

Recommended Actions And List of References

Supporting material for Thrive Montgomery 2050



Montgomery County Planning Department
The Maryland-National Capital Park and Planning Commission

April 2021

Introduction

This publication contains two supporting documents for Thrive Montgomery 2050: A list of recommended actions to implement Thrive Montgomery's goals and policies; and a list of plans and studies conducted by Montgomery Planning as well as outside research material used during the Thrive Montgomery 2050 Plan development process.

Recommended Action

Thrive Montgomery 2050 is a long-term policy document that guides all public and private initiatives related to land use and development in the county. The goals and policies contained in Thrive Montgomery 2050 will be implemented through specific actions of both the public and private sectors. The actions listed here focus primarily on subjects under the authority of the Planning and Parks Departments. However, full implementation of its recommendations will require the cooperation of many other government bodies responsible for implementing and providing related services and amenities.

This is not an exhaustive list of all possible actions that will be undertaken for the plan implementation. These actions will need to be updated regularly as new tools and resources become available to respond to changing conditions over the life of this plan. The recommended actions cover:

- Reviews of existing policies, regulations, and programs;
- Studies and new master, functional, or facility plans to delve more deeply into the topics addressed in the policies, collect and analyze data, and identify detailed strategies for decision making and implementation;
- Development of tools and strategies to support master planning, regulatory review and other planning processes; and
- Changes to agency governance and practices that shape how decisions are made.

Thrive Montgomery 2050 is not a plan that can be implemented overnight. The actions listed on the following pages will need to be organized and prioritized based on level of importance and resources available to implement them. Some are short-term actions that need to be completed in the next five years to jump start plan implementation. Other actions will take place over the medium term, roughly 6 to 15 years. Finally, long-term actions will be completed over an extended time frame (16+ years), building on the work done in short and medium-term actions.

Thrive Montgomery 2050--Recommended Actions

The actions are organized by the six main chapters of Thrive Montgomery 2050. Each action is numbered with a unique prefix that indicates the relevant chapter as follows:

- G: Compact Growth: Corridor-Focused Development
- C: Complete Communities: Mix of Uses and Forms
- D: Design, Arts and Culture: Investing and Building Community
- T: Transportation and Communication Networks: Connecting People, Places and Ideas
- H: Affordable and Attainable Housing: More of Everything
- P: Parks and Recreation for an Increasingly Urban and Diverse Community: Active and Social

Compact Growth: Corridor-Focused Development

- G-1. Update master plans in existing centers of activity to maximize efficient use of land.
- G-2. Develop corridor-focused master plans to comprehensively evaluate and amend zoning of properties by Sectional Map Amendment to encourage corridor-focused compact development and potentially “missing middle” housing types.
- G-3. Update the Commercial / Residential and Employment Zones Incentive Density Implementation Guidelines, including the required public benefits, and public benefit categories and criteria to provide incentives for concentrating growth in centers of activity along corridors.
- G-4. Implement recommendations in the county’s [Climate Action Plan](#) (CAP) within the authority of the M-NCPPC in order to achieve the climate change goals and related objectives of both the CAP and Thrive Montgomery 2050.
- G-5. Develop urban environmental guidelines to incorporate green features in growth areas that will mitigate and adapt to the effects of climate change; provide cleaner air and water; add shading and cooling features; and improve human health.
- G-6. Identify areas vulnerable to the negative effects of climate change and develop strategies to mitigate these effects. Prioritize areas with historically disadvantaged and vulnerable populations most likely to be affected by climate change.
- G-7. Assess likely changes in the location and size of floodplains in Montgomery County and develop appropriate recommendations to avoid or mitigate resulting impacts on property, infrastructure and natural resources.
- G-8. Create or choose tools to evaluate the effect of land use options on greenhouse gas reduction goals.
- G-9. Evaluate opportunities for siting alternative energy production and storage systems.

- G-10. Review county lighting standards to improve energy efficiency and minimize light pollution.
- G-11. Research and create guidance for innovative development, retrofit and construction designs, and techniques that minimize imperviousness.
- G-12. Develop corridor-focused master plans to identify and prioritize public investment through capital projects.
- G-13. Identify underutilized publicly owned land in centers of activity along corridors where infill development, redevelopment, recreation, environmental services, and adaptive reuse can stimulate compact, corridor-focused growth.
- G-14. Identify opportunities for adaptive reuse in suburban communities for stormwater management and flood control.
- G-15. Enhance the quality and connectivity of transportation and green corridors, including connections to centers of activity and Complete Communities, to expand opportunities for outdoor recreation, vigorous physical activity and social interaction.
- G-16. Link stream valleys, natural lands, parks, open spaces, and tree-lined boulevards throughout the county with a comprehensive network of natural and hard surface trails for physical activity as well as to connect habitats.
- G-17. Identify for protection forests and other natural areas with high value for climate mitigation, resilience, and biological diversity.
- G-18. Establish appropriate forest and non-forest canopy goals and strategies to protect plant and wildlife diversity and human health while accommodating and complementing land use policies such as redevelopment and infill in areas identified as appropriate for growth.
- G-19. Regularly reevaluate policies and practices adopted by the Parks and Planning Departments and other government entities regulating the development and use of public and private land to assess their costs, benefits, and continued effectiveness and relevance in achieving the objectives of Thrive Montgomery 2050. These reviews should consider the implications of changes in technology and scientific understanding; economic factors and market forces; racial and social equity; public health; climate change and other aspects of environmental sustainability; and how regulatory approaches help or hinder progress in implementing or achieving the specific strategies, recommendations, and goals of this plan and related planning guidance.
- G-20. Develop recommendations for native trees that are resilient to climate change and support native wildlife (including pollinators) to use in development and natural area enhancement projects.

- G-21. 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.
- G-22. Develop recommendations to improve the vitality and survivability of planted forests and trees.
- G-23. Develop incentives for developers to restore existing streams and daylight piped streams during the redevelopment process.
- G-24. Update policies and plans to acknowledge the evolution of the business of agriculture and develop recommendations to enhance the economic viability of farming, facilitate locally grown food, provide opportunities for outdoor recreation and tourism, and advance environmental quality.
- G-25. Develop policies, regulations, easements and incentives to maintain a critical mass of contiguous farmland to ensure the continued viability of farming and discourage sprawl.
- G-26. Analyze the barriers to accessing the Agricultural Reserve and develop a plan to improve physical access for locally grown food, outdoor recreation, education and tourism.
- G-27. Develop strategies and an action plan to increase the range of outdoor recreation opportunities that are permitted and encouraged in the Agricultural Reserve for the public to experience and benefit from this resource.
- G-28. 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.
- G-29. Analyze and assess the Transfer of Development Rights and Building Lot Termination programs to evaluate their achievements and limitations in farmland preservation. Develop recommendations for the future of these programs to preserve contiguous farmland and maintain the economic viability of farming.
- G-30. Develop incentives to transition existing commodity farms to the production of table food for local distribution and consumption.
- G-31. 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.

Complete Communities: Mix of Uses and Forms

- C-1. Initiate Complete Communities master plans to identify and integrate elements needed to complete centers of activity.
- C-2. Study the application of 15-minute living in the county to determine the neighborhoods and districts in which the concept applies, identify priorities for infill and redevelopment to achieve 15-minute living and develop cost-effective strategies to further 15-minute living for as many people as possible.
- C-3. Update the Montgomery County Zoning Ordinance to integrate elements of a form-based code and provide greater flexibility to accommodate a variety of uses and densities.
- C-4. Update the County Growth and Infrastructure Policy to encourage co-location and adjacency of public facilities, including schools, to achieve the policies of Thrive Montgomery 2050.
- C-5. 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.
- C-6. 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.
- C-7. Identify opportunities for adaptive reuse of underutilized urban and suburban land for agriculture to ensure fresh, locally grown food is accessible throughout the county. Update the Montgomery County Zoning Ordinance to identify urban and suburban farming as permitted uses.
- C-8. Examine the Urban Agricultural Property Tax Credit to identify opportunities to enhance and expand the tax credit to support urban and suburban farming, providing access to locally grown food as well as opportunities for physical activity and social connections.
- C-9. Revise the Commercial/Residential and Employment Zones Incentive Density Implementation Guidelines to identify urban and suburban farming as a public benefit.
- C-10. Create Health Impact Assessment tools to apply at the community and individual site levels in our master plan and development review processes to incorporate human health considerations into our planning decisions.
- C-11. Identify barriers that can be eliminated and incentives that can be applied during planning processes to make culturally appropriate food more accessible to all county citizens, building on the work of the Montgomery County Food Council.

- C-12. Further the Missing Middle Housing Study by identifying options and implementation strategies to increase the variety and density of housing types in single-use developments.
- C-13. Evaluate existing centers of activity and single-use developments and identify recommendations to achieve more Complete Communities, as well as improve connections to surrounding areas.

Design, Arts and Culture: Investing and Building Community

- D-1. Update the zoning code to include basic form-based elements for all zones.
- D-2. Amend land use, design and zoning regulations, including the Zoning Ordinance and Subdivision Regulations, to remove regulatory barriers and facilitate development of “Missing Middle” housing types such as tiny houses, cottages, courtyard clusters, duplexes, multiplexes, and small apartment buildings; shared housing; co-housing and accessory dwelling units (ADUs); and neighborhood-serving retail.
- D-3. Replace vague regulatory concepts such as “compatibility” with clear standards for form, site layout, setbacks, architecture and the location of parking for buildings.
- D-4. Collaborate with county agencies to develop a “Design Excellence Program” for public buildings such that their site layout and architecture demonstrate principles of sustainability and resilience, inclusive cultural representation and architecture as civic art.
- D-5. Create guidelines that promote cost-effective design strategies for projects with high levels of affordable housing.
- D-6. Update the county’s road code standards to align with the [Complete Streets Design Guidelines](#).
- D-7. Update the Historic Preservation Ordinance, the zoning code, and Historic Resources Preservation Tax Credit program to incentivize and facilitate adaptive reuse and/or repurposing of existing buildings.
- D-8. Develop a sprawl repair manual to promote cost-effective design strategies and establish regulatory approaches to accommodate retrofitting of single-use commercial sites such as retail strips, malls and office parks into mixed-use developments that are more energy efficient.
- D-9. 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 generating clean renewable energy and reducing heat island effect.
- D-10. Collaborate with Montgomery County Public Schools, Montgomery Parks and other public agencies to update standards for public facilities that align with infill and redevelopment strategies and acknowledge the county’s limited land supply and ambitious climate action goals, utilizing tools such as colocation, in coordination with Montgomery County [Growth and Infrastructure Policy](#).
- D-11. Update the Incentive Density Implementation Guidelines to include incentives for adaptable design.
- D-12. Conduct a study to identify planning policies and regulatory changes required to make aging in place a viable option.

- D-13. Support the Arts and Humanities Council in creating inclusive arts and culture plans that establish a refreshed vision, set goals, criteria, and priorities for the county's support of the arts and culture sector and addresses how the county's arts and culture resources are allocated.
- D-14. Update the zoning code to eliminate regulatory barriers to live-work spaces, home studios, galleries, and other small-scale art-making and creative businesses and incentivize the provision of affordable space for arts and cultural uses (rehearsal and workshop space; presentation and exhibition space, etc.).
- D-15. 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.
- D-16. Support Montgomery Parks, other county agencies and nonprofits to improve the reach of diverse programming by creating and maintaining an annual consolidated calendar of artistic and cultural programming, activation, and placemaking events varying in scale, time and location.
- D-17. Allocate more funding for public art within county construction projects such as buildings, parks, and transportation infrastructure.
- D-18. Create an "arts space bank" of underused spaces in commercial and institutional buildings and provide equitable access to arts and culture organizations.
- D-19. Partner with local, statewide, and federal cultural heritage organizations to seek grants that promote and preserve historical and cultural sites county wide.
- D-20. Partner with Montgomery County Public Schools to introduce students to Thrive Montgomery 2050 and local land use planning as a part of the standard educational curriculum.
- D-21. Establish a framework for continued data collection of key metrics as outlined in the chapter titled "Design, Arts & Culture: Investing and building community".

Transportation and Communication Networks: Connecting People, Places and Ideas

- T-1. Create and maintain a consolidated Transportation Master Plan that: 1) combines and reconciles the [Master Plan of Highways and Transitways](#), [Bicycle Master Plan](#) and [Pedestrian Master Plan](#); 2) adds elements for equity, safety, universal design, access management, curbside management, transportation demand management, and climate adaptation and resilience; and 3) establishes a comprehensive list of metrics and targets to monitor the performance of the transportation system and creates and maintains the accompanying data sources.
- T-2. Remove master-planned but unbuilt highways and road widenings that are not consistent with this plan, add dedicated transit lanes, upgrade transitways to median-running, and repurpose general-purpose lanes and on-street parking for sidewalks, bikeways, transit lanes, street buffers, street trees, and stormwater management.
- T-3. Develop an Access Management Plan to reduce access points and conflict points for all modes of transportation by developing guidelines for frequent safe crossings, driveway spacing and frequency, restricted intersection corner clearance and median treatments, and network solutions including completing the street grid network and developing an alley network.
- T-4. Develop 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.
- T-5. Develop a Curbside Management Plan that includes strategies and regulations to provide reliable access to homes, jobs, retail opportunities, and public facilities and amenities, including a logistics plan to facilitate increasing volumes of e-commerce-related deliveries.
- T-6. Create guidelines for developing a safety component for master plans focused on eliminating transportation-related fatalities and severe injuries.
- T-7. Create guidelines to transition auto-centric corridors to multimodal complete streets for master plans, capital projects and regulatory reviews.
- T-8. Create guidelines for prioritizing transportation projects to improve walking, bicycling, and transit in [Equity Focus Areas](#).
- T-9. Update the Subdivision Regulations to require a safety finding in regulatory reviews.
- T-10. Develop block density targets for downtowns, town centers, transit corridors and suburban communities to guide master plan recommendations and regulatory conditions.
- T-11. Implement demonstration programs and projects to encourage innovation and test new ideas before implementing these ideas county-wide.

- T-12. Collaborate with the Montgomery County Department of Transportation and the State Highway Administration to develop a street tree planting program focused on mitigating heat island effect and improving stormwater management within public rights-of-ways.
- T-13. Create strategies to support the travel needs of vulnerable users of the transportation system by improving their access to jobs, food centers, age-restricted housing, health care, and other services.
- T-14. Incorporate universal design principles into the county code, regulations, policies, and guidelines to improve access for seniors and persons with disabilities.
- T-15. Discourage multiple turn lanes in downtowns and town centers.
- T-16. 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.
- T-17. Develop short-term and long-term bus transit plans to extend local and regional bus service to underserved communities in Montgomery County, improve reliability, frequency, and span of service and restructure local and regional bus service to integrate with existing and planned rail and [Bus Rapid Transit](#) (BRT).
- T-18. Strengthen the Washington Suburban Transit Commission to play a stronger role in coordinating transportation projects and policy in the region.
- T-19. Expand commuter rail capacity on the MARC Brunswick Line to provide additional station locations in Montgomery County and provide frequent bidirectional all-day service, seven days a week.
- T-20. Provide dedicated transit lanes that can accommodate heavy rail as part of the replacement of the American Legion Bridge.
- T-21. Eliminate motor vehicle parking minimums for new development projects in downtowns, town centers, rail and BRT corridors and adjacent communities to encourage travel by walking, bicycling, and transit.
- T-22. Update motor vehicle public parking rates to reflect the market.
- T-23. Apply pricing mechanisms in Montgomery County to foster equity and distribute revenue to promote walking, bicycling, and transit.
- T-24. Develop an implementation plan for transitioning to zero emission fueling in residential and commercial development and public facilities and spaces.
- T-25. Update all county fleets and contracted fleet providers to zero emission vehicles.
- T-26. Develop county incentives to accelerate conversion of privately-owned fleets to sustainable, zero emission vehicles.

- T-27. Prepare a plan to develop, prioritize, and implement flood mitigation measures for existing flood-prone county transportation facilities based on vulnerability assessments and consideration of extreme precipitation events and sea level rise.
- T-28. Implement new Transportation Demand Management policies, programs and strategies that adapt and evolve with prevailing technologies and best practices.
- T-29. Create new [Transportation Management Districts](#) (TMDs) in urban and suburban areas, prioritizing higher density activity centers and areas with rail and BRT access.
- T-30. Implement FiberNet, the county's high-speed fiber optic communications network, and support further modernization of information and communications technology infrastructure needed to support equitable access to information services and attract businesses.
- T-31. Develop and expand strategies to facilitate deployment of advanced wireless telecommunications services throughout the county.

Affordable and Attainable Housing: More of Everything

- H-1. 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.
- H-2. 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.
- H-3. 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.
- H-4. Establish incentives to encourage conversion of existing high-vacancy office and retail sites into residential uses through adaptive reuse or redevelopment of the site.
- H-5. 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.
- H-6. Establish a more streamlined process for affordable housing projects, including revisions to the Local Map Amendment, Floating Zone, Conditional Use, and Mandatory Referral processes.
- H-7. Consider using financial tools and zoning incentives to encourage alternative construction types.
- H-8. 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.
- H-9. Consider implementing income averaging for the [Moderately Priced Dwelling Unit program](#) to reach broad levels of affordability.
- H-10. Allow for rent increases in Moderately Priced Dwelling Units to be indexed to increases in Area Median Income to help preserve affordability.
- H-11. Explore changes to the recordation tax to generate additional funding for the Housing Initiative Fund.
- H-12. Create an affordable housing ombudsman to manage projects with an emphasis on coordination across agencies.
- H-13. 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.
- H-14. Consider fee waivers, financial assistance, and other incentives to increase Accessory Dwelling Unit (ADU) production.

- H-15. 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.
- H-16. 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.
- H-17. Consider exempting first-time homebuyers from county-imposed fees and taxes like the recordation tax.
- H-18. Explore establishing a community land trust to create permanent, affordable homeownership opportunities.
- H-19. 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.
- H-20. Explore the county's and the state's ability to make homeowners association (HOA) and condo fees more affordable for residents of affordable units.
- H-21. Work with Prince George's County and the State of Maryland to attain a 9 percent Low Income Housing Tax Credit (LIHTC) set-aside for Montgomery and Prince George's Counties.
- H-22. Enhance implementation of the county's Housing First Initiative, which places people experiencing homelessness into housing as rapidly as possible and provides wraparound services to help them maintain their housing.
- H-23. 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.
- H-24. Develop zoning and financial incentives to designate and build housing for people with disabilities.
- H-25. 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.
- H-26. 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.
- H-27. 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.
- H-28. Create an interactive monitoring database that maps indicators of neighborhood change including gentrification and displacement, and concentration of poverty and segregation.

H-29. Create a “No Net Loss” of Affordable Housing Floating Zone in targeted areas like the Purple Line corridor.

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

- P-1. Incorporate and elaborate on specific actions identified here and other planning exercises into the 2022 [Parks, Recreation and Open Space \(PROS\) Plan](#) and all subsequent PROS plans.
- P-2. Implement the [Energized Public Spaces Functional Master Plan](#) (EPS Plan) to ensure that densely populated parts of the county enjoy walkable access to a full range of park experiences.
- P-3. Revise the [Recreation Guidelines](#) to ensure that they accurately reflect the availability and accessibility of recreational amenities throughout the county.
- P-4. Work with the Planning Department to utilize and reference the EPS Design Guidelines while creating master plans and during the development review process.
- P-5. Measure the progress of the Legacy Urban Space Program and other dedicated funding sources in increasing park acreage in the most densely populated areas of the county.
- P-6. Prioritize park activation programs – specifically in urban parks and equity focus areas – to expose residents to a variety of unique park experiences and make these spaces centers of activity.
- P-7. Strengthen the role of Privately Owned Public Spaces (POPS) such that they can perform as public spaces while leveraging private investment.
- P-8. Ensure that the Parks Department is a leading voice in creating strong recommendations for both public and privately-owned parks in master/sector and/or functional plans.
- P-9. Update and implement the [Countywide Park Trails Plan](#) with an emphasis on connecting trails to neighborhoods through connector trails, trailheads, and extending existing trails. Emphasize trail connections to neighboring jurisdictions to support regional connectivity.
- P-10. Amend the CIP to allow more flexibility so the department can be more agile in its service delivery.
- P-11. Amend the EPS study area to incorporate the Equity Focus Areas and other innovative equity tools in its methodology.
- P-12. Work with transportation agencies to provide bus routes to increase transit access to parks.
- P-13. Apply innovative technologies to calibrate service delivery strategies to the needs of the county's changing demographic and cultural trends.
- P-14. Develop a Racial and Social Equity Plan incorporating data driven tools such as the Equity Focus Areas and EPS to ensure that race and demographics do not

predetermine the quantity and quality of parks or programming in different parts of the county.

- P-15. Create a trail connections plan to identify and prioritize missing linkages between park trail facilities and to neighborhoods to eliminate gaps in service.
- P-16. Apply design guidelines, such as the EPS Plan's "Designing Public Spaces," to encourage the delivery of public spaces that are inclusive, welcoming, accessible, comfortable, safe and promote a platform for community gathering and enjoyment.
- P-17. Expand the community gardens program to serve more residents, especially in underserved and high-density areas.
- P-18. Promote the creation of multi-use, accessible, and multi-generational facilities when designing parks.
- P-19. Enhance opportunities for food and beverage offerings in parks, particularly in the more urban parts of the county.
- P-20. Develop a blueprint for world class trails in Montgomery County that identifies opportunities to: 1. improve connectivity; 2. enhance the existing trail network; 3. develop signature projects; and 4. otherwise deliver a wide range of exceptional trail experiences to visitors and residents with varying interests and levels of fitness.
- P-21. Continue to refine park facility standards, land acquisition strategies, and other key policies during PROS updates to integrate parks more effectively into the fabric of intensively developed communities.
- P-22. Coordinate with county agencies to encourage the simultaneous accommodation of multiple needs, including recreation, education, community-building, and resource stewardship through co-location, adaptive reuse, co-programming and other forms of combined or shared uses of public land, buildings and related infrastructure.
- P-23. Cooperate with government and private sector property owners to identify opportunities for park and recreation facilities on underutilized land or in unconventional locations such as rooftops, parking garages, and unused public rights-of-way.
- P-24. Create a resiliency plan to improve parks' ability to withstand the effects of climate change. This plan should align with the county's Climate Action Plan and the Sustainability Plan.
- P-25. Prioritize ecological restoration practices (e.g. stream restoration, native stream buffer plantings, habitat enhancements, and wetland creation) in the stream valleys of the county's most developed watersheds.
- P-26. Develop and pursue a priority list of natural resource-based land acquisition targets that protect sensitive watersheds, preserve unique and rare habitats, complete critical wildlife corridor connections, and connect communities to natural areas.

- P-27. Ensure environmental and sustainability services improve public health, allow for opportunities for nature interpretation and education, and corrects environmental justices within equity and/or densely populated areas.
- P-28. Develop coordinated strategies with other agencies, neighboring jurisdictions, and relevant stakeholders to target meaningful stormwater treatment opportunities before stormwater reaches parkland. Identify and eliminate point source (piped) stormwater discharge into stream channels on parkland through state-of-the-art stormwater management, outfall enhancements and mitigation techniques.
- P-29. Assess the department's analytical tools and standards for resource management to ensure that they reflect state-of-the-practice understanding of the most effective and efficient means of achieving stewardship goals.
- P-30. Explore the creation of alternative funding tools such as the Bethesda Overlay Zone and resulting Park Impart Payment to support the acquisition and development of parks in urban areas.
- P-31. Use strategic marketing plans that promote programs, trails, and parks targeting multiple demographics, increasing community engagement, and advocacy for the park system.

References

On Wedges and Corridors, A General Plan for the Physical Development of the Maryland-Washington Regional District in Montgomery and Prince George's Counties, The Maryland-National Capital Park and Planning Commission, January 1964.

<https://montgomeryplanning.org/planning/master-plan-list/general-plans/wedges-corridors-general-plan-1964/>

...On Wedges and Corridors, Updated General Plan for the Maryland-Washington Regional District in Montgomery County, December 1969.

<https://montgomeryplanning.org/wp-content/uploads/2017/10/1969UpdatedGeneralPlanocr.pdf>

General Plan Refinement of the Goals and Objectives for Montgomery County, December 1993.

<https://montgomeryplanning.org/wp-content/uploads/2017/10/GeneralPlanRefinement1993ocr.pdf>

Thrive Montgomery 2050 Issues Report, Montgomery Planning, February 2020.

<https://montgomeryplanning.org/wp-content/uploads/2020/05/Attachment-1-Final-Issues-Report-to-PB-on-2-20-20-web-5-5-20.pdf>

Preservation of Affordable Housing Study, Montgomery Planning, November 2020.

<https://montgomeryplanning.org/planning/housing/preservation-of-affordable-housing/>

Housing Needs Assessment Study, Montgomery Planning, July 2020.

<https://montgomeryplanning.org/planning/housing/housing-needs-assessment/>

Agritourism Study, Montgomery Planning, December 2019.

<https://montgomeryplanning.org/wp-content/uploads/2019/12/Agritourism-Study-and-Appendices.pdf>

Thrive Montgomery 2050 Strategic Framework, Montgomery Planning, June 2019.

<https://montgomeryplanning.org/wp-content/uploads/2019/06/2019-0619-Revised-Framework-Report.pdf>

Montgomery County Trends A Look at People, Housing and Jobs Since 1990, Montgomery Planning, January 2019.

https://montgomeryplanning.org/wp-content/uploads/2019/01/MP_TrendsReport_final.pdf

The Missing Middle Housing Study, Montgomery Planning, September 2018.

https://montgomeryplanning.org/wp-content/uploads/2018/09/MissingMiddleHousingStudy_9-2018.pdf

Meeting the Housing Needs of Older Adults in Montgomery County, Montgomery Planning, May 2018.

<https://montgomeryplanning.org/wp-content/uploads/2018/06/Meeting-the-Housing-Needs-of-Older-Adults-in-Montgomery-County-Final5-24-18.pdf>

Montgomery County Retail Strategy, Montgomery Planning, September 2017.

[https://montgomeryplanning.org/wp-content/uploads/2017/10/Retail Trends Study Final10.12.17.pdf](https://montgomeryplanning.org/wp-content/uploads/2017/10/Retail_Trends_Study_Final10.12.17.pdf)

Montgomery County Rental Housing Study, Montgomery Planning, June 2017.

[https://montgomeryplanning.org/wp-content/uploads/2017/07/RHS Strategy-Document.pdf](https://montgomeryplanning.org/wp-content/uploads/2017/07/RHS_Strategy-Document.pdf)

Office Market Assessment, Montgomery County, MD, Montgomery Planning, June 2015.

<https://www.montgomeryplanning.org/research/documents/MontgomeryCountyOfficeFinalReport061815.pdf>

Functional Master Plan for the Preservation of Agriculture and Rural Open Space in Montgomery County, October 1980.

<https://montgomeryplanning.org/wp-content/uploads/2016/09/PreservationAgricultureRuralOpenSpaceFunctionalMasterPlan1980ocr300.pdf>

The Strength of the Creative Economy, Arts and Humanities Council of Montgomery County, April 2019. <https://creativemoco.com/LSWD>

Brief Economic Facts, Montgomery County, Maryland Department of Commerce, February 2019.

<http://commerce.maryland.gov/Documents/ResearchDocument/MontgomeryBef.pdf>

Montgomery County Community Wide Greenhouse Gas Emissions Inventory, Montgomery County Department of Environmental Protection, 2018.

<https://www.montgomerycountymd.gov/green/climate/ghg-inventory.html>

Health in in Montgomery County 2008-2-16, A Surveillance Report on Population Health. Department of Health and Human Services, Office of Planning and Epidemiology, Montgomery County, Maryland, April 2018.

<https://www.montgomerycountymd.gov/healthymontgomery/Resources/Files/Topics/Demographic%2C%20Social%20Determinants%2C%20and%20Health%20Care%20Access.pdf>

MCPS Performance and Opportunity Gaps, Report Number 2019-14, Montgomery Council Office of Legislative Oversight, December 3, 2019.

<https://www.montgomerycountymd.gov/OLO/Resources/Files/2019%20Reports/OLORReport2019-14.pdf>

Regional Housing Memorandum to Metropolitan Washington Council of Governments Board of Directors, September 2, 2018. <https://www.mwcog.org/documents/2018/09/12/regional-housing-memo-to-cog-board-cog-board-affordable-housing-housing/>

Neighborhoods Matter—Children's lives are shaped by the neighborhood they grow up in, Opportunity Insights, Harvard University, Massachusetts, 2019.

<https://opportunityinsights.org/neighborhoods/>

“Fighting Obesity Through the Built Environment,” [Environmental Health Perspectives](#), August 2004; 112(11): A616–A618. National Center for Biotechnology Information, PubMed Central® (PMC), archive of biomedical and life sciences journal literature at the U.S. National Institutes of Health's National Library of Medicine (NIH/NLM).
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1247493/>

Social Capital Formation in Rural, Suburban, and Urban Communities, University of Kentucky Staff Paper 474, October 2013.
<https://ageconsearch.umn.edu/bitstream/159102/2/s474%20Social%20Capital%20Debertin%20complete.pdf>

Social capital and the built environment: the importance of walkable neighborhoods. National Library of Medicine, National Center for Biomedical information, National Institute of Health, October 2015. <https://www.ncbi.nlm.nih.gov/pubmed/12948978>

Design for Health, Building Social Capital with Comprehensive Planning and Ordinances, University of Minnesota, 2008. http://designforhealth.net/wp-content/uploads/2012/12/BCBS_SocCap_0408.pdf

Social Equity and Parks and Recreation. National Recreation and Parks Association.
<https://www.nrpa.org/our-work/Three-Pillars/social-equity-and-parks-and-recreation/>

Third Places as Community Builders. Building Healthy Neighborhood Series, Brookings, September 2016. <https://www.brookings.edu/blog/up-front/2016/09/14/third-places-as-community-builders/>

Five Domains of Wellbeing: Social Connectedness. Fact Sheet, The Full Frame Initiative, 2013.
https://fullframeinitiative.org/wp-content/uploads/2011/05/SocialConnectedness_Factsheet.pdf

Racial Equity in Government Decision-Making: Lessons from the Field, Report Number 2018-18, Montgomery County Office of Legislative Oversight, September 25, 2018.
https://www.montgomerycountymd.gov/OLO/Resources/Files/2018%20Reports/OLOReport2018_8.8.pdf

Social Media Use and Perceived Social Isolation Among Young Adults in the U.S., American Journal of Preventive Medicine, [Volume 53, ISSUE 1](#), P1-8, July 01, 2017.
[https://www.ajpmonline.org/article/S0749-3797\(17\)30016-8/abstract](https://www.ajpmonline.org/article/S0749-3797(17)30016-8/abstract)

“Technology vs. the Middle Class,” The Wall Street Journal, January 2017.
<https://www.wsj.com/articles/technology-vs-the-middle-class-1485107698>

Education and Economic Competitiveness. A Speech by Chairman Ben S. Bernanke At the U.S. Chamber Education and Workforce Summit, Washington, D.C. September 2007.
<https://www.federalreserve.gov/newsevents/speech/bernanke20070924a.htm>

“The Most Detailed Map of Auto Emissions in America,” The New York Times, October 2019.
<https://www.nytimes.com/interactive/2019/10/10/climate/driving-emissions-map.html>

Fast Facts on Transportation Greenhouse Gas Emissions, Green Vehicle Guide, United States Environmental Protection Agency, June 2019.

<https://www.epa.gov/greenvehicles/fast-facts-transportation-greenhouse-gas-emissions>

Emergency Climate Mobilization, Montgomery County Council, Resolution 18-974, December 2017.

<https://apps.montgomerycountymd.gov/ccllms/ResolutionDetailsPage?RecordId=8727&fullTextSearch=climate%20AND%20emergency>

Benefits of Small-Scale Manufacturing, Montgomery County, MD. Recast City, February 2018. Study conducted for the Montgomery County Council's Planning, Housing and Economic Development (PHED) Committee, 2018.

https://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2019/20190204/20190204_PHED2.pdf

A Long Life for Long Branch- Tools to Preserve Independent Retailers, A graduate urban planning and studies class project under "Preserving Community Value of Ethnically Diverse Retailers in Long Branch" by the National Center for Smart Growth and University of Maryland Partnership for Action Learning in Sustainability, 2019.

<https://montgomeryplanning.org/wp-content/uploads/2020/02/UMD-PALS-Retail-Project-Final-Report-4-5-20.pdf>

2019 County Health Rankings State Reports, Robert Wood Johnson Foundation.

<https://www.countyhealthrankings.org/>

The active city? Disparities in provision of urban recreation resources. [Health & Place Volume 16, Issue 3](#), May 2010, Pages 431-445, Science Direct.

<https://www.sciencedirect.com/science/article/abs/pii/S135382920900135X?via%3Dihub>

New study shows rich, poor have huge mortality gap in US. Massachusetts Institute of Technology, 2016. -<https://phys.org/news/2016-04-rich-poor-huge-mortality-gap.html>

Residential green space in childhood is associated with lower risk of psychiatric disorders from adolescence into adulthood. Research Article, Proceedings of the National Academy of Sciences of the United States of America, PNAS March 12, 2019 116 (11) 5188-5193; first published February 25, 2019. <https://www.pnas.org/content/116/11/5188>

Fighting obesity through the built environment – Research Article [Environ Health Perspect](#). 2004 Aug; 112(11): A616–A618, National Center for Biotechnology Information, PubMed Central® (PMC), archive of biomedical and life sciences journal literature at the U.S. National Institutes of Health's National Library of Medicine (NIH/NLM), August 2004.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1247493/>

Physical Activity in Relation to Urban Environments in 14 Cities Worldwide: A Cross-Sectional Study. Research Article, [Volume 387, ISSUE 10034](#), P2207-2217, May 28, 2016. The Lancet.

[https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(15\)01284-2/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(15)01284-2/fulltext)

Health Impacts of Climate Change APHA, Climate Nexus 2016, American Public Health Association, https://www.apha.org/-/media/files/pdf/topics/climate/guide_section4.ashx?la=en&hash=118F4FD2E4719EF51A76C0B0865BAEF57BEB7EDB

Perhaps there is a drug that can prolong your life—it's called money, Public Library of Science, 2016. [https://medicalxpress.com/news/2016-04-drug-prolong-lifeit-money.html?utm_source=TrendMD&utm_medium=cpc&utm_campaign=MedicalXpress Trend MD_1](https://medicalxpress.com/news/2016-04-drug-prolong-lifeit-money.html?utm_source=TrendMD&utm_medium=cpc&utm_campaign=MedicalXpress_TrendMD_1)