



Thrive Montgomery 2050 Work session No. 1: Summary and major themes of public testimony

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Introduction

The Planning Board held its virtual Public Hearing on the Thrive Montgomery 2050 Public Hearing Draft Plan on November 19, 2020, at which 85 speakers testified. The public record closed on December 10, 2020. A summary of written comments submitted between October 1, 2020 and December 10, 2020 is attached to this memorandum as Attachment 2. The complete set of full written comments is included as Attachment 3. The transcript of the public hearing can be accessed [here](#).

At this first work session, staff will present an overview of the public comments, highlight some of the major issues raised, discuss in more detail the comments on the overall approach and organization of the Plan, and discuss a tentative work program for upcoming work sessions. Some public comments on the first 50 pages of the draft Plan—INTRODUCTION, PLANNING CONTEXT, and A PLAN TO THRIVE—relate to specific topics discussed in the later parts of the draft Plan. These comments will be considered in more detail when specific topics in the Plan such as housing and transportation are discussed in depth during the subsequent work sessions.

Staff seeks approval and guidance from the Planning Board on three things:

1. Summary and major themes of the public testimony;
2. Approval of an outline of the reorganized draft Plan to address the comments related to the overall organization and layout of the Plan; and
3. Approval of the tentative schedule of subsequent work sessions that will cover the public comments on the nine chapters and their specific goals and policies contained in the PLAN ELEMENTS part of the draft Plan.

Major Themes of Public Testimony

The issues of affordable housing, public transit, complete communities, sustainability, economy, equity and evolution of Wedges and Corridors concept received the highest number of comments.

The comments on each are summarized on the following pages; staff will discuss these issues in greater detail with the Planning Board during upcoming work sessions.

Given the interconnectivity of the major issues and themes articulated in the Plan, many comments touched upon several issue areas. For example, a single comment can state the need for economic strength and indicate that it must be done sustainably and equitably to include low-income communities and people of color. Staff has strived to place each comment in its main issue area in the public comment summary document.

Housing Affordability

Almost everyone agreed that housing affordability is a serious challenge in Montgomery County. Most people who discussed housing in their comments also agreed with the Plan's recommendations on how to address the issue. Some people agreed that housing affordability is a serious issue, but disagreed with the Plan's recommendations, questioned the Plan's assumptions and causes of housing affordability, or stated that there was not enough information in the Plan (such as which neighborhoods will be impacted and by how much) to support its recommendations for increasing housing production. A few commenters questioned the basic premise of the need to accommodate approximately 200,000 people in the next 25-30 years. In their view, we should not try to plan for the projected growth but instead either stop population and housing growth or limit growth to a smaller, more manageable amount out of a concern that the county will not be able to provide infrastructure and other public services to support the projected population growth in an environmentally sustainable manner.

Public Transit

Public transit and the goal of placing all future growth near transit stations received many comments. Those who supported the idea of more transit cited it as the only viable alternative to private auto travel in order to avoid increased traffic congestion; the potential damage to environmental resources from wider roads; increased greenhouse gas emissions; and unsafe conditions for other modes of travel. Better transit is also recognized as a critical need for the county's low-income population and others who rely on public transit as their primary mode of travel.

However, there were also some questions about whether public transit can be the predominant mode of travel given the recent decline in ridership due to the Coronavirus pandemic. The increased emphasis on transit was also questioned because some commenters did not think transit is feasible in the more suburban and rural parts of the county. Additionally, some commenters thought that "start planning for people instead of cars" means that the draft Plan is proposing to ban cars, and that all travel should be by transit.

Complete Communities

The idea of Complete Communities also received a number of comments. While many people applauded the idea of diverse and walkable places with daily services and transit nearby, there were others who asked for more information about what a Complete Community would look like for their neighborhoods, especially in suburban and rural areas. There were questions about which services would be needed for a community to be considered complete and whether it was feasible to provide these services within walking or biking distance of every residence in the county, particularly in rural areas. Several people asked for the Plan to include more detailed descriptions about what encompasses a complete community in different parts of the county.

Sustainability

Sustainability and the need to address climate change was also an area of comments. Environmental advocacy groups such as Audubon Naturalist Society and the Sierra Club commended the Plan for identifying the environment as one of three pillars of the Plan and supported its sustainability-related recommendations. There were also comments that requested more emphasis in the Plan on the need for future growth to be more sustainable than in current practice. Several people also mentioned the County's soon-to-be-released Climate Action Plan and requested that this Plan coordinate with that effort.

Economy

Comments regarding the economy section generally agreed on the need to make the county more economically robust and resilient, but many of the commenters asked for specific ideas about how the county will attract better and high paying jobs in the future. There were comments advocating for more emphasis on sustainability and quality of life rather than job growth; for wage and employment to have equal priority with the other goals of the Plan; and for cultivating existing major industries rather than trying to attract new industries.

Equity

All those who commented on equity related issues commended the Plan for focusing on equity as a major issue to be addressed in the future. As noted in the Plan, inequity is an overarching challenge that is intertwined with all other issues and therefore permeates all sections of Plan. Many of the comments on equity are included in comments on housing affordability, economic recovery and access to jobs, education and recreation for vulnerable communities, the high cost of living in mixed use amenity-rich areas near transit, food insecurity, and the disproportionate impacts of climate change on low-income communities, to name a few. How to grow equitably and sustainably generated the greatest variety of ideas. Most of the comments urged more explicit inclusion of racial and economic integration while some wanted more information on the history and causes of the current conditions and whether Montgomery County is any different than the rest of the region.

Evolution of Wedges & Corridors Concept to Web of Corridors Concept

Some commenters focused on how Thrive Montgomery 2050 should speak to the evolution of the Wedges and Corridors (W&C) concept from the 1964 General Plan (the '64 Plan) to Thrive Montgomery 2050's focus on a Web of Corridors. Comments included: requesting that Thrive Montgomery 2050 clearly state the failures of the '64 Plan, primarily that its protection of the wedge, including the Agricultural Reserve, and the focus on "corridor cities" resulted in auto-oriented sprawl; and that Thrive Montgomery provide more clarity on the proposed Web of Corridors and Centers concept. Others state that the draft Plan abandons the original W&C concept. Commenters advocating for the retention of the original W&C concept want to protect the residential communities in the Wedge because they think Thrive Montgomery is abandoning the W&C concept and proposing to turn the entire county into a high-density urban area. These comments also raise the need for more emphasis and increased commitment to the corridor cities of Germantown and Clarksburg to make them into major employment centers.

In addition to the major themes of the testimony described above, many of the written and verbal comments also addressed the following issues:

- Evolution of single-family neighborhoods near transit and the need for a better description of potential changes to existing communities.
- Complete Communities and the vision of future communities in the Plan: need to address the lack of emphasis on the suburban and rural areas of the county.

- Implementation of the Plan—need for more data and details of how and when the Plan’s recommendations will be implemented; and how its recommendations and the related infrastructure (schools, local parks and other amenities) to accommodate new growth will be funded.
- Too much emphasis on walking and biking in the draft Plan; it is not realistic nor practical for everyone to walk or bike everywhere. Also, walking and biking should be secondary to transit.
- Does “Start planning for people instead of cars” mean that the draft Plan is proposing to ban automobiles?

Work session #1 Discussion

For this work session, Staff has identified two topics for a more detailed discussion with the Planning Board:

1. Organization and layout of the draft Plan.
2. Strategy for future work sessions.

1. Organization and Layout of the Draft Plan:

At the October 1, 2020 presentation of the Working Draft Plan of Thrive Montgomery 2050, the Planning Board indicated that the layout of the draft Plan be significantly reorganized. The Board asked the Staff to make it more concise, reduce redundancies, and sharpen its focus so the reader can quickly grasp its main concepts and the core message.

Several comments in the public testimony also raised questions about the layout of the Plan and the need to make the first 50 pages of the draft Plan—INTRODUCTION, PLANNING CONTEXT, and A PLAN TO THRIVE —more focused and concise by bringing the most important ideas of the Plan upfront, keeping the Plan focused on long-term guidance instead of more detailed immediate actions, and using simpler language to make it a more easily understood and inspiring document.

Staff Response

Staff would like to discuss with the Board a new draft outline for the next version of the draft Plan to address the Board’s and public’s comments. The draft outline and related materials are included as ATTACHMENT 1.

2. Topics and Schedule of Future Work Sessions:

Staff has tentatively scheduled the following work sessions with the Planning Board in order to complete the Planning Board review of the draft Plan. The specific topics of these work sessions will be determined based on the Board’s feedback on the revised outline for Thrive Montgomery 2050.

After the completion of these work sessions, Staff will incorporate the Planning Board’s changes into the next version of the draft, the Planning Draft Plan, that will be transmitted to the County Executive and the County Council in early April 2021.

In order to complete the Board’s review in time to meet the April 2021 transmittal deadline, Staff recommends that the Planning Board meet on additional days outside of the regular Thursday Board sessions (highlighted in bold in the tentative schedule below). Staff would like to get the Board’s direction on these dates prior to finalizing the schedule.

Additionally, the Planning Department and Planning Board Chair received a request from several organizations, transmitted through the County Executive Office, to extend the public comment period for Thrive Montgomery 2050 in order to link this review period with the release of the county's draft Climate Action Plan (CAP) on December 15th. The draft CAP will be open for public comments for 60 days. The Planning Board Chair has indicated that instead of extending the formal public hearing record period for the Thrive Montgomery 2050 Planning Board Draft Plan beyond December 10th, members of the public can continue to provide written comments to the Board during the work session period. Staff recommends that the Planning Board schedule the work session focusing on the draft Plan's climate adaptation recommendations later in the schedule, to provide time for members of the public to review the draft CAP over the coming weeks and provide any comments to the Board on Thrive Montgomery's draft climate-related recommendations.

Proposed Schedule of Future Work Sessions:

- Thursday, 1/7/21: 2nd work session
- Thursday, 1/14/21: 3rd work session
- Wednesday, 1/20/21: 4th work session**
- Thursday, 1/21/21: 5th work session
- Monday, 1/25/21: 6th work session**
- Thursday, 1/28/21: 7th work session
- Monday, 2/1/21: 8th work session**
- Thursday, 2/4/21: 9th work session
- Thursday, 2/11/21: 10th and final work session
- Thursday, 2/18/21: Publish the full set of revised recommendations per the Board's comments for final review and approval by the Board.

Attachments

ATTACHMENT 1 is a draft outline of a proposed reorganization of the draft Plan for further discussion and guidance from the Planning Board.

ATTACHMENT 2 is a summary table of all written and verbal public comments received on the Thrive Montgomery Public Hearing Draft Plan. The summary table also includes staff responses to only the comments that pertain to the first 50 pages of the draft Plan—INTRODUCTION, PLANNING CONTEXT, and A PLAN TO THRIVE. As we proceed through subsequent work sessions, staff will add its responses to the public comments pertaining to the topic area of each work session.

ATTACHMENT 3 is a compilation of all written testimonies submitted between October 1, 2020 and December 10, 2020. For members of the public who submitted written testimony and also presented verbal testimony at the November 19 public hearing, only the written testimony is included here. The transcript of the public hearing can be accessed [here](#).

ATTACHMENT 4 is the County Executive's letter dated August 14, 2020 and the county agencies' comments on Planning staff report on the draft *Vision, Goals, Policies and Actions* presented to the Planning Board June 11, 2020.

ATTACHMENT 5 is a presentation on Hydrogen Fuel Cells submitted by Mr. Romulo Huevo

Note: Attachments 2, 3, 4, and 5 are published as separate documents

ATTACHMENT 1

Draft TM 2050 Outline

Section 1: WHY we need a new comprehensive plan for the county?

W&C plan helped make MoCo one of most desirable places to live and work in US – but now we face changing circumstances and need to adapt to thrive. Some of the fundamental assumptions and conditions that the W&C plan addressed have changed:

- We have no land left for accommodating growth through greenfield development, even in compact form, a basic premise of the W&C plan.
- The county, along with its regional peers has evolved from a bedroom community to DC's employment core to a polycentric model of employment centers. We are all competing for talent, jobs and economic development with each other and DC.
- Technology has reshaped how we work and shop, impacting the real estate industry in unprecedented ways.
- The county has more people, is more diverse and older. The needs of our residents today are very different from the needs of a conventional 4-person household that the W&C plan considered.
- Climate change and disruption require flexibility, rather than predictability and stringent regulations, mandating some fundamental changes in the planning process.

In addition, there were some unintended consequences of the W&C plan such as inequitable investment in the western portion of the county, an over-reliance on automobiles for commuting and daily needs and zoning of a 1/3rd of the county for single family homes that the new plan must also address.

TM 2050 is about land use but also serves broader purposes in assessing strengths and weaknesses, outlining issues to be addressed, and setting direction that provides meaningful guidance for specific action but remains flexible to deal with inevitable emergence of unexpected obstacles and opportunities

The new plan must achieve three overarching objectives:

- **Economic performance and competitiveness**
 - Weak wage/job growth, increased competition, and aging population require focus on economic performance. Economic fallout from coronavirus and persistent effects of 2008 meltdown underscore importance of shaking off complacency about future prospects.
 - Household income in the county grew only 1/3 of pre-recession growth, slower than national average (14% vs. 25%) and slowest in the region.
 - We lost high paying jobs and gained low paying jobs from 2014-2019.
 - We have the region's highest elder-adult dependency ratio and the lowest rate of business formation.
 - Educated workforce, openness to newcomers/diversity, and proximity to nation's capital are all important assets.
 - There also exist concentrations in two sectors: hospitality and life sciences, which can be built upon to generate higher wage jobs and GDP growth.

- 50% of hospitality sector's publicly traded US market capitalization is headquartered in the county.
 - DMV ranked as one of the nation's top life science clusters, with I-270 as its epicenter. Vaccine development has the potential to supercharge this industry.
- Must continue to provide compelling reasons to live and do business here – local government's tools are limited, but land use, transportation, and other topics in TM 2050 can help build a foundation to maintain/improve quality of life, take advantage of assets and address weaknesses.
- Must use urbanism as an economic development strategy to attract talent, jobs and capital.

- **Racial and social equity and inclusion**
 - In the past redlining and restrictive covenants created geographic divisions that reinforced social ones, and in some ways/neighborhoods legacy of formal efforts to separate people by race and class persist.
 - The W&C plan's focus on the I-270 corridor prioritized investment in the western half of the county and led to an imbalance in investment in east county. Development there lacks amenities and infrastructure.
 - More recently, disinvestment and abandonment of neighborhoods previously considered highly desirable combined with the suburbanization of poverty have created new geographic divisions and barriers to equality and inclusion.
 - While the county overall is becoming diverse, our neighborhoods are largely separated along income and racial lines. Educational attainment and median household income follow this geographic distribution of racial and ethnic composition of neighborhoods.
 - Among MCPS' elementary schools in FY19, three-quarters of Black, Latinx, and English learning students, and more than 80% of all low-income students were enrolled in high-poverty focus schools. In contrast, more than two-thirds of all white, Asian, and multi-racial students were enrolled in low-poverty non-focus schools.
 - Need to improve access to infrastructure/amenities in racially/socially/economically isolated areas AND facilitate integration of neighborhoods by race and income.
 - Should apply racial equity lens but also lens of social capital and civic capacity to build foundations of trust/inclusion.
 - Elevating quality of design and highlighting role of arts and culture in creating sense of place can strengthen civic pride and build social bonds.

- **Environmental resilience and sustainability**
 - MoCo has adopted forward-thinking environmental policies, including an emphasis on land preservation for resource stewardship and ag, protection of forests/trees, and reduction of greenhouse gas emissions.
 - Despite these policies the county can't avoid impact of global climate change, e.g., more frequent heavy rains, rising temperatures, so TM 2050 must reduce the impact of growth on human and environmental health while adapting to effects of climate change.

- Declining trends in public health and well-being indicate a growing need for a healthier, more active lifestyle.
 - In 2018, 61.3% of adults in Montgomery County were overweight or obese. Analysis of data by zip code in Montgomery County shows that five of seven zip codes with incomes in the lowest quartile also have the lowest average life spans.
- We face some fundamental challenges for accommodating future growth in a sustainable manner:
 - 85% of the county is built out or unavailable for development. We are quickly running out of land for new development, even in a compact format.
 - 36% of our county is dedicated for single family housing, an environmentally low-performing model for housing.
 - Close to 40% of county residents have jobs outside of the county; in 2015, transportation accounted for 41% of GHG emissions, indicating an over-reliance on cars for getting to work. By some estimates, 70% of workers drive to work in the region.
 - These metrics and our growth projections require us to rethink where and how we grow and how we connect people to jobs while adding 200,000 new residents by 2050.
- A positive trend has been a shift in preference from suburban to urban living, which aligns well with sustainable development and the county's commitment to smart growth policies.

Other important but subsidiary objectives:

- Elevating quality of design and highlighting role of arts and culture in creating sense of place and strengthening community
- Improving public health and encouraging active lifestyles
- Providing better access to desired amenities for high quality of life

Does Section 01 need a conclusion?

Section 2: WHAT this plan proposes?

To create an updated vision for the future of Montgomery County and achieve the three key objectives, this plan proposes goals and policies organized under six key themes.

Theme#1: Compact growth: corridor-focused development

- Compact form is fundamental building block of smart planning, and at level of county/region this means an urbanist transect: most intensive development in urban centers, progressively less intensity in suburban and rural areas
 - W&C based on this concept, but polycentric instead of a bullseye
 - TM 2050 updates and builds on the W&C transect and doubles down on focusing growth along corridors via infill/redevelopment

- Focused development to creates critical mass to establish centers of activity that support other strategies for vibrant places (mix of uses, walkability, etc.), which is essential to economic competitiveness
- Reduces cost of infrastructure (roads, water/sewer) – and cost effectiveness of transit – by avoiding inefficiencies of sprawl
- Protection of ag reserve – together with corridor focus – work together to:
 - Make growth more environmentally sustainable by curbing sprawl
 - Ensure economic viability of farming and local food production
 - Provide opportunities for outdoor recreation, education and tourism

Note: Following the above introduction, this section could incorporate relevant goals and policies from the following chapters from the Public Hearing Draft:

- Design, Arts & Culture
- Healthy & Sustainable Environment
- Diverse & Adaptable Growth
- Safe & Efficient Travel

Theme#2: Complete communities: mix of uses and forms

- Mix of uses, building types, lots sizes, etc., at the neighborhood/sector level complements compact form in developing great communities. Complete communities support 15-minute living, which meets demand for vibrant, walkable places with access to variety of services that encourage social interaction, physical activity, and other elements of livability.
- Flexible/adaptable zoning bolster economic competitiveness
- Stronger and more diversified economy requires land suitable for range of employer/worker needs. Example: life science companies need offices, labs, and manufacturing facilities
- Highly educated workforce expects amenities/entertainment – including nightlife -- in addition to quality schools/housing
- Missing middle helps SFD neighborhoods evolve to match needs of future
- W&C plan predated emergence of preference for urban living - assumed apartment buildings in CBD were for people who couldn't afford SFD. Zoned 1/3 of county for SFD and crammed multi family/mixed use into tiny pockets, driving increased house size despite shrinking HH size.
- TM 2050 accommodates wider range of housing types - including ADUs, duplexes, small apartment buildings, etc., at appropriate scale and intensity to allow for evolution of SF neighborhoods
- Missing middle helps produce more affordable/attainable which makes neighborhoods more racially and socioeconomically diverse
- MM increases diversity of choices to match housing stock more closely to needs/lifestyles
- More diverse mix of uses and forms in compact centers/corridors makes growth more environmentally sustainable by reducing energy use for heating/cooling and transportation

Note: Following the above introduction, this section could incorporate relevant goals and policies from the following chapters from the Public Hearing Draft:

- Complete Communities
- Design, Arts & Culture
- Diverse & Adaptable Growth
- Healthy & Sustainable Environment
- Affordability & Attainability

Theme#3: Transportation and communication networks: connecting people, places and ideas

- W&C plan was ahead of its time in recognizing that excessive dependence on cars is counterproductive, but execution was uneven and impact of ICT not anticipated
- TM 2050 doubles down on commitment to end auto-centric approaches to transportation and land use - not just transit but also walking and biking - and emphasizes physical and virtual access to jobs, services/amenities, and information by encouraging locational efficiency (compact form, mix of uses, etc. above), and reorienting investment in infrastructure
 - Sidewalks, bikeways to support people-centered mobility
 - BRT, Purple Line, etc., to connect centers of opportunity and activity
 - Fiber networks to improve accessibility of information and ideas
- Strengthens economic competitiveness by improving access to job centers in county and across region with fast, efficient transit and IT connections
- Improves quality of life (active transportation/active lifestyle, less time spent sitting in traffic) and attractiveness of living/working in county
- Increases environmental sustainability of growth by reducing VMT
- Reduces racial and socioeconomic inequality by making jobs/services/amenities more accessible – the best affordable housing strategy is connecting disadvantaged areas to high opportunity areas via transit, and high speed data infrastructure bridges digital divide.

Note: Following the above introduction, this section could incorporate relevant goals and policies from the following chapters from the Public Hearing Draft:

- Safe & Efficient Travel
- Connectedness
- Resilient Economy
- Diverse & Adaptable Growth
- Complete Communities
- Healthy & Sustainable Environment

Theme#4: Affordable and attainable housing: more of everything

- County is not producing enough housing – particularly affordable/attainable housing
- Most important factor in cost of living in MoCo vs. competing jurisdictions is housing – makes it harder to attract/retain workers which makes it harder to attract/retain employers

- Legacy of racism and intentional segregation by race and class have continuing impact on geographic distribution of opportunities and resources – e.g., jobs and schools – making supply and diversity of housing crucial to integration and equality of opportunity
- Might not be able to build our way out of housing supply problem but can't subsidize our way out either. Should be both/and approach not either/or
- Same considerations apply to preservation of affordable units vs new construction. Goal should be to avoid loss of affordable housing AND to encourage construction of new units, because added supply is only way to constrain affordability/attainability gap over long term
- Gentrification and displacement are one side of the coin – the other is disinvestment and isolation. Housing policy should increase racial/economic diversity of neighborhoods by race and income in both directions because public/private investment are inextricably linked
- Should employ and experiment with every tool available, including social housing, tiny houses, SROs, missing middle, modular construction and advanced wood frame tech, etc.

Note: Following the above introduction, this section could incorporate relevant goals and policies from the following chapters from the Public Hearing Draft:

- Affordability & Attainability
- Resilient Economy
- Diverse & Adaptable Growth

Theme#5: Design, arts and culture: adding value and building community

- Aesthetic aspects of design – together with emphasis on arts and culture – help to create value and a sense of place
- Design also serves functional purposes in facilitating/encouraging interaction and social connection
- Support for arts and culture strengthen pride and sense of place, demonstrate that diversity is valued, and make MoCo more interesting and attractive home for everyone
- Urban design and placemaking are effective economic development strategies, when aligned with infrastructure investment and attraction of industry clusters
- Urbanism facilitates the exchange of ideas and attracts talent, leading to innovation and growth.

The Arts & Culture sector in itself can be a significant contributor to the county's economy.

Note: Following the above introduction, this section could incorporate relevant goals and policies from the following chapters from the Public Hearing Draft:

- Design, Arts & Culture
- Connectedness
- Complete Communities

Theme#6: Parks and recreation for an increasingly urban and diverse community: active and social

- Parks and public spaces build social connections, encourage healthy lifestyles, and create vibrant communities in addition to stewardship role. Park and rec facilities and programs should be central to MoCo's economic development strategy.

- Wide range of recreational opportunities – public and private – that meet needs of demographically and culturally diverse county are essential to equity and quality of life. Examples: Baseball, then soccer, now cricket
 - Energized Public Spaces plan is foundation for equitable access and 15-minute living
- Note: Following the above introduction, this section could incorporate relevant goals and policies from the following chapters from the Public Hearing Draft:
- Healthy & Sustainable Environment
 - Connectedness
 - Resilient Economy
 - Diverse & Adaptable Growth
 - Complete Communities

Section 3: How the ideas in this Plan can be implemented.

- Updated implementation chapter

Action Plan Appendix:

Compilation of relevant actions from the seven themes.

Thrive 2050

Public Hearing Draft
Peer Review & Revisions
Process & Tasks

Purpose

Review and revise the Document to achieve the following:

- Create a strong argument for why the plan is needed. Connect this argument to the three key objectives.
- Create a clear, three-part organization to the document:
 - Section 1: Why we need this plan?
 - Section 2: What this plan proposes?
 - Section 3: How can the ideas in this plan be put into effect?
- Organize recommendations by key themes (6) that support the central argument.
- Make sure ideas flow from high level to details.

Tasks

- Revise the outline
- Section 1:
 - Rewrite the introduction as an argument: WHY we need a new comprehensive plan for the county?
- Section 2:
 - Write/revise an introduction for each of the 6 “new” themes.
 - Each chapter to have a “Why-What-How” flow of information
 - Pull in Goals & Policies from existing chapters into the 6 “new” themes
 - Streamline the content under each new theme
 - Add benchmarks to set the stage for trends we want to achieve
- Section 3:
 - Implementation section
 - Pull all relevant actions into an Action Plan Appendix

Side by Side: Key Outcomes

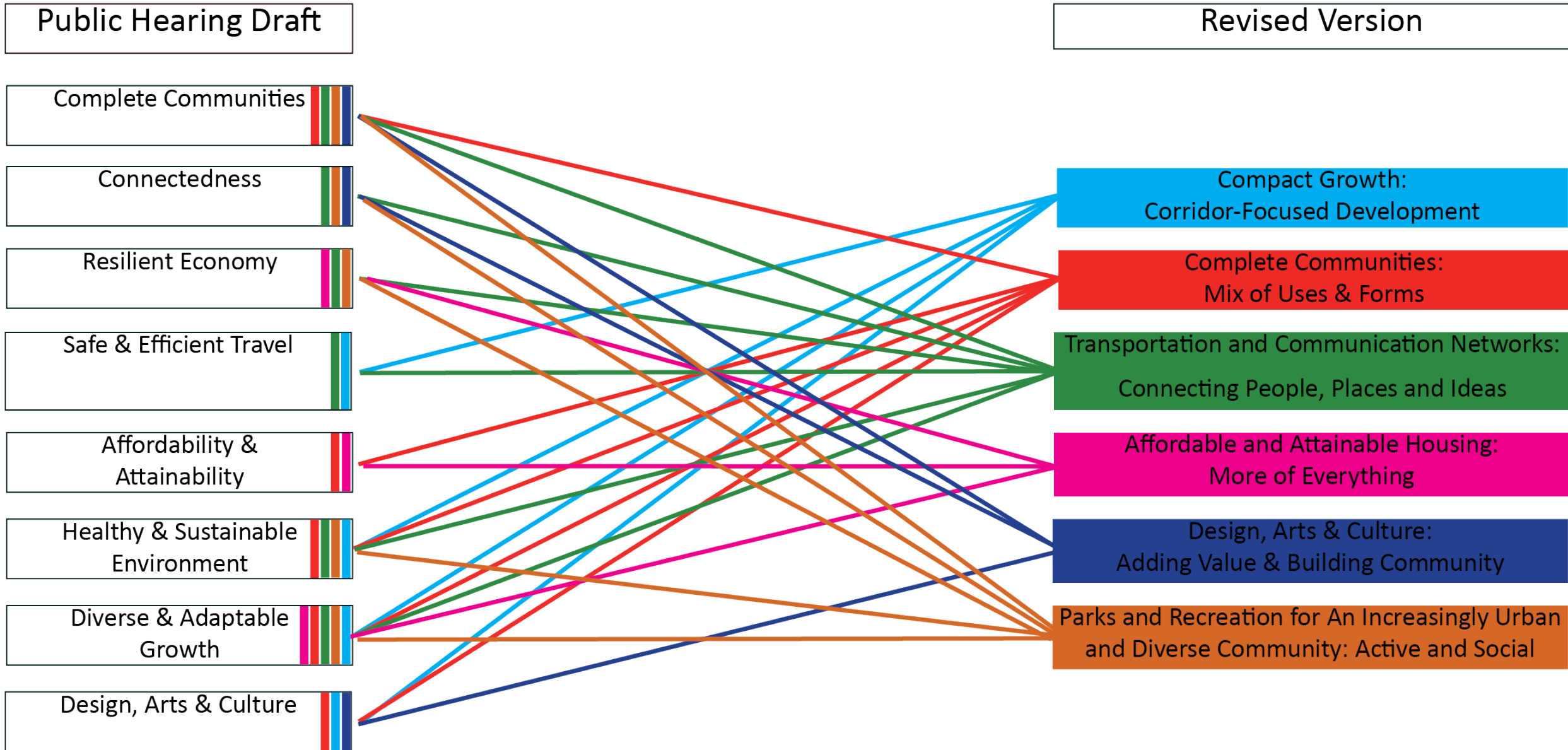
Public Hearing Draft

- Economic Health
- Environmental Health
- Equity

Revised Version

- Economic performance & competitiveness
- Racial & Social Equity & Inclusion
- Environmental resilience & sustainability
 - Elevating design and role of arts and culture
 - Public health and active lifestyles
 - Better access to amenities for high quality of life

Side by Side: Chapters



Side by Side: Section 1

Public Hearing Draft

PREFACE

INTRODUCTION

What is Thrive Montgomery 2050

Why Update the General Plan

PLANNING CONTEXT

Trends and Challenges

Planning for an Equitable and Just Future

A PLAN TO THRIVE

Rationale and Context

Three Overarching Outcomes

Major Themes

Revised Version

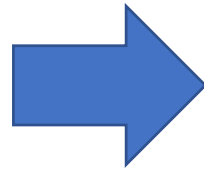
- WHY we need a new comprehensive plan for the county?
- Three overarching objectives
 - Economic performance & competitiveness
 - Racial & Social Equity & Inclusion
 - Environmental resilience & sustainability
- Other important goals:
 - Elevating design and role of arts and culture
 - Public health and active lifestyles
 - Better access to amenities for high quality of life

Side by Side: Section 2

Public Hearing Draft

Relevant Goals & Policies from:

- Design, Arts & Culture
- Healthy & Sustainable Environment
- Diverse & Adaptable Growth
- Safe & Efficient Travel



Revised Version Theme #1:

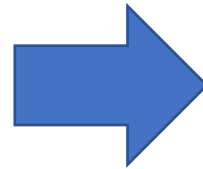
Compact Growth: Corridor-Focused Development

Side by Side: Section 2

Public Hearing Draft

Relevant Goals & Policies from:

- Complete Communities
- Design, Arts & Culture
- Diverse & Adaptable Growth
- Healthy & Sustainable Environment
- Affordability & Attainability



Revised Version Theme #2:

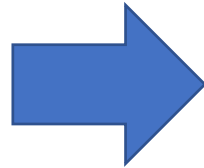
Complete Communities: Mix of Uses and Forms

Side by Side: Section 2

Public Hearing Draft

Relevant Goals & Policies from:

- Safe & Efficient Travel
- Connectedness
- Resilient Economy
- Diverse & Adaptable Growth
- Complete Communities
- Healthy & Sustainable Environment



Revised Version Theme #3:

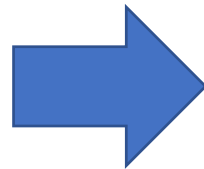
**Transportation and
Communication Networks:
Connecting People, Places
and Ideas**

Side by Side: Section 2

Public Hearing Draft

Relevant Goals & Policies
from:

- Affordability & Attainability
- Resilient Economy
- Diverse & Adaptable
Growth



Revised Version Theme #4:

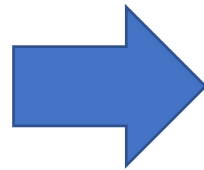
**Affordable and Attainable
Housing: More of Everything**

Side by Side: Section 2

Public Hearing Draft

Relevant Goals & Policies from:

- Design, Arts & Culture
- Connectedness
- Complete Communities



Revised Version Theme #5:

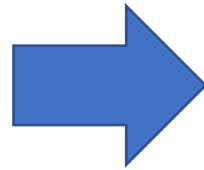
**Design, Arts and Culture:
Adding Value and Building
Community**

Side by Side: Section 2

Public Hearing Draft

Relevant Goals & Policies from:

- Healthy & Sustainable Environment
- Connectedness
- Resilient Economy
- Diverse & Adaptable Growth
- Complete Communities



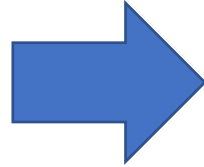
Revised Version Theme #6:

Parks and Recreation for An Increasingly Urban and Diverse Community: Active and Social

Side by Side: Section 3

Public Hearing Draft

- Implementation



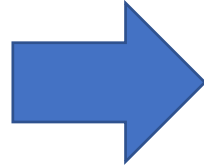
Revised Version

- **Implementation**

Side by Side: Action Plan Appendix

Public Hearing Draft

- Actions within chapters



Revised Version

- **Action Plan Appendix**