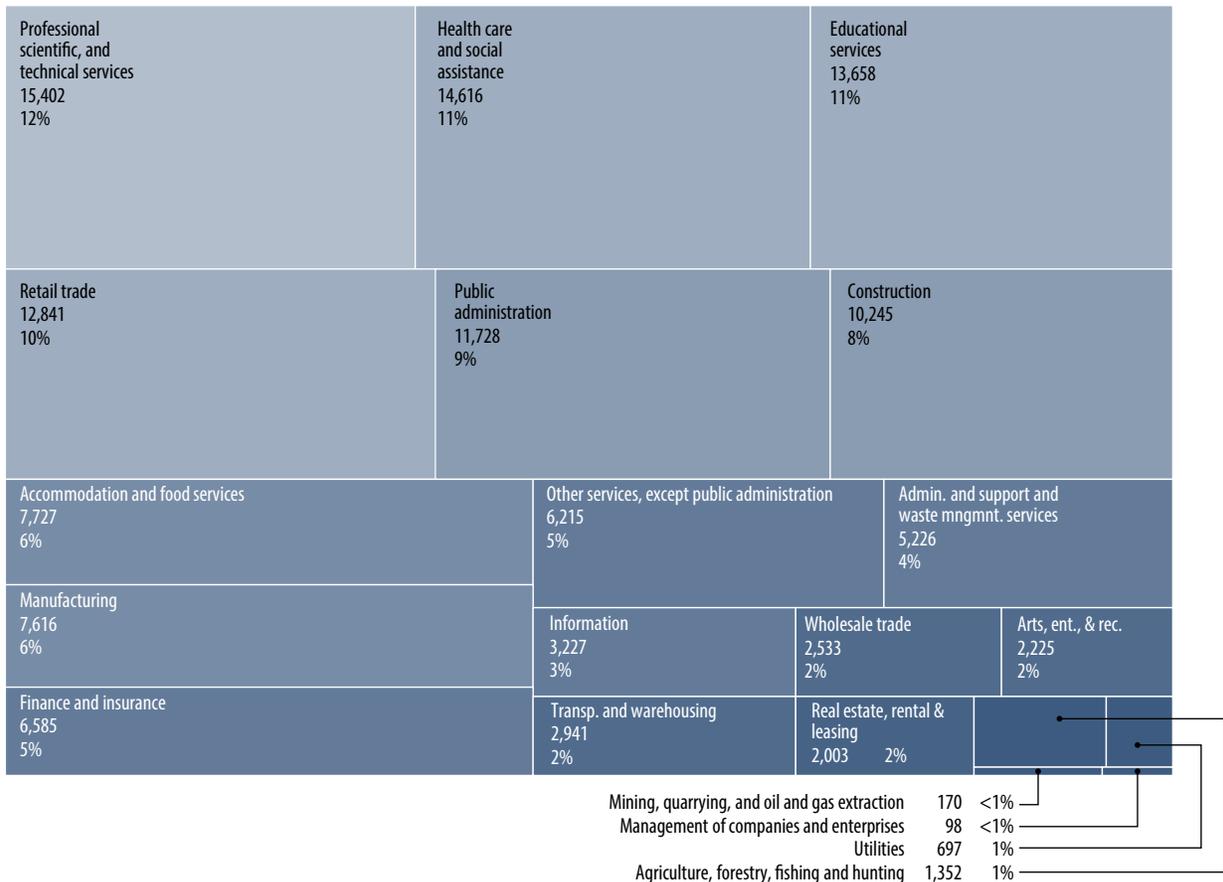
**2012 FREDERICK COUNTY FIRM OWNERSHIP**



Frederick County Office of Economic Development  
2016 Annual Report

U.S. Census Bureau, American Community Survey 5  
year estimate, 2015, via DATA USA

**2015 FREDERICK COUNTY EMPLOYMENT BY INDUSTRY**



*...and industries are growing, while old industries are active.*

**2016 CRAFT BEVERAGE COMPANIES IN FREDERICK**



New in 2016

The craft beverage industry has added 6 new businesses in 2016  
In 2016, there were 35 craft beverage companies in Frederick.

*Frederick County Office of Economic Development  
2016 Annual Report*

**CAPITAL: \$77,000,000**

In 2016, the total capital investment in commercial and industrial building in the county was \$77,000,000.

**CONSTRUCTION: \$162,000,000**

In 2016, construction spending for commercial and industrial projects was almost \$162,000,000.

A total of 988 commercial and industrial permits for construction were issued in 2016.

**COMMERCIAL VACANCY: -9%**

Commercial vacancy rates have declined from approximately 15% in 2012 to a 2016 rate of approximately 9%.

*Frederick County Office of Economic Development 2016 Annual Report*

The average office rental rate in 2016 was \$21.39 per square foot. This is 5% lower than the 2011 office rental rate, but 2% higher than in 2014.



Average flex rental rates in 2016 were \$10.61 per square foot, which was 7% higher than in 2011.



Average retail rates in 2016 were \$18.36 per square foot, which is 4% higher than in 2011.



*Frederick County Office of Economic Development 2016 Annual Report*

*Frederick County Maryland Rating Agency Presentation, May 2016*

*We continue to support our vital farming community...*

## PRESERVED ACRES: 55,000

As of September 2016, the total number of farmland acres preserved in the county was over 55,000. The total of 20,000 acres in Frederick County are preserved through the Maryland Agricultural Land Preservation Fund (MALPF).

In 2007, 250 acres of agricultural land in Frederick County were converted to non-agricultural use. In 2015, 500 acres of agricultural land was converted to non-agricultural use.

Funding levels (budgeted) for agricultural preservation in the county in 2016 were between \$6 to 7-million dollars. County funding was the highest in 2008 at \$12,000,000.

Between 2006 and 2016, the highest expenditure (amount spent) for agricultural preservation was \$11,000,000 in 2010. The lowest expenditure was in 2013 for just under \$3,000,000.

*Department of Planning and Zoning, Agricultural Preservation*

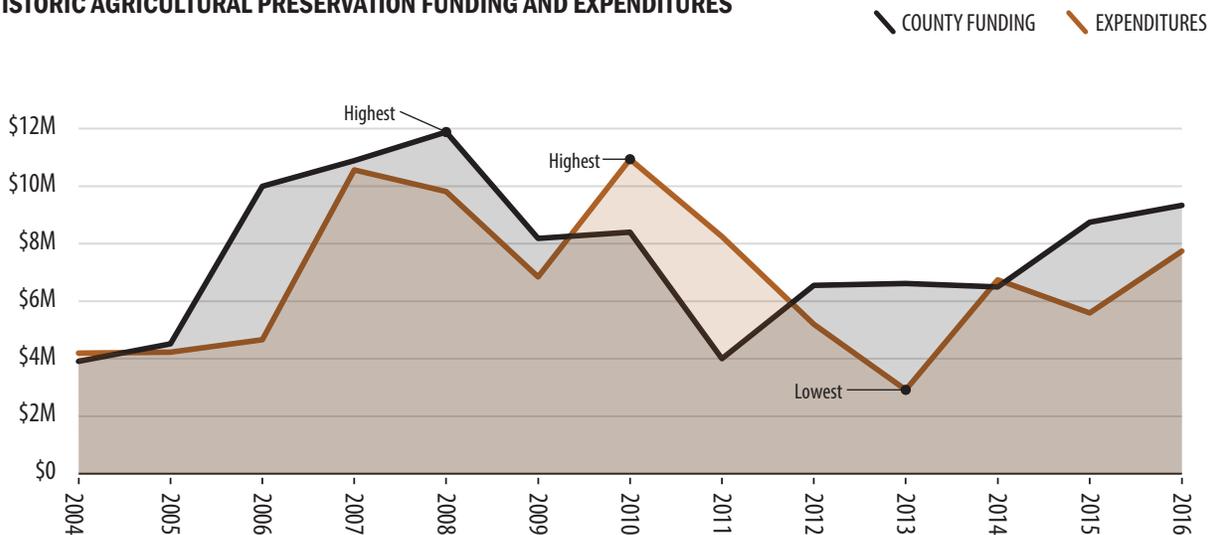
## RURAL LEGACY GRANT MONEY: 2ND

In 2018, Frederick County ranked second in the State of Maryland for total grant money awarded since the start of the Rural Legacy Program in the county's Mid-Maryland Rural Legacy Area.

## MALPF PRESERVATION: 5TH

As of 2018, Frederick County ranks fifth in the State of Maryland for total preserved acreage and total amount of expenditures in the MALPF program.

**HISTORIC AGRICULTURAL PRESERVATION FUNDING AND EXPENDITURES**



*...as agricultural production in the county is evolving.*

As of 2017, there were over 1,300 farms in Frederick County. This is an increase from 1,273 farms in 2002 but a decrease from the 1,442 farms in 2007.

The market value of farmland per acre declined from \$8,344 per acre to \$7,595 per acre between 2007 and 2012.

**TOTAL SALES PER FARM: +31%**

From 2007 to 2012, average total sales per farm increased from \$88,095 to \$115,030, an increase of 31%.

**PRODUCTION EXPENSE: +26%**

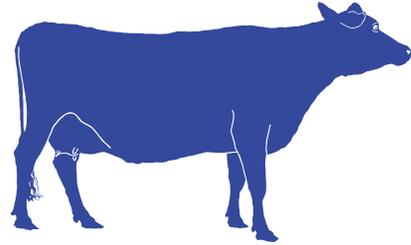
From 2007 to 2012, average total production expenses per farm increased from \$81,194 to \$102,013, an increase of 26%.

**TOTAL CROPLAND: -12%**

From 2007-2012 total reported cropland fell from 143,661 to 127,130 acres, a decrease of 12% and the number of crop farms fell by 207 farms.



The number of dairy farms and the overall number of cows has decreased in the last ten years. Beef cattle farming has remained stable over the last decade.



Barley, grain corn, sorghum, and soybean production are increasing. Rye, wheat, winter wheat production, and hay are declining.

In Maryland, Frederick County is 1st in the number of certified organic farms, 2nd in acres of certified organic farmland, and 2nd in gross sales statewide.

Frederick County is the 1st in Maryland for the number of honey bee colonies and the pounds of honey collected.



**GRAZING MANAGEMENT: 2ND**

Frederick County is second in Maryland in the number of grazers implementing rotational or management intensive grazing systems.

**AVERAGE FARM SIZE: -10%**

Between the years of 2002 and 2012, the average farm size decreased from 154 acres to 139 acres, or by almost 10%. Smaller farms between 1 and 9 acres in size grew from 111 in 2002 to 171 in 2012, or an increase of 54%.

*2012-2002 Census of Agriculture  
Department of Planning and Zoning, Agricultural Preservation  
Maryland Grown III, 2015, Johns Hopkins Center for a Livable Future*



# Making Our Economy Vision a Reality

This Theme supports the following State Visions: Quality of Life and Sustainability, Public Participation, Growth Areas, Infrastructure, Transportation, Economic Development, Resource Conservation, Stewardship, Implementation



## Category: Strengths and Assets

Goals in this category involve maximizing the County's strategic advantages, infrastructure, and quality of life assets to attract and retain businesses, foster job creation, and ensure a skilled and educated workforce in Frederick County.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Pro-Business Climate	Culture of Innovation	<ol style="list-style-type: none"> <li>1 Innovation ecosystem</li> <li>2 Responsiveness to change</li> <li>3 Diversified support for entrepreneurship</li> </ol>
	Regulatory Environment	<ol style="list-style-type: none"> <li>1 Fast-track business development</li> <li>2 Regular regulatory review cycle</li> <li>3 Commercial and industrial uses regulatory review cycle</li> <li>4 Regulatory process assistance for business</li> </ol>
	Partnerships	<ol style="list-style-type: none"> <li>1 Communication between sectors</li> <li>2 Reciprocity to eliminate redundancy</li> <li>3 Technical assistance for business</li> <li>4 Mentorships, apprenticeships, and internships</li> </ol>
	Data-Driven Decision-Making	<ol style="list-style-type: none"> <li>1 Data-analysis tools to target growth</li> <li>2 Online tool for business growth</li> </ol>
	Adaptability	<ol style="list-style-type: none"> <li>1 Diversified industries</li> <li>2 Marketing county advantages as amenities</li> <li>3 Fiscal policy to encourage new investment</li> <li>4 Trends and market research</li> </ol>
Quality of Life	Housing	<ol style="list-style-type: none"> <li>1 Adequacy of resources for new development</li> <li>2 Diversified housing options near jobs</li> </ol>
	Educational Facilities	<ol style="list-style-type: none"> <li>1 Centralized facilities and multi-modal accessibility</li> <li>2 Strategic land acquisitions for schools</li> <li>3 Projection methodology</li> <li>4 Community and corridors process for site identification</li> <li>5 Development-based funding</li> <li>6 Supportive land development regulations</li> <li>7 Coordination of long-term infrastructure planning</li> <li>8 Educational public private partnerships</li> <li>9 Colocation of public facilities</li> </ol>
Infrastructure	Business Location	<ol style="list-style-type: none"> <li>1 Development readiness assessment</li> <li>2 Infill development and redevelopment</li> <li>3 Regulatory flexibility</li> </ol>
	Multi-modal Transportation	<ol style="list-style-type: none"> <li>1 Master transportation plan</li> <li>2 Passenger rail service</li> <li>3 Multi-modal accessibility as competitive edge</li> <li>4 Non-motorized transportation plan</li> <li>5 Educational transportation component</li> <li>6 Structural changes in transportation</li> <li>7 On-demand transport/ride hailing and autonomous vehicles</li> <li>8 Electric vehicle charging infrastructure</li> <li>9 Expansion of freight infrastructure</li> </ol>
	Information Infrastructure	<ol style="list-style-type: none"> <li>1 Publicly owned broadband networks</li> <li>2 Strategic options for expansion of broadband networks: uses</li> <li>3 Strategic options for expansion of broadband networks: location</li> <li>4 Public-private partnerships for information infrastructure</li> <li>5 Encourage private investment</li> </ol>

### Goal: Pro-Business Climate

Attract, retain, and grow opportunities to create a business climate in Frederick County that is attractive to firms and supportive of the many diverse groups of people, with diverse expertise and experiences, who wish to live and work in Frederick County.



### **Initiative: Culture of Innovation**

Create a culture of innovation among county and municipal offices of economic development, tourism, and other partner organizations to promoting Frederick County as a great place to live and work.

#### **Supporting Initiatives:**

- 1) Employ strategies that will enable Frederick County to be an Innovation Ecosystem – a place where the economic, environmental, technological, political, and inter-organizational systems integrate to foster a climate for sustained economic growth.
- 2) Continuously work to realign the county's resources, in order to be responsive to changing internal and external forces and conditions, to keep Frederick County on the cutting edge of technology and innovation.
- 3) Develop a diversified approach to support small businesses, start-ups, entrepreneurship, and where appropriate, home based businesses, through the continuation of direct investment to protect and sustain the county's cultural, environmental, and historic amenities, business culture, and other critical assets that support and attract diverse business opportunities.

### **Initiative: Regulatory Environment**

Evaluate existing regulations and review processes to identify and mitigate any barriers to business operations and to facilitate business growth while ensuring the protection of public health, safety, welfare, and the environment.

#### **Supporting Initiatives:**

- 1) Support existing strategies, and develop new strategies where appropriate, to fast-track the development review and permitting process to ensure a streamlined process.
- 2) Establish a regular cycle of review of development-related ordinances and processes with the aim of ensuring an efficient, transparent and predictable process.
- 3) Conduct a regular review of the types of commercial or industrial uses permitted under current zoning to ensure the zoning is adequately flexible to attract and accommodate emerging industries and businesses.
- 4) Develop a process to assist businesses with navigating and meeting the regulations and requirements of state and local regulatory agencies, such as the Frederick County Health Department, the Frederick County Liquor Board, and others.

### **Initiative: Partnerships**

Foster relationships and formal partnership agreements with and between non-profit agencies, businesses, governments, educational institutions and others to maximize resources and take advantage of shared-investments between public and private stakeholders in the economic vitality of Frederick County.

#### **Supporting Initiatives:**

- 1) Encourage regular and sustained communication between public, private, and non-profit stakeholders and Frederick County Government.
- 2) Work with state and municipal leaders to develop an information sharing and reciprocity system to assist with eliminating repetition and redundancy in the process of setting goals, maintaining compliance with regulatory requirements, and advancing the economic interests of Frederick County.
- 3) Provide technical assistance and guidance that is supportive of business startups, commercialization enterprises, incubator programs, and accelerators in partnership between county agencies, economic development partners or partner organizations, and local educational facilities - such as ROOT - and work to expand those opportunities and resources in other areas of Frederick County.
- 4) Foster a supportive environment to expand or develop mentor, internship, apprenticeship, and other types of partnerships between the County's educational institutions and the local business community.

### **Initiative: Data-Driven Decision-Making**

Support the inclusion of data-driven decision-making into all aspects of economic development, when appropriate.

**Supporting Initiatives:**

- 1) Utilize data-analysis tools, such as the Growth Opportunities (GO) Strategy, to identify and target specific areas that Frederick County should grow, develop, or better align strategies and programs to maximize our economic advantages and assets.
- 2) Develop an online tool to facilitate new business growth in coordination with land planning.

**Initiative: Adaptability**

Utilize strategies that will assist the county with adapting to changes in employment opportunities or workforce demographics to keep pace with an ever-changing business landscape, to attract new and developing industries, and strengthen the county's ability to respond to economic change and uncertain economic futures.

**Supporting initiatives:**

- 1) Support the ability of our local economy to easily rebound and adapt to changing economic conditions by encouraging and supporting a diversity of industries in Frederick County.
- 2) Identify, analyze and actively promote the advantages for business investment or expansion opportunities in Frederick County, and market those advantages as amenities to encourage additional business opportunities.
- 3) Explore fiscal policy options, such as the use of business tax credits, to provide incentives for investment, growth, and development in strategically identified non-residential areas of the county to attract new businesses.
- 4) Employ robust market research to determine the needs of businesses within the county, as well as those of businesses that the county seeks to attract, in order to stay current with trends and changes in the business climate.

**Goal: Quality of Life**

**Ensure that quality of life assets that are important to residents, businesses, and visitors, especially those that assist Frederick County with attracting and retaining a high-quality workforce, are maintained for the future to ensure our sense of place.**

**Initiative: Housing**

Ensure that housing options are available and accessible for people of varying income levels desiring to live, work, raise a family, and retire in Frederick County.

**Supporting Initiatives:**

- 1) Ensure that residential development occurs in county designated growth areas with minimal harm to the environment and adequate water, sewer, transportation choices, schools, and other county infrastructure needed to support a high quality of life.
- 2) Ensure access to a variety of affordable and workforce housing options to meet the needs of a diversified workforce by enacting ordinances and regulations that encourage and support the development of these housing options near and around job centers and businesses.

**Initiative: Educational Facilities**

Support a diversified system of public and private educational infrastructure and access to programming to provide educational opportunities and workforce development at all age levels and in all relevant locations in the county, as well as to provide secondary benefits to the community stemming from allied and reciprocal utilization of facilities.

**Supporting Initiatives:**

- 1) Ensure that our development standards support the centralized location of schools in communities and within county growth areas, and support multi-modal transportation accessibility for students, staff, and faculty.
- 2) Assist the county and FCPS in acquiring strategically located land for new school sites in designated growth areas, including within municipal areas.
- 3) Employ solid projection methodology to develop estimates for the number of schools needed by level and location for the next 25 years.



- 4) Employ the communities and corridors planning process to evaluate and identify specific locations for future school sites.
- 5) Explore the use of diversified development-based funding through escrows or dedicated budgeting for the acquisition of school sites.
- 6) Ensure that land development regulations do not negatively impact the timing or approval of school facilities.
- 7) Support and coordinate long-term land and infrastructure planning between the county and all public and private local educational institutions, such as working with our local colleges and the Frederick County Board of Education, as their master plans are updated.
- 8) Partner with educational institutions, when possible, to expand, explore, or develop public private partnerships to increase opportunities for additional educational facilities and programming, such as CREST (Center for Research, Education, Science and Technology) and LYNX (Linking Youth to New Experiences).
- 9) Support and expand opportunities for shared community space and uses at county-owned schools, libraries and other buildings to maximize the investment in public infrastructure and to expand the range of resources available.

## **Goal: Infrastructure**

**Ensure that infrastructure needed to support and maintain Frederick County as a great place to live and work is in place to meet the needs of residents and the business community by expanding, augmenting, or creating new infrastructure as opportunities expand to live and work in Frederick County.**

### **Initiative: Business Location**

Ensure the availability of a diverse inventory of appropriate potential business locations to meet the demands of a growing and diverse business community.

#### **Supporting Initiatives:**

- 1) Work in conjunction with appropriate Frederick County agencies and government to create a development-ready assessment that the county could use as a tool to evaluate potential areas or sites for future business development and work to ensure that those sites are located appropriately for business expansion.
- 2) Prioritize infill development and redevelopment within designated business growth areas, commercial corridors, and existing business communities to maximize investment in public infrastructure.
- 3) Ensure that the County's land use and zoning ordinances allow adequate flexibility to adapt to changing commercial and industrial needs for existing and emerging businesses.

### **Initiative: Multi-Modal Transportation**

Ensure that the County provides access to a sustainable and resilient multi-modal transportation network to move people, goods, and services to support the needs of Frederick County residents and economic, business, and educational activities throughout Frederick County.

#### **Supporting Initiatives:**

- 1) Prepare and adopt a Master Transportation Plan that prioritizes a full range of transportation infrastructure needed to support a variety of travel options in communities and designated growth areas.
- 2) Evaluate the potential need for expansion of passenger rail service that may include future growth areas and other areas not currently served by functioning rail lines.
- 3) Support transportation systems that foster multi-modal accessibility in order to maximize economic competitiveness for attracting jobs and talent.



- 4) Adopt a non-motorized (bicycle, trails, and pedestrian) transportation plan that prioritizes connections to public transit, commercial districts, employment centers, and schools.
- 5) Develop an educational transportation component to the county's Master Transportation Plan and potential future non-motorized transportation plan.
- 6) Support industries that are tied to the ongoing structural changes in the transportation industry and assess the impacts these changes will have on Frederick County.
- 7) Evaluate the potential impacts of on-demand transport/ride hailing and autonomous vehicles on local business and future economic growth.
- 8) Support the development of an electric vehicle charging infrastructure in the county.
- 9) Find opportunities to expand the economic footprint of freight transportation in the county through the support of existing freight rail lines in the county.

#### **Initiative: Information Infrastructure**

Evaluate the technological needs of local businesses, educational and research institutions, health care facilities, and homes in partnership with appropriate government agencies and private sector representatives.

##### **Supporting Initiatives:**

- 1) Study working examples of publicly owned broadband networks, evaluating performance, reliability, and cost.
- 2) Determine strategic actions for expanding advanced telecommunications services to support businesses and future business growth opportunities, schools, libraries, and other educational and research institutions, and other underserved areas.
- 3) Determine strategic actions for providing affordable access to advanced telecommunications services in rural and underserved areas.
- 4) Support solutions for developing public-private partnerships to strengthen information infrastructure.
- 5) Encourage the expansion of private investment in technological infrastructure.



## Category: Existing Business and Industry Clusters

Goals in this category target opportunities and innovation to support, attract, and grow business prospects and industry clusters that traditionally are a foundation of the local economy and are part of the culture of the broader Frederick County community.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Knowledge-based Industries	Emerging Knowledge-based Industries	1 Business incubators
		2 Flexible regulatory tools
Agriculture	Land Use	3 Maker spaces
		4 Technology transfer
		1 Regulatory support
		2 Incompatible uses
		3 Regulatory process support
		4 Regional agriculture
	Forestry and Forest Products	5 Diversification of farming
		6 Preservation and growth boundaries
	Education and Opportunities	1 Agricultural action program
		2 Training programs for new farmers
		3 Public outreach program
		4 Promotion and marketing support for farms and farmers markets
Farmland Transition	5 Agricultural support businesses	
	6 Agritourism support	
	7 Technical support for farmers	
Preservation and Conservation	1 Review or and/or expand farmland transition program	
	2 Critical farms support and/or expansion	
	3 Agricultural preservation as estate planning	
	1 Explore new funding possibilities	
	2 Explore new program possibilities	
	3 Land trust	
	4 Strengthen local land trusts	
5 Regional partnership for conservation		
Creativity and Industry	The Arts	6 Agricultural impact assessment
		7 Evaluate transfer of development rights
	Creative Economy	1 Film industry partnerships
2 Municipal partnerships		
Small Business	Buying Local	3 Regulatory obstacles
		1 Clustering of creative industries
Business Support	Business Support	2 Creative workforce development
		1 Mixed facilities for affordable options for small business
		2 Distinguish small business challenges

### Goal: Knowledge-Based Industry

Work to expand opportunities in knowledge-based industries – those industries where production and services are based on a vast knowledge of technical and scientific skills, with workers highly skilled in those areas – such as information technology, life and natural sciences, and other new and emerging technical business opportunities.

#### Initiative: Emerging Industries

Support and actively seek opportunities to attract and expand technology, life and natural sciences, advanced manufacturing, and other highly technical jobs and career opportunities in Frederick County.

**Supporting Initiatives:**

- 1) Work to find space and encourage the development of additional business incubators and accelerators, such as the Frederick Innovative Technology Center, Inc. (FITCI), which provide assistance to start-up companies and entrepreneurs by offering office and lab space, business services, and other strategic support and contribute toward the success of knowledge-based industries.
- 2) Develop flexible zoning and planning tools to stay current with the rapid pace of change in knowledge-based industries so that start-up companies and entrepreneurs can grow or expand quickly.
- 3) Provide additional maker-space opportunities in Frederick County, in addition to the space at the Monroe Center, to cultivate developing ideas and talents.
- 4) Work to expand Frederick County's tech transfer opportunities to capitalize on the rich research and development assets available in Frederick County and to create new or additional commercial products.

**Goal: Agriculture**

**Support and protect Frederick County's agricultural community and existing and emerging agricultural industries, to promote an environment where agriculture operations continue to be competitive, sustainable and profitable in Frederick County.**

**Initiative: Land Use**

Minimize non-agricultural land uses within the agricultural zoning district in order to protect the land for food and fiber production and maintain the viability of agricultural operations, while allowing for diversification of farms.

**Supporting Initiatives:**

- 1) Ensure that zoning and other regulations support agricultural related businesses in rural areas of the county.
- 2) Support agricultural industries by evaluating the compatibility of uses within the Agricultural Zoning District.
- 3) Develop planning and permitting procedures to assist agricultural business development and agricultural entrepreneurship.
- 4) Work with the Washington Council of Governments on regional agricultural issues and initiatives.
- 5) Support the diversification of farming innovations, such as regenerative agriculture, and ensure flexibility to allow for emerging and next generation farm operations.
- 6) Develop a rigorous and data-driven assessment of the relationship between growth boundaries and agricultural land preservation that can help inform land preservation practices in case-specific scenarios.

**Initiative: Forestry and Forest Products**

Support the multiple benefits of forested conditions that can be sustained over time in a cost-effective manner through viable forest products markets and good forest management.

**Initiative: Education and Opportunities**

Ensure that opportunities exist in Frederick County to protect, maintain, and teach the community about Frederick County's rural agricultural heritage, culture, and role in maintaining a healthy natural environment.

**Supporting Initiatives:**

- 1) Coordinate with the Office of Economic Development to create an "Agricultural Action Program" to promote and market agricultural industries and agricultural support industries.
- 2) Partner with the University of Maryland Extension office or other entities for training programs that support educational opportunities for new and beginning farmers in Frederick County.
- 3) Develop a program to educate the public and the farming community on planning and agricultural issues.



- 4) Continue to promote and market local farms and farmers markets through providing technical assistance and marketing publications, such as Homegrown Frederick.
- 5) Provide support for the development of agricultural support businesses in Frederick County by actively promoting farms, resources, events, and information.
- 6) Explore expanding agritourism operations, including the manufacturing and marketing of agricultural products from local to international arenas, and support rural businesses through development regulations geared toward those opportunities.
- 7) Evaluate the need and address the benefits of offering additional resources and technical support to farmers.

**Initiative: Farmland Transition**

Assist with the transition of farmland from one generation to the next to ensure the continuation of the family farm concept.

**Supporting Initiatives:**

- 1) Partner with appropriate agencies to review existing transition programs and evaluate expansion possibilities.
- 2) Continue to support the Critical Farms Program, while exploring new programs beyond critical Farms that help the next generation of farmers get on the land.
- 3) Promote easements and agricultural land preservation as an estate planning tool or a catalyst for transferring farmland to future generations or young farmers.

**Initiative: Preservation and Conservation**

Maximize the present and future viability of our agricultural assets through the permanent preservation of a minimum of 100,000 acres of land in the county by 2040 and the retention of a total agricultural land base of at least 200,000 acres.

**Supporting Initiatives**

- 1) Evaluate alternative and increased funding options for agricultural land preservation programs or tax credit programs targeted at increasing the number of acres in permanent preservation.
- 2) Explore other programs that provide funding for easements, such as the federal preservation program.
- 3) Support the development of a functional and active land trust that works to preserve land through obtaining land preservation funds from the private sector, including foundations.
- 4) Strengthen our local land trust network and/or evaluate the potential for combining existing land trusts in a regional effort to have an accredited land trust.
- 5) Partner with the Maryland Environmental Trust to form a regional partnership for land conservation that includes the Middletown Valley and Catoctin Creek Watershed for conservation, and provide technical assistance for the initiative as needed.
- 6) Explore the development of some form of agricultural impact assessment tied to new development.
- 7) Evaluate the potential for a private Transfer of Development Rights (TDR) program.

**Goal: Creativity and Industry**

**Support the development of businesses, enterprises, arts and technologies that focus on creativity, innovation, and alternative business models and that encourage vibrant business activity and growth in Frederick County communities.**

**Initiative: The Arts**

Find innovative ways to employ the arts to improve and strengthen communities and businesses in Frederick County.

**Supporting Initiatives:**

- 1) Encourage local businesses, nonprofit organizations, and municipalities to develop close working partnerships with the Frederick film industry to promote the county as a film-friendly location and to promote a film and media hub within the county.
- 2) Develop partnerships with municipalities, the county and the state to support the development and promotion of local arts and entertainment districts.
- 3) Examine regulatory obstacles to the arts industry and pursue changes if needed.

**Initiative: Creative Economy**

Support entrepreneurship and small business that is focused on creativity and the generation of new knowledge or information, and on the use of creativity and imagination to create economic value.

- 1) Establish enterprise zones, arts or cultural districts, or overlay zoning that encourages businesses in the creative industries to cluster together and integrate with surrounding neighborhoods.
- 2) Provide entrepreneurial and workforce development training programs that serve artists, writers, designers, and other creative industries professionals.

**Goal: Small Business**

**Build on existing and explore new ways to support the growth and longevity of locally-based small businesses in the county.**

**Initiative: Buying Local**

Support buying local through promotional campaigns to encourage residents to buy from local, small, and independent businesses and retailers in the county, as well as through the prioritization of local government purchasing.

**Initiative: Business Support**

Explore and build on existing direct measures to help small businesses in the county, such as assistance for improving facilities and increasing energy efficiency, and through training and counseling such as that offered by the Frederick County Small Business Development Center.

**Supporting Initiatives:**

- 1) Support mixed-use commercial facilities that offer affordable options to small business owners.
- 2) Recognize the distinct challenges faced by small business in the county, as compared to larger businesses, and explore ways to provide support, especially through review of the regulatory review and approval process.



## Category: Innovation and Opportunity

Goals in this category relate to identifying and supporting advances in new, emerging industries and/or clusters of industries that will become economic opportunities for Frederick County in the future.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Innovation	Culture of Innovation	<ol style="list-style-type: none"> <li>1 Balance between regulation and innovation</li> <li>2 Supportive industry blending</li> <li>3 Technology needs assessment</li> <li>4 Access to arts education</li> </ol>
	Value-Added Agriculture	<ol style="list-style-type: none"> <li>1 Technical assistance</li> <li>2 Non-traditional agriculture</li> <li>3 Artisan and local food distribution</li> </ol>
	The Energy Economy	<ol style="list-style-type: none"> <li>1 Alternative power technology</li> <li>2 Energy retro-fitting opportunities</li> <li>3 Financing energy saving opportunities with PACE (commercial)</li> <li>4 Green energy development/education</li> <li>5 Amending local plans to focus on green jobs</li> <li>6 Increase market activity of green jobs</li> <li>7 Regulatory support</li> <li>8 District scale sustainability projects</li> <li>9 Green economic development strategy</li> <li>10 Education about green economy/jobs</li> <li>11 Environmentally preferable purchasing</li> <li>12 Green business transition</li> </ol>
Opportunity	Tourism and Hospitality	<ol style="list-style-type: none"> <li>1 Heart of the Civil War Heritage Area</li> <li>2 Impact of growth on tourism resources</li> <li>3 Natural resource protection</li> <li>4 Protection of cultural resources</li> <li>5 Public art and tourism</li> </ol>
	Recreation	<ol style="list-style-type: none"> <li>1 Support public and private parkland</li> <li>2 Recreational amenities in new development</li> <li>3 Non-motorized transportation plan</li> <li>4 Connecting parkland to centers</li> <li>5 Study economic impact of parks</li> <li>6 Fishing destination</li> </ol>
	Food Destination	<ol style="list-style-type: none"> <li>1 Develop and identify food destination opportunities</li> <li>2 Food industry committee</li> <li>3 Farm-to-fork opportunities</li> </ol>

### Goal: Innovation

**Develop and sustain a supportive cultural, legal, and economic environment for small business, creative industries, and entrepreneurship in Frederick County.**

#### Initiative: Culture of Innovation

Look for opportunities for industry convergence to maximize business viability, opportunities, and resources and to create a forward-thinking business culture that takes risks.

#### Supporting Initiatives:

- 1) Continually work to achieve a balance between protecting the health, safety, and welfare goals of the regulatory environment and supporting the dynamics and challenges of small, entrepreneurial, and start-up businesses.
- 2) Explore additional opportunities to co-locate and blend complementary industries to maximize resources and enhance job opportunities, such as blending life sciences with manufacturing.
- 3) Evaluate technology needs and opportunities at Ft. Detrick, such as Technology Transfer, which can be supported by private sector businesses and partnerships with educational institutions, non-profit organizations, and municipal and county governments.
- 4) Ensure that students of all ages have access to arts education and project-based learning that turns our county into a creative learning laboratory by partnering schools with cultural organizations.

**Initiative: Value-Added Agriculture**

Support the growth of value-added agriculture that expands customer base and makes more revenue available to producers through production methods, processing, or product identity preservation.

**Supporting Initiatives:**

- 1) Provide technical assistance to new or existing agricultural operators that seek opportunities to embrace agricultural innovations or value-added operations.
- 2) Evaluate the county's agricultural district to determine the feasibility of non-traditional agricultural, entrepreneurial, and rural heritage uses and their potential economic impact to Frederick County agriculture.
- 3) Work with the agricultural community, nonprofits and local entrepreneurs to develop artisan and local food distribution sites, including farmer's markets, to build economic activity between local growers and county consumers to open new market opportunities for county agricultural producers.

**Initiative: The Energy Economy**

Support growth opportunities in industries created by emerging and innovative energy technologies that are designed to make communities more efficient, resilient, and sustainable.

**Supporting Initiatives:**

- 1) Evaluate the benefits and costs of energy efficiency, combined heat and power, microgrids, and alternative power technologies (e.g. solar, wind, biomass gasification) for farms, municipalities, businesses, and homes.
- 2) Seek job opportunities that will come as a result of commercial energy retrofitting or other energy-related industries as they develop and expand.
- 3) Expand tools to assist with financing energy-saving opportunities and technologies associated with the new energy economy, such as financial incentives that are offered by utility companies, the Maryland Energy Administration and other state and federal agencies, and the Property Assessed Clean Energy (PACE) program for commercial properties.
- 4) Explore opportunities to increase the development of green energy technologies in Frederick County, including the enhancement or expansion of existing certificate/degree programs in sustainable energy technologies at Frederick Community College.
- 5) Amend existing local economic plans and strategies to focus market demand for green jobs, technology, products and services.
- 6) Adopt policies and regulations that increase overall market activity for green buildings and associated materials, renewable energy products and infrastructure, and recyclable products.
- 7) Review and amend zoning regulations to remove barriers or provide flexibility for green businesses.
- 8) Establish regulations or zoning that incentivize district-scale sustainability projects.
- 9) Partner with other local governments, community groups, electric and gas utilities, and other private entities in the region to adopt an overarching sustainable economic development strategy and work collaboratively to increase demand for green products and services.
- 10) Create educational materials to define the larger vision of economic sustainability as one that proactively fosters green businesses, green jobs, and green practices.
- 11) Create environmentally preferable purchasing for local government procurement of safe, healthy, and environmentally responsible products.
- 12) Create programs that directly help businesses transition to new green practices and implement a green business promotion program.



## Goal: Opportunity

**Identify and pursue opportunities to efficiently grow economic sectors in the county that blend the advantages provided by local assets with the possibilities offered by regional and global economic trends.**

### **Initiative: Tourism and Hospitality**

Support the development of local and regional tourism and hospitality opportunities, and protect Frederick County's existing tourism resources and attractions, to maintain and capitalize on Frederick County's unique historical, cultural, and natural resources.

#### **Supporting Initiatives:**

- 1) Implement the Heart of the Civil War Heritage Area Management Plan in concert with Washington and Carroll counties.
- 2) Work with tourism organizations to evaluate local growth and development proposals so as to lessen impacts on county tourism sites and opportunities.
- 3) Examine regulations in concert with private and governmental agencies to ensure that appropriate regulations exist to protect Frederick County's natural resources.
- 4) Utilize strategies and regulations designed to protect and ensure the long-term viability of the numerous cultural, historical, recreational, natural, local, and regional assets available to residents in Frederick County.
- 5) Support art projects in any media sited in community places that are accessible to the public for their role in driving tourism.

### **Initiative: Recreation**

Maintain and expand the county's recreational areas, parks, bike and walking trails, and other recreational infrastructure that contributes toward improving county residents' physical and mental health and promotes economic opportunities associated with recreational activity.

#### **Supporting Initiatives:**

- 1) Support the development of, and regionally promote the continued use of, public and private parkland in the county to attract local economic and recreational activities.
- 2) Ensure that new residential development contributes to recreational amenities and supports access to natural features in Frederick County.
- 3) Adopt, refine, and update a non-motorized transportation (biking and walking) plan that implements biking, running, and hiking tourism opportunities throughout the county and municipalities including defined connections to our neighboring jurisdictions.
- 4) Pursue strategies to require or incentivize the creation, maintenance, and connection of public parkland and natural areas to both residential and business districts.
- 5) Conduct a study regarding the economic impact of public parklands on the local economy to understand their contributions to community satisfaction and tourism.
- 6) Capitalize on the wide range of warm water and cold water fishing opportunities in the county by adopting supportive land management practices and promoting opportunities throughout the region.

**Initiative: Food Destination**

Leverage economic activity in the county by supporting and enhancing Frederick's regional status as a local food and dining destination.

**Supporting Initiatives:**

- 1) Identify suitable locations for the development of "Food Destination" opportunities and centers, working in partnership with appropriate agencies, area restaurants or hotels, municipalities, and other local nonprofits.
- 2) Consider creating a committee that will focus on identifying trends in the food destination industry to keep abreast of changing regulations and to assist in attracting and incentivizing opportunities to locate food destination businesses in Frederick County.
- 3) Develop planning regulations that encourage the development of local food businesses and local "farm to fork" opportunities within county municipalities and communities.



## Category: Education, Jobs and Workforce Development

Goals in this category look to maximize job opportunities in Frederick County, by having a highly trained, educated, and prepared workforce that can adapt to changing job markets via training, workforce development and other opportunities, so that residents have access to job opportunities allowing them to live and work in Frederick County.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Access to Education	Early Childhood	<ol style="list-style-type: none"> <li>1 Provision of space for early childhood education</li> <li>2 Streamlined approvals for early childhood education facilities</li> <li>3 Expand county-run early childhood education</li> </ol>
	Primary and Secondary	<ol style="list-style-type: none"> <li>1 Support Science, Technology, Engineering, Arts, and Math (STEAM) education</li> <li>2 Environmental sciences in curriculum</li> <li>3 Increase attainment</li> <li>4 Support Career Technology Education (CTE) programs</li> <li>5 Specialized educational programming</li> <li>6 Collaboration between schools and business</li> <li>7 Agricultural education in primary and secondary schools</li> <li>8 Arts opportunities</li> </ol>
	College, Post-Secondary, and Technical	<ol style="list-style-type: none"> <li>1 Training for current labor demands</li> <li>2 Education for older adults</li> <li>3 Workforce training opportunities</li> <li>4 Colocation of job training and government facilities</li> <li>5 Bio-tech research employment</li> </ol>
	Job Training and Retraining	<ol style="list-style-type: none"> <li>1 Diversified educational options</li> <li>2 Education programs for workers</li> <li>3 Industry-led training and job development</li> </ol>
Employment Opportunity	Age and Employment	
	Representing All Groups	<ol style="list-style-type: none"> <li>1 Outreach to under-represented employment</li> <li>2 Minority business expansion</li> </ol>

### Goal: Access To Education

Ensure that all students, regardless of age, have access to high quality educational opportunities and programs available in Frederick County to prepare them for jobs of the future or to enable them to become part of the workforce, contribute to the economy, and maintain a high quality of life.

#### Initiative: Early Childhood

Expand opportunities for early childhood education programs and services in the county to ensure that all children have access to high quality early educational programs, which are predictors to success later in life.

#### Supporting Initiatives:

- 1) Work in collaboration with the public school system to plan and provide adequate facility space for public school early educational programming, especially as the needs for those program opportunities expand in the future.
- 2) Examine regulations to ensure that the process to approve private school or business-located early childhood educational facilities is streamlined and meets all mandated educational standards.
- 3) Expand the number of county-run early educational facilities to increase the number of opportunities available and the number of students who have access to county or FCPS early childhood educational programming.

**Initiative: Primary and Secondary**

Continue to place top priority on the provision of outstanding educational facilities and opportunities to assist students in preparing for work and post-secondary education.

**Supporting Initiatives:**

- 1) Support efforts to increase opportunities for students to be trained in science, technology, engineering and mathematics to encourage students to pursue careers in those areas that will provide the workforce of the future.
- 2) Support continuous student exposure throughout K-12 education to the environmental sciences to instill a value for nature in future decisions about careers, life choices, and informed participation in public policy development.
- 3) Increase the percentage of individuals within specified racial, ethnic, gender, age, and military groups that have obtained high-quality post-secondary educational degrees or credentials.
- 4) Expand opportunities for additional Career and Technology Education (CTE) programs that will prepare students for a wide range of high-wage, high-skill, and high-demand jobs.
- 5) Seek opportunities to co-locate specialized educational programming regionally or within area colleges and universities.
- 6) Encourage and actively support the collaboration between schools, colleges, businesses, and other training organizations, such as with the LYNX program at Frederick High School (Linking Youth to New Experiences), in order to expose and encourage students to train for new businesses and industries emerging in our region and to tailor training and education to meet labor demands.
- 7) Extend agricultural educational opportunities into primary and secondary schools and encourage partnerships, such as with the Great Frederick Fair, on agricultural education initiatives.
- 8) Support arts centers and robust arts opportunities during and after school, which can pay dividends in ensuring students are skilled, optimistic, and positively engaged and prepared for today's economy.

**Initiative: College, Post-Secondary and Technical**

Ensure that Frederick County has a skilled workforce that possesses the technical skills and training needed to support new and existing industries by supporting local colleges, training centers, and adult learning.

**Supporting Initiatives:**

- 1) Encourage and facilitate collaboration between business and training resources to tailor training and education to meet current labor demands.
- 2) Support and expand educational opportunities for older adult learners, both through skills advancement and retraining.
- 3) Provide opportunities for those currently in the workforce to advance and maintain relevant job skills.
- 4) Explore additional opportunities to co-locate job training opportunities with governmental agencies and partner educational institutions to support workforce training and development and maximize resources.
- 5) Work with Maryland colleges and universities to develop locations to house bio-technical research employment opportunities.

**Initiative: Job Training and Retraining**

Support efforts to maintain and develop a pipeline of skilled workers that are trained or retrained to support employment and entrepreneurial activity in Frederick County.

**Supporting Initiatives:**

- 1) Support a diversified system of educational opportunities and workforce development at all age levels and in all relevant locations in the county.
- 2) Evaluate and expand educational programs to assist workers with updating their skills and knowledge applicable to meet the needs of employers in Frederick County, as needed.
- 3) Support strategies that allow for industry-led job development and employee training programs.



## **Goal: Employment Opportunity**

**Encourage businesses to provide meaningful employment opportunities in Frederick County that are free from barriers and appeal to a wide-range of potential skilled employees.**

### **Initiative: Age and Employment**

Work to develop incentives and outreach opportunities geared toward attracting and supporting workforce participation from adults of all ages, with a focus on young adults with recent knowledge and expertise and seniors with a lifetime of knowledge and expertise.

### **Initiative: Representing All Groups**

Work with Community-based organizations, government agencies, and businesses, including those with expertise in areas relating to underrepresented groups living in Frederick County, to identify and work to eliminate any barriers impacting a person's ability to secure or retain meaningful employment in Frederick County.

#### **Supporting initiatives:**

- 1) Encourage county wide employment outreach efforts to employ underrepresented groups of workers (such as, minorities, women, Veterans, and others) to better reflect and mirror the changing demographics of Frederick County.
- 2) Encourage programs and incentives and other targeted strategies to support minority business expansion.

# A VISION FOR OUR ENVIRONMENT





## **IT IS THE YEAR 2040...**

**WE LIVE IN A COUNTY, A** place, of great physical richness and beauty. We are fulfilling our stewardship by making Frederick County an environmentally sustainable place with clean air, clean water, healthy soil, protected farmland and open space.

**OUR COUNTY HAS** adapted to our current climate. We initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.

**WE SUPPORT FLEXIBLE** and efficient electric grids by enabling the integration of growing deployments of distributed energy resources powered by renewable energy resources. These improve the reliability and resiliency of the county's electrical grid.

**WE ARE SHEPHERDS OF** our county and leave to successive generations healthy soil that sustains our agricultural bounty, clean air and water, lessons from our rich heritage, and the fruits of our planning together for an intentional future.

**WE HAVE ENSURED THAT** the contributions of natural resources to human well-being are explicitly recognized and valued. We are committed to preserving and improving their health and being in harmony with nature, and our county is greenhouse gas negative.

**WE CONTINUE TO** protect and enhance Catocin Mountain, the Monocacy River, and all of Frederick County's watersheds for residents and visitors alike. Our county supports efforts in Maryland and the region to foster clean air and water resources. We support reduced carbon, heavy metal, and other toxic emissions into air, soil, and water through a variety of energy, transportation, building, agricultural, and active living initiatives.

**FREDERICK COUNTY HAS** it all: beauty, prosperity, convenience, sustainability, and safety. It continues to offer a small town feel with 21st century, urban opportunity. We are a model for counties nationwide.

# Trends and Driving Factors for Our Environment

*Our forests and green infrastructure need room to grow...*

## TOTAL FOREST COVER: 33%

As of 2018, there is a total of 142,706 acres of forest cover within Frederick County. This comprises 33% of the total land area in Frederick County.

## FOREST COVER LOST AT 420.3 AC/YR

Between 2001 and 2014, 5,464 acres of forest land cover has been converted to non-forested land. This is a 4% reduction in forest lands over 13 years. Or a loss of 420.3 acres of forest land per year between 2001 and 2014.

Frederick County GIS, 2018 from 2014 Maryland Statewide aerial photography digitized by Axis Geospatial, LLC, 2005 Maryland Statewide aerial photography digitized by Infotech Enterprises of America, and 2001 data from Maryland DNR - Forest cover is defined at edge of tree mass of 10,000 square feet or greater, not less than 35' in length and following along outer edge of tree trunks.

## TOTAL TREE CANOPY: 43%

43% of total county land is covered by existing tree canopy, equating to 180,968 acres. 72% of land within the 35-foot stream buffer is covered by existing tree canopy. 52% of land within the county 300-foot stream buffer is covered by existing tree canopy. 49% of the Monocacy River corridor is covered by existing tree canopy.

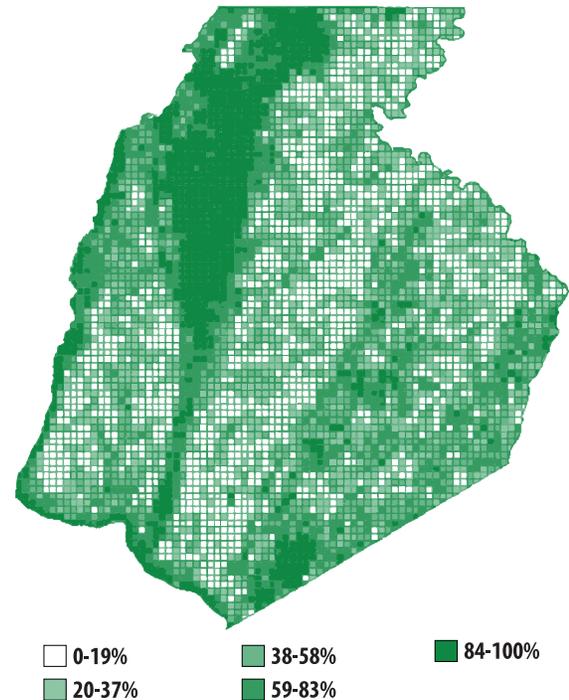
## ROOM FOR MORE TREES

There are 12,591 potential acres of tree canopy expansion area on residential land in Frederick County. 27% of the 35-foot stream buffer could accommodate additional tree canopy and, 46% of the 300-foot stream buffer could accommodate additional tree canopy. The Monocacy River corridor is 50% possible tree canopy with 1% being unsuitable land for establishing tree canopy.

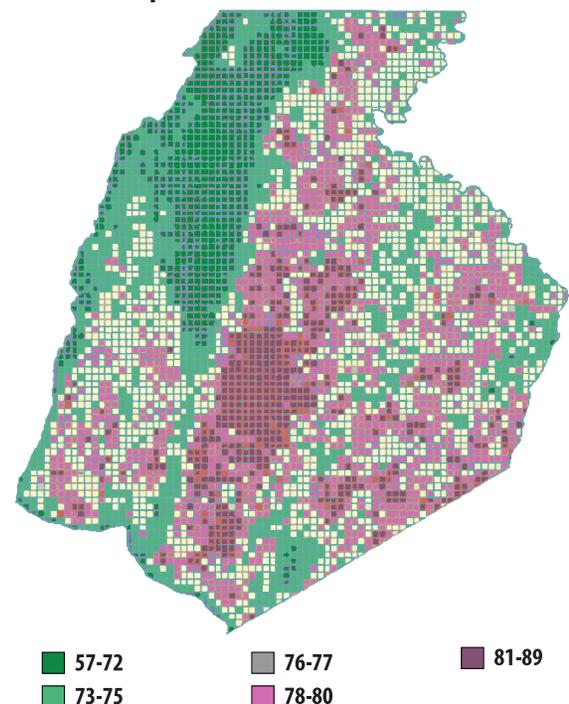
The difference in temperature between 0% and 100% imperviousness was 9 degrees Fahrenheit in Frederick County in September 2015.

Tree Canopy Report for Frederick Maryland, 10/14/2016, prepared by the University of Vermont Spatial Analysis Laboratory in cooperation with the Forest Service of the U.S. Department of Agriculture. - Tree canopy refers to the extent of the outer layer of leaves of an individual tree or group of trees, whether over pervious or impervious surface.

2015 Existing Tree Canopy



Surface Temperature °F



Frederick County ranks 9th among all counties in the State of Maryland for the share of land area that is defined as forest land coverage.

Frederick County ranks 6th among all counties in the State of Maryland for the total amount of gross land area that is defined as forest land coverage.

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*Maryland Land Use / Land Cover by County, 2010, Maryland GIS Data Catalog, Maryland Department of Planning - Forest area includes deciduous, evergreen, and mixed forest, as well as brush areas. Information was derived using derived using the National Agriculture Imagery Program (NAIP) high resolution Aerial Imagery in conjunction with parcel level information and tax maps from the 2008 edition of Maryland Property View.*

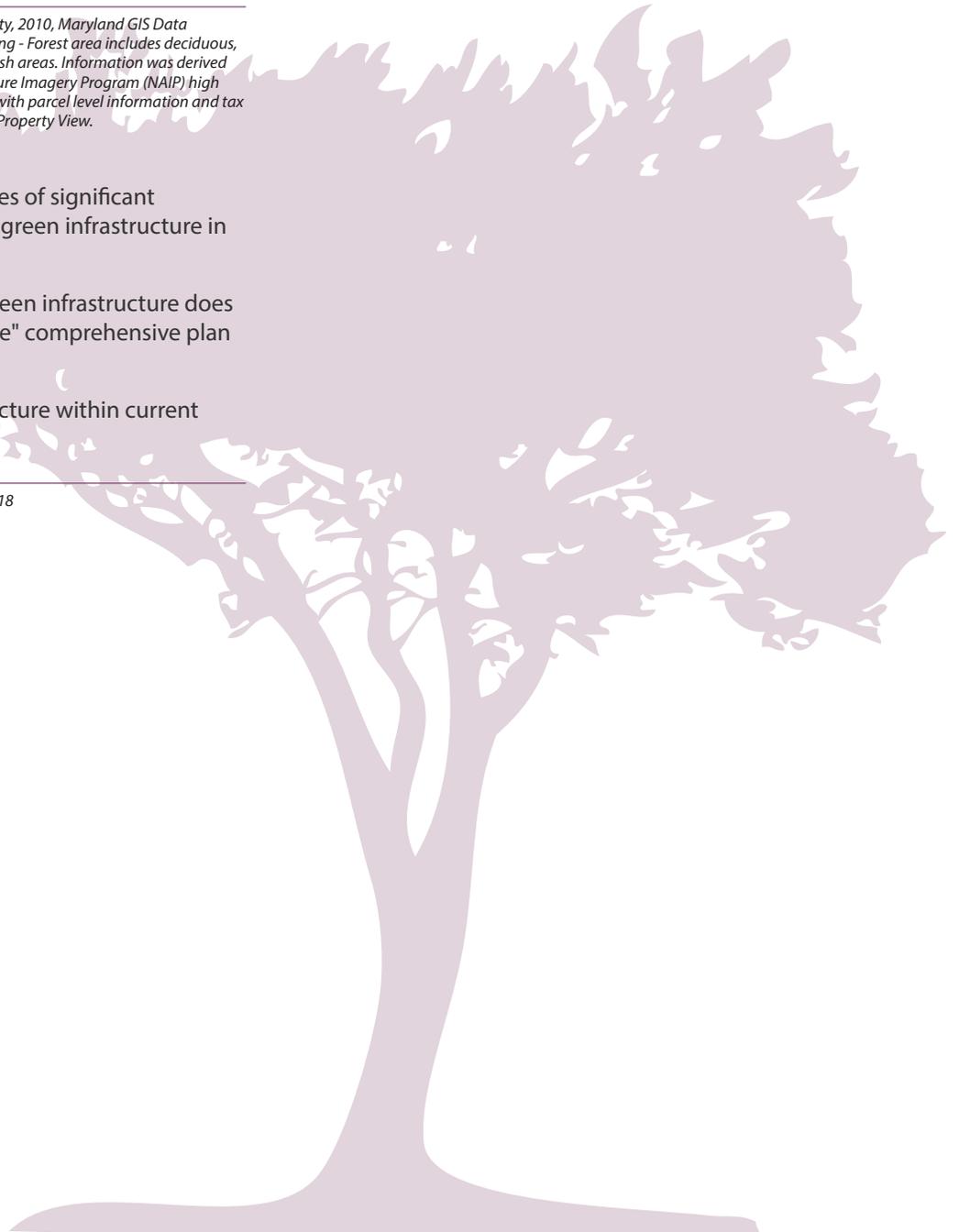
The County has 128,773 acres of significant natural resources known as green infrastructure in unincorporated areas.

50% of all of the county's green infrastructure does not have a "Natural Resource" comprehensive plan designation.

The share of green infrastructure within current growth areas is 14.6%.

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*Frederick County Division of Planning, 2018*



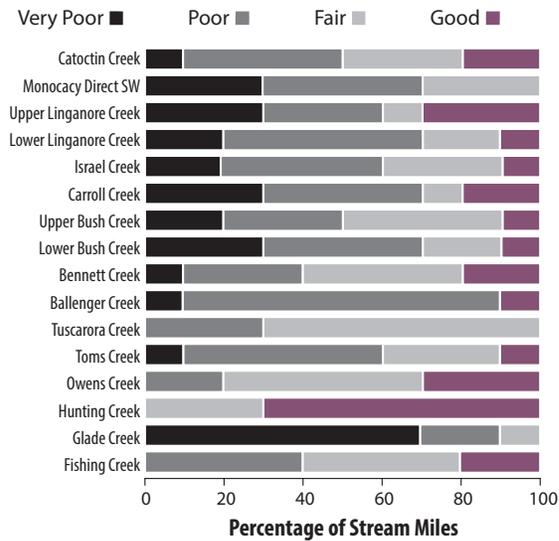
...and maintaining the quality of our waterways has been a challenge...

## STREAM HEALTH: FAIR TO POOR

Since 2008, the quality of some Frederick County waterbodies has been declining in biological health from Fair to Poor.

The Benthic Index of Biological Integrity mean score for the county was 2.85 (Poor). 17% of stream miles scored Very Poor, 37% scored Poor, 29% scored Fair, and only 17% of stream miles scored Good.

### STREAMS BY BENTHIC INDEX OF BIOLOGICAL INTEGRITY

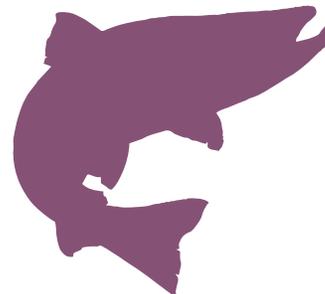


Frederick County Stream Survey Report, 2013-2016, 4 Year Report, Versar Inc.

The Benthic Index of Biotic Integrity (benthic IBI or BIBI) is a stream assessment tool that evaluates stream biological integrity based on characteristics of the various benthic organisms present at a site.

Frederick County is one of the most popular fresh water fishing destinations in the state. Largemouth bass, Smallmouth Bass, Trout, Catfish, and Sunfish are the most sought after fish species by Maryland anglers and they are all prevalent within Frederick County. The Potomac and Monocacy Rivers attracted anglers targeting warm water species, while the streams of the Catoctin Mountain attract trout fishermen. Nearly 22,500 fishing licenses were sold in 2015, ranking the county 6th in the state for recreational fishing license purchases.

Maryland Department of Natural Resources



## BROOK TROUT DECLINING

Brook trout populations are declining in Frederick County. Current predictions indicate that warming water temperatures could eliminate brook trout statewide except for Garrett County by 2100.

Loss of brook trout from an area indicates negative changes to the habitat and overall system. The Maryland DNR has listed brook trout as a "species of greatest need of conservation."

Brook trout have become extinct in 62 percent of their historic habitat in Maryland. In watersheds where human land use exceeds 18 percent, brook trout cannot survive. If impervious (hard) surface exceeds 0.5 percent in a watershed, brook trout typically go extinct.

Trout Unlimited Maryland Chapter, Frederick News Post, 2014



# THREE GOALS MET

As of 2018, Frederick County has reduced enough pollution to the Chesapeake Bay to meet goals for nitrogen, phosphorus and sediment.

### Nitrogen-million lbs/yr

2015 Load: **3.9**                      2025 Goal: **3.9**

### Phosphorus-thousand lbs/yr

2015 Load: **204**                      2025 Goal: **230**

### Sediment-thousand tons/yr

2015 Load: **82**                      2025 Goal: **92**

*Frederick County Office of Sustainability*



## INCREASING STORM VOLUMES

Climate models predict increased storm volumes for our region. Recommendations call for management of 2-2.5 inches of rain for future flood prevention.

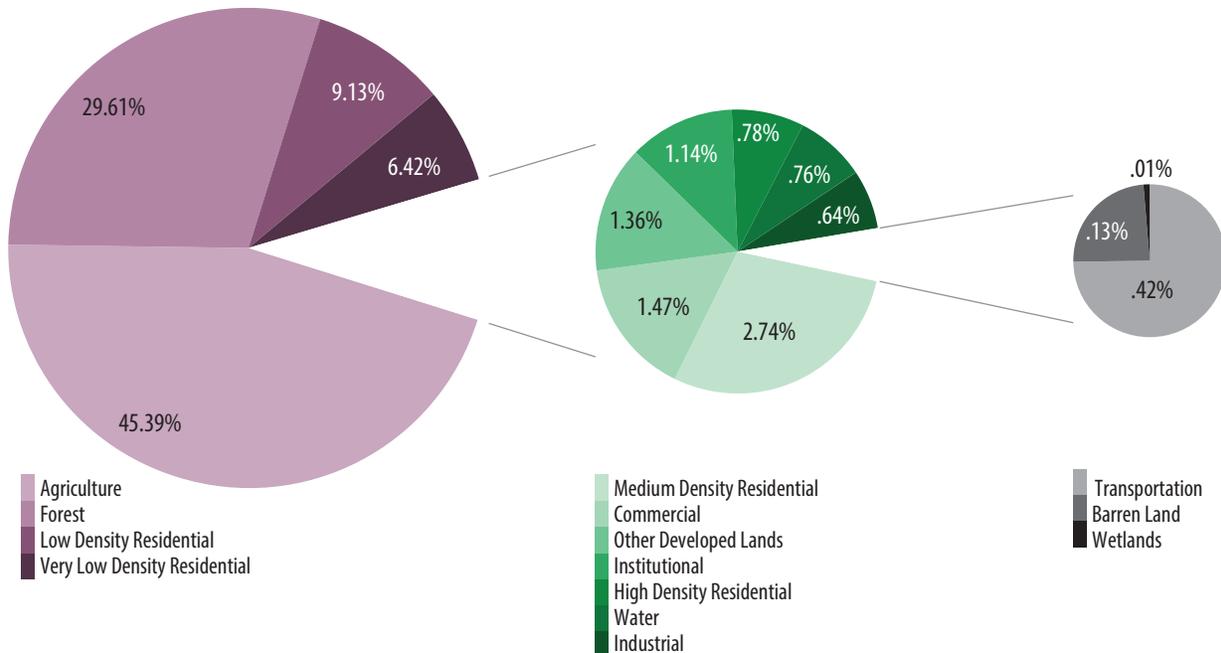
All new development in Frederick County is required by Maryland law to meet a standard of a natural forest to treat 1" of rainfall using stormwater best management practices.

## IMPERVIOUS SURFACE: 5.6%

5.6% of the land area in the county is impervious to water percolation.

*Frederick County GIS*

### FREDERICK COUNTY LAND USE/LAND COVER - 2010



*Maryland Land Use / Land Cover by County, 2010, Maryland GIS Data Catalog, Maryland Department of Planning -*

...while our air quality has remained a challenge...

## GREENHOUSE GAS: -19%

Between 2005 and 2012, greenhouse gas emissions in Frederick County have declined by 19%.

The State of Maryland goal is to reduce greenhouse gas emissions from 2006 levels by 25%. The Maryland Department of the Environment's goal is to reduce greenhouse gas emissions by 2030 by 40%.

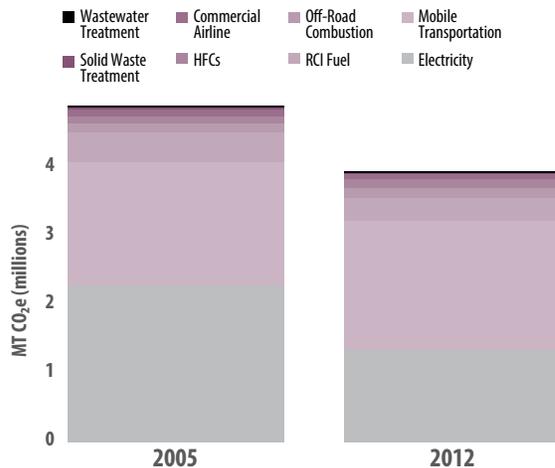
Greenhouse gas (GHG) emissions across all sectors in Frederick County decreased by 19% between 2005 and 2012; from 4,676,245 MT CO<sub>2</sub>e to 3,771,288 MT CO<sub>2</sub>e.

Per capita emissions decreased 24% between 2005 and 2012; from 21.3 MT CO<sub>2</sub>e to 16.1 MT CO<sub>2</sub>e. The regional average was 14.6 MT CO<sub>2</sub>e per capita in 2005 and 13.1 MT CO<sub>2</sub>e in 2012.

In 2012, mobile transportation contributed 48% of total emissions. Electricity was the second largest contributor, accounting for 34% of total emissions, with residential use accounting for about 43%.

Despite population growth, overall and per capita GHG emissions in Frederick County decreased between inventory years in large part due to efficiency improvements and fuel switching across all sectors.

### FREDERICK COUNTY TOTAL EMISSIONS BY ACTIVITY



Community-Wide GHG Inventory Summary Factsheet, Frederick County Maryland, Metropolitan Washington Council of Governments

MT CO<sub>2</sub>e: Metric tons of carbon dioxide equivalent. The unit "CO<sub>2</sub>e" represents an amount of a greenhouse gas (GHG) whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide (CO<sub>2</sub>), based on the global warming potential (GWP) of the gas.

Between 2014 and 2016, there were four days of air quality rated unhealthy for sensitive groups. This met EPA standards.

## 38 FEWER HIGH-OZONE DAYS

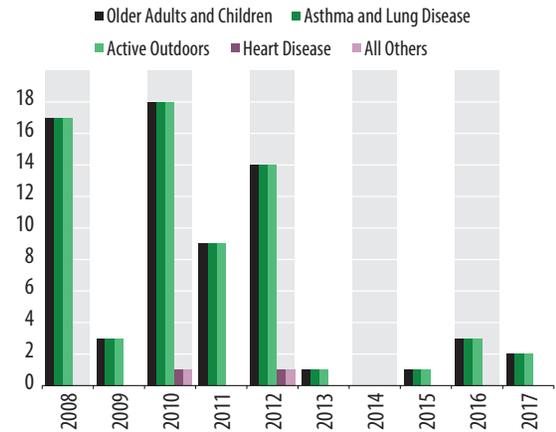
Since 1998, there have been almost 38 fewer high-ozone days.

The American Lung Association produces an annual air quality report. Between 2001 and 2016, Frederick County was given an F rating for air quality by the American Lung Association. In 2017, the county was given a B, and in 2018, a C.

Many of Frederick County's ground level ozone air quality challenges are due to coal-fired electric generating plants in neighboring states.

2018 State of the Air Report, American Lung Association, <http://www.lung.org/our-initiatives/healthy-air/sota/city-rankings/states/maryland/Frederick.html>

### FREDERICK COUNTY TOTAL UNHEALTHY AIR DAYS BY GROUP



AirNow.com, The data summarized in this website come from the EPA's Air Quality System (AQS) Data Mart. The AQS Data Mart contains outdoor air pollution data collected by EPA, state, local, and tribal air pollution control agencies from thousands of monitors.

...*even* as our energy use is starting to get cleaner.

### **SOLAR POWER PRODUCED: 1.57%**

In 2015, the share of the energy produced by solar infrastructure in the county was 1.57%.

### **GREEN POWER GOAL: 3%**

The Environmental Protection Agency (EPA) green power goal for a jurisdiction our size is 3%.

### **MD RENEWABLE GOAL: 2%**

The Maryland Renewable Energy Portfolio Standard Program goal for the share of energy produced by solar by 2025 is 2%.

### **SOLAR ENERGY: 44,928MW**

In the year 2015, the county generated an estimated 44,928 megawatt hours of clean energy from solar.

### **SOLAR ENERGY JOBS: 141**

The total number of jobs in the solar industry in Frederick County in 2015 was 141.

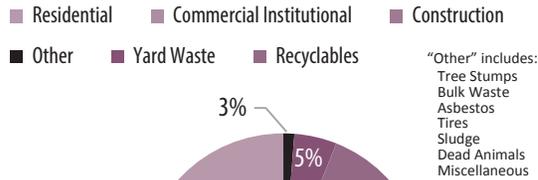
*MWh consumed from MWCOG data held by Jeff King with Climate and Energy staff. Consumption projections from EIA and RPS. KW capacity from general Attribute Tracking System. Projections from EIA, RPS. Solar jobs projections based on Solar Foundation*



# Our efforts for recycling and waste diversion are on track.

In Frederick County in 2015, 202,735 tons of waste was created. Between 2012 and 2015, the waste produced per capita remained approximately .8 tons per person.

### 2012-2015 FREDERICK COUNTY WASTE BY TYPE



Frederick County Solid Waste Management Plan, 2018-2037

## RECYCLING RATE: 50%

Curbside recycling began in Frederick County in 1991. In 2014, 134,069 tons of waste material was recycled, resulting in a recycling rate of 50.4%.

## WASTE DIVERSION GOAL: 60%

The county has a waste diversion goal of 60% by the year 2025.

In the same year, the waste diversion rate for municipal solid waste in 2015 was 55%. Waste diversion includes source reduction activities.

Resident's Guide to Solid Waste Management in Frederick County, 2016, Frederick County Division of Utilities and Solid Waste Management

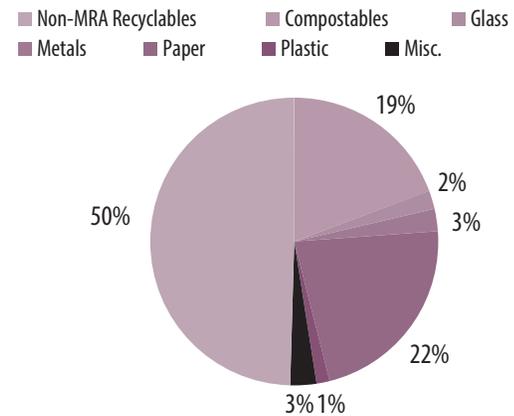
Waste Diversion: material removed from the waste stream through recycling, composting and other strategies.

Frederick County exceeds the 35% recycling target currently mandated under the Maryland Recycling Act.

Frederick County is on track to meet a goal adopted by county government to have a waste diversion rate by 2025 of 60%.

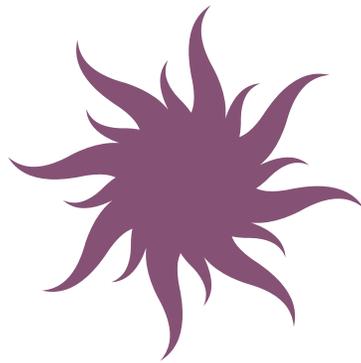
Significant improvement will be needed to achieve a 60% food waste recycling target for 2025, which represents recovery of 15,000 tons annually.

### 2016 FREDERICK COUNTY RECYCLING BY MATERIAL



County Recyclables by Commodity in Tons for 2016, Maryland Department of the Environment





# Making Our Environment Vision a Reality

This Theme supports the following State Visions: Quality of Life and Sustainability, Public Participation, Community Design, Growth Areas, Infrastructure, Transportation, Housing, Economic Development, Environmental Protection, Resource Conservation, Stewardship, Implementation



## Category: Land

Goals in this category concern preserving and protecting our land systems from degradation due to natural forces and human interventions and increasing their resilience.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Natural Resources and Green Infrastructure	Green Infrastructure Plan	<ol style="list-style-type: none"> <li>1 Regular review cycle for green infrastructure</li> <li>2 Green infrastructure in growth areas</li> <li>3 Parkland in green infrastructure</li> <li>4 Voluntary and incentive based protection of resources</li> <li>5 Site plan review</li> <li>6 Invasive species control</li> </ol>
	Tree Canopy and Forest Coverage	<ol style="list-style-type: none"> <li>1 Numerical goal for forest coverage</li> <li>2 Riparian forests along waterways</li> <li>3 Significant resources in growth areas</li> <li>4 Forest Resource Ordinance for resources in growth area:</li> <li>5 Programs for forest coverage</li> </ol>
	Outreach for Ecology	<ol style="list-style-type: none"> <li>1 MS4 permit and outreach expansion</li> <li>2 Outreach with educational institutions</li> <li>3 Educational elements in parks</li> </ol>
	Local Agriculture	<ol style="list-style-type: none"> <li>1 Environmentally friendly agriculture</li> <li>2 Community information sharing network</li> <li>3 Local distribution incentives</li> <li>4 Waterway protection in farming</li> <li>5 Regenerative agriculture</li> </ol>
Solid Waste and Recycling	Recycling and Composting	<ol style="list-style-type: none"> <li>1 Solid waste program expansion</li> <li>2 Source pollution reduction</li> <li>3 Inspections and clean up for dumping sites</li> <li>4 Amortization for dumping sites</li> </ol>
	Development	
Built Environment	Energy Audit and Retrofit	<ol style="list-style-type: none"> <li>1 Energy conservation program expansion, PSC</li> <li>2 Energy conservation program expansion, MEA</li> <li>3 Sustainability staffing</li> <li>4 Green remodeling incentives</li> <li>5 Smart technologies in county facilities</li> </ol>
	Environment Supportive Design	<ol style="list-style-type: none"> <li>1 Construction techniques/sinkholes</li> <li>2 Sinkhole education and outreach</li> <li>3 Critical open spaces</li> <li>4 Natural resource preservation</li> <li>5 Wildlife and pedestrian crossings at major infrastructure</li> </ol>
	Evaluation of Impact	<ol style="list-style-type: none"> <li>1 Comprehensive review of natural resources</li> <li>2 Protection of green infrastructure</li> </ol>
	Building Codes and Policies	<ol style="list-style-type: none"> <li>1 High performance green building program</li> <li>2 Energy efficient criteria for capital projects</li> <li>3 Incentives for sustainable construction</li> <li>4 Adopt green building code</li> <li>5 Revise code for climate</li> </ol>

### Goal: Natural Resources and Green Infrastructure

The natural environment and its habitat provision and ecosystem services are critical to our quality of life, and so they should be the primary consideration in all land planning and governmental decision-making processes.

**Initiative: Green Infrastructure Plan**

Develop and implement a functional green infrastructure plan to protect, connect, and enhance the county's natural assets and support their role in ensuring future resiliency in the county.

**Supporting Initiatives:**

- 1) Establish a regular cycle of review of environmental protection and conservation ordinances and processes with the aim of ensuring protections for clean air, land, and water.
- 2) Critically examine the land use designations and zoning applied to Green Infrastructure and other sensitive environmental resources within Community Growth Areas.
- 3) Incorporate natural resource protection and restoration in addition to active recreational elements in the development of all county parkland.
- 4) Enhance the protection measures for significant natural resources and highly sensitive environmental features through regulatory, voluntary, and incentive based programs.
- 5) Improve the site plan review process to identify, confirm, and protect natural resources.
- 6) Control and mitigation invasive and exotic species (flora and fauna) to help maintain the diversity and health of forestlands, native plants, animal populations, waterways, and habitats.

**Initiative: Tree Canopy and Forest Coverage**

Increase tree canopy coverage and riparian forest acreage in Frederick County.

**Supporting Initiatives:**

- 1) Analyze and identify a numerical goal to achieve – primarily through the voluntary efforts of Frederick County landowners - an increase in the 2040 forest coverage in Frederick County to enhance forest corridors and hubs.
- 2) Develop goals to increase and enhance the performance of riparian forests and vegetation along Frederick County's waterways for years 2025 and 2040 through voluntary and incentive-based programs.
- 3) Examine our Community Growth Areas for the presence of significant natural resources and develop enhanced measures to minimize their degradation and loss.
- 4) Enhance the Forest Resource Ordinance for development occurring in growth areas to protect significant and connected forestlands.
- 5) Expand and fully utilize voluntary and incentive-based programs, including the county's Creek ReLeaf program, to increase tree canopy and riparian forest acreage in the county.

**Initiative: Outreach for Ecology**

Increase the public's general knowledge about ecology and environmental sustainability.

**Supporting Initiatives:**

- 1) Expand public outreach for the county's Stormwater Program (MS4 Permit) and communicate ways to reduce nutrient and sediment loads in areas dominated by non-point source pollution.
- 2) Develop and implement an effective public outreach program with the Board of Education, libraries, and other educational institutions.
- 3) Work with the Division of Parks and Recreation to include educational elements in county parks.

**Initiative: Local Agriculture**

Support locally produced agricultural products and sustainable and innovative farming practices, such as regenerative farming, which build healthy, biologically active soil and protect water resources.



**Supporting Initiatives:**

- 1) Draw on State resources to create or enhance an outreach and educational program for farmers regarding new agricultural practices that increase soil organic matter and have less intensive chemical applications.
- 2) Create a farming community information sharing network.
- 3) Provide incentives to the local farming community to sell products locally.
- 4) Assist farmers to develop practices that reduce inputs and protect waterways by building healthy, biologically active soil, such as agroforestry cover cropping, multi-species pasture, compost application, and permaculture.
- 5) Support programs that encourage the transition of agricultural acreage to regenerative agricultural practices.

## Goal: Solid Waste and Recycling

### Plan for a “zero waste” future by 2040.

**Initiative: Recycling and Composting**

Increase recycling and composting for all residential dwellings, businesses, and institutions.

**Supporting Initiatives:**

- 1) Expand the county's Solid Waste Program to include operational facilities for materials recovery and recycling, food waste composting, and yard trimmings composting.
- 2) Promote source reduction from manufacturers to generate less waste.
- 3) Increase inspection for dumping sites and salvage yards, including clean-up and enforcement actions.
- 4) Develop an amortization schedule for grandfathered dumping sites and salvage yards.

**Initiative: Development**

Increase the practice of material salvaging and reuse within the development industry.

## Goal: Built Environment

### Increase energy efficiency and environmental standards in existing and new built infrastructure.

**Initiative: Energy Audit and Retrofit**

Establish large-scale energy audit and retrofit programs to reduce energy consumption and increase economic efficiencies.

**Supporting Initiatives:**

- 1) Encourage the Public Service Commission (PSC), which requires electric and gas utilities under its jurisdiction to offer energy efficiency programs to their retail customers, to expand the funding of energy audit activities in their programs by offering financial incentives for professional energy audits.
- 2) Encourage the Maryland Energy Administration (MEA) to offer incentives to qualified engineers to provide energy audits to customers of utilities who are not served by a utility under PSC jurisdiction.
- 3) Ensure that the Office of Sustainability and Environmental Resources staff, and any contractors they hire, are trained in the principles of energy efficiency and conservation, and are familiar with the available incentives.
- 4) Provide incentives for green remodeling and redevelopment.
- 5) Explore the use of “smart” technologies in county facilities and systems.

**Initiative: Environment Supportive Design**

Ensure that the location and scale of the future built environment preserves green infrastructure and other sensitive environmental resources.

**Supporting Initiatives:**

- 1) Research, develop, and employ construction techniques designed to protect roads, buildings and utilities in areas prone to develop sinkholes.
- 2) Develop an education program to inform the public about how to identify, prevent, and avoid the three types of sinkholes: solution, subsidence, and collapse.
- 3) Protect critical open spaces within the built environment.
- 4) Preserve natural resources during the development process.
- 5) Advocate for wildlife and pedestrian connections, especially at I-270 at the Monocacy River, in the design and construction of future I-270 improvements.

**Initiative: Evaluation of Impact**

Evaluate land development's overall ecological "footprint" and minimize its environmental impact and externalities.

**Supporting Initiatives:**

- 1) Include a comprehensive review of natural resources during the development review process.
- 2) Ensure Frederick County's Green Infrastructure is protected through a comprehensive assessment and functional green infrastructure plan.

**Initiative: Building Codes and Policies**

Foster sustainability and resiliency through the improvement of ordinances, building codes, and environmentally supportive policies.

**Supporting Initiatives:**

- 1) Create a Frederick County High Performance Green Building Program.
- 2) Establish energy efficient criteria and requirements for all capital projects that are funded with state or county resources.
- 3) Create incentives for sustainable and resilient construction practices.
- 4) Consider adopting the International Green Construction Code and the Energy Conservation Code, as used in surrounding jurisdictions.
- 5) Explore revisions to codes, ordinances, and policies to address Frederick County's changing climate to 2040 and beyond.



## Category: Water

Goals in this category seek to ensure the protection of water sources for human consumption, enhancement of water quality for aquatic and human life, and viability of water supplies for future population growth.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Quality	Best Practices	<ol style="list-style-type: none"> <li>1 Watershed implementation plans</li> <li>2 Pollutant loads</li> <li>3 Development in sensitive areas</li> <li>4 Water quality protection fee</li> <li>5 On-site sewage disposal practices</li> <li>6 Stream survey program expansion</li> <li>7 Waterway impacts during mass grading</li> <li>8 Compaction and fertilizer use</li> <li>9 Water filtration on agricultural land</li> <li>10 Road crossings and buffers</li> <li>11 Road salt management</li> <li>12 Standards to protect resources from septic systems</li> <li>13 Regular maintenance of septic systems</li> </ol>
	Brook Trout Populations	<ol style="list-style-type: none"> <li>1 High quality waters protection</li> <li>2 Conservation design in sensitive areas</li> <li>3 Impact on Class II and IV streams</li> <li>4 Maryland Stormwater Design Manual</li> </ol>
	Wetlands	<ol style="list-style-type: none"> <li>1 Identification through site plan process</li> <li>2 Stability and viability through development</li> <li>3 Natural resource protection in parkland</li> <li>4 Natural resources in growth areas</li> <li>5 Invasive and exoticspecies control</li> </ol>
Supply and Treatment Infrastructure	Water and Sewer Adequacy	<ol style="list-style-type: none"> <li>1 Protection strategies for water supply land</li> <li>2 Supply and treatment capacity based development</li> <li>3 Greywater and rainwater reuse</li> <li>4 Advanced filtration technology</li> </ol>

### Goal: Quality

**Improve and protect water quality for human and environmental health by eliminating impairing levels of pollution to local waterways and by adequately funding and implementing water quality restoration and protection efforts.**

#### Initiative: Best Practices

Implement best management practices (BMPs) in all land use sectors and activities to improve water quality, in-stream, and riparian (stream-side) habitat.

#### Supporting Initiatives:

- 1) Engage the Watershed Implementation Plans to guide future land use and development.
- 2) Calculate pollutant loads from new development during the review and approval process and evaluate their relation to pollution reduction.
- 3) Critically examine future land uses and future development patterns within wellhead protection areas, areas of karst geology, and other sensitive areas in Frederick County.
- 4) Investigate the feasibility and implications of a stormwater utility or water quality protection fee to help fund stream restoration, protection, stormwater retrofits, as well as inspection and enforcement operations.
- 5) Promote enhanced pre-treatment systems and soil-based BMPs for new or replacement on-site sewage disposal systems (septic systems) within wellhead protection areas, areas of karst geology, and other sensitive areas in Frederick County.



- 6) Expand the county's stream survey program to include monitoring of local ground water conditions and aquifer recharge areas to study land use impacts to groundwater resources.
- 7) Explore new techniques, technologies, and regulation to reduce the impacts to waterways (sedimentation and soil erosion) during mass grading for land development.
- 8) Promote and support voluntary watershed-wide best practices to ameliorate water quality impacts (run-off and over enrichment) from compaction and fertilizer use on lawns and turf grass.
- 9) Increase water filtration on agricultural lands through farmer outreach, education, and incentives.
- 10) Minimize road crossing and maintain adequate buffers between roads and stream valleys.
- 11) Work with SHA and DNR to develop a sound road salt management strategy that minimizes salting by developing temperature and precipitation criteria for salting as well as considering alternative deicing agents.
- 12) Develop standards and procedures to protect wellhead protection areas, areas of sensitive geology, surface drinking water sources, and local waterways from biological and nutrient pollution from septic systems.
- 13) Require regular pump out and maintenance of septic systems.

**Initiative: Brook Trout Populations**

Protect and re-stabilize brook trout populations in local waterways.

**Supporting Initiatives:**

- 1) Protect headwater streams, high quality waters, and catchments (Tier II) through policies, actions, and the zoning and subdivision approval process, including minimizing impervious surface runoff to these waterways.
- 2) Institute conservation design principles and enhanced water quality best management practices for land development in watersheds that have greater than 10% impervious cover and in areas with brook trout populations.
- 3) Generate data about and evaluate the presence, location, and extent of future surface construction near cold water habitat streams, including Use Class III and IV, which support or could support trout populations.
- 4) Promote adherence to the Maryland Stormwater Design Manual recommendations for all streams.

**Initiative: Wetlands**

Continue to protect wetlands and support their restoration.

**Supporting Initiatives:**

- 1) Improve site plan process to identify, confirm, and protect natural resources.
- 2) During the development review and approval process, ensure that the functional viability and stability of wetlands will be maintained.
- 3) Incorporate natural resource protection and restoration in addition to active recreational elements in the development of all county parkland.
- 4) Fully examine and evaluate the presence of natural resources within Community Growth Areas and support measures to minimize their degradation and loss.
- 5) Promote and practice control of invasive and exotic species (flora and fauna) to help maintain the diversity and health of wetlands.



## Goal: Supply and Treatment Infrastructure

Ensure groundwater and surface water remain safe, reliable, and sustainable sources for public consumption.

### Initiative: Water and Sewer Adequacy

Ensure that wastewater and water supply infrastructure is adequate, sound, and efficient to provide for current and future populations.

#### Supporting Initiatives:

- 1) Identify and implement protection strategies for lands critical to the quality of public water supplies, including easements, fee-simple acquisition, transfer of development rights, and changes to County Code or operational policy.
- 2) Thoroughly evaluate the location and size of areas designated for growth and development based on the adequacy of and impacts to drinking water supplies and wastewater treatment and conveyance capacities.
- 3) Promote practices to reuse and recycle greywater, rainwater, and stormwater in order to conserve raw water resources and lessen overall water usage.
- 4) Ensure that wastewater treatment and water treatment plants have appropriate technology to remove algal toxins, priority pollutants, microplastics, and endocrine disrupting compounds.



## Category: Air

Goals in this category concern the protection of the health of our natural and built environment through the reduction and elimination of air pollution.

GOAL	INITIATIVE	SUPPORTING INITIATIVE
Air Quality	Air Quality Monitoring	1 Non-leaded aviation fuel
		2 Evaluation of air quality
		3 Source impact assessment
		4 Pollution reduction efforts
		5 Advanced technologies
	Mitigation	
	Childhood Health	1 Regional source assessment
	Reforestation	1 Map areas with poor air quality
	Alternative Power	

### Goal: Air Quality

Continue to meet or exceed federal pollution standards in order to promote a healthy living environment and satisfy the most basic human health need.

#### Initiative: Air Quality Monitoring

Expand, in coordination with the appropriate governmental entities, the air quality monitoring network in Frederick County.

##### Supporting Initiatives:

- 1) Coordinate with the City of Frederick and the Aircraft Owners and Pilots Association (AOPA) to encourage transition to non-leaded aviation fuel at the Frederick Municipal Airport by 2020.
- 2) Identify and evaluate historical and current air quality and sources of pollution.
- 3) Research the activities and pollution sources that have the largest impact on local air quality.
- 4) Promote and support pollution reduction efforts among all industries and sectors.
- 5) Incentivize the application of advanced technologies and state of the art mitigation measures to control air pollution.

#### Initiative: Mitigation

Improve mitigation practices for concentrated activities such as construction.

#### Initiative: Childhood Health

Develop programs to reduce rates of childhood asthma in the county.

##### Supporting Initiatives:

- 1) Identify and assess the regional and local sources of pollutants that cause or aggravate asthma or other diseases.

#### Initiative: Reforestation

Coordinate with reforestation effort to reforest in areas with compromised air quality.

##### Supporting Initiatives:

- 1) Identify and map areas in Frederick County with poor air quality.

#### Initiative: Alternative Power

Support the provision of clean energy systems, such as wind and solar, in the county to replace or supplement conventional power supply.



## Category: Climate and Energy

Goals in this category concern affordable and scalable solutions to address resiliency from extreme weather events and changing weather patterns.

GOAL	INITIATIVE	SUPPORTING INITIATIVE	
Climate Resiliency	Hazard Planning		
	Emission Control		
	Stormwater Impacts	<ol style="list-style-type: none"> <li>1 Increased precipitation</li> <li>2 Stormwater infrastructure adequacy</li> </ol>	
	Carbon Sequestration and Soil Health	<ol style="list-style-type: none"> <li>1 Farmer outreach</li> <li>2 Support existing regenerative practices</li> <li>3 Assess sequestration potential in soils</li> <li>4 Monitor practice of regenerative farming</li> <li>5 Regenerative farming program</li> </ol>	
Clean Energy	Carbon Footprint Zero	<ol style="list-style-type: none"> <li>1 Financial incentives for clean energy</li> <li>2 Per capita consumption reduction</li> </ol>	
	Energy Independence	<ol style="list-style-type: none"> <li>1 Distributed energy generation</li> <li>2 Grid resiliency</li> <li>3 Clean energy net exporter</li> <li>4 Localized micro-energy grids</li> <li>5 Energy independence in county facilities</li> </ol>	
		Transportation	<ol style="list-style-type: none"> <li>1 Multimodal transportation</li> <li>2 Electric vehicle readiness</li> <li>3 Petroleum use reduction</li> <li>4 Incentives for electric and autonomous vehicles</li> <li>5 Transport parallel to CSX line</li> <li>6 Increase transit service</li> <li>7 Charging stations in county parking</li> <li>8 Walkable communities</li> <li>9 Telematics for county fleet</li> <li>10 Commuting alternatives</li> </ol>

### Goal: Climate Resiliency

Plan and prepare for the impacts to public infrastructure, human health, private property, and the environment from increasing flooding, fires, droughts, crop and tree damage, temperature extremes, and intense storm events.

#### Initiative: Hazard Planning

Thoroughly examine, evaluate, and implement the resiliency, adaptation, and mitigation actions needed to prepare the county for future climate related impacts.

#### Initiative: Emission Control

Evaluate all public and private projects for greenhouse gas impacts and mitigation strategies to reduce greenhouse gas emissions from these projects.

#### Initiative: Stormwater Impacts

Plan for and anticipate the impact of increased stormwater flows.

#### Supporting Initiatives:

- 1) Explore and implement efforts to reduce compaction of lawns in new residential development, and to increase overall stormwater/Green infrastructure capacities to address the implications of increased precipitation (greater than 1" rainfall events).
- 2) Ensure infrastructure is designed to accommodate new storm flows and is resilient to increased severity of weather events.

**Initiative: Carbon Sequestration and Soil Health**

Capitalize on the mutually reinforcing benefits of soil health and carbon sequestration to reduce or prevent the emission of greenhouse gasses.

**Supporting Initiatives:**

- 1) Improve soil health and increase soil carbon sequestration in Frederick County through farmer outreach and incentives.
- 2) Promote and support existing programs that help farmers with regenerative practices (e.g. Grazers Network, Future Harvest CASA, Community FARE).
- 3) Assess the potential for increasing the soil organic matter and carbon sequestration on all Frederick County agricultural lands.
- 4) Assess and monitor percentages on land in Frederick County where regenerative agriculture practices are applied.
- 5) Establish a pilot program in Frederick County's Agricultural Preservation Program to establish, support, and showcase regenerative agriculture operations.

**Goal: Clean Energy**

**Lead in the use of clean energy sources, such as solar, wind, geothermal, biofuels, and hydropower.**

**Initiative: Carbon Footprint Zero**

Strive to be greenhouse gas neutral in energy production and consumption.

**Supporting Initiatives:**

- 1) Support and promote clean energy initiatives, investment, business, and jobs through tax breaks, rebates, and other programs.
- 2) Promote plans, programs, and initiatives to achieve a reduction in per capita consumption of energy in Frederick County.

**Initiative: Energy Independence**

Strive for energy independence and security in Frederick County.

**Supporting Initiatives:**

- 1) Develop distributed energy generation.
- 2) Develop electrical grid resiliency.
- 3) Become a net exporter of clean energy.
- 4) Support the creation of localized microgrids.
- 5) Institute energy independence in county facilities by installing solar panels and smart building technology in county buildings, exploring the use of smart lighting for roads and parking lots, and employing best practices for green construction in county buildings.

**Initiative: Transportation**

Transition to a cleaner and more efficient transportation system, with electric vehicle (EV) readiness and accommodation of autonomous vehicles incorporated into public and private projects.

**Supporting Initiatives:**

- 1) Promote the use of multi-modal transportation options such as Autonomous Vehicle (AV) transit and ride sharing choices.
- 2) Include Electric Vehicles (EV) readiness for future charging infrastructure in new development.
- 3) Develop a new goal to reduce petroleum consumption by Frederick County vehicles.



- 4) Provide incentives to use Electric Vehicles (EV) and Autonomous Vehicles (AV).
- 5) Work with state government to develop a transportation link providing all-day service between Frederick County growth centers and Washington D.C. and its surrounding communities.
- 6) Provide more transit service throughout the county with regular stops at senior centers, apartment complexes, shopping centers, medical services, and employment centers.
- 7) Install solar powered charging stations at county-owned parking garages and parking lots.
- 8) Incentivize development of communities where residents can walk to shops, dental and doctor's offices, and general services.
- 9) Explore the use of county fleet vehicle systems to optimize routing and reduce fuel consumption.
- 10) Reduce greenhouse gas emissions tied to roadway congestion by working with regional employers to shorten or eliminate commute times through the increased use of telecommuting, staggered work schedules, and employer van pools and shuttle buses.







# COMPREHENSIVE PLAN MAP

The Comprehensive Plan Map depicts the officially adopted pattern of land uses, growth area boundaries, transportation networks, and community facilities. Provided below are explanations of the various components of the Comprehensive Plan Map.

## Community Growth Areas

The purpose of a community growth area is to define an outer limit for the expansion of urban/suburban development into rural land. Growth boundaries identified in the county plan that are designated around municipalities function differently than growth boundaries identified in areas where there is no municipality.

### Municipalities

Municipalities exercise autonomous planning authority and therefore may identify growth boundaries independent of the county. They generally include a municipality and environs that are planned for future expansion of their municipal boundary through annexation. A county comprehensive plan also independently designates growth boundaries on county land surrounding municipalities. The function of county growth boundaries surrounding municipalities is different than county growth boundaries that do not surround municipalities, largely due to post-annexation municipal control of land use, zoning, and infrastructure. Municipal growth areas identified on the Comprehensive Plan Map are:

- Brunswick
- Emmitsburg
- Frederick
- Middletown
- Mount Airy
- Myersville
- New Market
- Thurmont
- Walkersville
- Woodsboro

### County

County growth boundaries are designated around existing, unincorporated communities where the county is responsible for public infrastructure such as water and sewer service, as well as primary land use regulations such as zoning. Growth areas are also identified in other types of locations in the county where transitional development may occur for employment centers, mixed use transit corridors, or new residential neighborhoods. These may include under-developed commercial corridors and former industrial lands that would benefit from targeted physical planning efforts as part of a corridor planning process. County growth areas identified on the Comprehensive Plan Map are:

- Adamstown
- Ballenger Creek
- Buckeystown
- Eastalco
- Fountaindale
- South Frederick  
(formerly Frederick)
- Southeast)
- Holly Hills
- Jefferson
- Libertytown
- Linganore
- Monrovia
- Point of Rocks
- Spring Ridge /  
Bartonsville
- Urbana

## Land Use Designations

Described below are the land use designations that are illustrated on the Comprehensive Plan Map, with description about the intent of the designations, their relative land use intensity or density, their general placement guidelines, and the zoning districts to be applied to each designation in order to implement the county's land use policies.

### Agricultural and Rural Designations

#### Natural Resource

The purpose of the Natural Resource designation is to identify significant natural resource features to provide guidance for the application of the Resource Conservation Zoning District and other resource protection strategies. The Natural Resource designation also supports the delineation of boundaries for growth areas and helps to identify potential greenway linkages within and between growth areas. The primary features that are designated Natural Resource include mountain areas, contiguous forest, major streams defined by the county's 20 subwatersheds, and the State's Green Infrastructure features.

Corresponding zoning districts include Agricultural (A) and Resource Conservation (RC). The RC zone permits all agricultural uses in addition to limited residential subdivision based on a 10-acre minimum lot size. Since other protection measures are applied to some features, such as stream corridors, it is not necessary to apply the RC zoning district to all properties designated Natural Resource.

#### Public Parkland/Open Space

This designation is applied to lands primarily under public ownership for local, state, or federal parklands, publicly-owned open space devoted to watersheds that protect public water supplies, and may be applied to large property holdings under private ownership that have some degree of protection from development. The corresponding zoning districts include Resource Conservation and Agricultural and various residential zoning districts.

#### Agricultural/Rural

This designation is applied to areas outside of growth areas that include active farmland, fallow lands, and residential lots and subdivisions that have been developed under the Agricultural zone. The corresponding zoning district is Agricultural (A). In addition to permitting agricultural activities the Agriculture zoning district permits limited residential subdivision for original tracts that existed as of August 18, 1976. Original tracts may be subdivided into three (3) lots plus a remainder with a minimum lot size of 40,000 square feet. Additional cluster rights are available for original tracts greater than 25 acres permitting an additional right for every 50 acres.

#### Rural Community

Rural Communities are small, compact villages located throughout the county's agricultural areas, and generally comprising homes, a church or other community organization, and on occasion, some small businesses. These communities, often located at the intersection of rural highways, developed in large part, prior to the twentieth century as centralized locations for area farmers to meet and trade.

This designation recognizes existing rural communities that have historically developed as crossroad communities with an identifiable concentration of residences and in some cases still support commercial uses. Their designation as Rural Community serves to maintain the rural and historical character and permits some limited infill development that would rely on individual well/septic systems. They are not identified as growth areas. The corresponding zoning districts include R-1 Low Density Residential, Village Center (VC), and General Commercial (GC).

Agricultural support businesses such as farm equipment repair, farmer's supply stores, and feed and grain operations are critical to the farming community, providing access to needed materials, equipment, and ultimately, access to markets beyond the borders of the county. Rural Communities often provide advantageous locations for these types of uses and should be accommodated where feasible.

### **Rural Residential**

The intent of a Rural Residential designation is to recognize areas of existing major residential subdivisions on well/septic, which are zoned Agricultural and R-1 (1 dwelling/acre) outside of growth areas. Rural Residential areas are not intended to be served by public water/sewer, should only allow for continued build-out and infill of existing lots/subdivisions, and should not be expanded into surrounding agricultural properties. The corresponding zoning districts are R-1 and Agricultural.

## **Residential Designations**

### **Low Density Residential**

This designation is only applied within growth areas and where public water/sewer is available or planned. The targeted density range is 3 – 6 dwellings (du)/acre to better support smart growth policies. This designation is applied to older developments within a growth area that may still rely on individual well/septic systems.

Corresponding zoning districts include R-3, R-5 and PUD. The R-3 district permits single-family detached dwellings at a density of 3 du/acre with public water/sewer. The R-5 district permits single-family detached, duplexes, and townhouses at a density of 5 du/acre. The Planned Unit Development (PUD) zoning district is a floating zone that can only be applied to properties designated residential on the Comprehensive Plan Map. While the gross density of PUD developments is typically 3-4 du/acre, the net density is typically higher.

### **Medium Density Residential**

This designation has a density range of 6 – 10 dwellings/acre with public water/sewer, generally resulting in attached dwellings such as townhouses. Corresponding zoning districts include R-8 and PUD. The R-8 zoning district permits all dwelling types, with smaller minimum lot sizes than the R-5 district. The PUD floating zone can be applied to upon this designation allowing a gross density of 6 – 10 dwellings/acre and a mix of dwelling types.

### **High Density Residential**

The intent of this designation is to provide for multi-family housing and to encourage opportunities for moderate priced housing. The density range is >10 dwellings/acre. Corresponding zoning districts include R-12, R-16, and PUD.

## **Mixed Use Designations**

### **Mixed Use Development**

This land use designation is intended to facilitate redevelopment and transit oriented development (TOD) opportunities in existing developed areas adjoining underutilized commercial, industrial, and employment areas, and vacant or underutilized commercial/employment corridors. This designation supports mixed use development that includes residential, commercial, office/employment, and institutional uses, and medium to high densities especially within TOD projects. Uses may be integrated both vertically (different uses within the same building) and horizontally, on the same property and/or within the same project limits.

This designation is intended to work in conjunction with Community and Corridor plans to determine an appropriate mix of uses. Application of the mixed-use designation is not intended for general application throughout the county and should be carefully considered. Corresponding zoning districts include the Mixed Use Euclidean zone and the Mixed Use Floating Zone.

### **Village Center**

The intent of the Village Center designation is to accommodate a mix of low intensity commercial uses and residential uses within existing communities. The Village Center designation has a broad application to both growth areas where public water/sewer is available and to Rural Communities that rely on individual well/septic systems. Its application to the “main streets” of smaller growth areas, which have historically developed with a mix of residential and commercial uses, supports the continued mix of appropriate uses. Residential development can be developed at densities up to 5 dwellings/acre. Within Rural Communities residential densities are limited to 3 dwelling/acre based on well/septic restrictions. The corresponding zoning district is Village Center (VC).

## **Commercial and Employment Designations**

### **General Commercial**

The General Commercial designation provides for general retail, small-scale office, business/personal service uses, and highway services. General Commercial uses are primarily provided within growth areas, with the exception of existing, isolated commercial uses. The corresponding zoning district is General Commercial (GC).

Commercial land uses can also be located within Planned Unit Developments (PUD's), which are designated residential, Mixed Use Developments (MXD's), which may be designated Office/Research/Industrial or Limited Industrial, and Village Center (VC) zoned properties.

### **Office/Research**

The intent of this designation is to support business, professional and corporate office uses as well as research and development uses. The Office/Research designation is primarily applied on properties that have visibility from interstate highways and are in close proximity to interstate highway interchanges.

The corresponding zoning district is Office/Research/Industrial (ORI). This designation allows for the application of the Mixed Use Development (MXD) floating zone.

### **Limited Industrial**

This designation represents warehousing, wholesaling, and limited manufacturing uses in addition to corporate office and research/development uses. The predominant application of this designation is within growth areas where public water/sewer is available, but is also applied to areas outside of a growth areas served by well/septic systems. Limited Industrial designated land should have close access to an arterial road. The corresponding zoning district is Limited Industrial (LI). This designation allows for the application of the MXD floating zone.

### **General Industrial**

This designation supports heavy industrial and manufacturing uses in addition to uses typical in Limited Industrial developments. Due to the potential intensity of use, these land areas should generally be separated and appropriately buffered from residential uses. The corresponding zoning district is General Industrial (GI). The GI district also permits mineral mining activities.

### **Mineral Mining**

This designation is primarily applied to areas under active mining operations and more recently has been applied to areas where future mining and associated activities may occur. The corresponding zoning district is Mineral Mining (MM), which is a floating zone that can only be applied as a piecemeal rezoning process. The MM zoning district also permits associated processing uses related to mining such as asphalt plants and concrete block manufacturing. Several existing mining operations are zoned GI.

## Other Designations

### Institutional

The purpose of the Institutional designation is to identify public and governmental uses such as schools, libraries, public safety facilities, and water/sewer facilities. This designation is applied to properties owned either by the county or the Board of Education, even if they are undeveloped, both private and governmental institutional uses such as Mount St. Mary's University, the State's Victor Cullen Center, and the Daughters of Charity complex in Emmitsburg, as well as to private elementary and secondary schools. The corresponding zoning is Institutional (I), while some may be zoned residential and PUD.

## Transportation Functional Classifications

The Comprehensive Plan Map identifies new road alignments, realignments of existing roadways, and future interchange improvements. Many of these roads will be developer-funded and constructed as part of the land development process or as combined county, state, municipal & developer projects. Proposed road alignments are conceptual in nature and will be subject to further engineering and feasibility studies to determine specific alignments.

The Comprehensive Plan Map applies a functional classification to roads within the county including those maintained by the state and the municipalities. The functional classification is based on several factors such as traffic volume and speed, trip length of those driving on the road, and the degree of access control. The following are the current definitions and characterizations of the highway functional classifications:

### Freeway/Expressway

Divided highways that carry a high volume of traffic at high design speeds for interstate and inter-county travel. They connect major centers of activity, provide uninterrupted flow (no signalized intersections) from origin to destination, and access is fully controlled by grade separated interchanges. Freeways in Frederick County include I-70; I-270; US 15 and US 340.

### Major Arterial

Carry high traffic volumes for travel within the county, or for travel to and from adjacent counties. Access is typically allowed from intersecting streets but not directly from adjoining parcels.

### Minor Arterial

Carries moderate to high volume of traffic usually for travel within the county. These roads typically provide access to the interstate system.

### Collector

Collects and distributes traffic from neighborhoods to the arterial system. They may allow some direct access to adjacent properties such as community shopping areas, schools, parks, and residential developments.

### Transit Easement/I-270 Transitway

A transitway has been proposed along the I-270 corridor since 1972, connecting Frederick with the Shady Grove Metro station. The alignment for the transitway was developed in the I-270 Corridor Cities Transit Easement – Frederick County Extension Study prepared for Montgomery and Frederick Counties in 1991. This study identified several alternative alignments for a transitway between Clarksburg and Frederick. The I-270/US15 multi-modal study carried forward only detailed assessments of the portion of the Corridor Cities Transitway (CCT) between Shady Grove Metro and Clarksburg.

The Frederick Extension study concluded that the light rail transit (LRT) or bus rapid transit (BRT) modes would be the most feasible in the corridor versus either heavy rail (Metro) or commuter rail. The preferred alignment follows along the east side of I-270 with an optional route through the Urbana PUD. This alignment would continue into downtown Frederick and terminate at the MARC station.

Additional items would need to be considered prior to moving forward with this project including an updated design/engineering and environmental review of the master plan alignment, right-of-way requirements, specific station/stop, locations for a yard and shop facility and updated cost estimates.

## Community Facilities

Community facilities including schools, parks, libraries, and other facilities require a significant public investment to construct and maintain. Given that many facilities will continue to serve our communities for several generations it is critical that they be located to effectively serve both current and future residents. It is also important to understand the role facilities such as schools and libraries play in creating a civic focal point and an identity for our communities. The following principles are meant to provide guidance in locating facilities to maximize the efficient use of public funding and to support their long term use in the community.

- Community facilities should be located within Community Growth Areas where infrastructure is available (water and sewer facilities, roads, sidewalks, and public transit).
- Focus community facilities with other activities such as commercial areas and in the physical center of the community where the buildings themselves can help to establish a civic and community identity.
- Community facilities should be located within Community Growth Areas where the greatest population is concentrated to maximize pedestrian, bicycle, and transit access to the facilities.
- Community facilities should support the joint use of buildings and sites to consolidate services and better serve the surrounding community.
- Development proposals should incorporate into their plans and contribute to the construction of community facilities as identified in County Plans.

In addition to these principles, the location criteria for some community facilities have unique requirements or special emphasis. For example, the location of schools emphasize pedestrian and bicycle accessibility to the surrounding residential areas of the community. Regional parks are destination parks with large land area requirements, and should be located in urban or rural areas with a service area extending 10 or more miles. The locations indicated on the Comprehensive Plan Map are approximations and are not fixed on specific parcels.

Community facilities include schools, parks, libraries, fire stations, police stations, and other facilities as identified on the map.

### Schools

The Frederick County Public School Board of Education has defined both minimum and preferred school site selection criteria for the construction of new schools. At minimum, the following acreages are required:

- Elementary School: 15 acres (serving approximately 700 students)
- Middle School: 25 acres (serving approximately 900 students)
- High School: 50 acres (serving approximately 1600 students)

## Parks

Frederick County has a very diverse system of parks comprised of municipal, county, state, federal, and privately owned sites. The local parks under the county and municipal jurisdictions are primarily oriented to active park uses including playing fields, playgrounds, and picnic areas. The state and federal parks are oriented to resource protection though they also provide active uses such as camping and hiking. As the county and its communities continue to grow, the role and function of parks may also evolve. Park system functions may include:

- Active Recreation Uses – oriented to playing fields, hard court sports, playgrounds, swimming pools, and recreation center buildings.
- Passive Uses – walking/hiking/bicycling trails, picnic areas, gardens, informal open/play fields.
- Natural Resource Protection – Protection of environmental features such as mountain and forestlands, wetlands, stream valleys, and watersheds.
- Historic Preservation – Focus on protecting/preserving a historic site or structure.
- Civic/Community Focal Point – Provide social gathering space, host festivals and cultural events.

Depending on the size of a given park, several different functions may be provided in a single park. For county parks the emphasis has been to develop fewer but larger park sites that are able to accommodate many different functions.

The following is a park classification based on amenities, size, and the geographic service/catchment area surrounding the park.

<b>Park Type</b>	<b>Acreage Range</b>	<b>Service Area</b>
Neighborhood	1 to 10 acres	1/2 mile
Community	30 to 100 acres	2+ miles
Regional	100+ acres	10+ miles
Special Use	1 to 50 acres	Countywide
Conservation/ Resource	1,000+ acres	Countywide

## Libraries

For the purposes of planning for new library facilities the county classifies libraries as either regional or branch libraries. The type of library as described below will be determined by the size of the surrounding community, available land, and opportunities for joint uses.

Branch Library:

- Building size - 2,500 - 15,000 square feet. Stand-alone or multi-use building
- Parcel size – 2-3 acres
- Supports small communities at pre-school through twelfth grade educational levels.

Regional Library:

- Building size – 25,000 square feet minimum
- Parcel size – 3-4 acres
- Able to accommodate joint use

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