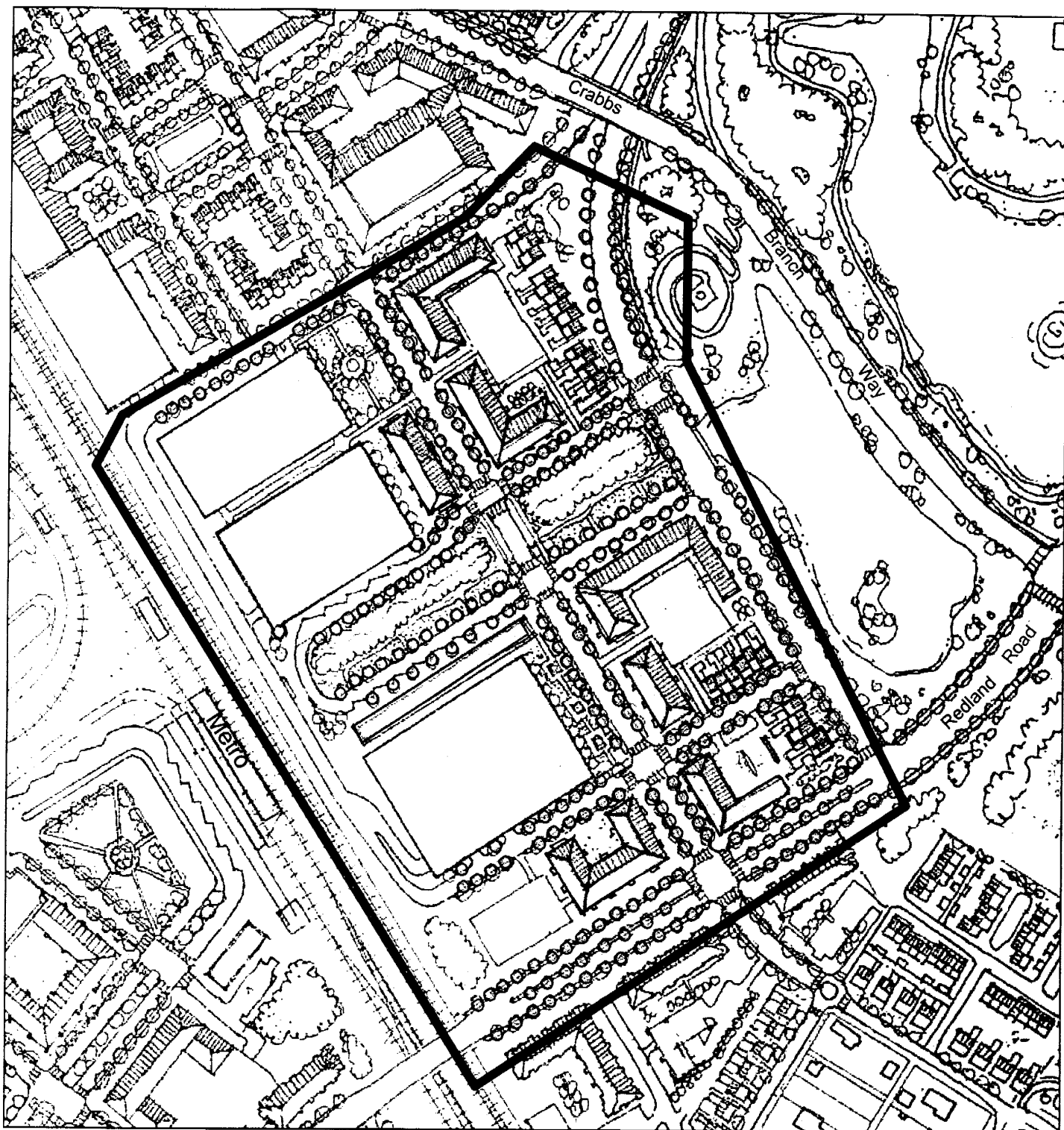




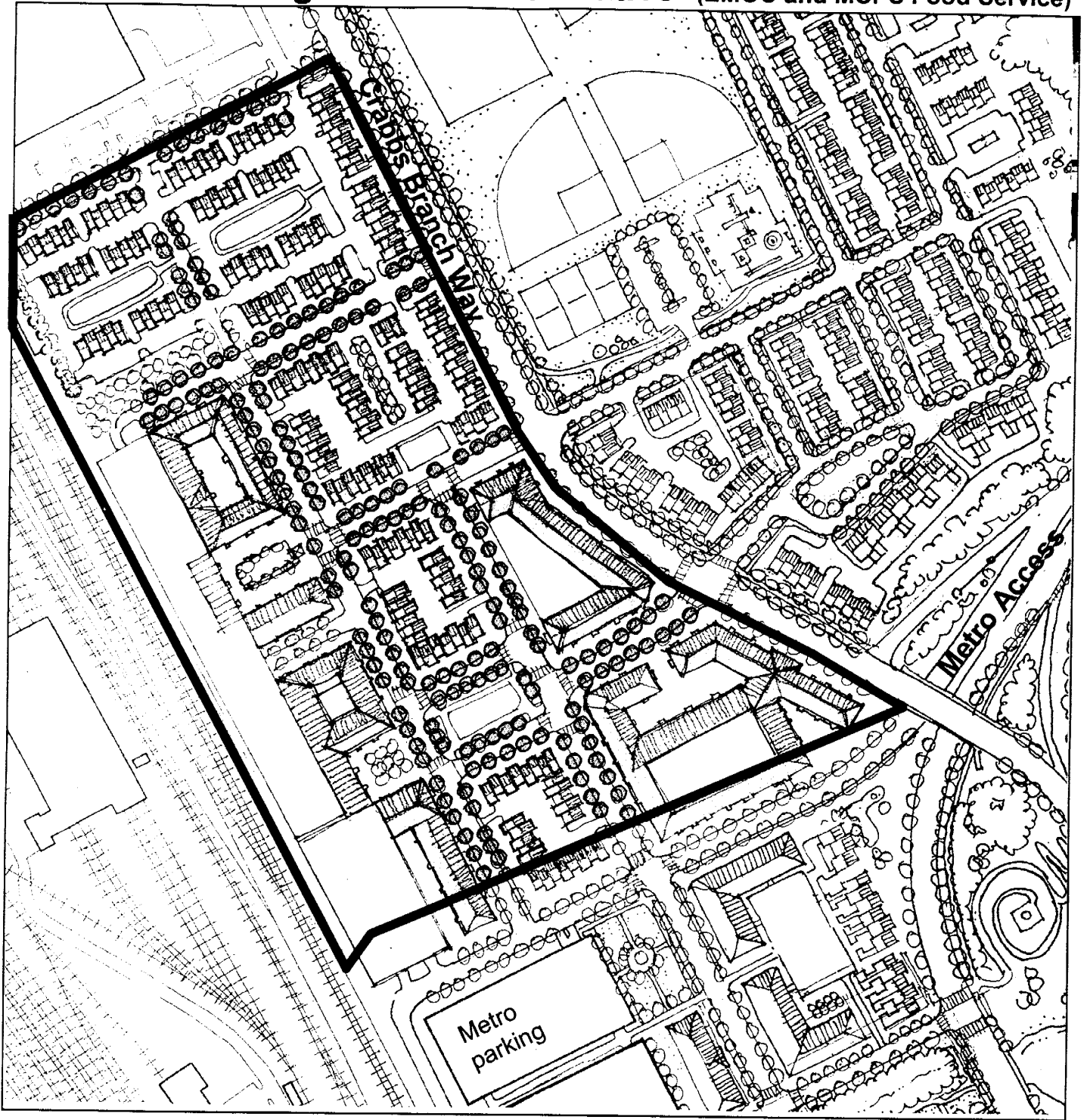
Metro North Neighborhood Illustrative (WMATA)



Not to Scale

-  Neighborhood Area
-  Mixed Use Residential

Metro North Neighborhood Illustrative (EMOC and MCPS Food Service)



Neighborhood Area

Mixed Use Residential

Not to Scale

Metro East/Old Derwood

The Planning Board has approved land use and zoning recommendations for the properties in Metro East/Old Derwood. Staff proposes an additional chapter to address historic preservation opportunities and recommends the inclusion of Transfer Development Rights (TDR) provisions for PD-zoned developments.

Staff Recommendation Approve rezoning I-1 zoned properties to R-90/PD-35. Approve a PD-13 option for the Derwood Church property, a PD-22 option for the Old Post Office, and an RT-6 option for the Derwood Business Center. Add a Plan chapter on historic preservation opportunities for Old Derwood. Support a bonus TDR option for all PD zoning options.

Just prior to Worksession 6, staff received a petition from Old Derwood residents requesting that several additional properties be added to the *Locational Atlas and Index of Historic Sites*. These properties include the Old Derwood Baptist Church, the Schoolhouse, and Hall's Corner Store. Staff has reviewed the petition and recommends these properties be considered for inclusion on the Atlas. The Plan recommends only consideration of designation and a joint action of the Planning Board and the Historic Preservation Commission will be required to place these properties on the Atlas.

The Plan should include a recommendation to allow TDRs in the Planned Development zones, which would allow an up to ten percent bonus density. Shady Grove is an appropriate location for TDRs, with growth encouraged at a Metro station, preserving outlying agricultural land. TDR density should not result in uses incompatible with the adjacent R-200 residential community (see Metro East/Old Derwood Illustrative Plan).

The Buffer Area

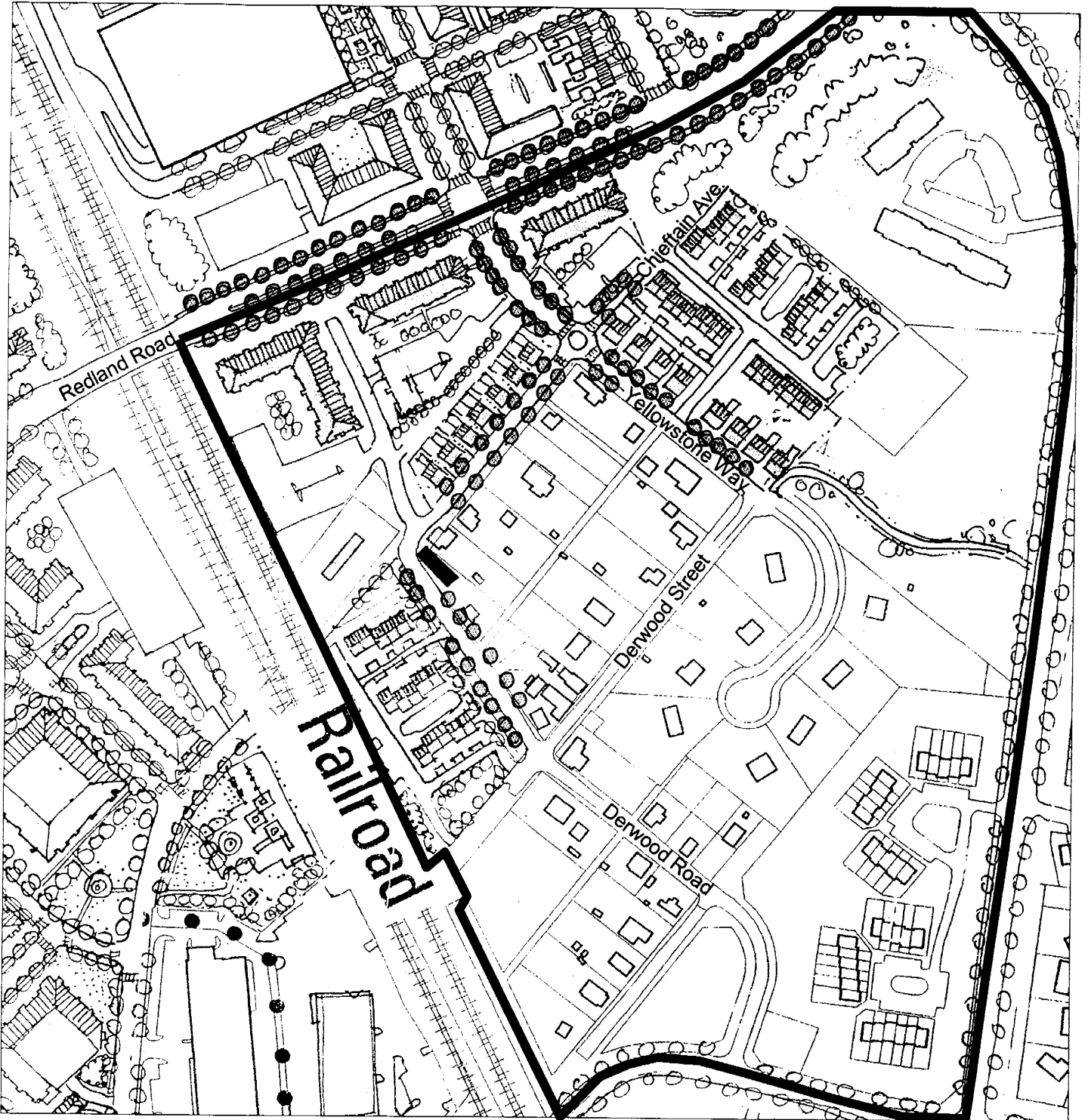
Jeremiah Park


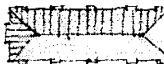
The Planning Board has approved the recommended land use mix and zoning, but still needs to determine if this area is appropriate for a potential public community center.

Staff Recommendation Approve up to 640 units with a R-90/PD-15 option including a library site and a ten-acre local park. If approved by the Recreation Department, incorporate a public community center here or closer to Metro. Include multi-family units that share parking with the library. Achieve a minimum of 50 percent single-family attached units, and support TDR bonus density.

The Plan should recommend a public community center be located either in Jeremiah Park or on the east side of the Metro station if the Recreation Department determines that one is justified. The community center can be included in a complex of public facilities with the library. Integrated development rather than separate buildings can

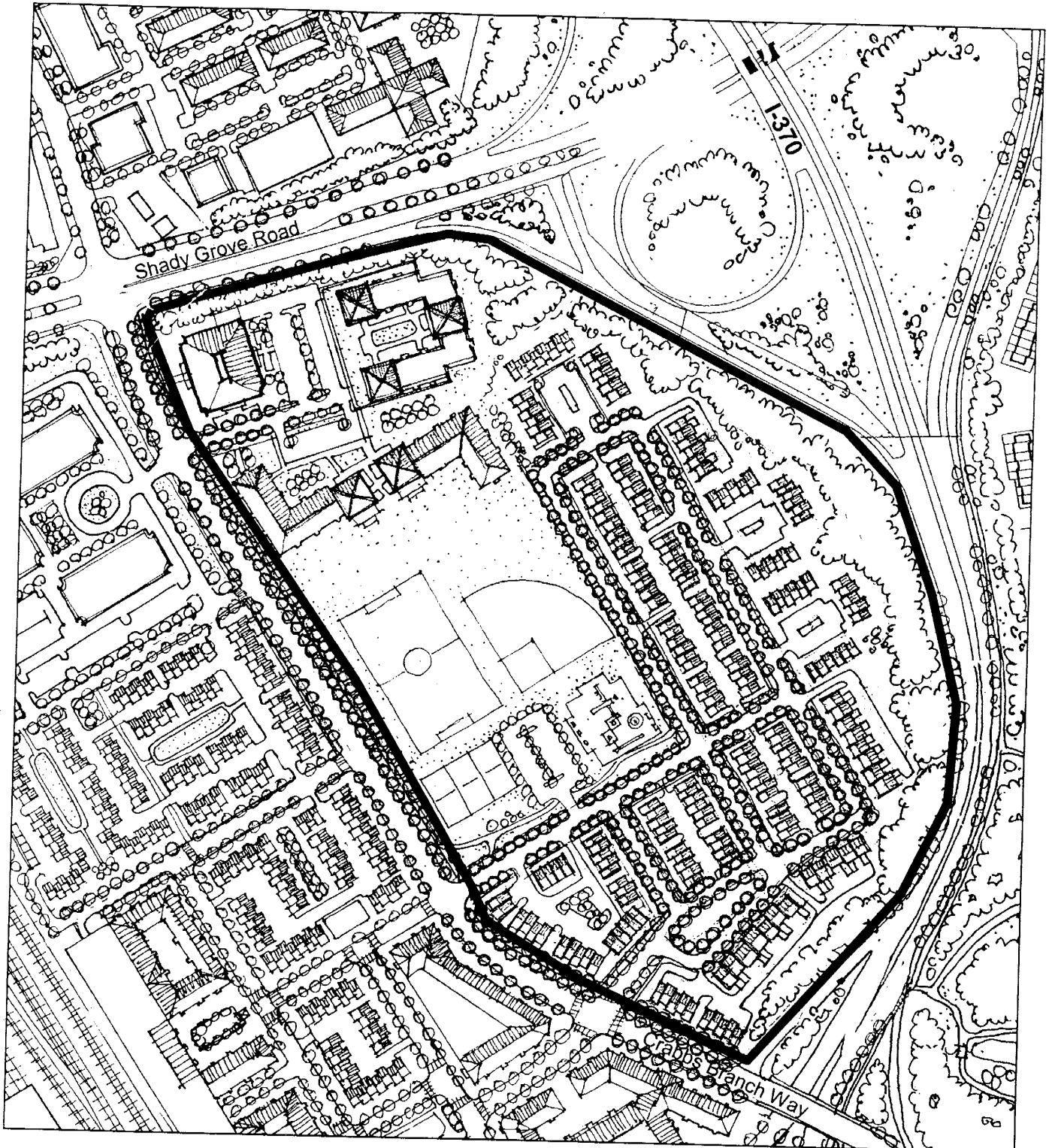
Metro East/ Old Derwood Illustrative





-  Neighborhood Area
-  Mixed Use Residential

Not to Scale

Jeremiah Park



-  Neighborhood Area
-  Residential

Not to Scale

accommodate the spatial needs in order to ensure adequate open space. Parking would be located in one structured parking garage (see Greg Bayor letter).

TDR bonus density is appropriate within the CSP. The ten percent density bonus can be accommodated on the 45-acre site and be compatible with adjacent communities if building heights are within four to five stories.

The Stormwater Management Pond

The Planning Board has approved these land use recommendations for more than 25 acres of nature-oriented, leisure recreation directly adjacent and accessible to the Metro Neighborhoods.

Staff Recommendation Previously approved passive recreation such as trails, picnic facilities, and a boardwalk around the pond to be provided by the M-NCPPC. The County will continue to own and manage stormwater functions.

The Grove

The Planning Board has approved the recommended land uses and zoning for this property. The Plan supports creating a mixed-use commercial center, encouraging housing over storefront retail uses, structured parking, and outdoor gathering places.

Staff Recommendation Approve rezoning to the RMX-2C Zone. Optional method will be permitted only to achieve senior housing with no additional commercial uses above 0.3 FAR. Approve design guidelines.

Casey at Mill Creek

The Planning Board has approved the recommended public facilities on Casey at Mill Creek. The community overwhelmingly supports these recommendations. MCPS supports this site for the elementary school, and they are resolving the layout and stormwater management concerns with the permitting agencies. The Planning Board will review the preliminary plan for this site in the near future.

Staff Recommendation Approve maintaining the existing R-90 zoning and designate an elementary school site, a neighborhood park, and 13 acres of Legacy Open Space.

Shady Grove Technology Corridor

Shady Grove Plaza

The Planning Board has approved the land use, zoning, street extension, and design guidelines for this area. Shady Grove Plaza will provide convenient commercial services and additional office space within the technology corridor.

Staff Recommendation Approve retaining the existing OM, TSM, and C-3 zoning, extending Pleasant Street into the King Farm, and approve the design guidelines.

Casey 2

The Planning Board approved the recommended rezoning to R&D with the optional I-3 zoning that included housing. Staff recommends a revision that deletes the housing option, keeping development within school capacity.

Staff Recommendation Rezone from R-20 to R&D with the option for I-3 zoning to expand the allowable technology and office uses.

This site and other technology properties along Shady Grove Road are best developed with non-residential uses that contribute to the area's advanced technology resources. Housing on this site and along Shady Grove Road exceed the area's capacity for one elementary school. Since this site is beyond walking distance to Metro and is adjacent to I-370, office or technology uses would be more appropriate.

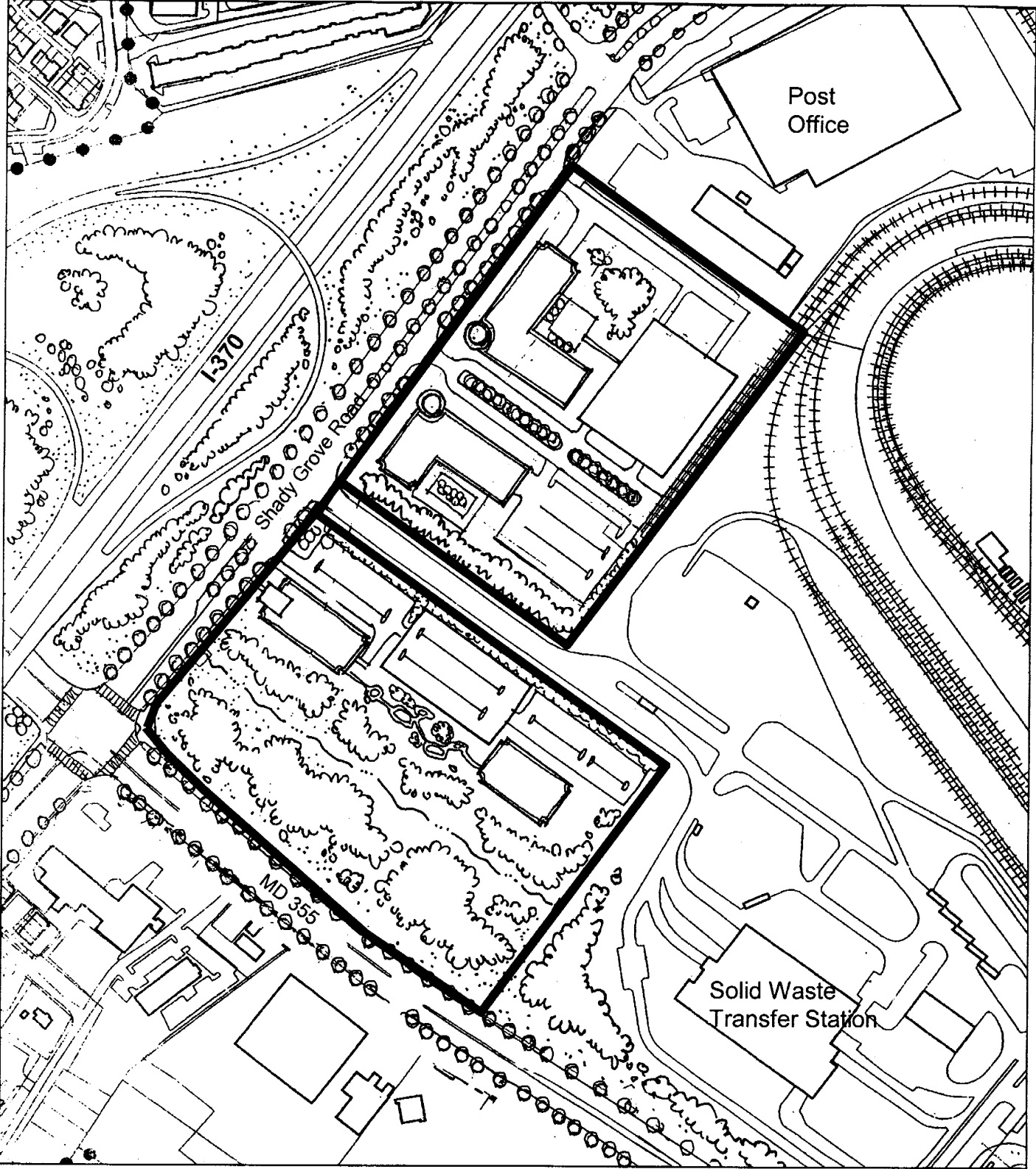
Casey 3

The Planning Board has approved land use and zoning recommendations for this site recognizing its signature location for either technology uses or a public facility such as the fire station. Residential development of the site will not be permitted given its proximity to the Solid Waste Transfer Station and WMATA's rail yards, and the need to stay within school capacity. The Planning Board questioned the proposed five-story building heights.

Staff Recommendation Rezone from I-1 to R&D with the option for I-3 zoning to expand the allowable technology and office uses allowing up to a 0.5 FAR. Limit building heights to five floors. Provide reforestation along MD 355 and restrict strip development of this frontage. Support a fire and rescue station on this site. Approve design guidelines.

The Plan recommends a building height of five stories, consistent with the R&D Zone's height limits, and to focus tall buildings at the Metro station with stepped down building heights toward the Plan's edges near residential areas. This site and others along Shady Grove Road are near existing residential communities in the City of Gaithersburg. Taller buildings would create another development focus along Shady Grove Road, taking away from the sense of center at the Metro. The allowable 0.5 FAR can be easily accommodated within the five-story height limit. The R&D Zone allows buildings up to 50 feet in height. The I-3 Zone allows up to ten stories (see Shady Grove Technology Corridor).

Shady Grove Technology Corridor (Casey 3 and Great Indoors)



Not to Scale

The Great Indoors – Sears Property

The Planning Board approved the land use and zoning recommendations with an option for housing on this site. Staff is recommending only non-residential uses, keeping development within the school capacity limits and recognizing that the site is not a desirable housing location.

Staff Recommendation Rezone from the I-1 to R&D with the option for I-3 zoning to expand the allowable technology and office uses allowing up to 0.5 FAR. Limit buildings to five stories. Support non-residential uses for the site.

This site and the other technology properties along Shady Grove Road, on the west side of the CSX rail lines, are most appropriate for non-residential uses. They are negatively affected by the heavy industrial uses of WMATA's rail yard and the unpleasant noise and odors from the adjacent Solid Waste Transfer Station. The sites are beyond walking distance to Metro and are not part of any adjacent residential community. Most importantly, housing development on this site and the other technology sites will exceed the school capacity limits, resulting in overcrowding at the elementary school level.

Building heights should be limited to five stories, consistent with the R&D 50-foot height limits and to maintain a focus of taller buildings at the Metro station stepping down height toward the edges of the planning area.

United States Post Office

The Planning Board has approved the land use and rezoning recommendations for this site. The housing option was also approved and staff is recommending that it be deleted at this site and for all technology sites west of the CSX tracks.

Staff Recommendation Rezone from I-1 to R&D with the option for I-3 zoning to expand the allowable technology and office uses allowing up to 0.5 FAR of non-residential uses. Limit building heights to five stories.

The Planning Board has approved the land use and rezoning recommendations for this site. The housing option was also approved and staff is recommending that it be deleted at this site and for all technology sites west of the CSX tracks.

County Service Park - Department of Liquor

The Planning Board has approved the land use and rezoning recommendations for this site. The housing option was also approved and staff is recommending that it be deleted to keep development within school capacity limits.

Staff Recommendation Rezone from I-1 to R&D with the option for I-3 zoning to expand the allowable technology and office uses allowing up to 0.5 FAR of non-residential uses. Limit building heights to five stories.

Casey 6

The Planning Board has approved the land use and zoning for the property and supports relocating County service facilities to this location. The alternative recommended land use, if the county facilities do not relocate here, would permit research, technology, and office uses with residential development as allowed under the I-3 housing option.

Staff Recommendation Support relocating a portion of the County Service Park to this site. Rezone from I-1 to I-3 with the housing option. If the County Service Park is not relocated here, allow up to 130 residential units to be built under the housing option. Recommend acquiring the western portion of the site adjacent to the Robert's Oxygen property for a local park if the property is developed with residential uses. Maintain building heights at 42 feet.

Staff recommends revising the Plan's current recommendation to acquire a portion of the Casey 6 property as an alternative local park if a local park in the Jeremiah Park neighborhood is not achieved. Given the great demand for recreation parks in this intensely developed part of the County, staff recommends that a second local park be provided within the planning area at this location. The amount of development does not justify dedication, so the site will need to be purchased.

Staff has reevaluated recreation demand to include population increases in the Gaithersburg Vicinity and the planning area. The additional ballfields on Casey 6 will help meet the need for six new fields. The new residents and the existing community will benefit from the convenience of an additional local park at Casey 6 rather than meeting this need outside the planning area in the Upper Rock Creek area. If the property is developed for non-residential uses, a local park would not be required.

Casey 7

The Planning Board approved the land use and zoning for this site. Questions were raised regarding the amount of open space and building height limits.

Staff Recommendation Rezone from I-1 to R&D and I-3 with an option for PD-18 zoning with up to 300 units. Provide 50 percent green space as required in the PD Zone. Limit building heights to five floors. Support TDR bonus density on PD development.

The Plan's building height limits of five stories along Shady Grove Road are consistent with the R&D Zone's 50-foot height limit and are intended to establish the tallest buildings focused at the Metro station with heights stepping down toward the edges. Building height limits are needed since the I-3 Zone allows up to ten stories and the PD zoning does not have a height restriction.

The PD Zone will require 50 percent open space. The Plan recommends a green landscaped edge along Shady Grove Road with a view of front-facing units along neighborhood streets. Units should front directly on to Crabbs Branch Way. Noise mitigation will be achieved with a variety of measures including garage placement, acoustical treatment of units, and berms and noise walls.

A TDR bonus density should be included on this site to achieve TDRs within the planning area. The additional bonus density can be achieved without compatibility concerns from adjacent residential areas.

Industrial Areas

Oakmont Industrial Park

The Planning Board approved the zoning, land use, height, and setback recommendations.

Staff Recommendation Retain I-1 zoning, upgrade Oakmont Avenue to County standards, and on the Robert's Oxygen property, establish a 42-foot maximum building height and a 50-foot building setback from adjacent residential properties.

Crabbs Branch Way Office and Industrial Park

The Planning Board approved the zoning, land use, and text amendment recommendations.

Staff Recommendation Retain I-1 zoning and support a text amendment that permits banks as a service use.

MD 355 South

The Planning Board approved maintaining the I-1 zoning without an overlay zone to promote housing. Redevelopment of this area for housing is desirable but the Planning Board recognizes that existing car dealerships are established uses that will probably remain for the foreseeable future.

Staff Recommendation Retain the I-1 zoning, achieve streetscape improvements along MD 355, and achieve a private street connection from Paramount Drive to Indianola Drive.

Plan language was also revised to allow a private street connection without a specified right-of-way from Paramount Drive to Indianola Drive. Streetscape improvements along MD 355 will be achieved through a text amendment requiring I-1 zoned property to provide streetscape improvements in accordance with Plan recommendations.

ITEM #5: STAGING PLAN

Staff Recommendation Approve a staging plan that ties development to transportation improvements, parks and other public facilities.

Discussion

Revising the Public Hearing Draft's proposed staging will tie it to needed infrastructure improvements and respond to public testimony. The current staging is based on a geographic pattern that promotes growth within the Metro Neighborhoods over development outside the Metro station area. This approach does not ensure that needed roadway improvements will be made in a timely manner, nor would it allow housing development outside the Metro Neighborhoods to proceed before redevelopment in the core.

Staging Objectives

- Establish a TMD as a priority, to be achieved before development begins.
- Allow small projects that do not generate more than 30 trips to be excluded from staging.
- Achieve area-wide public improvements in a timely manner tied to the number of housing units and non-residential development.
- Achieve neighborhood public improvements at the time of project approval; these improvements include neighborhood parks, public use space, streetscaping, and other amenities.

Features of the Proposed Staging Plan

- Instead of a geographic staging sequence, all properties in the planning area can go forward within the limits of each stage.
- Staging limits require road and park improvements sooner than the current Public Hearing Draft's recommendations.
- Metro Access Road partial interchange is required in Stage 2 due to the importance of convenient Metro access.
- Crabbs Branch Way and Redland Road are required to be upgraded at 50 percent of build-out or as adjacent development is approved.
- Provision of a Local Park is to be funded after 50 percent of development occurs, prior to Stage 3.
- A review of development impacts and timing at 50 percent of build-out will assess the need to revisit the Sector Plan's land use recommendations. The County Service Park relocation will be assessed at this time to determine if land use revisions are necessary.
- Improvements to the facilities in the County Service Park can go forward if no relocation proposals are received after one year of Plan approval.

These staging revisions will ensure that public facilities are provided in a timely manner. Schools are not staged within the Sector Plan because Annual Growth Policy provisions determine school requirements. At the time of preliminary plan review, individual projects are reviewed for adequacy of school facilities.

Before Stage 1:

- Receive County Council adoption of zoning text amendments and approve the complete sectional map amendment.
- Establish a Transit Management District (TMD) that adopts the Sector Plan's transit mode share goals of 35 percent for new residential development and 12.5 percent for commercial projects, and demonstrates implementation measures. The TMD's purpose is to increase transit ridership by requiring resident and business participation in transit programs, promoting transit alternatives, and increasing public awareness of transit options.
- Allow any project with less than 30 trips to be approved without staging.
- Allow any project that relocates County Service Park facilities to be approved without staging.

Stage 1 – 1,500 housing units and 1,570 new jobs

- Allow up to 1,500 new dwelling units and 1,570 new jobs. This represents approximately 25 percent of allowable housing and 30 percent of allowable jobs.
- At the time of project approval, development shall include all on-site public use space, private recreation, dedicated park facilities, required streetscaping, and other required amenities.
- Development projects shall participate in construction or funding of adjacent roadway improvements along their road frontage. Provision of new streets within the Metro Neighborhoods are primarily the responsibility of developers.
- Allow County Service Park improvements if no relocation proposals are received after one year from the Plan approval.

Before Stage 2:

- Funding for the Metro Access Partial Interchange must be provided to ensure adequate access to the Metro station. Establish the Urban Service District to provide maintenance and management services.

Stage 2 – 3,000 housing units and 2,650 new jobs

- Allow up to 3,000 new dwelling units and 2,650 new jobs. This represents almost 50 percent of allowable housing and jobs.

- At the time of project approval, development shall include all on-site public use space, private recreation, dedicated park facilities, required streetscaping, and other required amenities.
- If development adjacent to the pedestrian underpass or local park is proposed, such development must construct or participate in the funding for such facilities.

Before Stage 3:

- Full funding for Redland Road and Crabbs Branch Way roadway improvements and for the pedestrian underpass at Shady Grove Road and Crabbs Branch Way must be provided. Area-wide Metro pathways and bikeways also must be funded.
- Full funding for a Local Park must be provided either at Casey 6 or at Jeremiah Park.
- The TMD must demonstrate achievement of transit mode-share goals for participating development.
- Sector Plan is reviewed for adequacy of public facilities. Assess the need to revisit the Sector Plan's land use recommendations prior to opening up Stage 3.

Stage 3 – Remaining Density

- Allow remaining dwelling units and jobs to proceed.
- The second Local Park either at Jeremiah Park or at Casey 6 should be achieved at the time of proposed development.
- At the time of project approval, development shall include all on-site public use space, private recreation, dedicated park facilities, required streetscaping, and other required amenities.

ITEM #6: ZONING AND IMPLEMENTATION

Staff Recommendation

Create a new transit-oriented mixed-use zone for the Metro Neighborhoods to replace the TS-R or TS-M Zones as new master plans and sector plans are created.

Discussion

This proposed transit zone will allow densities and uses that help create new town centers and transit-oriented development outside of Central Business Districts (CBDs), within the I-270 Corridor, and in other areas of the County.

The Public Hearing Draft recommends a new zone that would allow redevelopment of the Metro North, South, and West Neighborhoods. This new transit-oriented mixed-use zone will replace the TS-R and TS-M Zones as new master plans and sector plans are completed.

The benefits of replacing the existing transit station zones include eliminating the long application process for a floating zone, which can take six to 12 months or more between application and County Council approval. The development review process would become more efficient, similar to existing CBD Zones.

Second, these standards will allow implementation of transit-oriented redevelopment at transit stations in concert with the urban form, mix of uses, and densities recommended in master plans or sector plans. Third, the proposed zone will improve the TS-R and TS-M development standards by refining design standards, including bonus densities for MPDUs and TDRs, and requiring public use space and amenities.

A new zone will also equitably distribute densities on the proposed new street network for Metro North, South, and West. A Euclidean zone provides all property owners the option of developing at higher densities with appropriate uses. Finally, by supporting transit-oriented development, the proposed zone will have positive Countywide implications for all non-CBD centers, including Shady Grove and Twinbrook, stations along the future Corridor Cities Transitway, and stations along the Purple Line.

Existing Standards

Staff evaluated existing zones including the CBD and mixed-use zones such as, Mixed-Use Planned Development (MXP) and Mixed-Use Neighborhood (MXN) to determine if these zones could be used to promote Metro-oriented redevelopment. They have several limitations including building heights, types of uses, limited association to approved and adopted master and sector plans, and significant minimum land area requirement. The complete evaluation of existing zones was included in the Worksession No. 6 packet.

Features of the New Transit Zone

After evaluating the existing zones, staff recommends a new Euclidean transit zone that will begin phasing out the TS-R and TS-M Zones through master plan and sector plan amendments. The proposed mixed-use transit zone will have the following characteristics:

- A Euclidean zone with standard and optional method procedures similar to CBD zones.
- A range of uses including residential, office, retail, commercial, biotechnology, and institutional uses not allowed in other zones.
- Development standards guided by the master plans and sector plans, including building heights and FARs.
- A density range from 0.5 to 3.05 FAR, the minimum and maximum percentage of commercial and residential development associated with master plan and sector plan recommendations.
- Flexible design standards, including building heights, streetscape, and public use space (a minimum of 20 percent), and compliance with guidelines in master and sector plans.
- Incentives for additional public use space, green building, and affordable housing.
- An efficient two-step review process with combined project plan/preliminary and site plan for optional method projects and site plan review for all development.

Description and Location

The new Transit-Oriented Mixed-Use Zone is intended for any master plan and sector plan that is located within a transit station area, outside of CBDs, and is recommended in an approved and adopted master plan or sector plan. It will support residential, office, commercial, and retail uses.

Development Methods and Approval Procedures

Standard and optional method development will be used for this new zone. Optional method will be approved using project plan, Section 59-D-2, and site plan, Section 59-D-3. These approval procedures are currently used in the RMX and CBD zones.

IMPLEMENTATION

Staff Recommendation Approve creation of a Transportation Management District and an Urban Services District to fund and maintain services for the Shady Grove Metro Neighborhoods.

Discussion

Implementing the Shady Grove Sector Plan requires a number of actions by government agencies including a sectional map amendment, capital projects, and development regulations. In addition to the implementation measures typically required,

the *Shady Grove Sector Plan* needs two public/private organizations to achieve the quality of place envisioned for the area. The Transportation Management District and the Urban Services District will provide needed services that will allow Shady Grove to become a livable, properly maintained community not overwhelmed with traffic.

Transportation Management District

Transportation Management Districts (TMDs) provide concentrated services to encourage the use of transit and other commuting options in Montgomery County's major business districts.

TMDs have four broad goals:

- Reduce traffic congestion
- Increase transportation capacity through mode-share allocations
- Reduce air and noise pollution
- Promote bicycle and pedestrian access.

TMDs are created by a County Council resolution under Section 42A of the County Code. TMDs are successfully operating in Friendship Heights, Silver Spring, Downtown Bethesda, and North Bethesda. In each of these TMDs, attaining applicable mode share goals from master plans or sector plans is pursued in the Annual Growth Policy (AGP) through a combination of development review and TMD staff activities.

Within TMDs, the Planning Board may, in conjunction with the Department of Public Works and Transportation, impose transportation demand management (TDM) measures as conditions of the Planning Board's approval of development. TDM measures typically include limiting parking, and promoting ridesharing, transit use, flex-time, and telecommute options through available programs provided at the federal, state, and local levels. The TDM measures are designed to achieve applicable AGP mode-share goals as defined either by the master plan or more stringent goals developed as a result of Alternative Review Procedures in Metro Station Policy Areas. The Planning Board also typically requires participation in ongoing TDM activities as a condition of approval.

The Executive manages the ongoing TMD activities. The TMD staff work primarily with employers and employees within the TMD to promote adoption of commuter benefits programs by employers and to inform employees about their commuting options. The TMD staff also manage an annual survey of employee commuter patterns and prepare a biennial report for the Planning Board.

During the past two years the County has aggressively increased TMD activities through passage of Bill 32-02, which requires that all employers with 25 or more employees in a TMD to implement a Traffic Management Plan (TMP), submit an annual report of TMP activities to the TMD, and participate in the TMD's annual commuter survey.

In Shady Grove, a TMD will be required as a staging element prior to allowing development to proceed. The Plan calls for a goal of 35 percent transit ridership for new residents in the Metro Neighborhoods and 12 percent for employees. Development approval will require TMD participation and achievement of ridership goals at 50 percent build-out. The TMD will work with developers and property owners to achieve these goals.

Urban Services District

Non-CBD activity centers such as proposed for the Shady Grove transit station area, require an increment of services not typically funded by the County's general revenues. An Urban Services District (USD) is a public-private partnership that administers maintenance, promotional, and management activities within the Urban District. The primary source of funding for the district would be a special ad valorem tax or fee on residents and businesses in a specific geographic area.

Services and activities offered by the public-private entity that would administer the Urban Services District include:

- Enhanced bus circulation to minimize automobile use
- Operating and maintaining public use space provided by property owners in the Metro Neighborhoods
- Operating and maintaining a private community center, if a public center is not provided by the County
- Additional maintenance of rights-of-way for major and arterial roadways
- Street tree maintenance
- Street cleaning and litter pick-up in rights-of-way
- Community and cultural events programming
- Marketing and promoting residential and commercial projects within the district.

A Shady Grove Urban Services District should be created by the Montgomery County Council. The County Council establishes the district's boundaries and projects the tax revenues to support capital projects and operating funds.

Development District Funding Mechanism

This Plan supports the use of development districts as a funding mechanism to implement public facilities sooner than might be achieved by the Capital Improvements Program. The development district approach is optional and not required to implement the Plan.

A development district is a taxing district for which the County can issue special obligation bonds and where the responsibility for debt repayment confers to residential and commercial property owners through a special tax. The purpose of a development district is to enable a specific area of the County where a significant amount of growth is occurring to meet its infrastructure needs sooner than the Capital Improvements

Program could. The benefits of a development district include predictable funding of needed facilities and infrastructure construction in sequence with development.

In Shady Grove, the development district could be used to fund high-cost infrastructure such as interchanges where benefits extend beyond the specific properties included in the development district. Public infrastructure such as constructing facilities at Jeremiah Park, building a library facility, conversion of Crabbs Branch Way to business district street standards, pedestrian improvements, and passive recreation facilities at the stormwater management facility would be eligible for funding by the prospective development district.

The enabling legislation in Section 14-7 of the Montgomery County Code requires the Planning Board to evaluate the proposed development district for compliance with Adequate Public Facilities and Annual Growth Policy (AGP) requirements and to make its recommendation to the County Council. In addition, the revised AGP recommends that impact taxes for transportation and schools be collected countywide; the impact taxes will be credited against the larger costs of infrastructure that would be needed in the Shady Grove Transit Station area.

Recent experience with development districts in Germantown and Clarksburg is promising. In Germantown, near South Germantown Recreation Park, district financing has funded over \$13 million in infrastructure improvements allowing over 1,300 housing units since 2000. In Clarksburg, three development districts have been proposed. Clarksburg Town Center has been approved for bond financing, but the bonds have not been issued while the project is in re-design. Two other districts, Clarksburg Village and Skylark/Greenway Village have been proposed and are under review by the County Executive and the Department of Finance.

Options in addition to funding through the County's Capital Improvements Program include development districts, tax increment financing districts, impact taxes, user fees, in-kind contributions, and a systems development charge.

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Attachments