

## ATTACHMENT 2:

### Implementation Guide: Actions Listed by Timeframe

The purpose of this document is to provide additional information to guide the implementation of Thrive Montgomery 2050. The following tables organize the actions by timeframe and provide information on which agencies will need to be involved in implementing the actions. It is intended to be a working resource to support the implementation of the Plan and will be updated on a regular basis. This document is not a formal component of the Plan.

#### *How to read this document*

The following tables show the actions listed in the Thrive Montgomery 2050 chapters, sorted by timeframe, which helps with prioritization. The column headings are:

**Goal and policy numbers** refer to the goal and policy numbers under which the actions are located in the plan.

**Action number and Description** lists the action in the plan.

#### **Timeframe**

**Short-term:** Actions to be completed within five years. These are the highest priority actions needed to jump start Thrive Montgomery 2050 implementation.

**Medium-term:** Actions to be completed in six to fifteen years. These actions follow the short-term actions and may take more time to implement.

**Long-term:** Actions that will take 16+ years to complete. Additional, incremental work in the short- and medium-term may be required to complete implementation of long-term actions

Agency Roles lists the agencies involved in implementing the action. The lead agency is listed first. The list of agencies is not intended to be exhaustive and other agencies will likely be involved with many of the actions.

## List of Common Agency Acronyms & Abbreviations

*Montgomery County agency unless otherwise indicated*

<b><u>Agency name</u></b>	<b><u>Abbreviation or Acronym</u></b>
MNCPPC - Planning Department	Planning
MNCPPC - Parks Department	Parks
Arts and Humanities Council	AHC
Montgomery County Community Engagement Cluster	CEC
Department of General Services	DGS
Department of Housing and Community Affairs	DHCA
Department of Permitting Services	DPS
Department of Technology Services	DTS
Department of Finance	Finance
Fire and Rescue Service	FRS
Department of Health and Human Services	HHS
Housing Opportunities Commission	HOC
Historic Preservation Commission	HPC
Montgomery College	MCC
Montgomery County Department of Transportation	MCDOT
Montgomery County Economic Development Corporation	MCEDC
Montgomery County Public Schools	MCPS
Maryland Department of Transportation	MDOT
Metropolitan Washington Council of Governments	MWCOG
Office of Agriculture	OAG
Office of the County Executive	OCE
Office of Management and Budget	OMB
Regional Service Center	RSC
Maryland State Highway Administration	SHA
University of Maryland	UMD
Universities at Shady Grove	USG
Worksource Montgomery	Worksource
WSSC Water	WSSC

## Short Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
1.1	1.1.1	Action 1.1.1.a: Initiate a Complete Communities Functional Master Plan to assess neighborhood needs and gaps in the uses/services that would result in a broad array of Complete Communities throughout the county within the urban, suburban, and rural context.	Short	Planning/DHCA/DGS/REC/MCPS/DOT
1.1	1.1.2	Action 1.1.2.a: Review and revise the zoning categories and requirements in the Montgomery County Zoning Ordinance as needed to accommodate a variety of uses and densities within Complete Communities.	Short	Planning /DHCA/DGS/DPS
1.1	1.1.4	Action 1.1.4.a: Further the Missing Middle Housing Study by identifying options and implementation strategies to increase the variety and density of housing types in areas zoned for single-family detached and semi-detached housing, particularly in areas located within a 15-minute walk or bike ride of rail and bus rapid transit (BRT).	Short	Planning /DHCA
1.1	1.1.5	Action 1.1.5.a: Implement innovative school design on more compact parcels of land and in adaptively reused buildings to promote walkable schools.	Short	Planning/MCPS
1.2	1.2.1	Action 1.2.1.a: Work with relevant county agencies to develop best practices manuals that maximize the public benefits of existing and new public facilities through co-location, redevelopment, consolidation, redistribution, partnerships, and a focus on design excellence.	Short	Planning/DGS/DOT/MCPS
1.4	1.4.1	Action 1.4.1.a: Develop guidance to conduct a racial equity and social justice impact analysis when planning, designing and budgeting for new community facilities such as libraries, recreation centers, schools, parks, and public infrastructure to determine whether the new amenity will be accessible to nearby residents of all backgrounds and will reduce any existing inequities in access.	Short	Planning/Parks/DGS/MCPS/DOT
1.4	1.4.2	Action 1.4.2.a: Develop metrics to monitor implementation of recommendations that advance racial equity and social justice and measure outcomes.	Short	Planning
2.1	2.1.2	Action 2.1.2.b: Study the walking and transit accessibility of the existing network of parks and trails, nature centers, and cultural sites to identify opportunities to improve accessibility to parks and trails for all residents.	Short	Planning/Parks/ MCDOT /SHA
2.1	2.1.2	Action 2.1.2.d: Create new design typologies for park facilities in urban areas such as community gardens, dog parks, skate parks, playgrounds, community open space, and picnic and grill spaces. Include guidance in the new typologies that the designs should reflect the culture and traditions of the communities where they are located.	Short	Parks/Planning/ Community Engagement Cluster (CEC)
2.1	2.1.3	Action 2.1.3.a: Create a pedestrian infrastructure improvements priority list in coordination with county and state transportation agencies in order to implement walkability standards in communities underserved by safe, walkable infrastructure. Use the Pedestrian Master Plan and the mapping analysis of community equity emphasis areas to inform this list.	Short	Planning /MCDOT / SHA
2.2	2.2.1	Action 2.2.1.a: Launch an educational program that includes basic courses in planning, regulatory, and zoning processes for residents and all stakeholders to increase understanding, accessibility, and participation.	Short	Planning
2.2	2.2.1	Action 2.2.1.b: Develop a placemaking toolkit to continue and enhance community-led initiatives for placemaking, neighborhood identity, and social enrichment. Periodically update the toolkit in close consultation with community leaders.	Short	Planning
2.2	2.2.2	Action 2.2.2.c: Launch required racial equity, social justice, and cultural competency training program for Montgomery Parks and Planning staff working on functional plans, master plans and special projects to ensure the departments effectively engage residents from diverse communities, especially historically marginalized and immigrant residents.	Short	Planning/Parks

## Short Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
2.2	2.2.3	Action 2.2.3.a: Continue branding and marketing campaigns to increase public awareness of the role of Montgomery Planning and Montgomery Parks in the county and the impact on residents' lives.	Short	Planning/Parks
2.3	2.3.1	Action 2.3.1.a: Complete a county-wide study mapping the distribution of neighborhood-based services relative to underserved communities. The study could include a survey of county residents to identify disparities in access to quality services by area or region. Produce equity-access metrics at the local level to be evaluated and monitored in a timely manner.	Short	Planning/HHS/DGS
2.4	2.4.1	Action 2.4.1.a: Inventory the use and availability of existing and emerging technology within disconnected communities to ensure that all residents have equal access to information infrastructure. Use the analysis of community equity emphasis areas to create a map of technology access deserts and a list of priority areas for bridging the digital divide.	Short	Planning/ DTS
2.4	2.4.1	Action 2.4.1.b Identify poor coverage area (dead spots) in rural areas that are suitable for network expansion and information technology installation.	Short	Planning/ DTS
2.4	2.4.3	Action 2.4.3.c: Develop a county-wide technology strategy around the use of public infrastructure, including but not limited to autonomous vehicles, delivery robots and drones, and the supporting technology such as networked urban sensors, wireless mesh networks, and energy microgrids. The strategy will emphasize that municipal technology is a public good, does not compromise privacy or security and narrows equity gaps. It could include county as the public technology provider for all citizens to access high quality services.	Short	DTS/ Planning/MCDOT/ SHA/ FRS/ DPS
2.5	2.5.1	Action 2.5.1.a: Develop a model using socioeconomic criteria to identify community equity emphasis areas within the county. Use the results of this model to analyze racial equity and social justice issues for community and park planning and as a guide for Montgomery Parks to prioritize Capital Improvement Projects.	Short	Planning/Parks
2.5	2.5.1	Action 2.5.1.b: Develop composite displacement risk and opportunity access indices. Use them to assist in making decisions about growth, to assess investment strategies that maximize equitable development, and to bring racial equity and social justice considerations into the master planning process.	Short	Planning
3.1	3.1.1	Action 3.1.1.a: Conduct space and infrastructure assessments for industries and industry clusters targeted by economic development agencies as part of master plans and ensure that land use planning efforts address deficiencies.	Short	Planning/MCEDC/OCE
3.2	3.2.1	Action 3.2.1.a: Study potential land value capture strategies including a differential tax or split-rate property tax—where land is taxed at a higher rate than improvements—to return publicly-created land value to the public, to encourage dense development of existing commercial centers and to discourage vacant and underutilized properties.	Short	Planning/Finance/OMB
3.2	3.2.1	Action 3.2.1.b: Study the potential to establish innovation districts. Offer financial and regulatory support to organizations engaged in innovative building, infrastructure, and social initiatives in areas such as sustainable building construction (e.g., net-zero and net-positive buildings and cradle-to-cradle or “circular” construction methods), green infrastructure, smart electric grids and state-of-the-art affordable housing.	Short	Planning/Energy and Sustainability/Finance/General Services
3.3	3.3.1	Action 3.3.1.a: Complete an Employment Growth and Access Functional Plan to determine if and where land use policies limit growth of and access to a variety of job types. Recommend strategies for addressing these limits.	Short	Planning

## Short Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
3.3	3.3.3	Action 3.3.3.a: Conduct an Economic Equity Study to determine baseline levels of and barriers to employment equity for people of color, people with disabilities, immigrants, people for whom English is not a primary language, and LGBTQ people. Set measurable targets and timelines to increase inclusion and equity.	Short	Worksource Montgomery/MCEDC/Montgomery College
3.4	3.4.1	Action 3.4.1.a: Create a county-wide freight plan in partnership with MCDOT to ensure the efficient movement of goods over road, rail, and water while eliminating environmental and equity impacts associated with freight logistics.	Short	Planning/MCDOT
3.4	3.4.1	Action 3.4.1.b: Develop an urban logistics strategy to ensure that the increasing volume of e-commerce-related deliveries are accommodated without disrupting quality of life.	Short	Planning/MCDOT
3.4	3.4.1	Action 3.4.1.c: Conduct a refined study of types and locations of space needed by PDR businesses to help the county make informed decisions about redevelopment and ensure adequate industrial land for the modern economy.	Short	Planning
3.5	3.5.1	Action 3.5.1.a: Conduct a Regional Innovation Capacity and Connectivity study to identify innovation assets in the region such as federal, private, and university research labs; assess the type and quantity of innovations they produce; assess their physical proximity and accessibility to one another; and compare these factors to peer regions.	Short	Planning/MCEDC/Maryland Tech Council and other Tech intermediaries/MCC/USG
4.1	4.1.1	Action 4.1.1.b: Update the Master Plan of Highways and Transitways to consider whether to remove master-planned but unbuilt highways and road widenings.	Short	Planning, MCDOT, MDOT
4.1	4.1.2	Action 4.1.2.b: Develop a strategy to expand commuter rail capacity on the MARC Brunswick Line to provide additional station locations in Montgomery County and provide bidirectional all-day service, seven days a week.	Short	Planning, MCDOT, MDOT
4.2	4.2.2	Action 4.2.2.a: Update the Master Plan of Highways and Transitway to limit the number of through-lanes in downtowns and town centers to a maximum of four general purpose lanes and repurpose space for transit lanes, wider sidewalks, bikeways, trees, and stormwater management. Discourage new turn lanes in downtowns and town centers.	Short	Planning, MCDOT, MDOT
4.2	4.2.2	Action 4.2.2.b: Develop curbside management strategies and regulations to provide reliable access to homes, jobs, retail opportunities, and public facilities and amenities. This should include a logistics plan to facilitate increasing volumes of e-commerce-related deliveries.	Short	Planning, MCDOT, MDOT
4.3	4.3.1	Action 4.3.1.a: Eliminate motor vehicle parking minimums for new development projects in downtowns, town centers, and rail and BRT corridors to encourage travel by walking, bicycling, and transit.	Short	Planning, MCDOT
4.3	4.3.2	Action 4.3.2.a: Update motor vehicle public parking rates to increase to market rates.	Short	MCDOT
4.4	4.4.1	Action 4.4.1.a: Create guidelines for developing a safety component for master plans focused on eliminating transportation-related fatalities and severe injuries. Create metrics and other components for a safety analysis for proposed transportation capital projects and capital budgeting decision-making.	Short	Planning, MCDOT
4.4	4.4.1	Action 4.4.1.b: Develop an Access Management Plan.	Short	Planning, MCDOT, MDOT.
4.5	4.5.2	Action 4.5.2.a: Conduct a study to determine how to apply congestion pricing in Montgomery County, including how to foster equity and distribute the revenue to promote walking, bicycling, and transit.	Short	Planning, MCDOT, MDOT.
4.5	4.5.3	Action 4.5.3.a: Develop an implementation plan for transitioning to zero emission fueling in residential and commercial development and public facilities and spaces.	Short	DEP, Planning, MCDOT

## Short Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
4.6	4.6.1	Action 4.6.1.a: Conduct a study to reexamine the travel needs of vulnerable users of the transportation system and create strategies to improve their access to jobs, food centers, age-restricted housing, health care, and other services. Prepare an Aging Readiness Functional Master Plan to support safe transportation options for the county's aging population and address topics such as transit use, curbside management, and street infrastructure.	Short	Planning, MCDOT, MDOT
4.6	4.6.1	Action 4.6.1.b: Incorporate universal design principles into the county code, regulations, policies, and guidelines to improve access for seniors and persons with disabilities	Short	MCDOT, DPS, Planning
4.6	4.6.1	Action 4.6.1.c: Develop an approach to prioritize transportation projects to improve walking, bicycling, and transit in community equity emphasis areas.	Short	MCDOT, Planning
4.8	4.8.1	Action 4.8.1.a: Work with the Metropolitan Washington Council of Governments (MWCOC) and other jurisdictions to create a regional active transportation plan and prioritize walking, cycling, and transit in interjurisdictional infrastructure projects.	Short	MWCOG, Planning, MCDOT
4.9	4.9.2	Action 4.9.2.a: Prepare a plan to develop, prioritize, and implement flood mitigation measures for existing flood-prone transportation facilities based on vulnerability assessments and consideration of extreme precipitation events and sea level rise.	Short	MCDOT, Planning, DEP
5.1	5.1.1	Action 5.1.1.a: Expand housing options in detached residential areas near high-capacity transit by modifying the zoning code to allow duplexes, triplexes, and quadruplexes, residential types by-right and with smaller lot areas.	Short	Planning
5.1	5.1.3	Action 5.1.3.a: Establish a more streamlined process for affordable housing projects, including revisions to the Local Map Amendment [1], Floating Zone [2], Conditional Use [3] and Mandatory Referral processes.	Short	Planning, DGS
5.1	5.1.6	Action 5.1.6.a: Review regulations and policies, including impact taxes and zoning, to remove barriers and encourage the production of creative housing options, including multi-generational housing, single room occupancy, shared housing, cooperative housing, and co-housing.	Short	Planning
5.1	5.1.9	Action 5.1.9.d: Consider exempting first-time homebuyers from county-imposed fees and taxes like the recordation tax.	Short	Finance
5.2	5.2.1	Action 5.2.1.a: Provide appropriate financial incentives, such as tax abatements, Payment in Lieu of Taxes (PILOTs), and Tax Increment Financing (TIFs) to increase housing production in targeted locations near high-capacity transit.	Short	Finance, DHCA, OMB
5.3	5.3.3	Action 5.3.3.a: Consider implementing income averaging to reach broad levels of affordability.	Short	DHCA
5.3	5.3.3	Action 5.3.3.d: Allow for rent increases in MPDUs to be indexed to increases in Area Median Income to help preserve affordability.	Short	DHCA
5.3	5.3.5	Action 5.3.5.a: Explore changes to the recordation tax to generate additional funding for the HIF.	Short	Finance
5.4	5.4.2	Action 5.4.2.a: Explore changes to the zoning code to support the creation of permanent supportive housing units like Single-Room Occupancy (SRO) or Personal Living Quarter (PLQ) units by-right in all residential and mixed-use zones.	Short	Planning
5.5	5.5.1	Action 5.5.1.a: Create a "No Net Loss" of Affordable Housing Floating Zone in targeted areas like the Purple Line corridor.	Short	Planning
5.5	5.5.1	Action 5.5.1.e: Create, maintain, update, and analyze a comprehensive inventory of housing properties at-risk for affordability loss by type, location, and risk profile to enhance preservation pipeline management, prioritization, and resource allocation decisions.	Short	Planning, DHCA
5.5	5.5.4	Action 5.5.4.b: Create a preservation fund in targeted areas to help nonprofits purchase market rate affordable properties.	Short	DHCA

## Short Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
5.5	5.5.6	Action 5.5.6.a: Promote financial and technical assistance and counseling to renter households that may be at risk of eviction.	Short	DHCA
5.6	5.6.4	Action 5.6.4.a: Develop a Regional Fair Housing Plan with other jurisdictions and the Metropolitan Washington Council of Governments.	Short	MWCOG, Planning, DHCA
6.1	6.1.1	Action 6.1.1.a: Develop urban environmental guidelines to incorporate green features and amenities in urban areas that will address climate change; provide cleaner air, water and shading and cooling features; and improve human health.	Short	Planning/MCDOT/DEP/DPS
6.2	6.2.1	Action 6.2.1.a: Develop guidelines and standards for climate-sensitive design principles and materials for new public and private development projects. Ensure these standards include strategies to maximize greenhouse gas reductions in the built environment, including approaches for generating clean renewable energy and reducing heat island effect.	Short	Planning/DEP/DPS/MCDOT
6.2	6.2.1	Action 6.2.1.b: Conduct a study to identify areas vulnerable to the negative impacts of climate change. These impacts include new or increased flooding and a higher potential for heat island effect. Include an analysis of areas with historically disadvantaged and vulnerable populations most likely to be negatively impacted by these conditions, such as communities of color, low-income residents, older adults, and those with chronic health challenges. The study also should assess how floodplains in Montgomery County will change over the coming decades.	Short	Planning/MCDEP/MCDPS
6.2	6.2.2	Action 6.2.2.a: Develop incentives such as a carbon tax or fee to reduce greenhouse gas emissions.	Short	Planning/DEP/MCDOT
6.2	6.2.2	Action 6.2.2.b: Expand the inclusion of electric vehicle charging stations for all new development and redevelopment.	Short	Planning/MCDOT
6.2	6.2.2	Action 6.2.2.c: Create or choose a tool to apply during the planning process to evaluate land use options to meet our GHG reduction goals.	Short	Planning/DEP
6.2	6.2.4	Action 6.2.4.a Create performance standards for utility infrastructure to mitigate and adapt to climate change and track the effectiveness of climate adaptation strategies for infrastructure.	Short	Planning/DEP/WSSC/MCDPS
6.2	6.2.5	Action 6.2.5.a: Identify and evaluate opportunities for siting alternative energy production and storage systems. This effort should be coordinated with recommendations from the Montgomery County's Climate Action and Resilience Plan.	Short	Planning/DPS/DEP/MCDOT/DGS/MCPS
6.2	6.2.5			
6.3	6.3.1	Action 6.3.1.a: Develop Health Impact Assessment tools to be used at all levels of decision making specific to each agency and to inform cross-agency collaboration. Predict and advance the health and well-being of our residents using technological innovations for data gathering.	Short	Planning/HHS/DPS/MCDOT/DEP/MCPS/DG S/ other agencies
6.3	6.3.2	Action 6.3.2.a: Expand Montgomery Planning's Recreation Guidelines and requirements to include design guidelines for informal activities.	Short	Planning
6.3	6.3.3	Action 6.3.3.a: Reduce vehicle miles traveled and the use of single-occupancy cars.	Short	Planning/DEP
6.3	6.3.7	Action 6.3.7.a: Review County lighting standards for potential revision to address energy efficiency, fixture design, and other considerations that avoid light spillover into adjacent areas.	Short	Planning/DEP/DPS/MCDOT/MCPS/DGS
6.3	6.3.7	Action 6.3.7.b: Evaluate the Dark Skies Initiative and similar approaches for ways to limit light pollution.	Short	Planning/DEP/DPS/MCDOT/MCPS/DGS
6.4	6.4.1	Action 6.4.1.a: Evaluate existing public and private open space and facilities and identify opportunities for the inclusion of community gardens and the development of urban farms.	Short	Planning
6.5	6.5.1	Action 6.5.1.a: Research and create guidance for innovative development, retrofit and construction designs, and techniques that minimize imperviousness.	Short	Planning/DPS/DEP/MCDOT

## Short Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
6.5	6.5.2	Action 6.5.2.a: Conduct a study to identify forests and other natural areas with high value for climate mitigation, resilience, and biological diversity. Establish appropriate forest and non-forest canopy goals and strategies to protect plant and wildlife diversity and human health.	Short	Planning/DEP
6.5	6.5.2	Action 6.5.2.c: Study the County Forest Conservation Law and regulations intended to preserve specimen and champion trees. Identify improvements to the law and regulation's effectiveness and efficiency, including guidelines of native trees for inclusion in development and natural area protection projects that are resilient to climate change and support native wildlife, including pollinators.	Short	Planning/DEP
6.5	6.5.2	Action 6.5.2.d: Develop a long-range forest quality management plan to address fragmentation, deer pressure, invasive threats, and the forest's capacity to withstand and mitigate climate impacts.	Short	Planning/DEP
6.5	6.5.6	Action 6.5.6.a: Develop incentives for developers to restore existing streams and daylight piped streams during the redevelopment process.	Short	Planning/DEP/DPS/MCDOT
7.2	7.2.1	Action 7.2.1.b: Conduct an evaluation of the Commercial / Residential and Employment Zones Incentive Density Implementation Guidelines for development projects, including the required public benefits, and public benefit categories and criteria so as to provide incentives for increased density around rail and BRT corridors.	Short	Planning
7.3	7.3.3	Action 7.3.3.a: Identify successful case studies to learn how other communities across the United States are using land value capture to fund investment in public infrastructure.	Short	Planning
7.4	7.4.2	Action 7.4.2.c: Explore opportunities to enhance the Transfer of Development Rights and the Building Lot Termination programs to incentivize their use. Create additional capacity to ensure that the programs continue to preserve contiguous farmland and maintain the economic viability of farming.	Short	Planning/OAG
7.5	7.5.1	Action 7.5.1.b: Update the Montgomery County Zoning Ordinance to identify urban and suburban farming as permitted uses.	Short	Planning/OAG
7.5	7.5.1	Action 7.5.1.d: Revise the Commercial/Residential and Employment Zones Incentive Density Implementation Guidelines to identify urban and suburban farming as a public benefit.	Short	Planning
8.1	8.1.1	Action 8.1.1.a: Create a county-wide urban design vision and guidelines for growth using a rural-to-urban transect.	Short	Planning
8.2	8.2.1	Action 8.2.1.b: Create design guidelines focused on projects that deliver high levels of affordable housing to illustrate how great architecture can be achieved at an affordable price point through simple design and new construction technologies that reduce costs.	Short	Planning/DHCA/DPS
8.2	8.2.7	Action 8.2.7.a: Establish and fund a program that invites communities to submit applications to implement their placemaking ideas within their neighborhoods.	Short	Planning/County Council
8.2	8.2.10	Action 8.2.10.b: Adopt the 8-80 Principle as official county policy. This policy promotes the idea that if all buildings, streets, and public spaces are safe and easily accessible for an 8- year-old and an 80-year-old, then they will function well for all people.	Short	County Council/Planning
8.2	8.2.10	Action 8.2.10.c: Create a "Ciclovia" or "open streets" program for the county that facilitates temporary and long-term closures of streets for community events, recreation, and play.	Short	MCDOT/Planning
8.2	8.2.10	Action 8.2.10.d: Create a Parklet program for the county that facilitates the creation of small-scale public spaces to support retail businesses and provide gathering places within rights-of-way.	Short	MCDOT/Planning
8.4	8.4.1	Action 8.4.1.a: Partner with DPS and other county agencies to update the County Code to fast track and create incentives for projects that adaptively reuse at least 50% of an existing structure or preserve at least 50% of all existing building materials on site.	Short	DPS/Planning



## Short Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
8.4	8.4.1	Action 8.4.1.c: Create a program that periodically catalogs building types in the county with a high risk of obsolescence such as suburban office buildings and shopping malls and promotes their conversion and adaptive reuse through design guidelines and ideas competitions.	Short	Planning/DPS
8.4	8.4.1	Action 8.4.1.d: Conduct a study exploring future uses for parking and automobile related transportation infrastructure in the context of impending automation and shared mobility trends.	Short	Planning/MCDOT
8.5	8.5.1	Action 8.5.1.a: Document all county arts and culture investments and track their impacts in a centralized, easy-to-use database.	Short	AHC/Planning
8.5	8.5.1	Action 8.5.1.b: Create a broadly inclusive Cultural Plan that establishes a refreshed vision, sets goals, criteria, and priorities for the county's support of the arts and culture sector and address the processes by which the County's resources are allocated.	Short	AHC/Planning
8.5	8.5.1	Action 8.5.1.c: Create a new Public Art Master Plan that guides the provision of public art and better aligns it with planning processes, development review, capital project budgeting, and county services.	Short	AHC/Planning/DPS
8.5	8.5.2	Action 8.5.2.a: Collaborate with arts advocacy partners to develop shared service strategies to support capacity of small- and medium-sized arts and culture organizations.	Short	AHC/Planning
8.5	8.5.2	Action 8.5.2.c: Develop strategies, in collaboration with arts advocacy partners, for building arts capacity as a component of social service and other community-based organizations.	Short	AHC/Planning/Non-Profits
8.5	8.5.4	Action 8.5.4.b: Update the county's Zoning Ordinance to further incentivize the provision of affordable space for arts and cultural uses (live/work space; rehearsal and workshop space; presentation and exhibition space etc.). Eliminate regulatory barriers to live-work spaces, home studios, galleries and other small-scale art-making and creative businesses.	Short	Planning/DPS/AHC
8.5	8.5.4	Action 8.5.4.c: Strengthen incentives for repurposing historic properties for arts uses.	Short	Planning/HPC/DPS
8.5	8.5.4	Action 8.5.4.d: Research the applicability of the concept of "naturally occurring cultural districts" to the county and develop policies that will support these places.	Short	AHC/Planning
8.5	8.5.6	Action 8.5.6.c: Amend the Zoning Ordinance to make public art a prerequisite of receiving incentive density within the Commercial/Residential and Employment Zones. Update the Incentive Density Implementation Guidelines and Art Review Panel review processes to streamline, expand and clarify options for the provision of public art benefits.	Short	Planning/AHC
8.5	8.5.9	Action 8.5.9.a: Develop an artist residency program in county agencies.	Short	AHC/County Agencies
8.6	8.6.1	Action 8.6.1.a: Create a design literacy campaign for the county, with a focus on educating residents regarding the positive impacts of equitable and innovative design.	Short	Planning/MCPS
8.6	8.6.1	Action 8.6.1.b: Partner with Montgomery County Public Schools to introduce all students to the Thrive Montgomery 2050 vision as a part of the standard educational curriculum.	Short	MCPS/Planning

## Medium Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
2.1	2.1.1	Action 2.1.1.a: Develop an index and metrics to measure the availability and performance of places that support inclusive social and civic networks. Emphasize the principles of universal design in the criteria for this index.	Medium	Planning
2.1	2.1.1	Action 2.1.1.b: Amend appropriate zones in the Montgomery County Zoning Ordinance to incentivize and prioritize design features in private development projects that facilitate day-to-day interactions. These features could include wide sidewalks, inviting and well-designed public gathering spaces, outdoor seating and lawn areas, and pathways and trails.	Medium	Planning/DHCA/DGS/DPS
2.1	2.1.1	Action 2.1.1.c: Develop incentives to promote designated heritage areas and historic and archaeological sites and other properties with historical and cultural significance. Connect these sites with bike and pedestrian paths.	Medium	Planning/HPC/MCDOT/local historical societies
2.1	2.1.2	Action 2.1.2.a: Study and identify all publicly owned underutilized spaces (e.g., buildings, rights-of-way, parking lots, garages, etc.) throughout the county that have a high potential for being transformed into parks and public spaces.	Medium	Planning/Parks/DHCA/DGS/DPS
2.1	2.1.2	Action 2.1.2.c: Update the state-mandated strategic plan for parks, recreation, and open spaces to reflect the evolving roles of parks in urban and urbanizing areas as platforms for social gathering, active and healthy living, and connection to nature.	Medium	Planning/Parks
2.1	2.1.2	Action 2.1.2.e: Create a "Nature Access Action Plan" that enables all residents to live within a 15-minute walk from a park or green space by 2035.	Medium	Planning/Parks
2.1	2.1.3	Action 2.1.3.b: Inventory and map opportunities along streets, paths, and trails for neighborhood storytelling that celebrates underrepresented communities. Create tools to visualize, showcase, and share these stories. Erect interpretive signs and create new heritage walking or bike trails that celebrate local culture and history.	Medium	Planning/ HPC/local historical societies/CEC/MCDOT
2.2	2.2.2	Action 2.2.2.a: Conduct a biennial community outreach and engagement survey about awareness of, participation in and satisfaction with Montgomery Planning's outreach efforts. Set a baseline to track data over time and determine whether strategies to engage communities improved and if so, the extent of improvement.	Medium	Planning
2.2	2.2.2	Action 2.2.2.b: Develop a civic engagement toolkit to guide each Master Plan's Civic Engagement Plan. Include guidance on the development of demographic-based outreach strategies, equitable civic engagement, guidelines for accessibility (including scheduling and location of activities, translation and childcare), and methods for evaluating and adjusting engagement practices.	Medium	Planning/ CEC
2.4	2.4.2	Action 2.4.2.a: Facilitate digital literacy programs that enable people to find, evaluate, utilize, share and create content using information technologies to increase resident confidence and efficiency of use. Consider employing multigenerational approaches and informal community-based programs such as Montgomery County Public School's student community service hours to facilitate improving digital competency.	Medium	Planning/ MCPS/ HHS/CEC
2.4	2.4.3	Action 2.4.3.a: Identify locations in the county for free public network access to information technology services, such as public kiosks and Wi-Fi connected street furniture. Use public-private partnerships to provide network access in privately-owned public spaces and in parks.	Medium	Planning/Parks/DTS
2.4	2.4.3	Action 2.4.3.b: Review current zoning and land use standards, permitting processes, and development standards to identify barriers and opportunities for locating existing and emerging technology infrastructure.	Medium	Planning/MCDOT/ DPS/ DTS
3.2	3.2.2	Action 3.2.2.a: Establish a one-seat transit service from major employment centers to at least one of the three international airports in the region (Baltimore-Washington International, Dulles International, or Reagan National Airport).	Medium	MDOT/MCDOT/Planning/VDOT/Counties involved

## Medium Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
3.2	3.2.2	Action 3.2.2.b: Expand non-auto transportation options between and within the county's major employment centers such as Bethesda, the National Institutes of Health/Walter Reed campus, Silver Spring, Rockville and the Great Seneca Science Corridor.	Medium	Planning/MCDOT/MDOT
3.3	3.3.4	Action 3.3.4.a: Explore creating a fourth Montgomery College campus in the East County.	Medium	MCC/Planning
3.5	3.5.3	Action 3.5.3.a: Consider establishing or recruiting a major non-federal research institute or branch campus to expand doctoral and professional-level research, innovation, and entrepreneurship capacity in the county.	Medium	Planning/MCEDC
3.5	3.5.3	Action 3.5.3.b: Encourage and facilitate the physical integration of higher education campuses such as Montgomery College and the Universities at Shady Grove into their surroundings to increase non-automobile access for students and the intellectual vibrancy of the larger community.	Medium	Planning/USG/MCC
3.7	3.7.1	Action 3.7.1.a: Study development regulations of neighboring municipalities to identify opportunities to increase consistency, predictability, and costs across Washington, D.C., and its core suburbs to promote fair competition for business.	Medium	Planning/DPS
4.1	4.1.1	Action 4.1.1.a: Prepare a Transportation Master Plan that enables safe, convenient, and comfortable travel and access for people of all ages and mobility abilities regardless of their mode of transportation.	Medium	Planning, MCDOT, MDOT
4.1	4.1.4	Action 4.1.4.a: Provide dedicated transit lanes as part of the replacement of the American Legion Bridge.	Medium	MDOT, MCDOT, Planning
4.5	4.5.3	Action 4.5.3.b: Update all county fleets and contracted fleet providers to zero emission vehicles.	Medium	County Government
4.5	4.5.3	Action 4.5.3.c: Develop county incentives to accelerate conversion of privately-owned fleets to sustainable, zero emission vehicles.	Medium	DEP
4.8	4.8.2	Action 4.8.2.a Form a subregional transportation or transit authority, such as the Northern Virginia Transportation Authority, that would include Montgomery County and Prince George's County, among others.	Medium	MCDOT, Planning, Regional Agencies
5.1	5.1.1	Action 5.1.1.b: Look at market-oriented mechanisms to incentivize affordable housing production, including inclusionary zoning requirements, automatic Payment in Lieu of Taxes (PILOTs) or tax abatement requirements.	Medium	DHCA, Planning
5.1	5.1.2	Action 5.1.2.a: Create and analyze an inventory of available surplus, vacant and underutilized private and public lands for public and private partners to acquire for housing, with special attention to assembling land.	Medium	Planning, DHCA, DGS
5.1	5.1.2	Action 5.1.2.b: Establish incentives to encourage conversion of existing high-vacancy office and retail sites into residential uses through adaptive reuse or redevelopment of the site. Create flexible zoning incentives for conversion of planned and existing office and retail sites to residential uses, including allowing properties to reallocate their non-residential Floor Area Ratio to residential use.	Medium	Planning
5.1	5.1.4	Action 5.1.4.a: Create an affordable housing ombudsman to manage projects with an emphasis on coordination across agencies.	Medium	Planning, DHCA
5.1	5.1.5	Action 5.1.5.a: Consider using financial tools and zoning incentives to encourage alternative construction types.	Medium	Planning, DPS
5.1	5.1.6	Action 5.1.6.b: Consider fee waivers, financial assistance, and other incentives to increase ADU production	Medium	DHCA, Planning
5.1	5.1.6	Action 5.1.6.c: Explore the possibility of county-offered low-cost financing or financial assistance to homeowners who are willing to enter their ADU into a deed restriction that restricts the rent.	Medium	DHCA, Planning

## Medium Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
5.1	5.1.7	Action 5.1.7.a: Develop incentives and tools to encourage the development of housing units that meet the needs of families, including larger size three-bedroom (or more) units.	Medium	Planning
5.1	5.1.9	Action 5.1.9.c: Create employer-supported homebuyer and renter counseling programs and assess the feasibility of developing programs for employer contributions to closing cost and down payment assistance programs for their employees.	Medium	DHCA
5.1	5.1.10	Action 5.1.10.a: Create a Housing Functional Master Plan to provide measurable housing goals and strategies for different market segments in Montgomery County as well as an analysis of affordability gaps and impediments to the housing supply.	Medium	Planning, DHCA
5.3	5.3.3	Action 5.3.3.b: Create a centralized MPDU application system for rental units, including establishing a waiting list.	Medium	DHCA
5.3	5.3.3	Action 5.3.3.c: Ensure that the Department of Housing and Community Affairs (DHCA) has the ability and flexibility to terminate and modify covenants due to unaffordability.	Medium	DHCA
5.3	5.3.3	Action 5.3.3.f: Work with Prince George's County and the State of Maryland to attain a 9% Low Income Housing Tax Credit (LIHTC) set-aside for Montgomery and Prince George's County.	Medium	State of Maryland, Prince George's County, Montgomery County
5.3	5.4.1	Action 5.4.1.a: Increase access to housing options for tenants who face challenges in obtaining housing, including expanding resources for the Risk Mitigation Fund.[5]	Medium	HHS
5.5	5.5.1	Action 5.5.1.b: Consider allow developers to directly preserve existing affordable housing as an alternative compliance method to the MPDU requirement.	Medium	DHCA, Planning
5.5	5.5.1	Action 5.5.1.c: Explore the creation of an affordable housing preservation Transfer of Developable Rights (TDR) program.	Medium	Planning
5.5	5.5.1	Action 5.5.1.d: Explore low-cost incentives to motivate landlords to adhere to the Voluntary Rent Guidelines.	Medium	DHCA
5.5	5.5.2	Action 5.5.2.a: Consider implementing Housing Affordability Strategy plans for small areas with expiring subsidies or existing market-rate affordable housing that allow for the enhancement and preservation of long-term housing affordability through the provision of additional density and zoning changes.	Medium	Planning
5.5	5.5.4	Action 5.5.4.a: Create financial and technical assistance and zoning incentives to preserve market-rate affordable rental and common ownership condominium properties.	Medium	DHCA, Planning
5.5	5.5.5	Action 5.5.5.a: In the case of redevelopment, create strategies to retain naturally occurring affordable housing and existing housing types that are typically not constructed in the marketplace including 3+ bedroom units for families.	Medium	Planning
5.5	5.5.6	Action 5.5.6.b: Collect and report data on evictions and use of emergency financial assistance to find opportunities to enhance existing assistance.	Medium	DHCA
5.5	5.5.10	Action 5.5.10.a: Develop zoning and financial incentives to designate and build housing for people with disabilities.	Medium	Planning, DHCA
5.5	5.5.10	Action 5.5.10.b: Modify regulatory controls to incorporate accessible design features such as no-step entrances, wider doors, barrier-free entrances, and other improvements to help people age in place, assist persons living with a disability, and accommodate populations with mobility limitations.	Medium	DPS/Planning
5.5	5.5.11	Action 5.5.11.a: Create an interactive monitoring database that maps indicators of neighborhood change including gentrification and displacement, and concentration of poverty and segregation.	Medium	Planning
6.3	6.3.2	Action 6.3.2.b: Identify communities with chronic health conditions and prioritize them for improving deficiencies in access to physical activity.	Medium	Planning/HHS

## Medium Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
6.5	6.5.2	Action 6.5.2.b: Conduct a study of the Special Protection Area (SPA) program law, regulations and implementation and determine what changes are needed to achieve the original SPA program goals and objectives.	Medium	DEP/Planning/DPS
7.1	7.1.1	Action 7.1.1.a: Initiate master, sector, and corridor plans to analyze land use and zoning in areas accessible to rail and BRT to identify opportunities for infill development, redevelopment, and adaptive reuse.	Medium	Planning/DGS
7.2	7.2.1	Action 7.2.1.a: Initiate master, sector, and corridor plans to transform rail and BRT corridors and station areas and identify opportunities to incentivize development and improvements.	Medium	Planning/DGS/MCDOT/DHCA
7.2	7.2.2	Action 7.2.2.a: Identify transportation and green corridors across the county and develop a framework for enhancing their quality, connectivity, and potential to support neighborhood centers for the communities they connect.	Medium	Planning/Parks/MCDOT/DEP
7.2	7.2.2	Action 7.2.2.b: Develop an action plan to link stream valleys, natural lands, parks, open spaces, and tree-lined boulevards throughout the county with trails for walking and biking and to link habitats.	Medium	Planning/Parks/MCDOT/DEP
7.2	7.2.2	Action 7.2.2.c: Develop an action plan to convert auto-dominated corridors and underutilized utility rights-of-way into high-performance, sustainable environments that link transit-oriented communities and allow appropriate connections into less dense adjacent neighborhoods.	Medium	Planning/MCDOT/DEP
7.3	7.3.2	Action 7.3.2.a: Identify opportunities for adaptive reuse in suburban communities for stormwater management and flood control.	Medium	Planning/DEP
7.4	7.4.1	Action 7.4.1.a: Conduct a study of the economic impacts of the county's agricultural industry. Identify future trends and opportunities to remain competitive in food production and distribution.	Medium	Planning/OAG
7.4	7.4.1	Action 7.4.1.b: Develop a strategic plan that builds upon the Agricultural Reserve to engage culinary entrepreneurs, leading food research organizations and high-tech rural and urban farmers in food-based innovation and self-reliance in food production.	Medium	Planning/OAG/Montgomery County Food Council
7.4	7.4.2	Action 7.4.2.a: Conduct a study of the impact of the evolution in agriculture on the Agricultural Reserve's economic viability and environmental resilience. Include recommendations to enhance these characteristics of the Reserve.	Medium	Planning/OAG
7.4	7.4.2	Action 7.4.2.b: Analyze the Montgomery County Zoning Ordinance, including industrially zoned land, to support an evolving agricultural industry. Identify recommendations for flexibility in accommodating industries and services that support agriculture including food processing, distribution, sale, consumption and waste management.	Medium	Planning/OAG
7.4	7.4.2	Action 7.4.2.d Develop incentives to transition existing commodity farms to the production of table food for local distribution and consumption.	Medium	Planning/OAG
7.5	7.5.1	Action 7.5.1.a: Identify opportunities for adaptive reuse of underutilized urban and suburban land for agriculture.	Medium	Planning/OAG
7.5	7.5.1	Action 7.5.1.c: Examine the Urban Agricultural Property Tax Credit to identify opportunities to enhance and expand the tax credit to support urban and suburban farming.	Medium	Planning/OAG
8.2	8.2.10	Action 8.2.10.a: Adopt a Vision Zero approach with regard to public service vehicles (e.g., purchasing smaller fire engines) so that street safety improvements, quality urban design, and public safety are not compromised.	Medium	MCDOT/FRS/Planning

## Medium Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
8.3	8.3.2	Action 8.3.2.a: Develop a sprawl repair manual for the county that highlights strategies to retrofit the design and mix of uses for single-use commercial areas and car-oriented residential communities on a neighborhood as well as a county-wide scale. The manual can also be used as a guide to prioritize capital improvement projects and to implement new and existing master plans and studies	Medium	Planning/Parks/DEP/MCDOT
8.3	8.3.3	Action 8.3.3.a: Create design guidelines, regulations and incentives that help achieve the goal of having all new and retrofitted buildings and projects in the county be net-zero by 2035.	Medium	Planning/DPS
8.3	8.3.3	Action 8.3.3.b: Create a funding stream that provides incentives for upgrading existing buildings to minimize their energy consumption.	Medium	County Council/County Executive
8.3	8.3.3	Action 8.3.3.c: Create an Urban Tree Canopy Assessment and analyze trends from 1990 to 2020. Establish policies to regain and exceed 1990 tree canopy levels. Ensure a countywide net-zero loss of tree canopy through a robust street tree planting program in coordination with bicycle and pedestrian facilities.	Medium	Planning/Parks/DPS
8.4	8.4.1	Action 8.4.1.b: Update and strengthen the Historic Preservation Ordinance to prioritize adaptively reusing or repurposing existing buildings. Require mitigation and other offsets to benefit arts and cultural uses in the community when demolition is required.	Medium	Planning/HPC/DPS/County Council
8.4	8.4.2	Action 8.4.2.a: Update the Zoning Ordinance and Commercial-Residential (CR) Public Benefit Guidelines to prioritize flex-use buildings to serve as venues for multiple functions throughout a typical day or week.	Medium	Planning/DPS
8.5	8.5.2	Action 8.5.2.b: Partner with educational institutions to evaluate issues and overcome obstacles related to the provision of bachelor's- and master's-level art, design and cultural management programs.	Medium	AHC/Montgomery College/UMD/MCEDC/DGS/County Council
8.5	8.5.4	Action 8.5.4.a: Create an "arts space bank" of underused spaces and allow arts and culture organizations to manage them via an arts and culture non-profit. The "arts space bank" could include new or existing county facilities (such as community centers, libraries, and schools) and underused commercial (office, retail) and institutional buildings.	Medium	AHC/Planning/DGS/County Council/MCPS
8.5	8.5.4	Action 8.5.4.e: Invest in and activate small-scale creative hubs, which could be co-located in community anchors such as community centers, housing developments, places of worship, educational institutions or in commercial spaces. Make them low cost and easily accessible for all county residents.	Medium	County Council/MCEDC/DGS
8.5	8.5.6	Action 8.5.6.a: Update the county's public art ordinance to allocate 0.5 percent of the county capital budget to the Public Art Trust.	Medium	County Council/AHC/Planning
8.5	8.5.6	Action 8.5.6.b: Develop a policy, in collaboration with arts advocacy partners, for allocating funds from the Public Art Trust into county construction projects, such as buildings, parks and transportation infrastructure.	Medium	AHC/County Council/Planning
8.6	8.6.1	Action 8.6.1.c: Establish a neighborhood design center within the Planning Department that equitably supports citizens through community-engaged design and planning services for projects identified by neighborhood residents.	Medium	Planning/County Council

## Long Term Actions

Goal Number	Policy Number	Action Number and Description	Timeframe	Agency Roles
3.5	3.5.2	Action 3.5.2.a: Advocate for the restructuring of federal technology transfer policies to better facilitate new entrepreneurial spinoffs from federal labs in the county.	Long	Planning/MCEDC/Maryland Tech Council/County Executive/Federal Laboratory Consortium
3.7	3.7.1	Action 3.7.1.b: Add rail and/or BRT connections to key regional business hubs outside of Montgomery County including Tysons and Arlington in Virginia, and Frederick, Columbia, and Downtown Baltimore in Maryland.	Long	Planning/MDOT/VDOT/Other jurisdictions
4.1	4.1.2	Action 4.1.2.a: Update the Master Plan of Highways and Transitways to reexamine whether to create additional rail and BRT corridors and to upgrade master-planned BRT corridors to run in the median and limiting the number of through-lanes on rail and BRT corridors to four general purpose lanes. Reallocate excess space to other uses, such as for walking, bicycling and transit; stormwater management; and street trees. Discourage new turn lanes in downtowns and town centers.	Long	MCDOT, Planning, SHA
5.1	5.1.3	Action 5.1.3.b: Study the possibility of implementing a progressive tax structure that rewards investment in vacant and underutilized sites and shifts the tax burden to sites that remain vacant and underutilized, through tools such as differential or split-rate property taxation.	Long	MCEDC
5.1	5.1.9	Action 5.1.9.a: Expand state and county down payment assistance programs, like the SmartBuy program.	Long	State of Maryland, DHCA
5.1	5.1.9	Action 5.1.9.b: Expand support for county and nonprofit organizations like the Housing Opportunities Commission's Mortgage Purchase Program that provide education, financial counseling on homeownership, especially for low- and moderate-income households and households of color.	Long	HOC, DHCA
5.1	5.1.9	Action 5.1.9.e: Explore establishing a community land trust to create permanent, affordable homeownership opportunities.	Long	DHCA, Planning
5.2	5.2.1	Action 5.2.1.b: Provide incentives to encourage county employers and property owners to develop mixed-income housing at employment centers by redeveloping surface parking lots and underutilized property.	Long	Planning, DHCA
5.3	5.3.1	Action 5.3.1.a: Consider changes to the regulatory requirements for new development, including the Moderately Priced Dwelling Unit (MPDU) requirements, in low-income areas to increase economic diversification and reduce the barrier to development.	Long	DHCA, Planning
5.3	5.3.3	Action 5.3.3.e: Explore the county's and the state's ability to make homeowner's association (HOA) and condo fees more reasonable for residents of affordable units.	Long	State of Maryland
5.3	5.3.3	Action 5.3.3.g: Expand local housing voucher programs with dedicated funding to meet the needs of lower-income households.	Long	HOC
5.5	5.5.13	Action 5.5.13.a: Consider opportunities to expand utilization of Rental Agreements. Ensure such expansion does not overly restrict availability of the property for high priority acquisitions and/or Rental Agreements in future years.	Long	DHCA