



# Frederick County Planning Commission

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## AGENDA

**Wednesday January 4, 2017**

**9:00 am**

2<sup>nd</sup> Floor Winchester Room, Winchester Hall, 12 E Church St. Frederick, Md.

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APPROVED: \_\_\_\_\_

### **NOTICES AND REMINDERS**

The County's lobbying ordinance (Chapter 1-7.2 of the code) requires the registration of individuals and entities that qualify as lobbyists. If you will be testifying before the Planning Commission, the ordinance may require that you register as a lobbyist. If you have a question as to the applicability of this ordinance, please contact the County Attorney's Office at (301) 600-1030.

Please turn off all cell phones and other electronic devices during planning commission meetings. If you must attend to business or engage in a private conversation, please exit the hearing room so as not to disrupt the meeting.

Agenda items will be reviewed in succession. It is the responsibility of the applicant and other persons of record to be prepared to discuss their agenda item during the respective session.

The Commission will break for lunch at approximately 12:00 or 12:30 pm if the meeting is expected to continue into the afternoon.

#### **Providing Public Testimony**

- Any individual who wishes to testify on an agenda item is required to be sworn in at the beginning of each agenda item.
- Individuals are allotted three (3) minutes and recognized organizations ten (10) minutes for each agenda item.
- Written comments must be submitted at least 72 hours in advance of the scheduled meeting to be considered by the Planning Commission.

#### **Applicants**

- All applicants and their representatives who testify are required to be sworn in at the beginning of each agenda item.
- Applicant presentations are allotted, typically fifteen (15) minutes with five (5) minute rebuttal following any public comments.
- Written comments must be submitted at least 72 hours in advance of the scheduled meeting to be considered by the Planning Commission.

Individuals requiring special accommodations for this meeting are requested to contact the Planning Office at 301-600-1138 (tty: use Maryland relay) to make the necessary arrangements no later than seven (7) working days prior to the meeting.

Any correspondence to the Planning Commission can be sent to: [planningcommission@frederickcountymd.gov](mailto:planningcommission@frederickcountymd.gov)

<b><u>Upcoming Planning Commission Meetings</u></b>	<b><u>For more information contact</u></b>
Wednesday – January 11, 2017 @ 9:30 am	Dept. of Planning or Development Review
	301-600-1138
	<a href="http://www.FrederickCountyMD.gov/planning">www.FrederickCountyMD.gov/planning</a>



# Frederick County Planning Commission

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**Wednesday January 4, 2017**

**9:00 am**

2<sup>nd</sup> Floor Winchester Room, Winchester Hall, 12 E Church St. Frederick, Md.

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APPROVED: \_\_\_\_\_

1. **PLEDGE OF ALLEGIANCE**
2. **PLANNING COMMISSION COMMENTS** **INFORMATIONAL**
3. **AGENCY COMMENTS / AGENDA BRIEFING** **INFORMATIONAL**
4. **LIVABLE FREDERICK WORKSHOP** **INFORMATIONAL**  
*David Whitaker, Chief of Comprehensive Planning*

# Comprehensive Plan Guidance

## APA PAS 578

“The ultimate aim is to help planners and the communities they serve realize the powerful potential of the comprehensive plan to sustain twenty-first century places.”

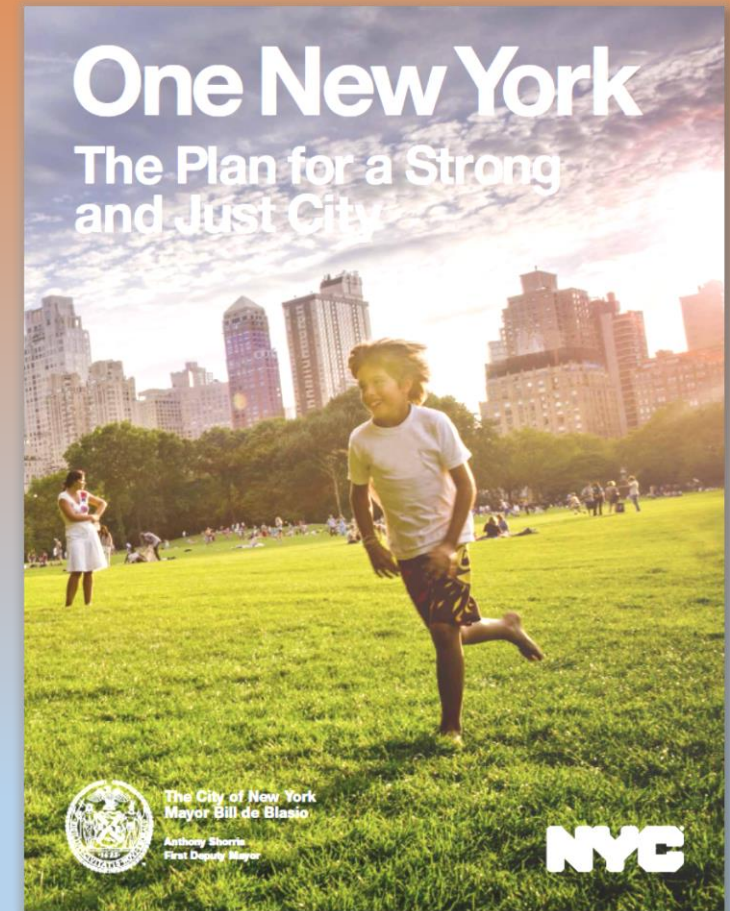
-American Planning Association,  
January 2015



[http://app.dhpe.org/Resources/files/264/PAS\\_578.pdf](http://app.dhpe.org/Resources/files/264/PAS_578.pdf)

# Plan Principles

1. Livable Built Environment
2. Harmony with Nature
3. Resilient Economy
4. Interwoven Equity
5. Healthy Community
6. Responsible Regionalism



# 1. Livable Built Environment

Ensure that all elements of the built environment, including land use, transportation, housing, energy and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.





# Livable Built Environment: Best Practices

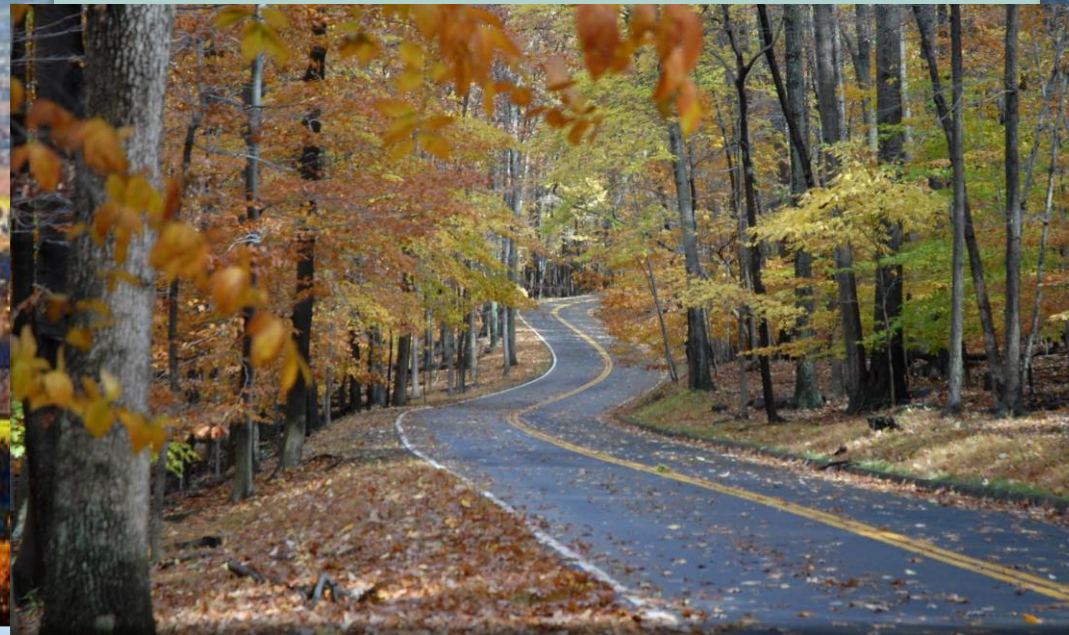
- 1.1 Plan for Multi-Modal Transportation
- 1.2 Plan for Transit-Oriented Development
- 1.3 Coordinate Regional Transportation Investments with Job Clusters.
- 1.4 Provide Complete Streets Serving Multiple Functions
- 1.5 Plan for Mixed Land-Use Patterns that are Walkable and Bikeable
- 1.6 Plan for Infill Development
- 1.7 Encourage Design Standards Appropriate to the Community Context
- 1.8 Provide Accessible Public Facilities and Spaces
- 1.9 Conserve and Reuse Historic Resources
- 1.10 Implement Green Building Design and Energy Conservation
- 1.11 Discourage Development in Hazard Zones

# Plan for Multi-Modal Transportation

A multimodal transportation system allows people to use a variety of transportation modes, including walking, biking and other mobility devices, as well as transit where possible. Such a system reduces dependence on automobiles and encourages more active forms of personal transportation, improving health outcomes and increasing mobility of those unable or unwilling to drive (e.g., youth, persons with disabilities, low income persons, the elderly). Fewer vehicles on the road also translates to reduced air pollution with associated health risks and reduced local expenditures for streets and roadways.

## 2. Harmony with Nature

Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintain their health is a primary objective.





# Harmony with Nature: Best Practices

- 2.1 Restore, connect, and protect natural habitats and sensitive lands
- 2.2 Plan for the provision and protection of green infrastructure
- 2.3 Encourage development that respects natural topography
- 2.4 Enact policies to reduce carbon footprints
- 2.5 Comply with state and regional air quality standards
- 2.6 Provide for renewable energy use
- 2.7 Provide for solid waste reduction
- 2.8 Encourage water conservation and plan for a lasting water supply
- 2.9 Protect and manage streams, watersheds, and floodplains

### 3. Resilient Economy

Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.

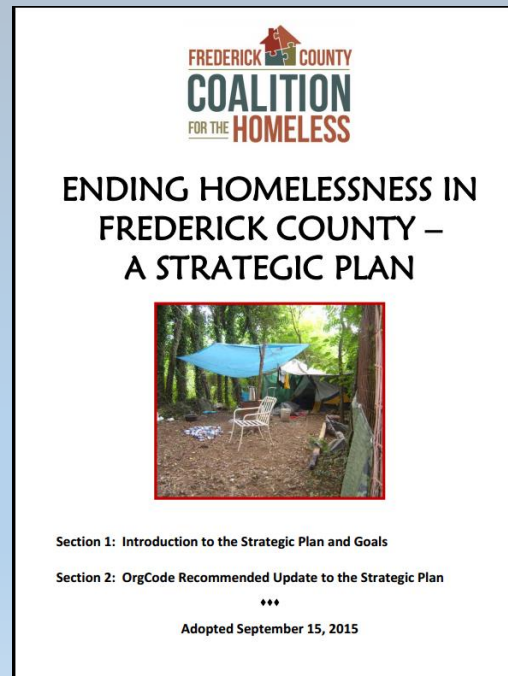


# Resilient Economy: Best Practices

- 3.1 Provide the Physical Capacity for Economic Growth
- 3.2 Plan for a Balanced Land-Use Mix for Fiscal Sustainability
- 3.3 Plan for Transportation Access to Employment Centers
- 3.4 Promote Green Businesses and Jobs
- 3.5 Encourage Community-Based Economic Development and Revitalization
- 3.6 Provide and Maintain Infrastructure Capacity in line with Growth Demands
- 3.7 Plan for Post-Disaster Economic Recovery

# 4. Interwoven Equity

Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.





# Interwoven Equity: Best Practices

- 4.1 Provide a Range of Housing Types
- 4.2 Plan for a Jobs/Housing Balance
- 4.3 Plan for Physical, Environmental, and Economic Improvement of At-Risk, Distressed, and Disadvantaged Neighborhoods and Communities.
- 4.4 Plan for Improved Health and Safety for At-Risk Populations
- 4.5 Provide Accessible, Quality Public Services, Facilities, and Health Care to Minority and Low-Income Populations
- 4.6 Upgrade Infrastructure and Facilities in Older and Substandard Areas
- 4.7 Plan for Workforce Diversity and Development
- 4.8 Protect Vulnerable Populations from Natural Hazards
- 4.9 Promote Environmental Justice

## 5. Healthy Community

Ensure that public health needs are recognized and addressed through provision for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.



# Healthy Community: Best Practices

5.1 Reduce Exposure to Toxins and Pollutants in the Natural and Built Environment

5.2 Plan for Increased Public Safety through Reduction of Crime and Injuries

5.3 Plan for the Mitigation and Redevelopment of Brownfields for Productive Uses

5.4 Plan for Physical Activity and Healthy Lifestyles

5.5 Provide Accessible Parks, Recreation Facilities, Greenways, and Open Space near all Neighborhoods

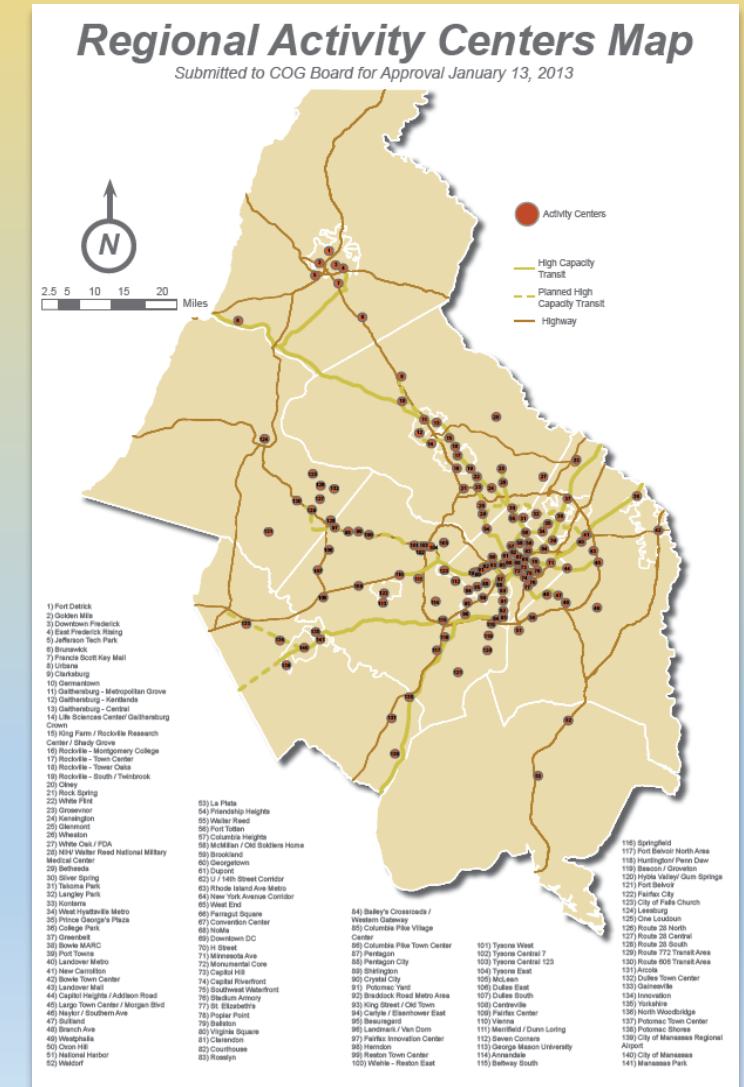
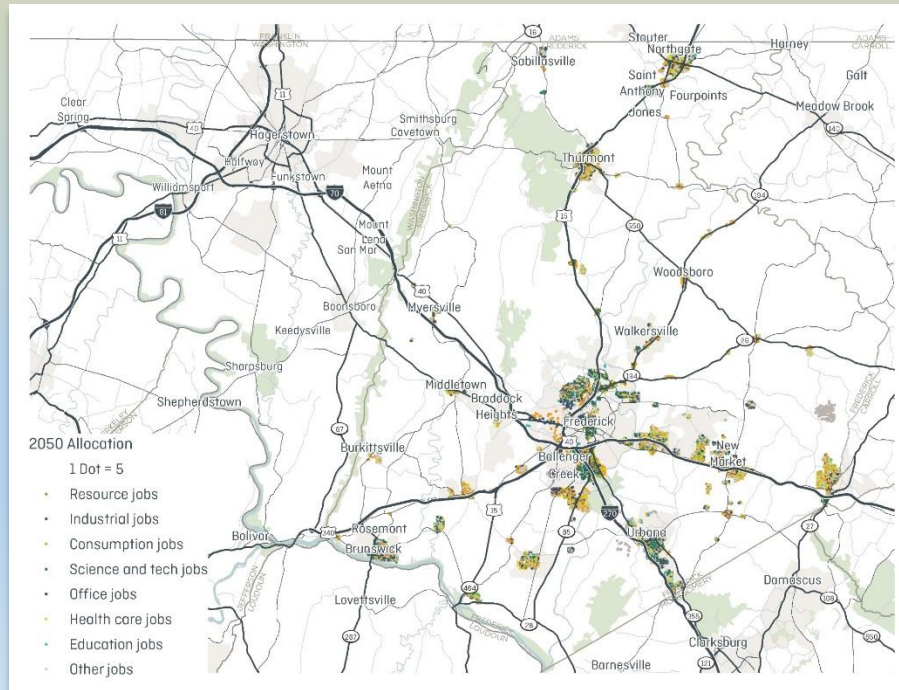
5.6 Plan for Healthy, Locally-Grown Foods for all Neighborhoods and Communities

5.7 Plan for Equitable Access to Health Care Providers, Schools, Public Safety Facilities, and Arts and Cultural Facilities



## 6. Responsible Regionalism

Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.





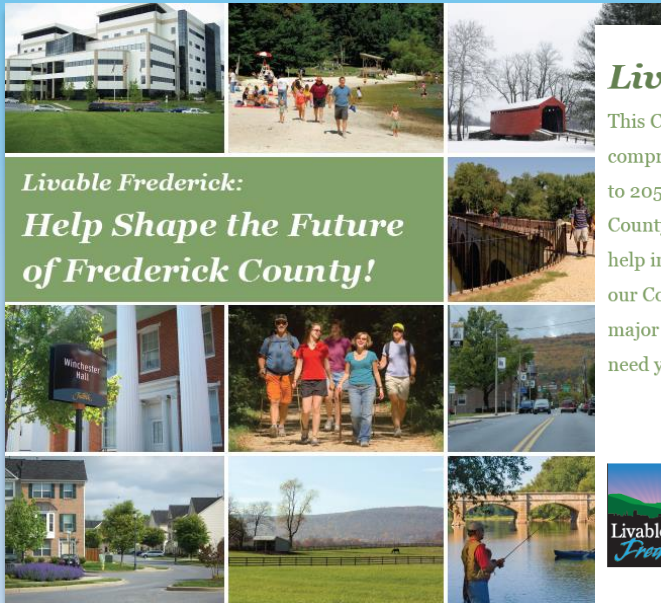
# Responsible Regionalism: Best Practices

- 6.1 Coordinate Local Land Use Plans with Regional Transportation Investments
- 6.2 Coordinate Local and Regional Housing Plan Goals
- 6.3 Coordinate Local Open Space Plans with Regional and State Green Infrastructure Plans
- 6.4 Delineate Designated Growth Areas that are Served by Transit
- 6.5 Promote Regional Cooperation and Sharing of Resources
- 6.6 Enhance Connections between Local Activity Centers and Regional Destinations
- 6.7 Coordinate Local and Regional Population and Economic Projections
- 6.8 Include Regional Development Vision and Plans in Local Planning Scenarios
- 6.9 Encourage Consistency between Local Capital Improvement Programs and Regional Infrastructure Priorities

# 7. Plan Processes

## 7. Authentic Participation

## 8. Accountable Implementation



*Livable Frederick:  
Help Shape the Future  
of Frederick County!*

### *Livable Frederick*

This County is developing a comprehensive plan looking out to 2050 and we are developing a Countywide Vision. The vision will help inform the next chapter of our County's evolution and have a major impact for years to come. We need your help to create it.

### We want to hear from you!

It is easy to get involved and let your voice be heard. Please share your ideas, your dreams about the future of our community.

- Take our online vision survey at [livablefrederick.org](http://livablefrederick.org) using your computer, tablet, or smartphone.
- Take the written vision survey —on hand at any of the county libraries, other county buildings and upcoming community events.
- Share ideas and other thoughts by stopping by the Livable Frederick table displays located at all of the county Libraries.
- Visit [livablefrederick.org](http://livablefrederick.org) regularly for more information and more opportunities to get engaged.

[livablefrederick.org](http://livablefrederick.org)



[facebook.com/LivableFrederick](https://facebook.com/LivableFrederick)



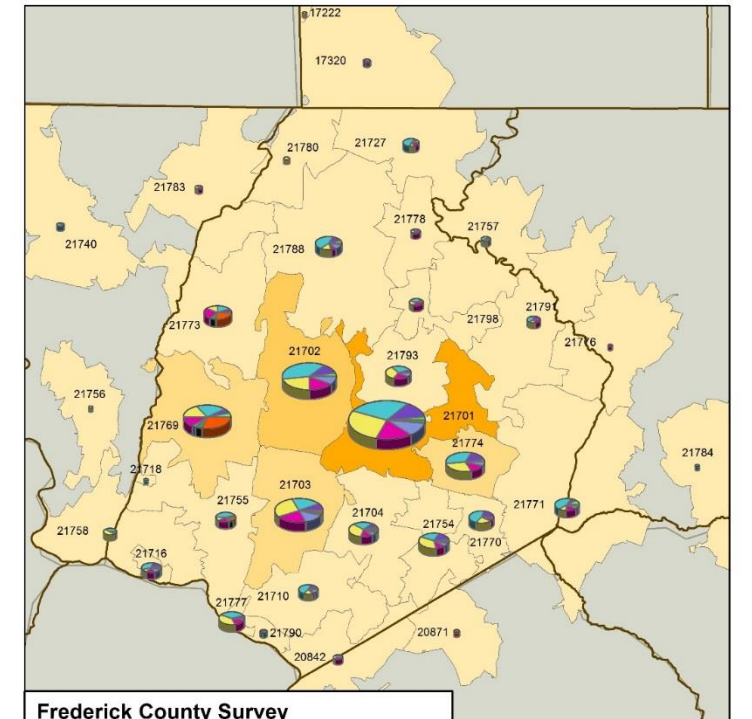
[instagram.com/LivableFrederick](https://instagram.com/LivableFrederick)



[@LivableFrederick](https://twitter.com/LivableFrederick)

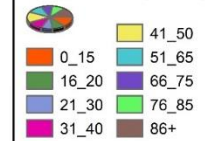


### Respondent's Home Zipcode

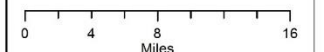
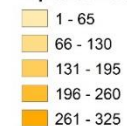


### Frederick County Survey

#### Respondent Age Ranges

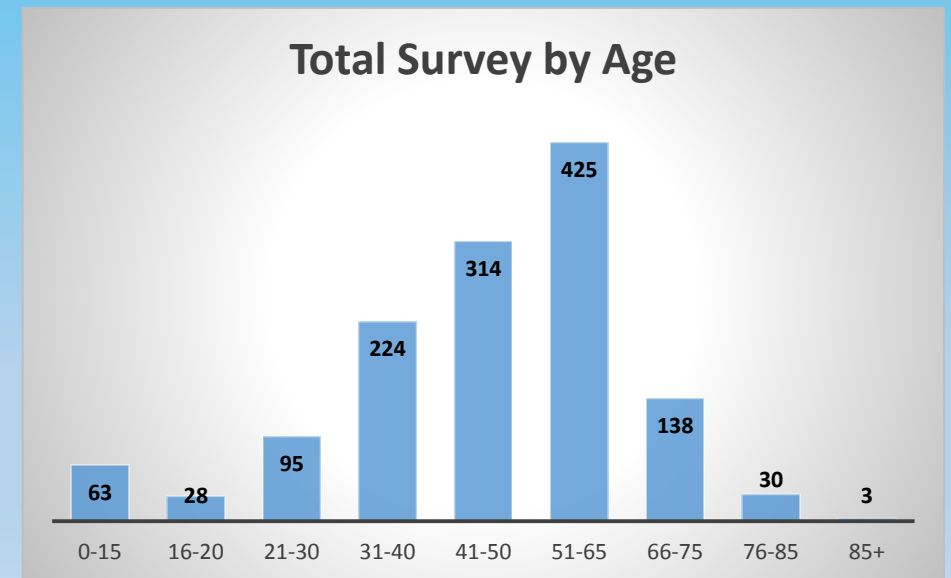


#### Respondent's Home Zipcode Count



# 7. Authentic Participation

Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.



# Authentic Participation: Best Practices

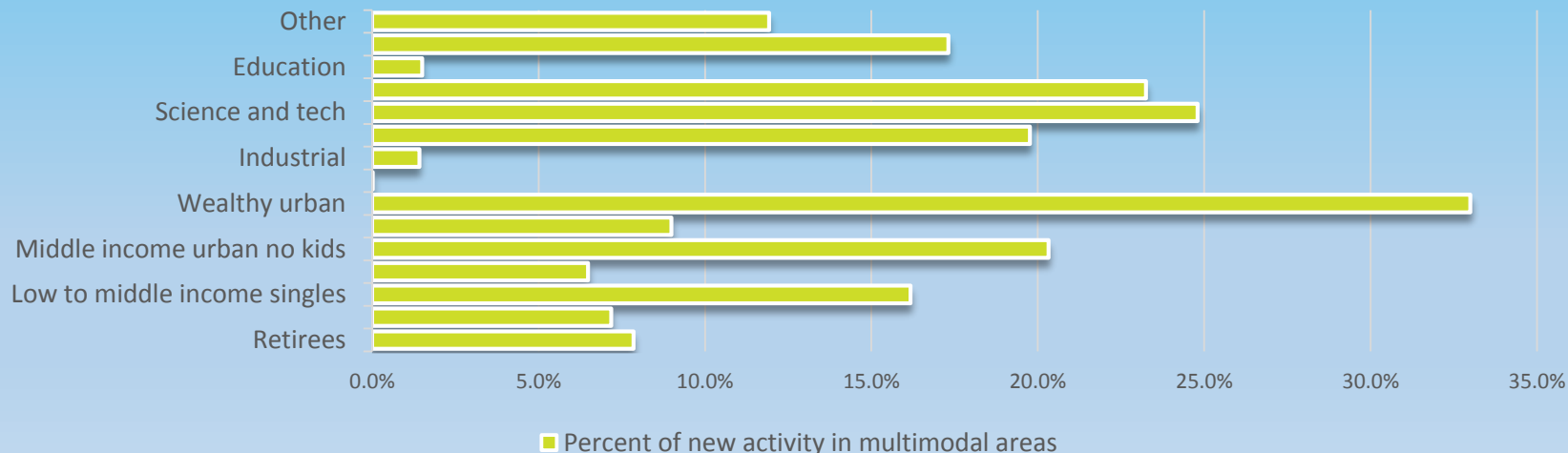
- 7.1 Engage Stakeholders at all Stages of the Planning Process
- 7.2 Seek Diverse Participation in the Planning Process
- 7.3 Promote Leadership Development in Disadvantaged Communities during the Planning Process
- 7.4 Develop Alternative Scenarios of the Future
- 7.5 Provide On-Going and Understandable Information for all Participants
- 7.6 Use a Variety of Communication Channels to Inform and Involve the Community
- 7.7 Continue to Engage the Public After the Comprehensive Plan is Adopted



# 8. Accountable Implementation

Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.

Percent of new activity in multimodal areas



Livable Frederick - A Plan for a Sustainable, Equitable, and Healthy County

## Making Our Vision a Reality

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### GOALS



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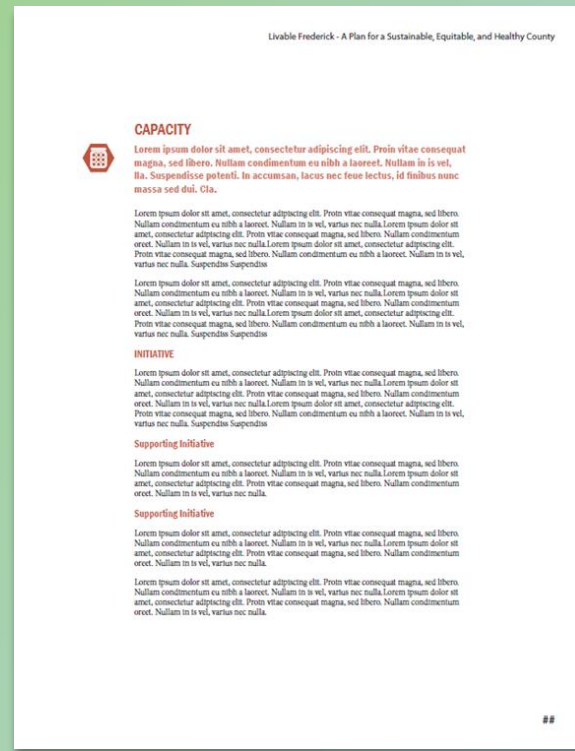
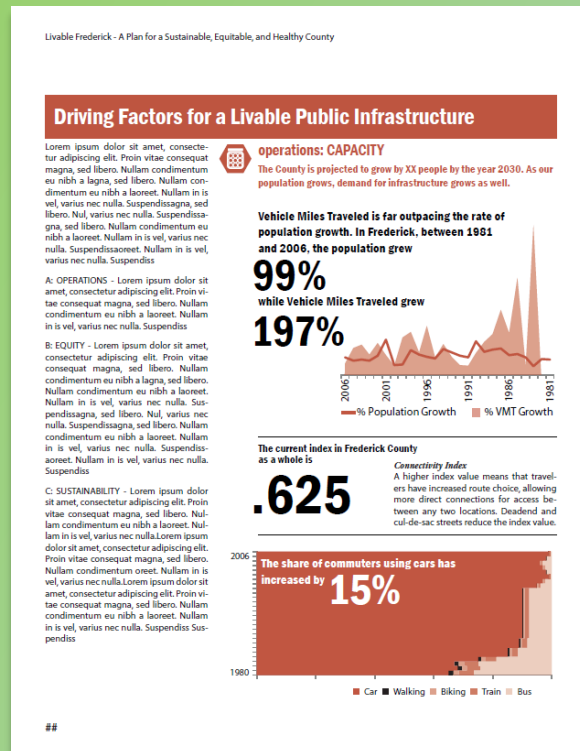
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# Accountable Implementation: Best Practices

- 8.1 Indicate specific actions for implementation
- 8.2 Connect plan implementation to the capital planning process
- 8.3 Connect plan implementation to the annual budgeting process
- 8.4 Establish interagency and organizational cooperation
- 8.5 Identify funding sources for plan implementation
- 8.6 Establish implementation indicators, benchmarks, and targets
- 8.7 Regularly evaluate and report on implementation progress
- 8.8 Adjust the plan as necessary based on the evaluation

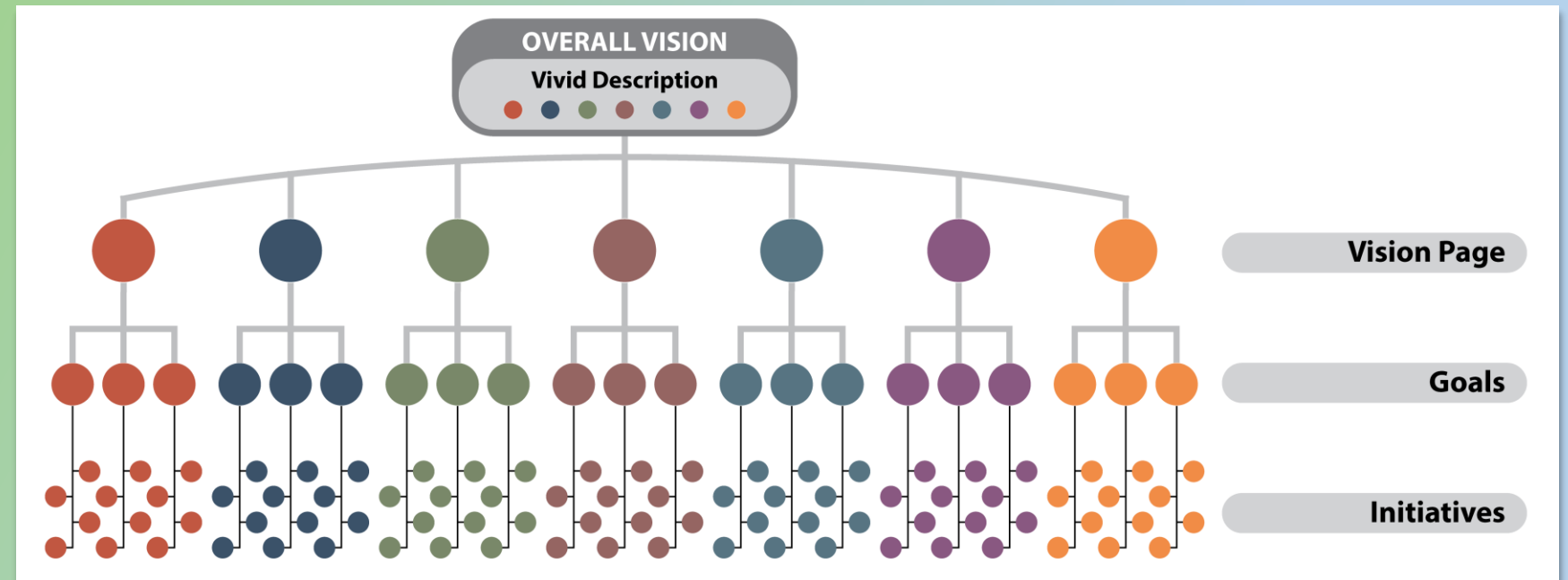
## 7. Consistent Content

## 8. Coordinated Characteristics



# 9. Consistent Content

Ensure that the plan contains a consistent set of visions, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.



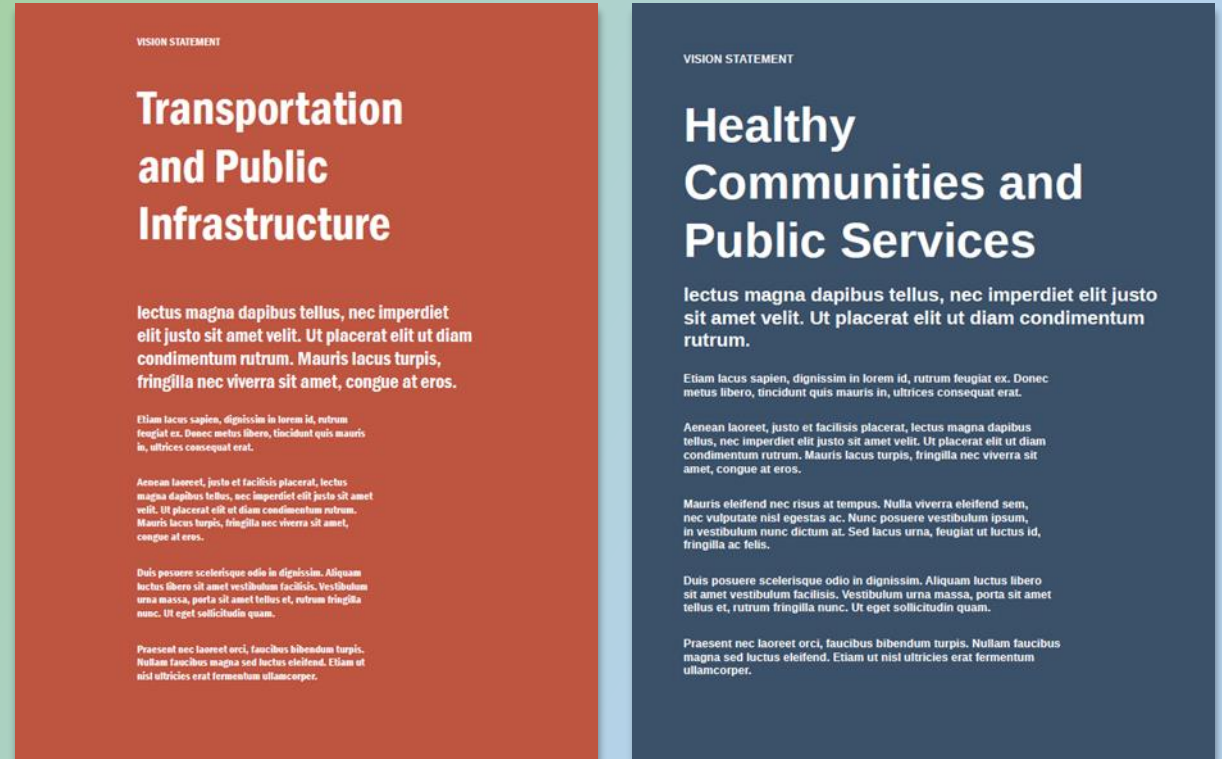


# Consistent Content: Best Practices

- 9.1 Assess strengths, weaknesses, opportunities, and threats
- 9.2 Establish a fact base
- 9.3 Develop a vision of the future
- 9.4 Set goals in support of the vision
- 9.5 Set objectives in support of the goals
- 9.6 Set policies to guide decision-making
- 9.7 Define actions to carry out the plan
- 9.8 Use clear and compelling features to present the plan

# 10. Coordinated Characteristics

Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements. And horizontally with plans of adjacent jurisdictions.



# Coordinated Characteristics: Best Practices

- 10.1 Be Comprehensive in Plan Coverage
- 10.2 Integrate the Plan with Other Local Plans and Programs
- 10.3 Be Innovative in the Plan's Approach
- 10.4 Be Persuasive in the Plan's Communications
- 10.5 Be Consistent across Plan Components
- 10.6 Coordinate with the Plans of other Jurisdictions and Levels of Government
- 10.7 Comply with Applicable Laws and Mandates
- 10.8 Be Transparent in the Plan's Substance
- 10.9 Use Plan Formats that Go Beyond Paper

# Plan Scoring System

APA PAS 578 sets up a procedure to measure a comprehensive plan against a national standard.

It establishes scoring criteria for best practices

- Not Applicable
- Not Present (0 points)
- Low (1 point)
- Medium (2 points)
- High (3 points)



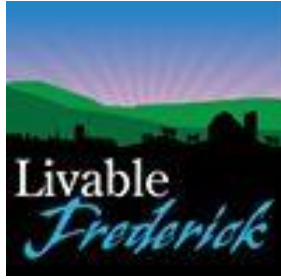
# Guidance Scoring

The Livable Frederick Comprehensive Plan is using the Planning Guidance provided by APA PAS 578. It is providing a measuring stick for public process, innovation, outreach, and implementation of the Plan.

The Comprehensive Plan document and process will be assessed by the Steering Committee and by Planning Staff. This step will be addressed initially upon recommendation of the Planning Commission Draft Plan and upon adoption of the Livable Frederick Comprehensive Plan.

[http://app.dhpe.org/Resources/files/264/PAS\\_578.pdf](http://app.dhpe.org/Resources/files/264/PAS_578.pdf)





**Our Shared Community Vision  
of a  
Livable Frederick County in 2040**

**Overarching Vision Statement**

***It is the year 2040. Frederick County is a vibrant and unique community where people live, work and thrive while enjoying a strong sense of place and belonging.***

**Vision  
Vivid Description**

**Our community enables young and old to lead fulfilling lives. We ensure that all people can be successful, enjoy a high quality of life.**

**Residents are energized by our unique sense of place: its Civil War history, small towns and villages, and cultural amenities.**

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

**We embrace businesses of all types and sizes to ensure a vibrant and strong economy. We value traditional industries while seizing the opportunities of the future – healthcare, biotech, advanced technology, and more.**

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

**Good health is fundamental to our high quality of life. We value a healthy environment, clean air, water and green energy and are good stewards of our environmental and natural resources.**

**Frederick County land planning enhances our traditional growth areas, our towns and villages, while preserving what we love, our farms, history, and outdoor activities.**

**Our transportation system moves people, goods and services, both locally and regionally, in a timely and safe manner.**

**Frederick County is a safe place to live, work and play due largely to our many committed emergency service providers and caring communities.**

**It offers excellence in public education and lifelong learning opportunities, which results in a well educated and trained workforce to ensure our long term economic prosperity.**

**Frederick County offers great places to live, from our small towns and villages, to our urban downtown, quaint main street, and rural countryside. There is something for everyone!**

## **Vision Components**

It is the year 2040. Our LIVABLE FREDERICK is a place and a community that offers the freedom and the equity of opportunity necessary for everyone who lives and works here to prosper and thrive throughout their lives.

In this first half of the 21<sup>st</sup> century, Frederick County has been attuned to the many changes and developments in science, technology, medicine, agriculture, work itself, etc., that are affecting life as we know it. We are seizing these changes as opportunity and are employing them to help create and sustain our desired vision of life and work here.

### **Our Community:**

We are a diverse community of deliberately healthy, self-sufficient, contributing members of society.

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

Frederick County is a safe place to live, work, and play. Our law enforcement agencies protect and serve us honorably, fairly, and ethically, and are appreciated by the public. Crime levels are consistently low and people feel safe as they conduct their daily lives.

This is a place where different people from all backgrounds live, work and play together. It is a place where all citizens have a voice and no one is left out. There is no cultural or racial hatred or prejudice – Frederick County is a community of inclusion.

The people of Frederick are well informed, highly motivated to speak up for themselves and feel comfortable doing so. Interested, engaged citizens collaborate with government and community organizations to make their desires known and to solve problems.

The County's many distinct places - rural villages and towns, cities and their suburbs, historic neighborhoods, farms, mountains and rivers – each contribute to the vitality and identity of this community and provide value to our lives. Neighborhoods, whether rural or urban, have a unique sense of place. We ensure that our children learn our local history and heritage to give them a sense of pride in our community.

We have a livable built environment where all of its elements, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable green places for living, working, learning and recreation, with a high quality of life. The County has a comprehensive master plan that balances growth and shapes the locations of businesses and homes. Before development occurs, the support structures for transportation, parks, water supply, sewage, schools, and public buildings are in place. Planning is a collaborative endeavor with the community, developers and builders combining expertise and experience to meet the needs of the community in a way that results in predictable and profitable growth and makes Frederick truly livable for all.

Frederick County has meaningful and affordable housing choices for everyone - all income levels, all classes, while offering older adults affordable housing and supportive services. Housing, both rural and urban, is focused toward existing activity centers, towns and villages and is in close proximity to shopping, schools and other town activities. Re-use of existing structures and neighborhoods is emphasized. Communities are aesthetically pleasing, with quality housing options including a balance of mixed use and single family units with a focus on green, solar and sustainable alternative energy features.

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

### **Our Economy:**

Our county economy is resilient. The community is prepared to deal with both positive and negative changes in its economic health having made strategic choices to both diversify our existing enterprises and be an incubator for new ones. Our Building, Retail and Services sectors complement our hub of Biotechnology, Healthcare, Information Technology and Creative industries.

More than half of our county land remains agricultural with 150,000 acres of farmland preserved. We have profitable, diversified farms that have benefited from changes in soil science, public eating habits and market opportunities. Regenerative agriculture is a norm. Many of the agricultural products consumed by county residents are locally grown.

Businesses that thrive here are profitable by providing worthwhile goods and services while valuing and compensating their workers. Frederick County is an exciting and desirable place to work, and everyone who needs and wants to work can. Full time work provides sufficient compensation and benefits to cover the cost of living here.

Our county seat, the City of Frederick, is a historic jewel with a downtown that is economically, culturally, and socially vibrant. Market Street is home to dozens of thriving restaurants and stores. The Carroll Creek Linear Park is a mixed-use, attractive center for cultural affairs, dining, shopping and recreation for both citizens and tourists. Our towns and village centers retain their uniqueness and are centers of economic and cultural activity. New construction blends in with the old. Frederick's historic architecture, public art, and uniqueness are preserved. Our economy is shaped and sustained by the talent and enterprise of our residents.

Frederick County's schools set benchmarks for learning, discovery and innovation in a diverse environment that respects and enables teachers and enhances children's lives so they can focus on learning. Because the quality of the first years of life has a profound influence on whether a person will thrive as



an adult, parents, caregivers, doctors, teachers and neighbors collaborate to assure equity in preparing children early for their future development. All county schools are of equally good quality and meet state and federal standards. Our schools have adequate space and small class sizes for their students. We attract and retain high-quality teachers with competitive salaries. Schools are a hub for community activities with easy access for sports, the arts and meetings.

Colleges, apprenticeship programs, and other educational institutions in our county are graduating students to be innovative and entrepreneurial to prepare them for the kinds of employment opportunities needed in the county and beyond. Businesses locate in the county because of the quality of our workforce, whether in academic disciplines or advanced trades.

The vibrant and expanding arts community in Frederick County plays a vital role in supporting a creative, diverse population that fosters the development and integration of new ideas while maintaining a strong connection to our heritage and history. The arts serve as economic driver in our economy, drawing creators to live and produce in Frederick County.

#### **Our Environment:**

We live in a county, a place, of great physical richness and beauty. We are fulfilling our stewardship by making Frederick County an environmentally sustainable place with clean air, clean water, healthy soil, protected farmland and open space.

Planning has adapted to the climate that we now have in 2040. We initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.

We are shepherds of our county and leave to successive generations healthy soil that sustains our agricultural bounty, clean air and water, lessons from our rich heritage, and the fruits of our planning together for an intentional future.

We have ensured that the contributions of natural resources to human well-being are explicitly recognized and valued. We are committed to preserving and improving their health and being in harmony with nature. The Catoctin Mountains and Frederick's watershed continue to be protected. Our county is greenhouse gas negative.

#### **Our Health:**

We understand that the better the physical and mental health of all of our people, the happier, more productive, successful and resilient our community will be. There is availability and access to affordable health care, both mental and physical, to dental care and to prescriptions for everyone. Our people have access to state-of-the-art hospitals and clinics that attract top physicians with a

variety of specialties, especially geriatricians who serve our large elder population. Medical professionals who emphasize keeping people healthy choose to live and work here because our people take responsibility for maximizing their health and fitness for their whole lifetime.

Public health needs are recognized and active living fostered through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods. Healthy eating and lifestyle habits are taught to people from an early age. Environmental hazards, including toxins, pollutants and ambient environmental stress, have been mostly eliminated.

We recognize the importance of continuing quality opportunities and experiences to the healthy development of young people. Our youth have many options for quality outreach programs, activities and entertainment that are open and available to them all.

Ample, modern recreation facilities and parks designed for youth have been provided and are used. Our libraries serve as platforms to maintain and grow cultural curiosity and tolerance.

In unprecedented numbers, we are living longer with a level of energy and good health that has permitted us to more greatly enjoy our elder phase of life. The value of this emerging elder sector of our community is now recognized as a positive resource by local organizations – public, private and non-profit. New roles and applications are being created for and by elders that match their abilities, interests, and limits with the needs of businesses, communities and entrepreneurs both as volunteers and for pay.

Nevertheless, to deal with the limitations accompanying end of life, better, systemic innovations have emerged to make the last years comfortable and dignified. Accessible, suitable, affordable housing, existing and rehabilitated, accommodates a variety of needs and allows elders to stay in their homes and age in place. There is great value to communities in elders retelling their stories and their roles in history.

Frederick County is a community that takes care of our people who are experiencing crisis. Our comprehensive social services system provides a safety net for anyone in need - vulnerable children, seniors, adults, and the disabled – and helps them regain stability and recovery. Services are coordinated and accessible with a client-centric focus.

Poverty in Frederick County has become rare, unnecessary, and brief. We have minimized poverty by learning new and better ways of providing support to those who experience it. We recognize that it is important for all residents to gain

personal and financial self-sufficiency and the increased dignity and confidence that it brings.

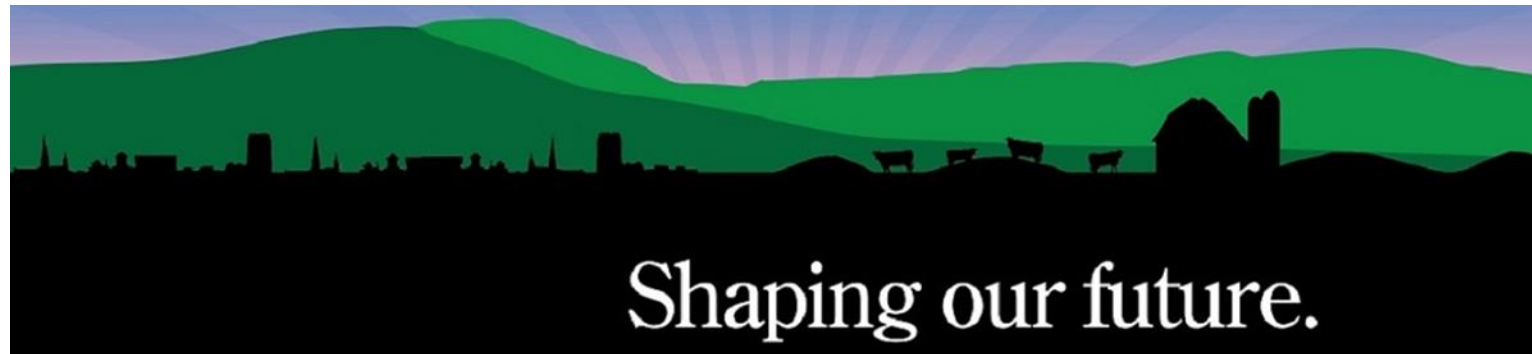
The community conditions, economic deficiencies and inadequate services that previously have been barriers to escaping poverty have been corrected or improved. Further, as a community, we have learned to better recognize and minimize the precursors of falling into poverty in order to prevent it in the first place.

There are no longer any homeless people in our communities, and the number of children born into poverty is reducing with each generation. People take pride in being community assets with the wherewithal to be able to contribute positively to their communities and to society.

Frederick County has it all: beautiful, prosperous, convenient, sustainable, and safe, it continues to offer small town feel with 21<sup>st</sup> century, urban opportunity. Other counties nationwide copy us.

# Frederick County Planning Commission Livable Frederick Work Session

## Update: Plan & Scenario Schematic



January 4, 2016

Winchester Hall

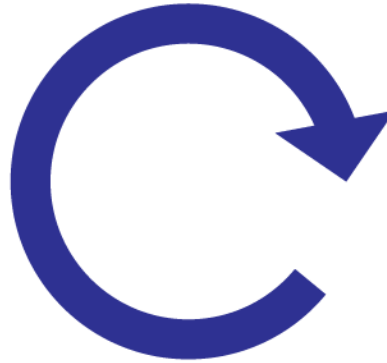


## Steering Committee

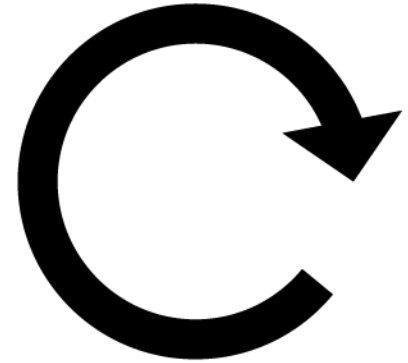
**VISIONING**



**SCENARIOS**



**PLAN COMPONENTS**



## Steering Committee

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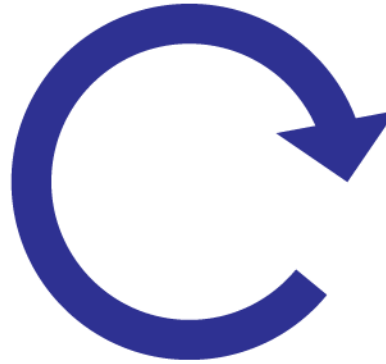
### VISIONING



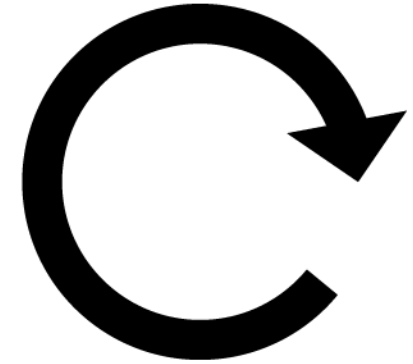
**COMMUNITY SURVEY &  
ADDITIONAL OUTREACH**

**Where do we want to be?**

### SCENARIOS



### PLAN COMPONENTS



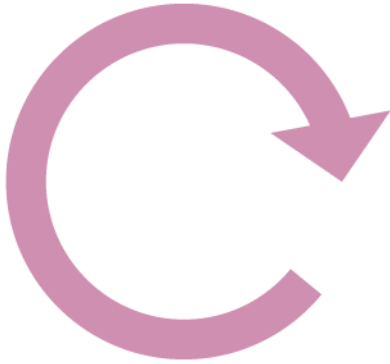
**IDENTIFICATION OF  
TRENDS, DRIVERS,  
ISSUES, AND OPPORTUNITIES**

**Where are we now?  
Where are we going?**

## Steering Committee

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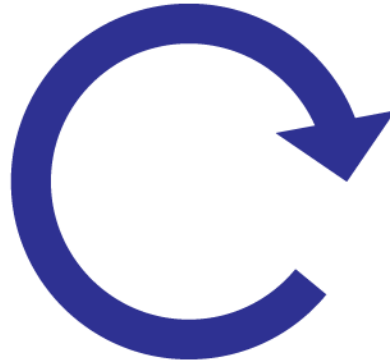
### VISIONING



**COMMUNITY SURVEY &  
ADDITIONAL OUTREACH**

Where do we want to be?

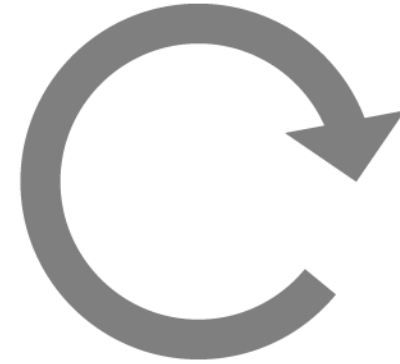
### SCENARIOS



**CREATION OF SPATIALLY  
BASED SCENARIOS**

What are our options?  
What is the best way forward?

### PLAN COMPONENTS

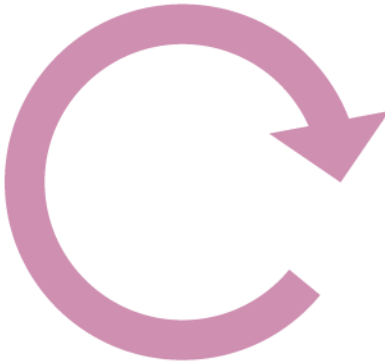


**IDENTIFICATION OF  
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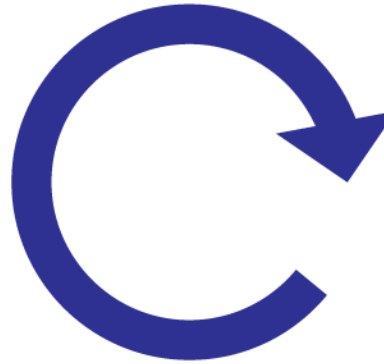
Where are we now?  
Where are we going?

# Steering Committee

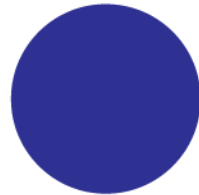
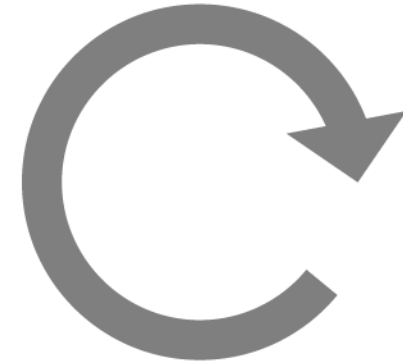
**VISIONING**



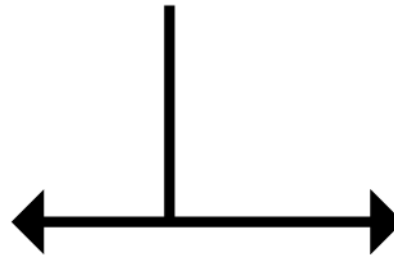
**SCENARIOS**



**PLAN COMPONENTS**



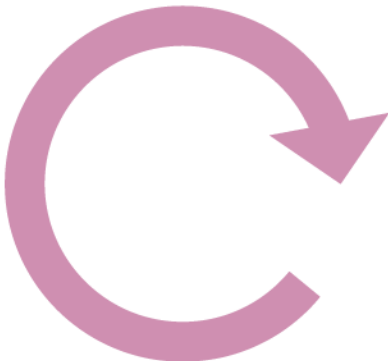
**TREND SCENARIO  
(BUSINESS AS USUAL)**



**ALTERNATIVE  
SCENARIOS**

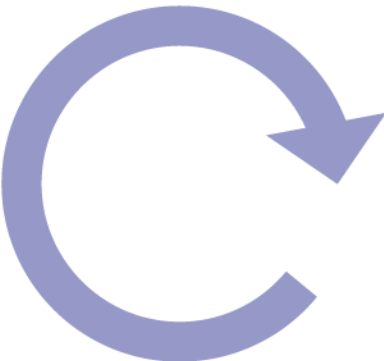
Steering Committee

VISIONING



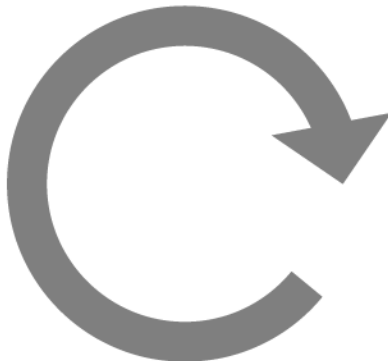
COMMUNITY  
VISION

SCENARIOS



ALTERNATIVES

PLAN COMPONENTS

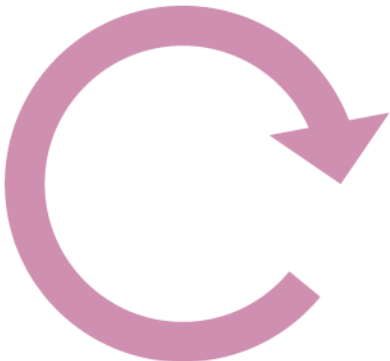


- ENVIRONMENT AND ENERGY
- TRANSPORTATION AND PUBLIC INFRASTRUCTURE
- HEALTHY COMMUNITIES AND PUBLIC SERVICES
- ECONOMIC FUTURES AND EDUCATION
- HERITAGE AND HISTORIC PRESERVATION
- HOUSING OPPORTUNITIES AND AFFORDABILITY
- AGRICULTURAL ECONOMY AND LAND PRESERVATION

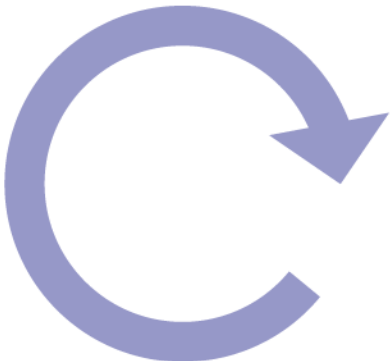


Steering Committee

VISIONING

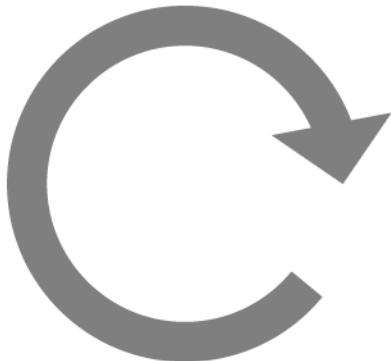


SCENARIOS



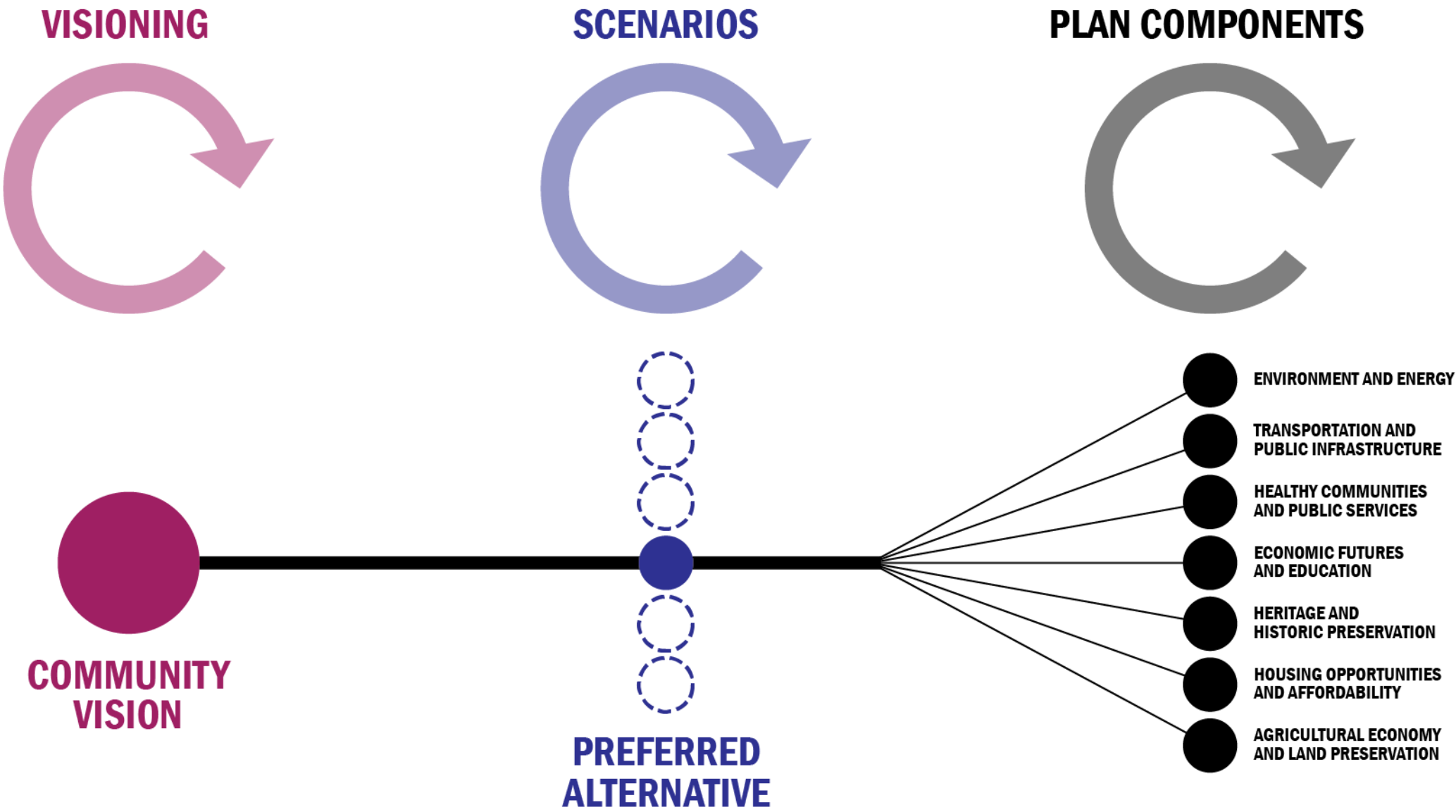
PREFERRED  
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PLAN COMPONENTS

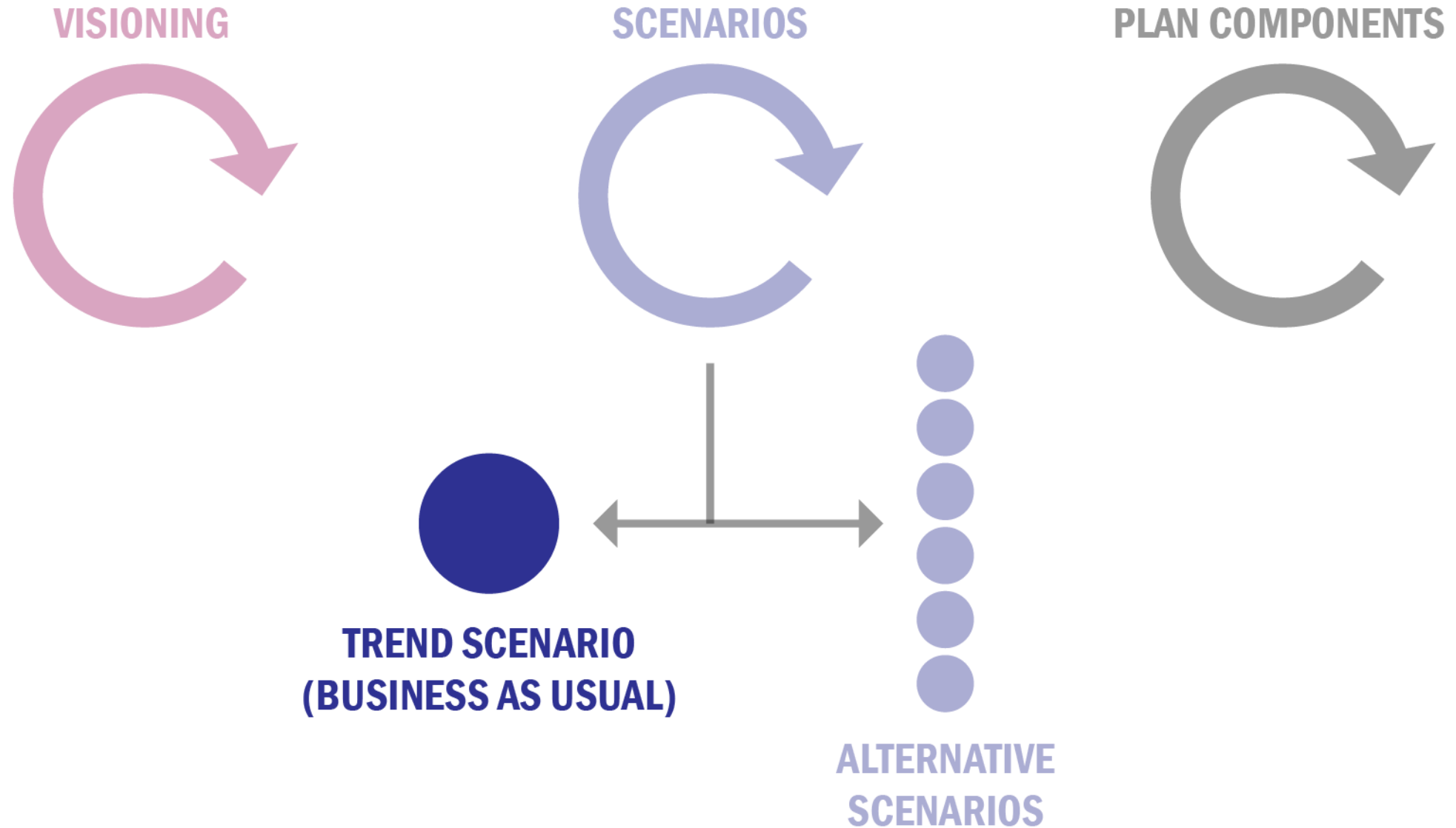


- ENVIRONMENT AND ENERGY
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Steering Committee



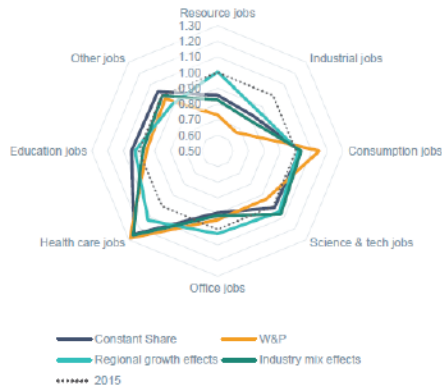
# Steering Committee



JOB IN 2050

	Shift Share			
	Constant Share	W&P	Regional growth effects	Industry mix effects
TOTAL EMPLOYMENT	224,558	227,049	224,241	224,250
RESOURCE JOBS	3,185	2,746	3,735	3,069
INDUSTRIAL JOBS	14,916	12,275	15,712	14,217
CONSUMPTION JOBS	49,028	55,479	48,493	49,296
SCIENCE & TECH JOBS	26,737	24,986	27,731	28,202
OFFICE JOBS	46,698	49,525	53,548	47,565
HEALTH CARE JOBS	28,116	29,217	25,229	28,293
EDUCATION JOBS	5,042	4,628	4,922	4,691
OTHER JOBS	50,836	48,193	44,870	48,917

2050 Industry Mix Relative to 2015 Industry Mix



MARKET SEGMENTS IN 2050

	Jobs Mix Scenarios			
	Constant Share	W&P	Regional growth effects	Industry mix effects
TOTAL RESIDENTS	360,494	348,966	360,226	367,148
RETIREES	19,470	21,249	18,257	19,538
LOW MOD INCOME SINGLES	27,137	28,429	25,364	27,229
MIDDLE INCOME URBAN NO KIDS	32,881	32,790	32,910	34,102
WEALTHY URBAN / SUBURBAN	204,732	189,866	207,746	213,872
MIDDLE INCOME SUBURBAN FAMILIES	45,603	47,820	50,508	45,174
LOW TO MIDDLE INCOME FAMILIES	30,671	28,812	25,442	27,233

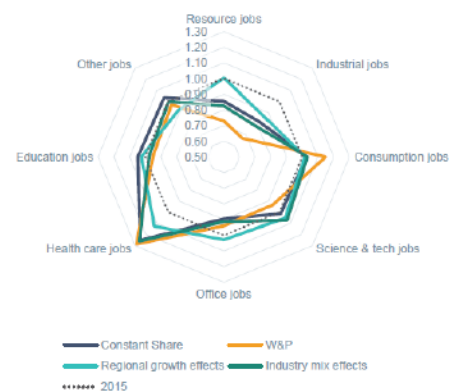
2050 Market Segment Mix Relative to 2015 Market Segment Mix



## JOBS IN 2050

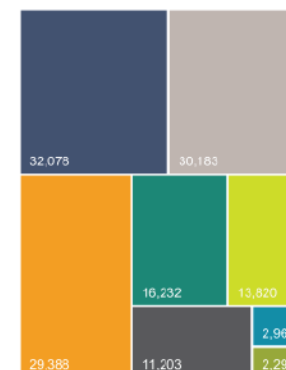
	Shift Share			
	Constant Share	W&P	Regional growth effects	Industry mix effects
<b>TOTAL EMPLOYMENT</b>	<b>224,558</b>	<b>227,049</b>	<b>224,241</b>	<b>224,250</b>
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## 2050 Industry Mix Relative to 2015 Industry Mix

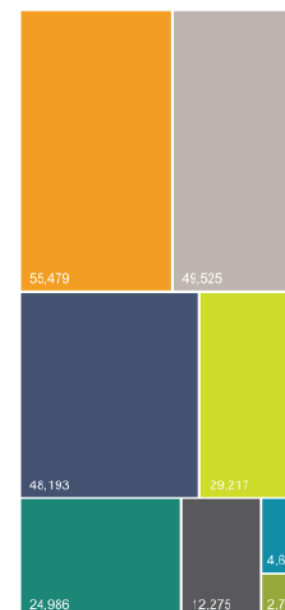


- RESOURCE JOBS
- INDUSTRIAL JOBS
- CONSUMPTION JOBS
- SCIENCE & TECH JOBS
- OFFICE JOBS
- HEALTH CARE JOBS
- EDUCATION JOBS
- OTHER JOBS

## Jobs Mix in 2015



## Jobs Mix in W & P scenario



## MARKET SEGMENTS IN 2050

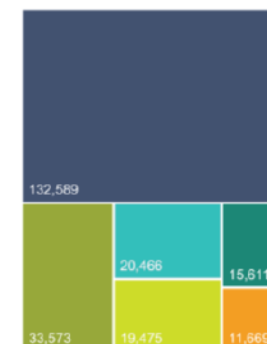
	Jobs Mix Scenarios			
	Constant Share	W&P	Regional growth effects	Industry mix effects
<b>TOTAL RESIDENTS</b>	<b>360,484</b>	<b>348,966</b>	<b>360,226</b>	<b>367,148</b>
RETIRES	19,470	21,249	18,257	19,538
LOW MOD INCOME SINGLES	27,137	28,429	25,364	27,229
MIDDLE INCOME URBAN NO KIDS	32,881	32,790	32,910	34,102
WEALTHY URBAN / SUBURBAN	204,732	189,866	207,746	213,872
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## 2050 Market Segment Mix Relative to 2015 Market Segment Mix

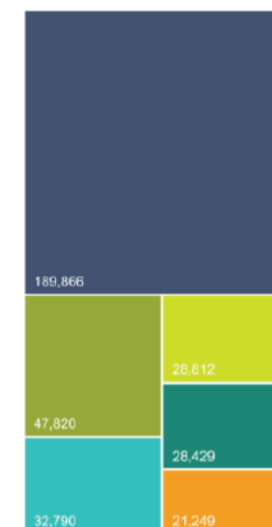


- Retirees
- Low Mod Income Singles
- Middle Income Urban No Kids
- Wealthy Urban / Suburban
- Middle Income Suburban Families
- Low to Middle Income Families

## Residential Mix in 2015

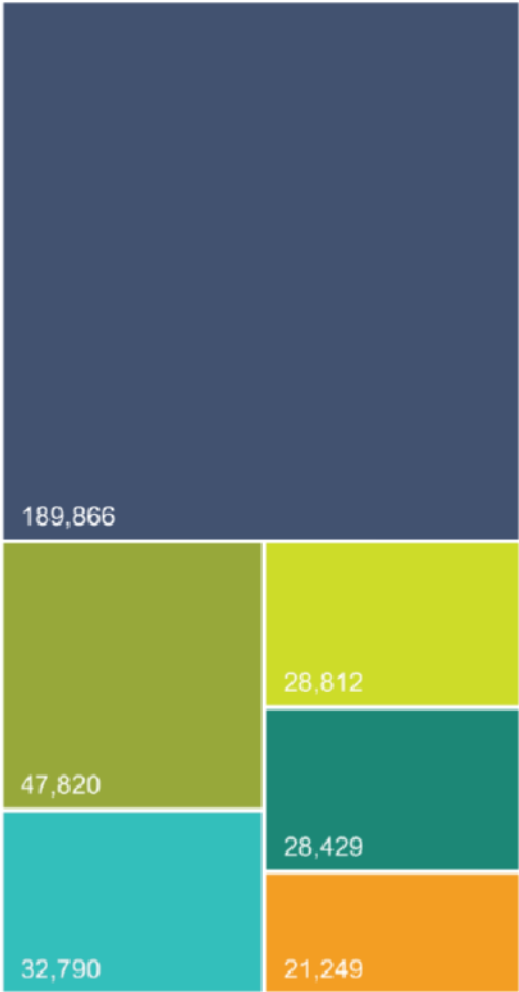


## Residential Mix in W & P Scenario

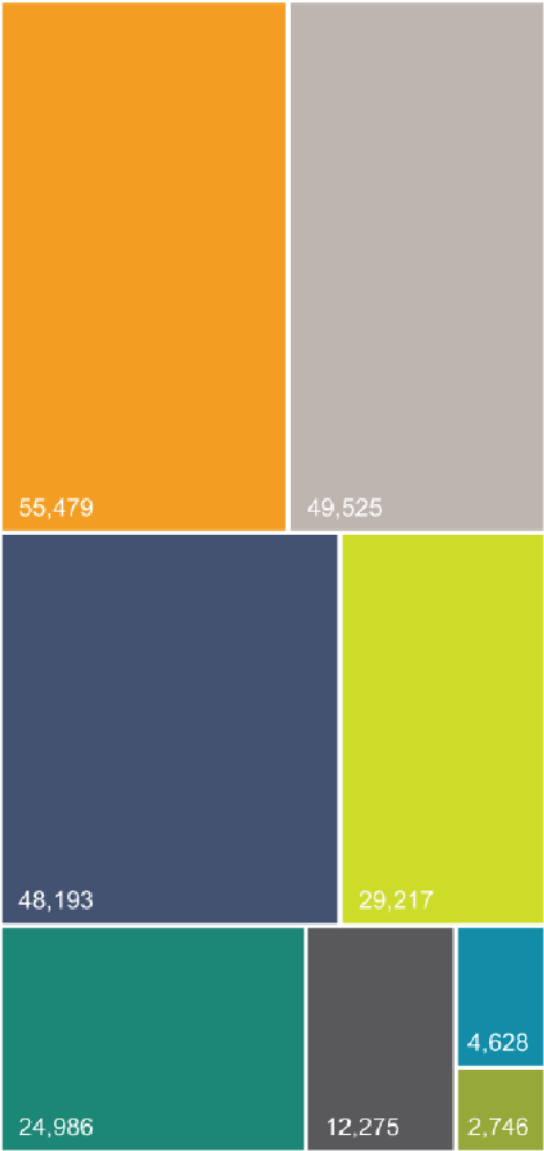




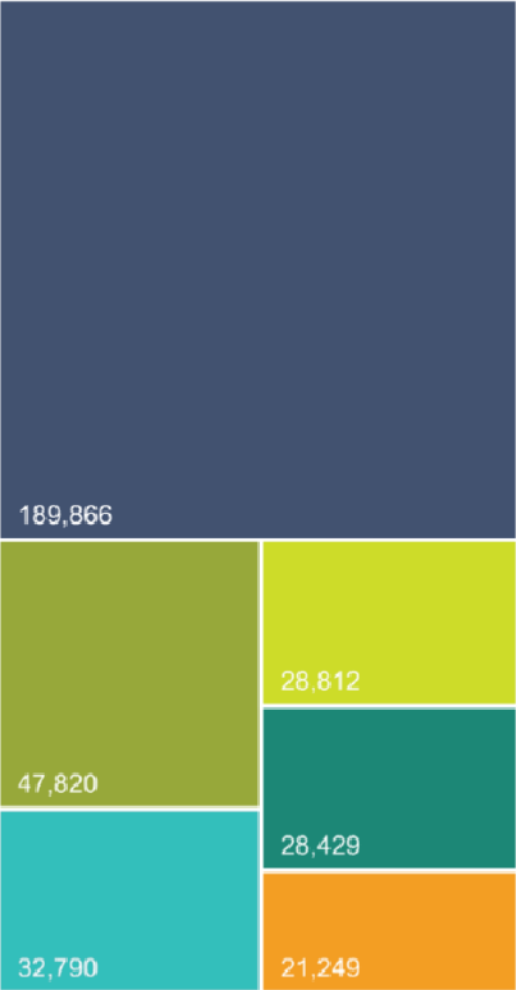
# PROJECTED RESIDENTIAL GROWTH BY MARKET SEGMENT



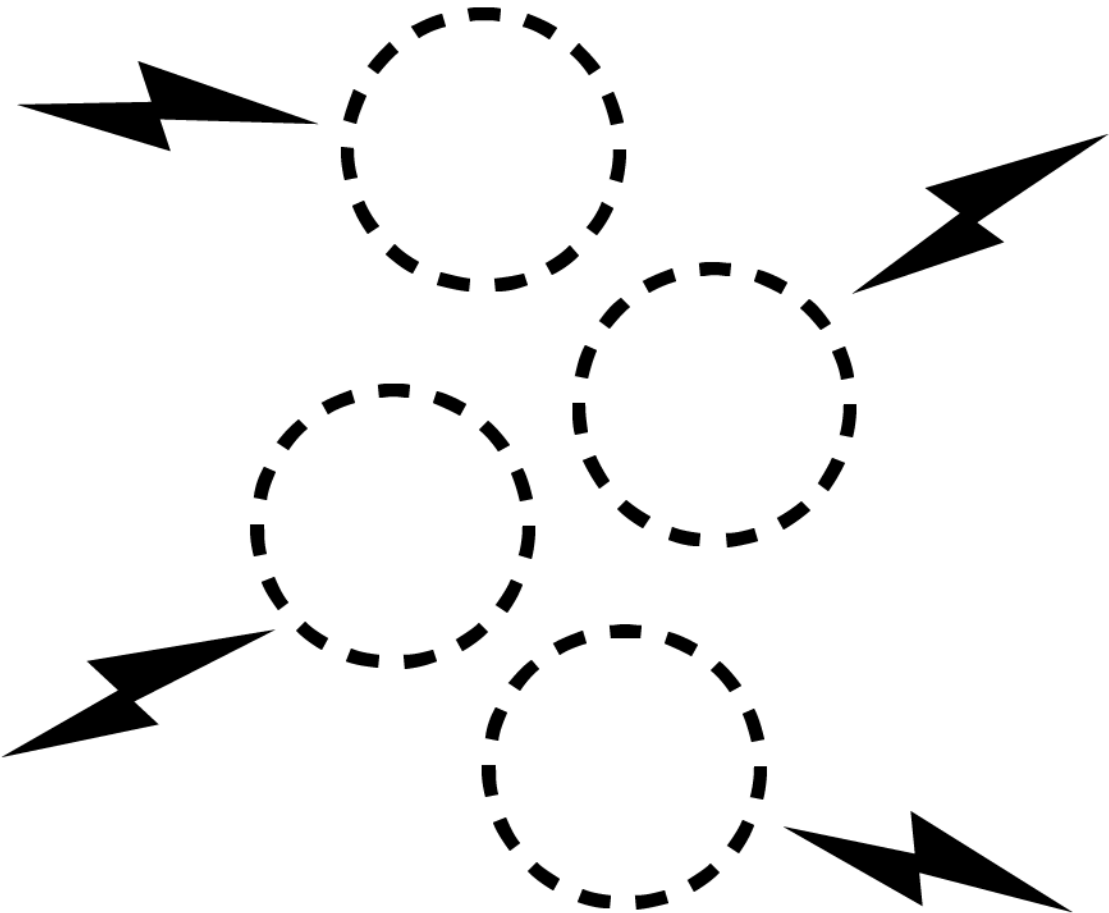
# PROJECTED JOB GROWTH BY INDUSTRY



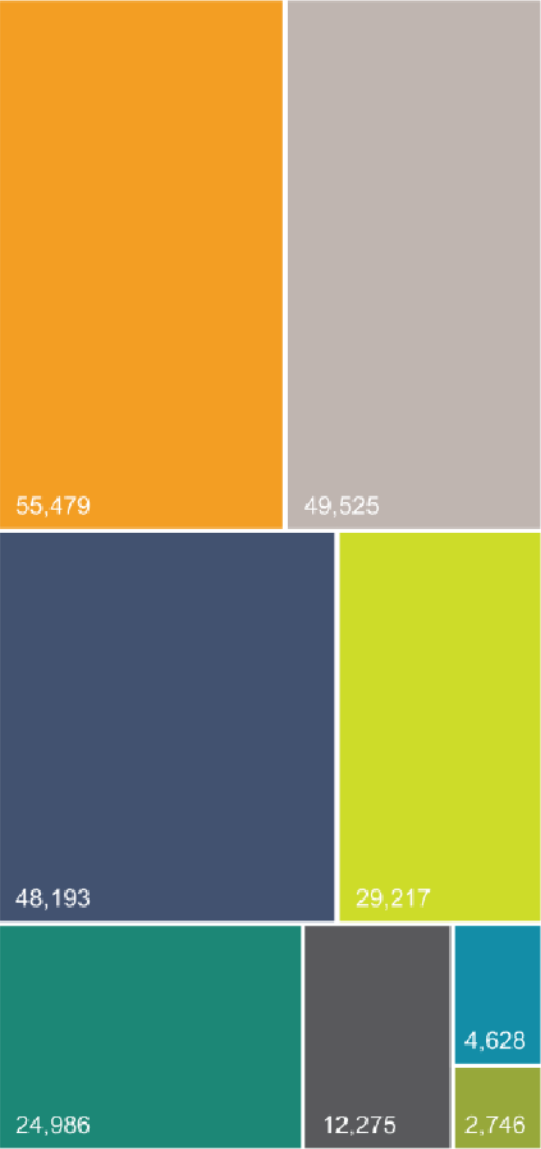
PROJECTED RESIDENTIAL GROWTH  
BY MARKET SEGMENT

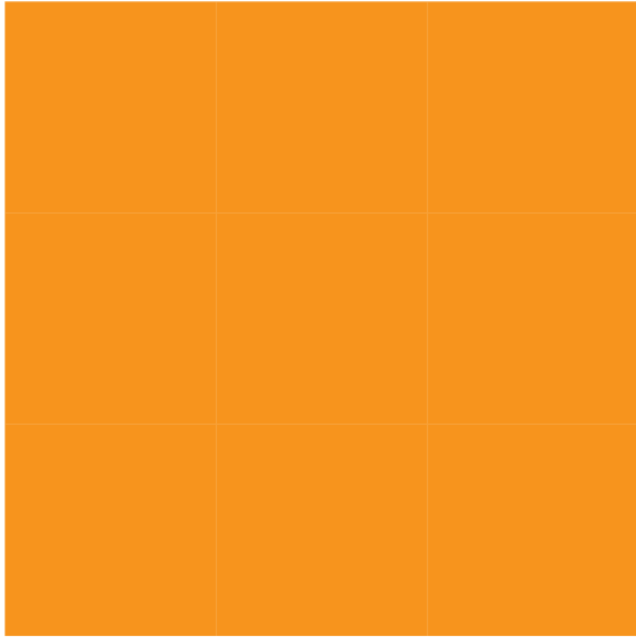


TYPES OF PLACES  
BASED ON PHYSICAL  
CHARACTERISTICS

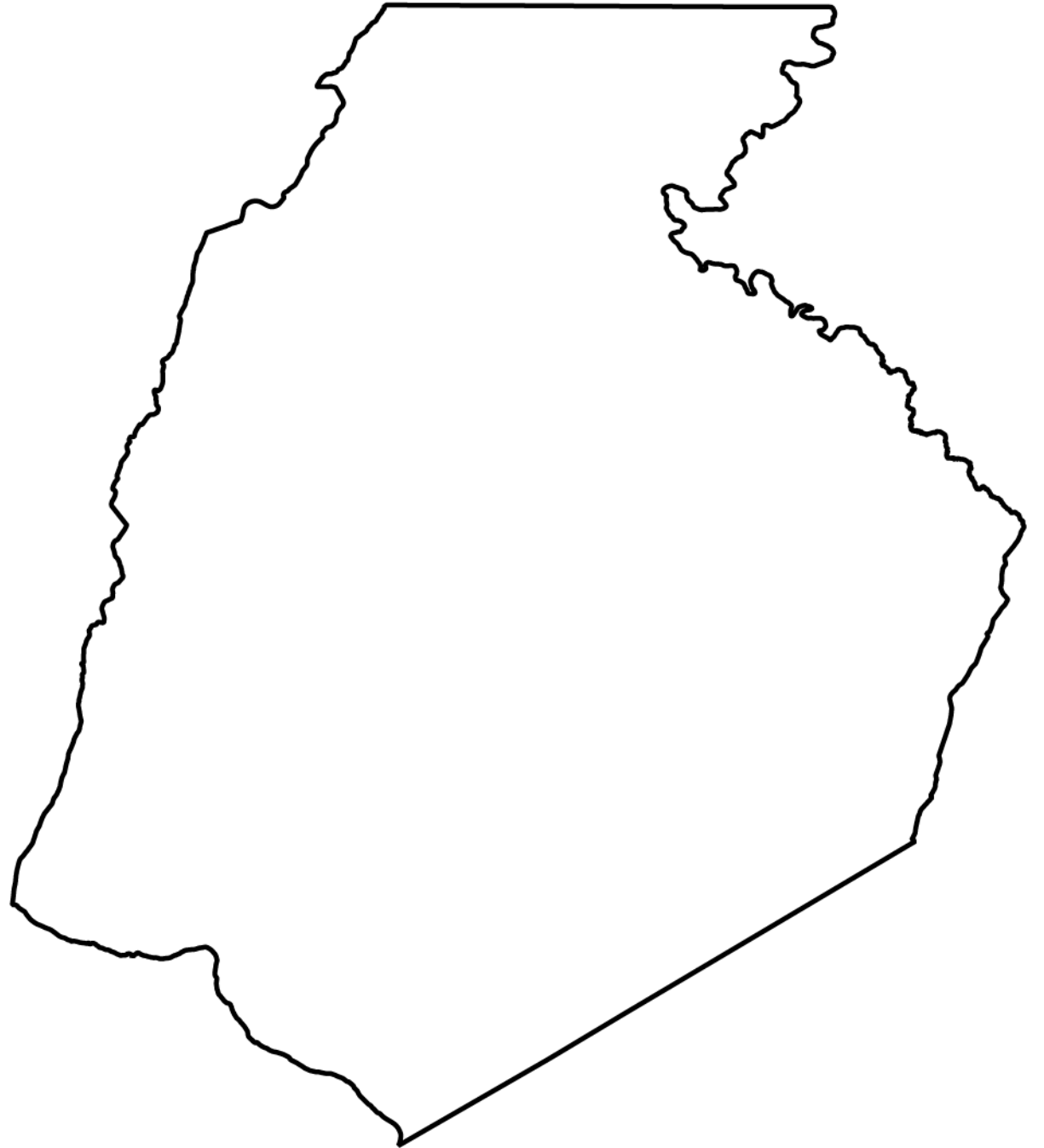


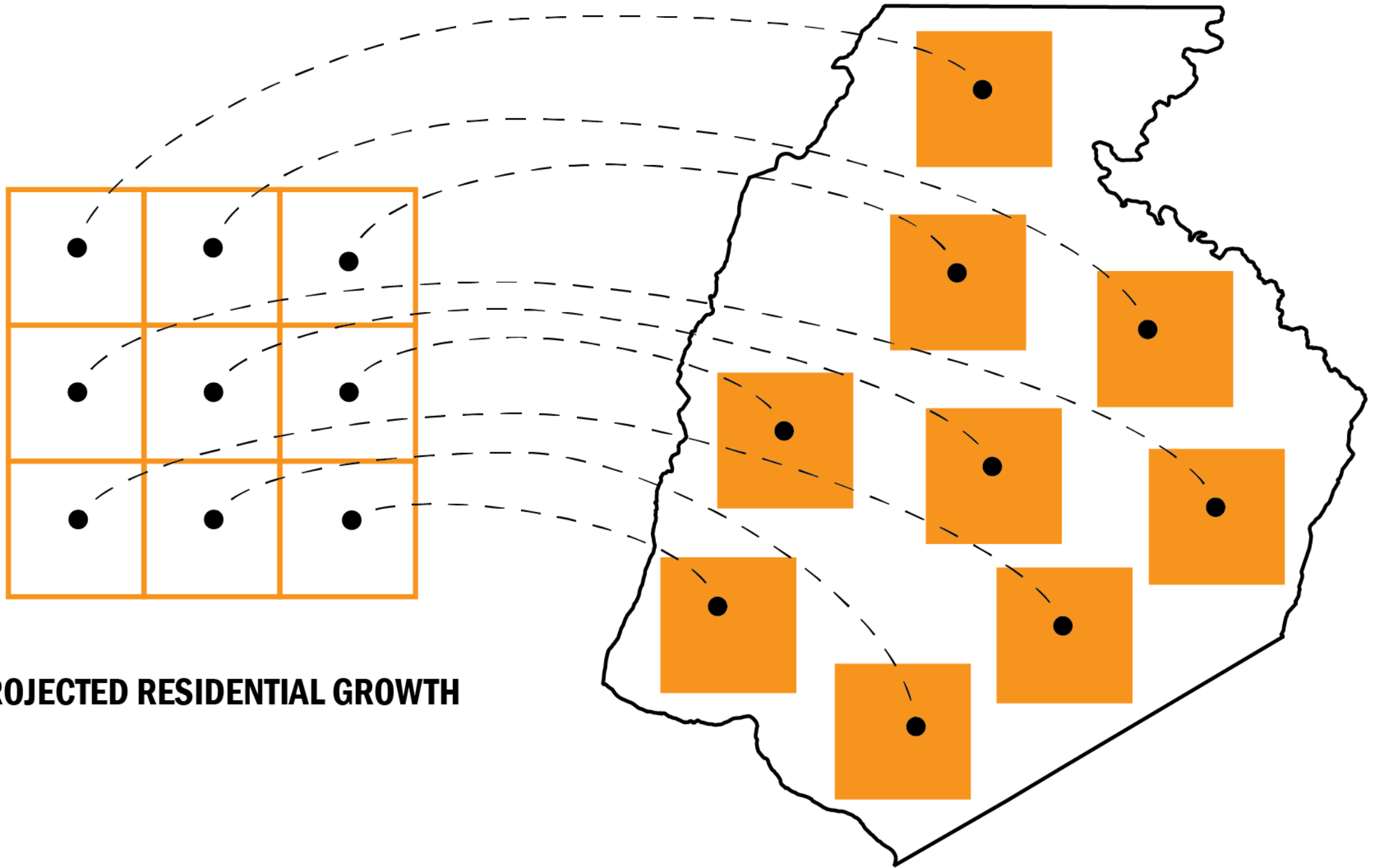
PROJECTED JOB GROWTH  
BY INDUSTRY





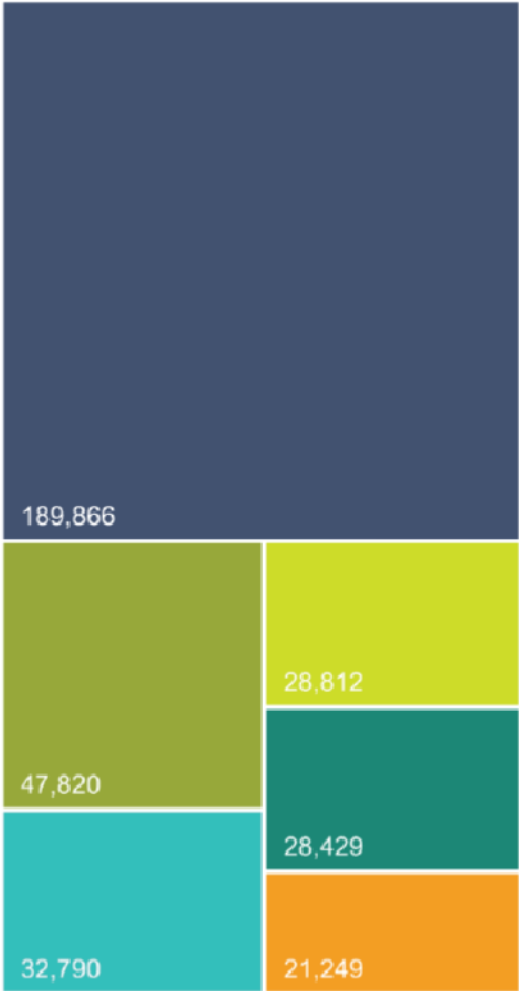
**PROJECTED RESIDENTIAL GROWTH**



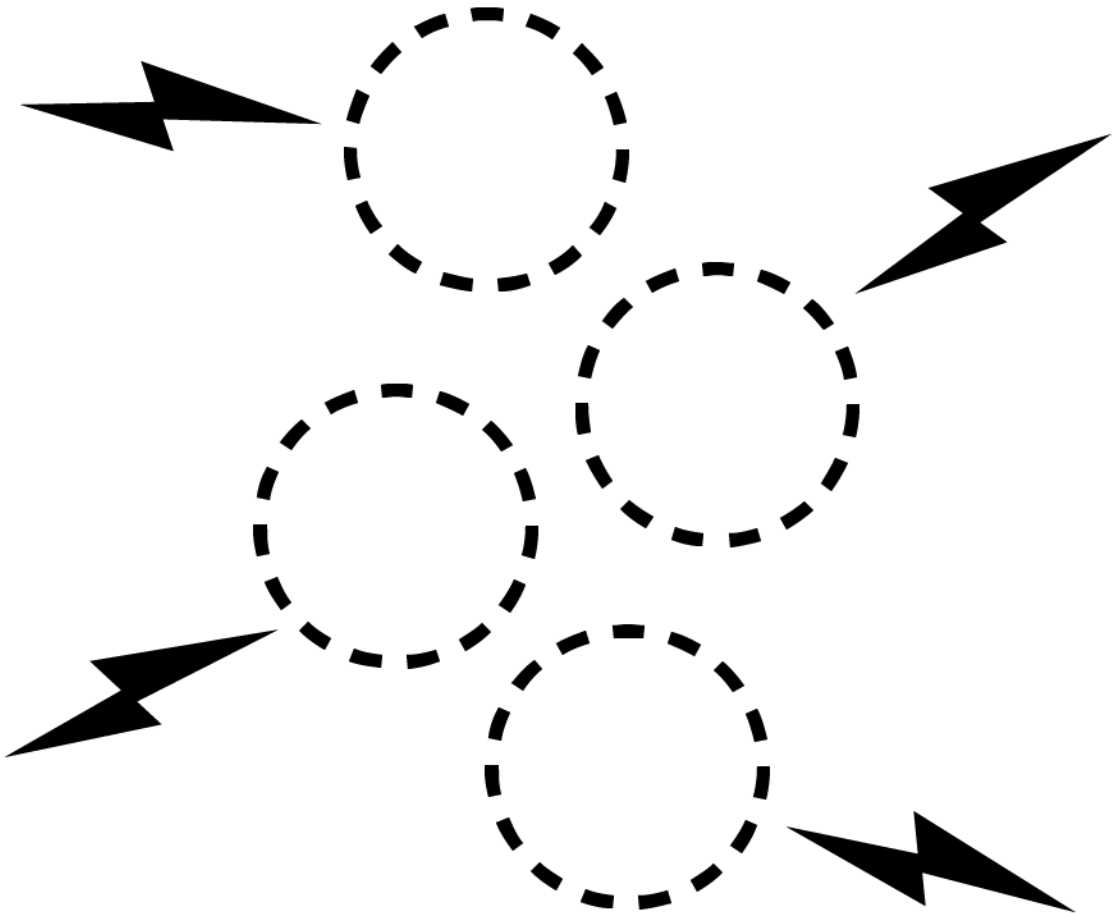


**PROJECTED RESIDENTIAL GROWTH**

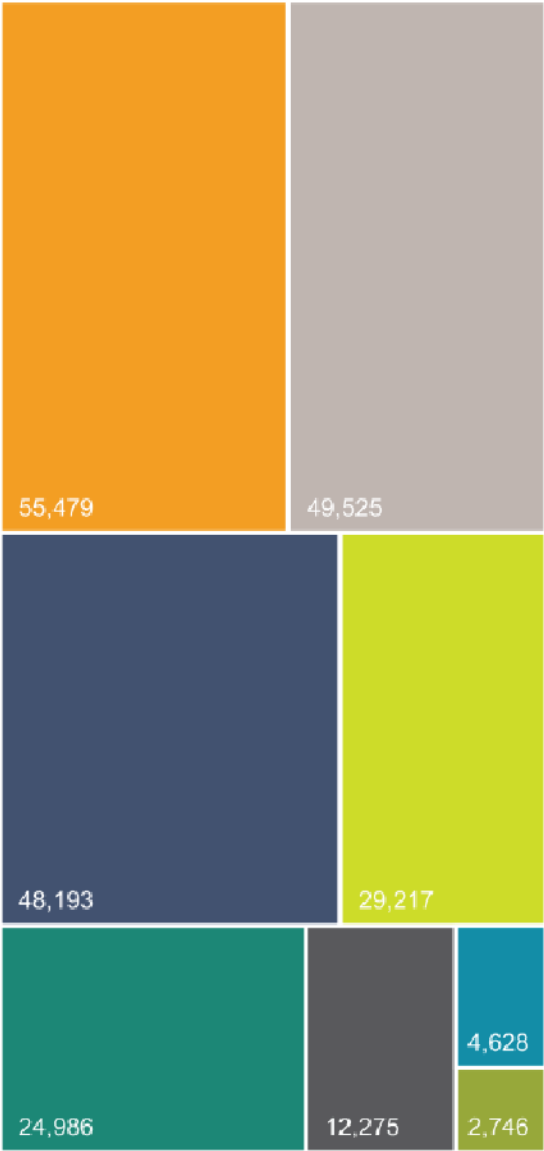
PROJECTED RESIDENTIAL GROWTH  
BY MARKET SEGMENT



TYPES OF PLACES  
BASED ON PHYSICAL  
CHARACTERISTICS



PROJECTED JOB GROWTH  
BY INDUSTRY





# LOCATION PREFERENCES – PLACE TYPES

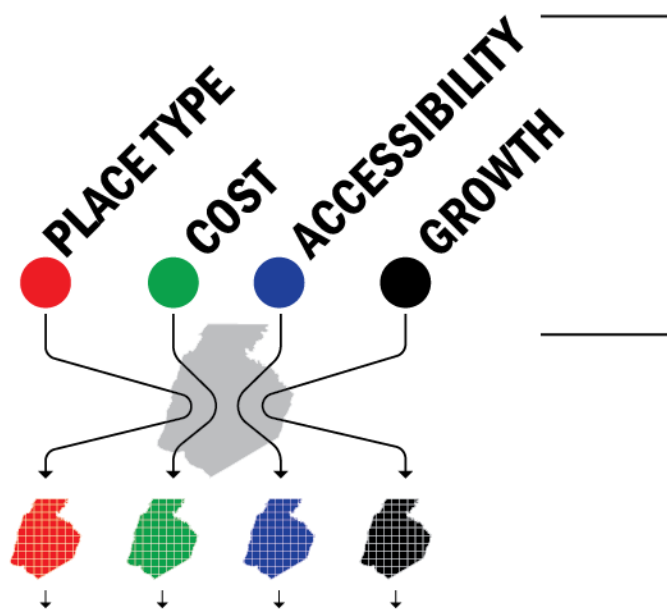


- Historic Downtown (Frederick)
- Residential Neighborhood (Frederick)
- Suburban Residential (Fredericktowne Village)
- Campus/Base Employment (Fort Detrick)
- Small Town Main Street Corridor (New Market)
- Small Town Crossroads (Middletown)
- Master-planned communities (Urbana)

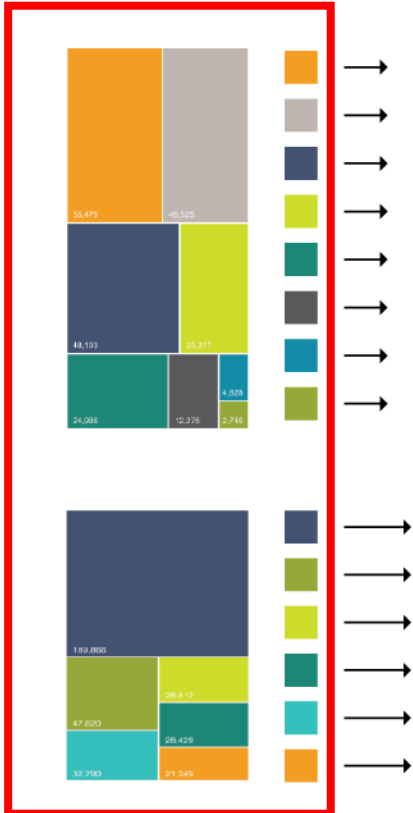


- Suburban Residential (Clover Hill)
- Suburban Office Park
- Agriculture and Working Landscapes
- Unprotected Open Space
- Village Crossroads (Graceham)
- Commuter Suburban (Kempton)
- Village Crossroads (Unionville)

- Place types
  - Generalized development policy settings applied to areas throughout the county
  - Define the character of future development
    - Mix of uses
    - Development intensity
    - Parking and setback requirements
    - General building types
- Different qualities are attractive to different activities

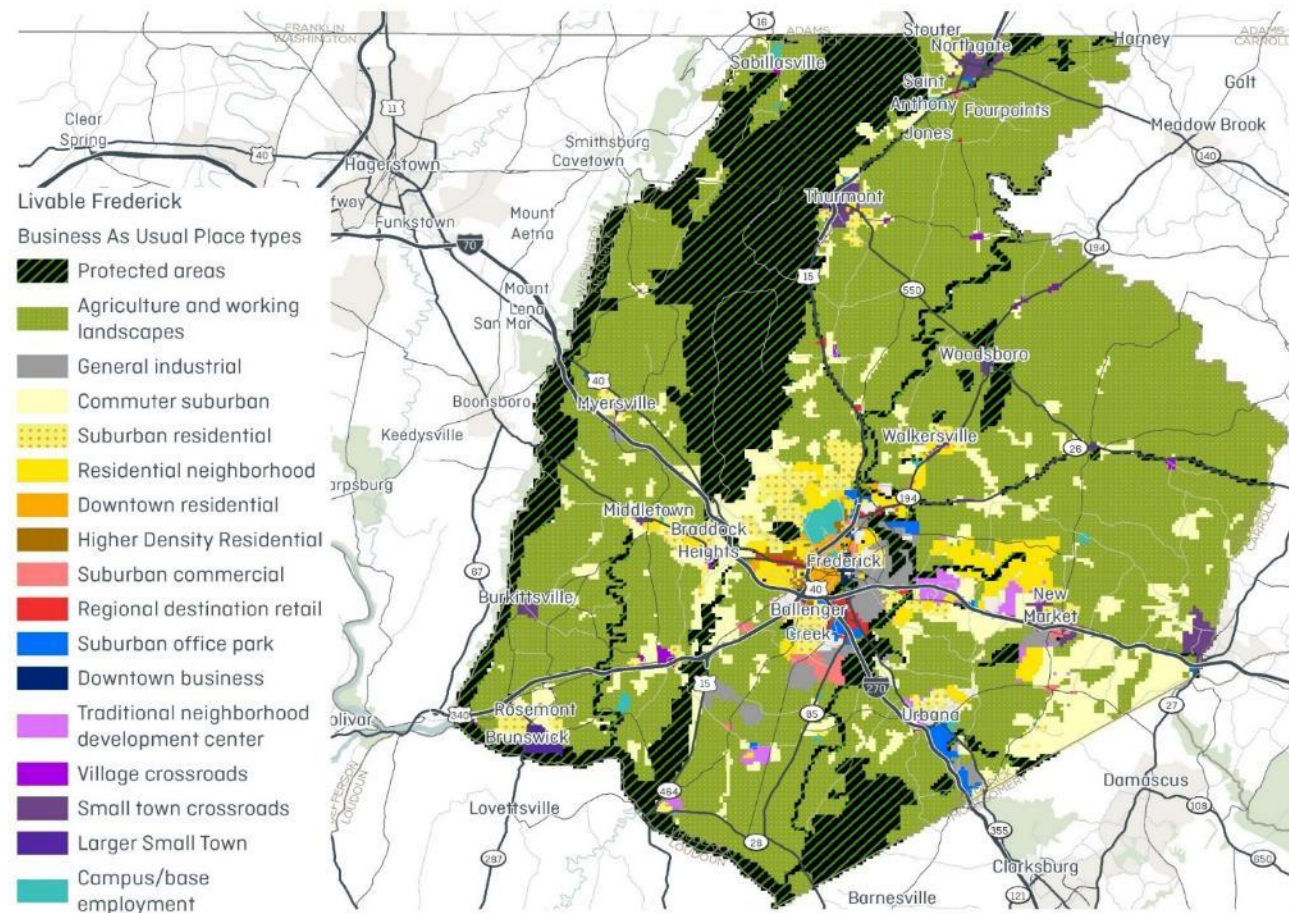
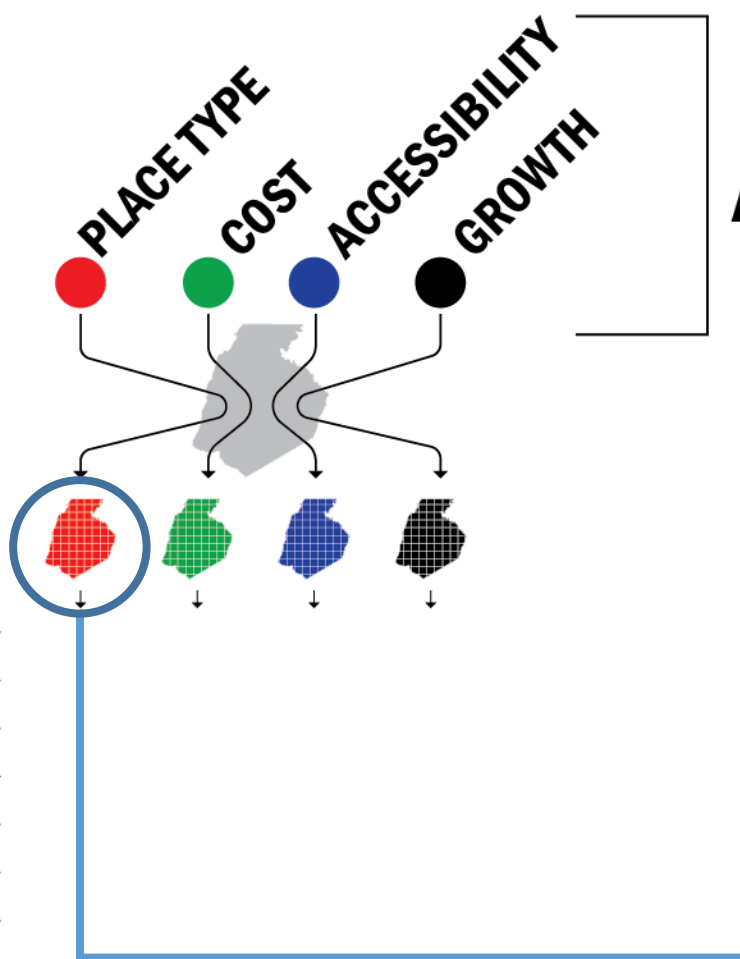


# ATTRACTIVENESS DRIVERS

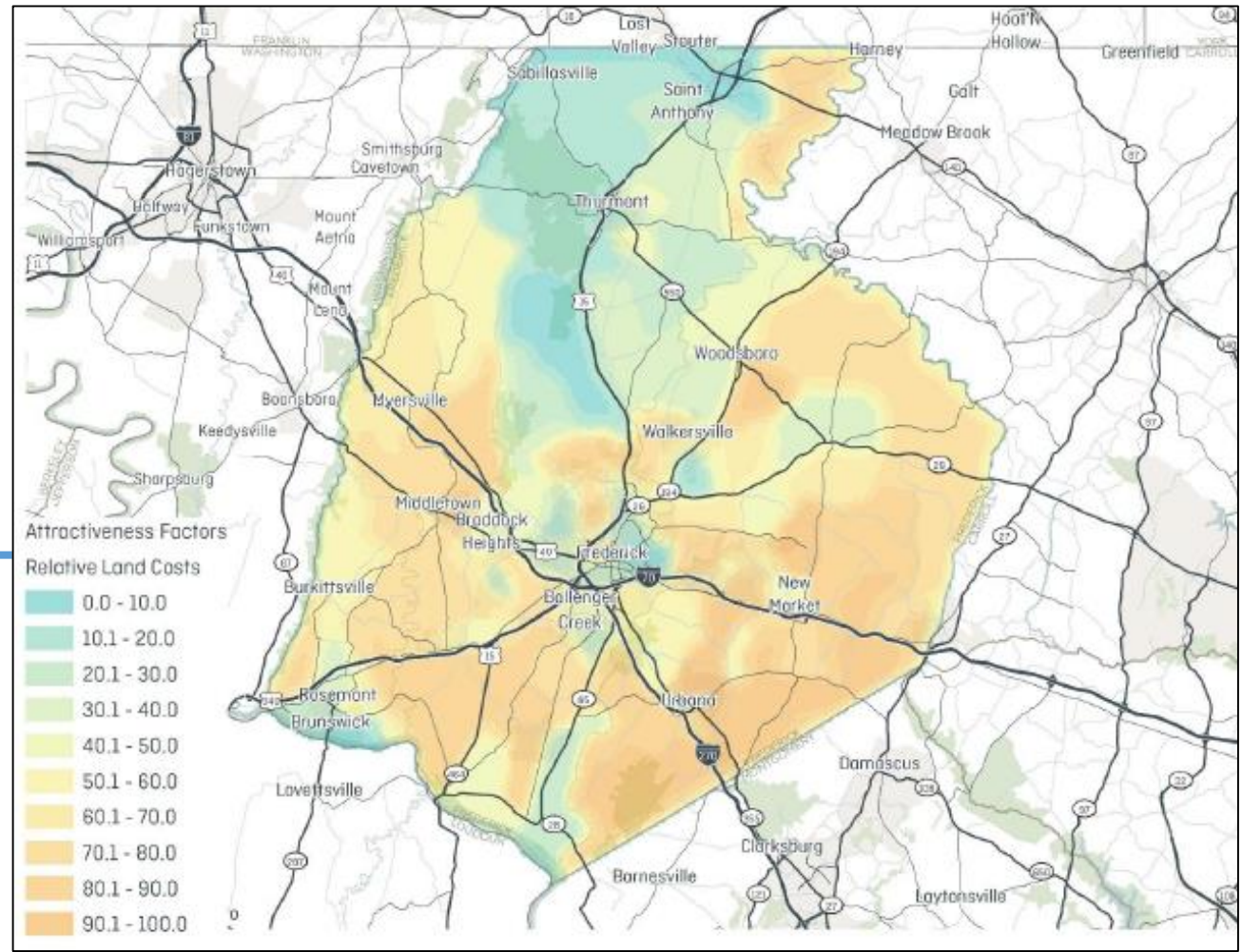
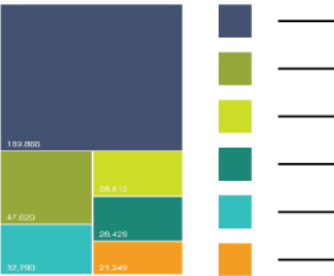
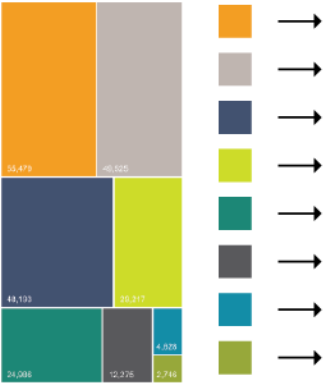
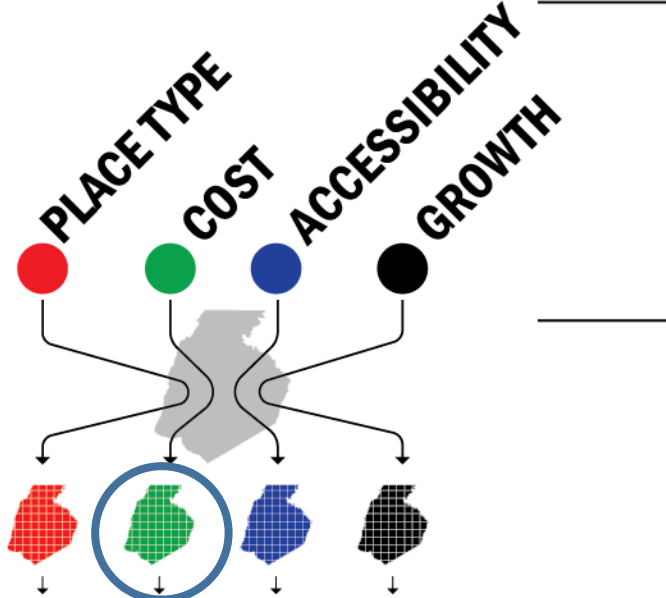




# ATTRACTIVENESS DRIVERS

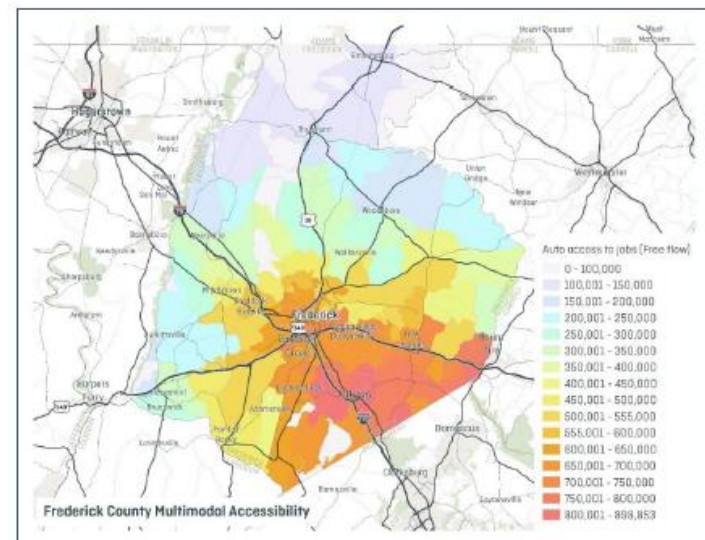
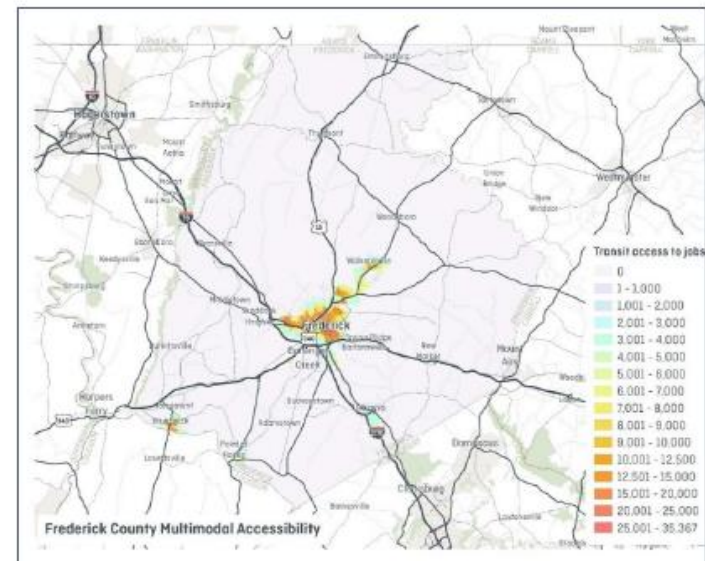
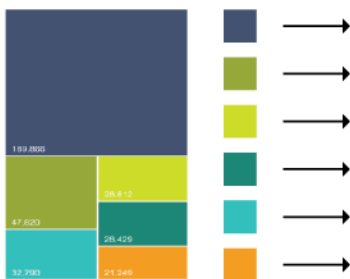
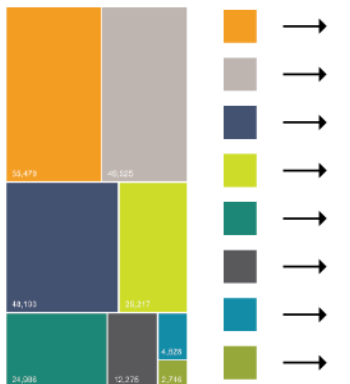
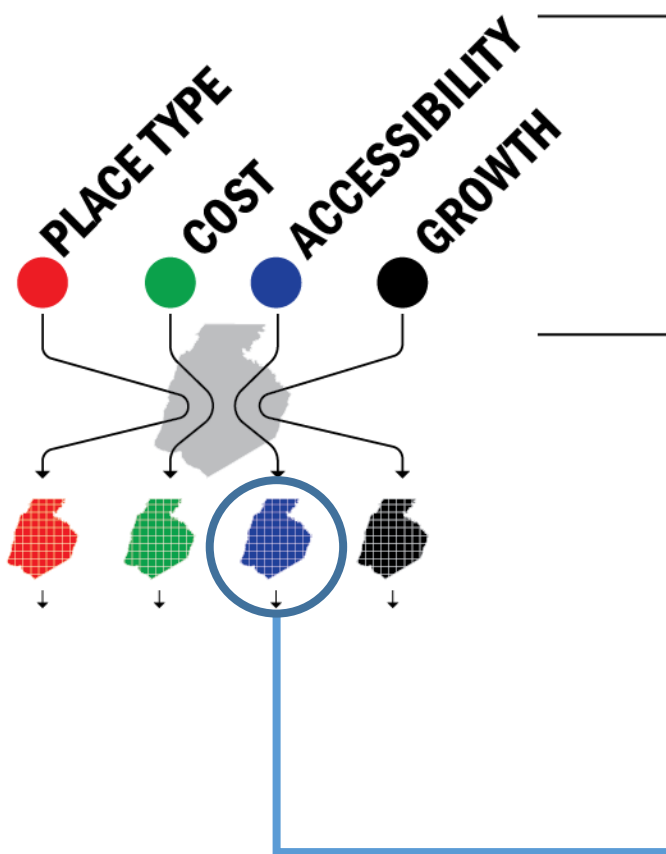


# ATTRACTIVENESS DRIVERS

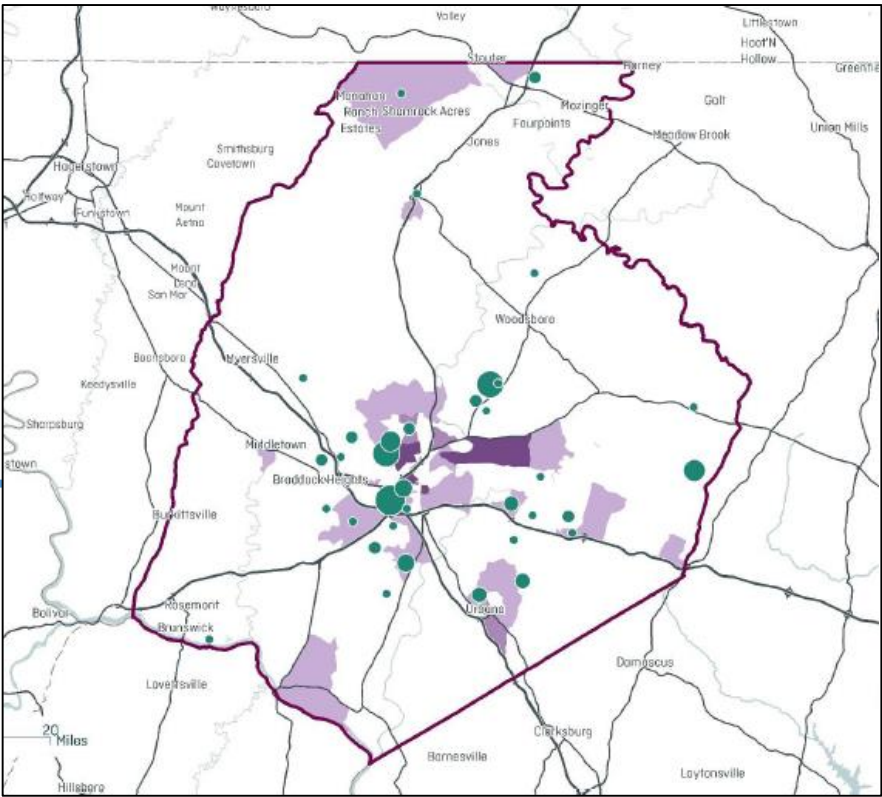
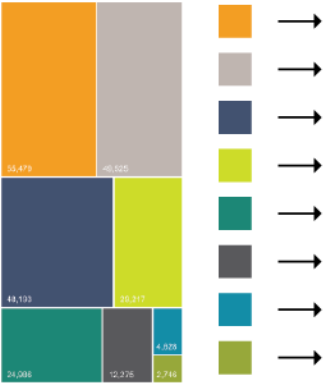
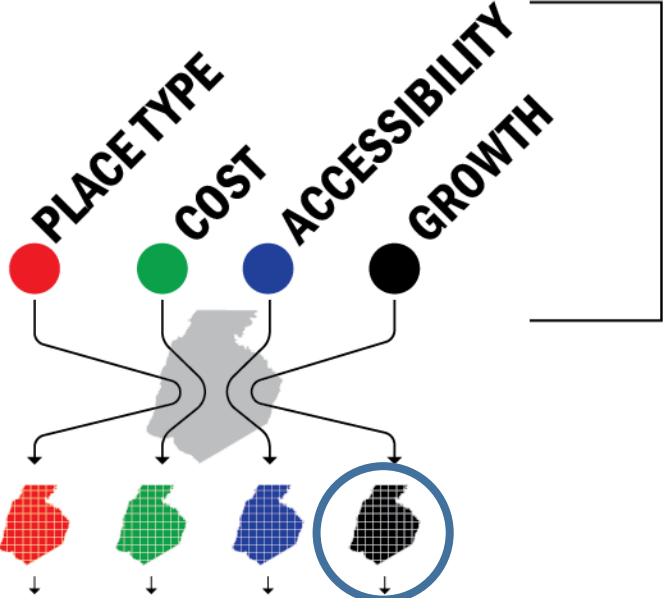




# ATTRACTIVENESS DRIVERS

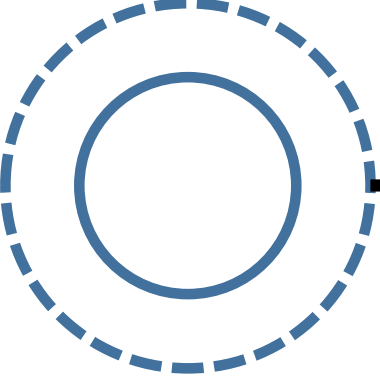
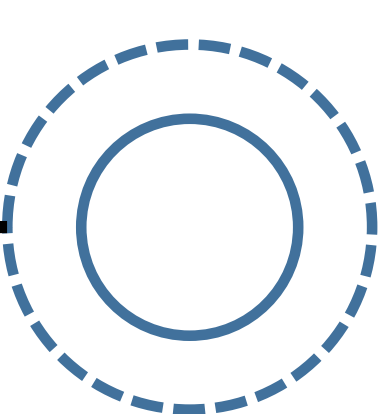
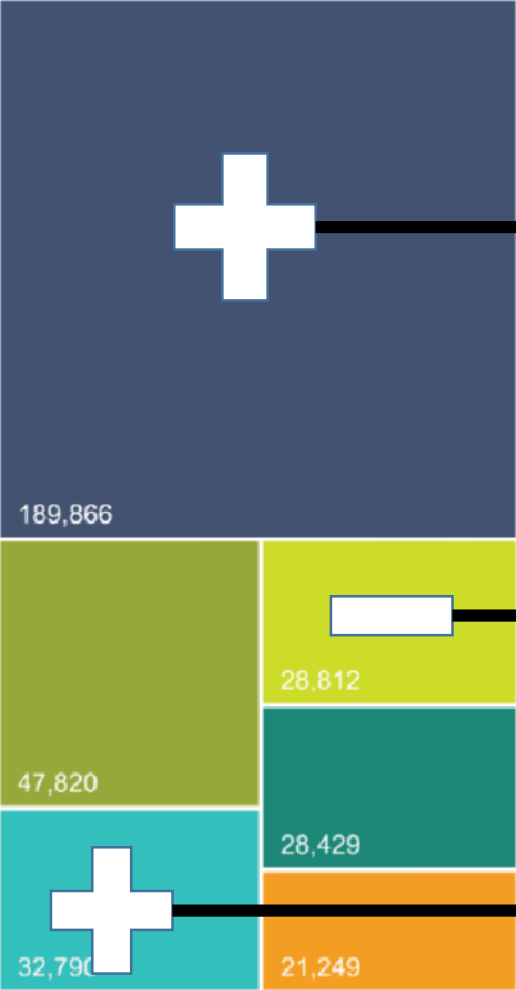


# ATTRACTIVENESS DRIVERS

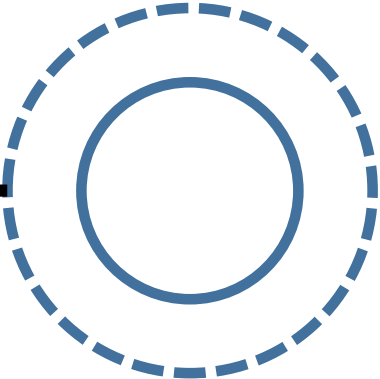
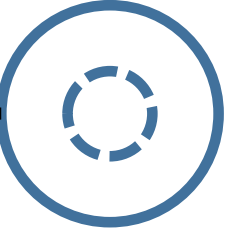




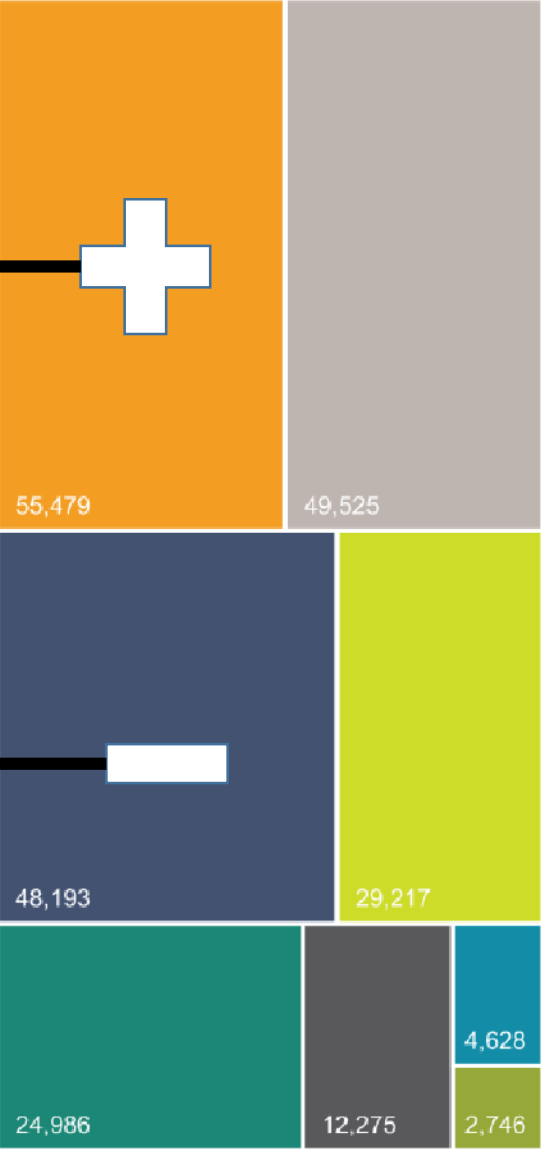
PROJECTED RESIDENTIAL GROWTH  
BY MARKET SEGMENT



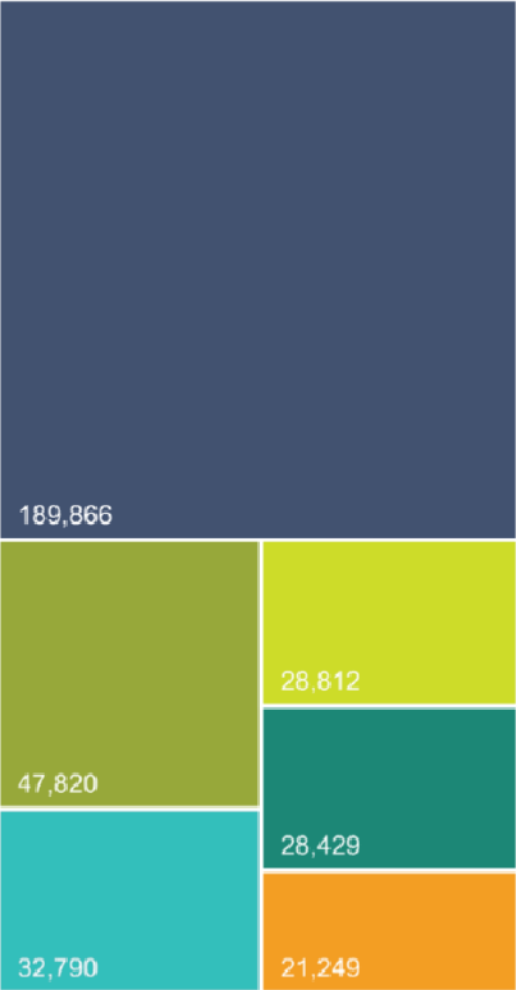
PLACE BASED  
POLICIES



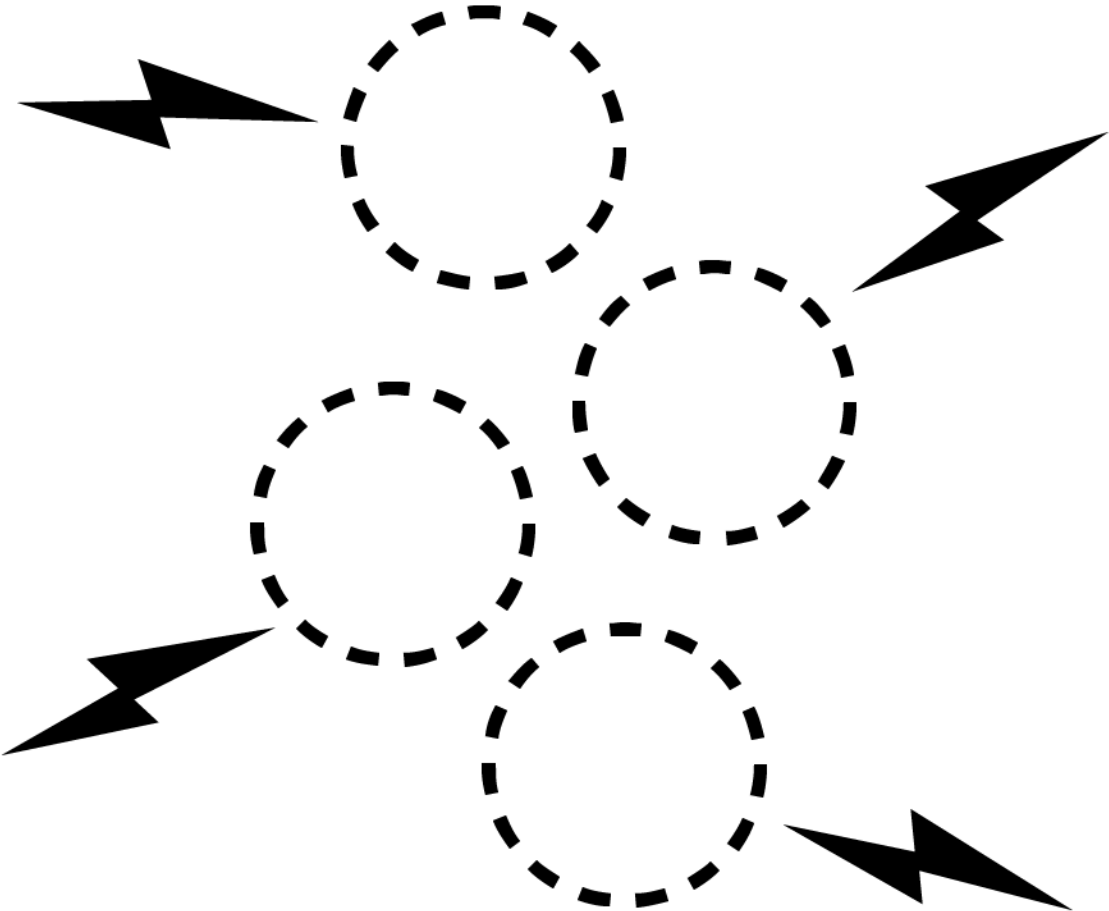
PROJECTED JOB GROWTH  
BY INDUSTRY



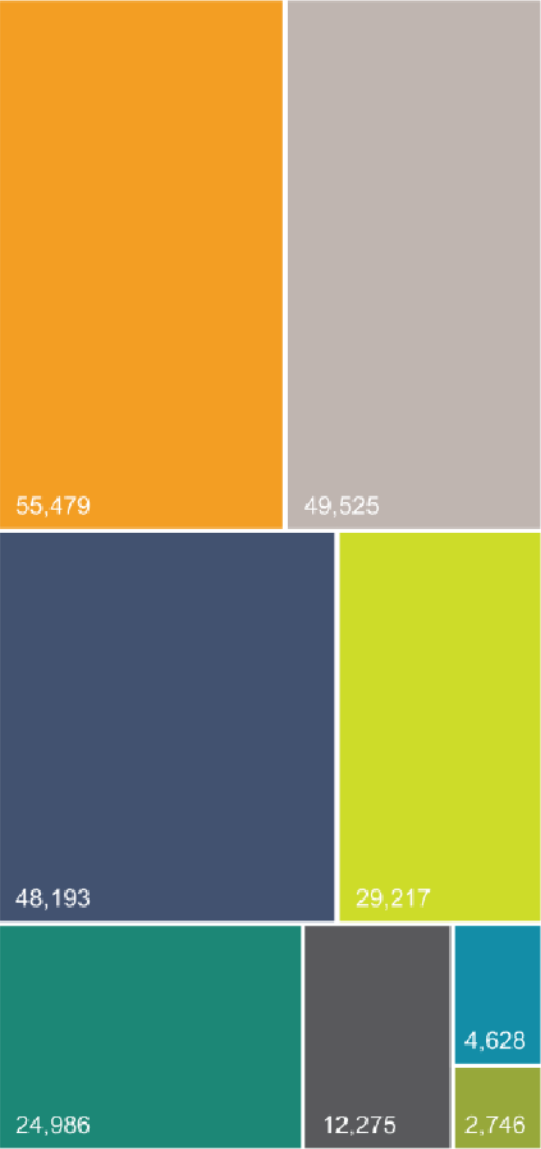
PROJECTED RESIDENTIAL GROWTH  
BY MARKET SEGMENT



TYPES OF PLACES  
BASED ON PHYSICAL  
CHARACTERISTICS

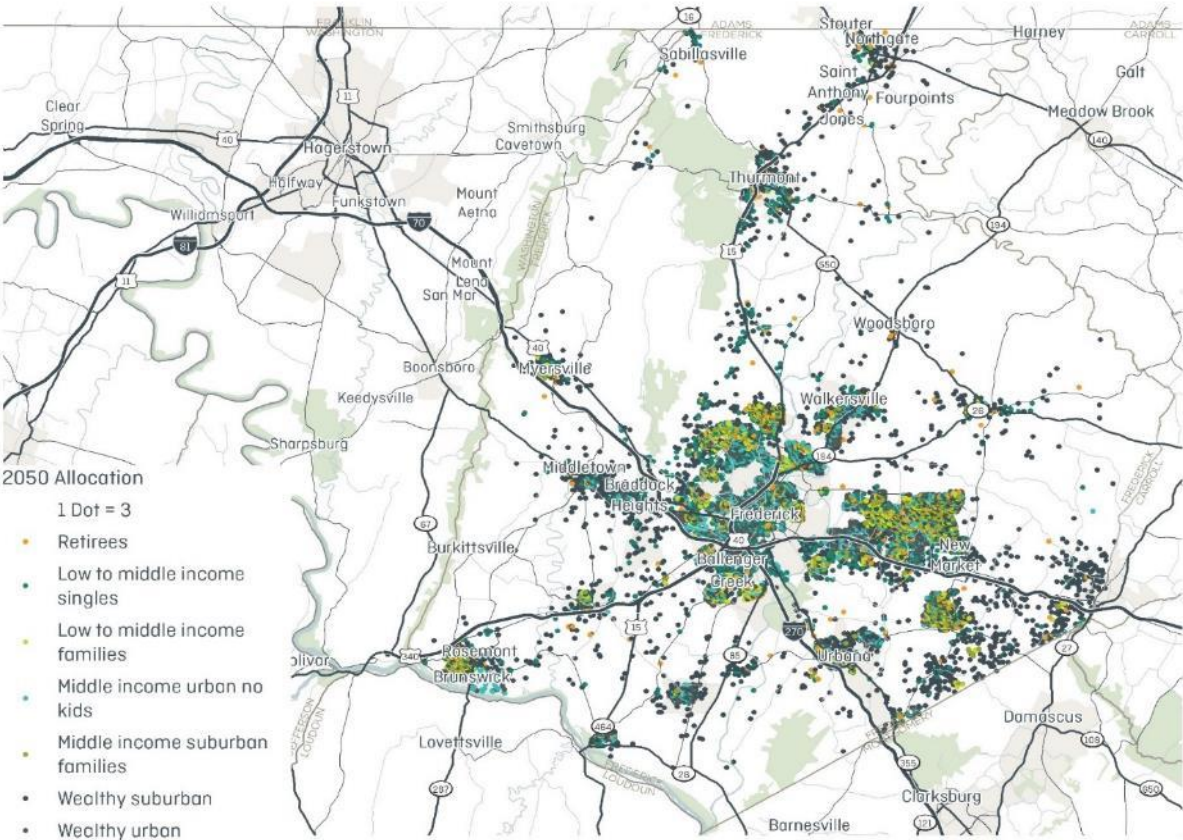


PROJECTED JOB GROWTH  
BY INDUSTRY

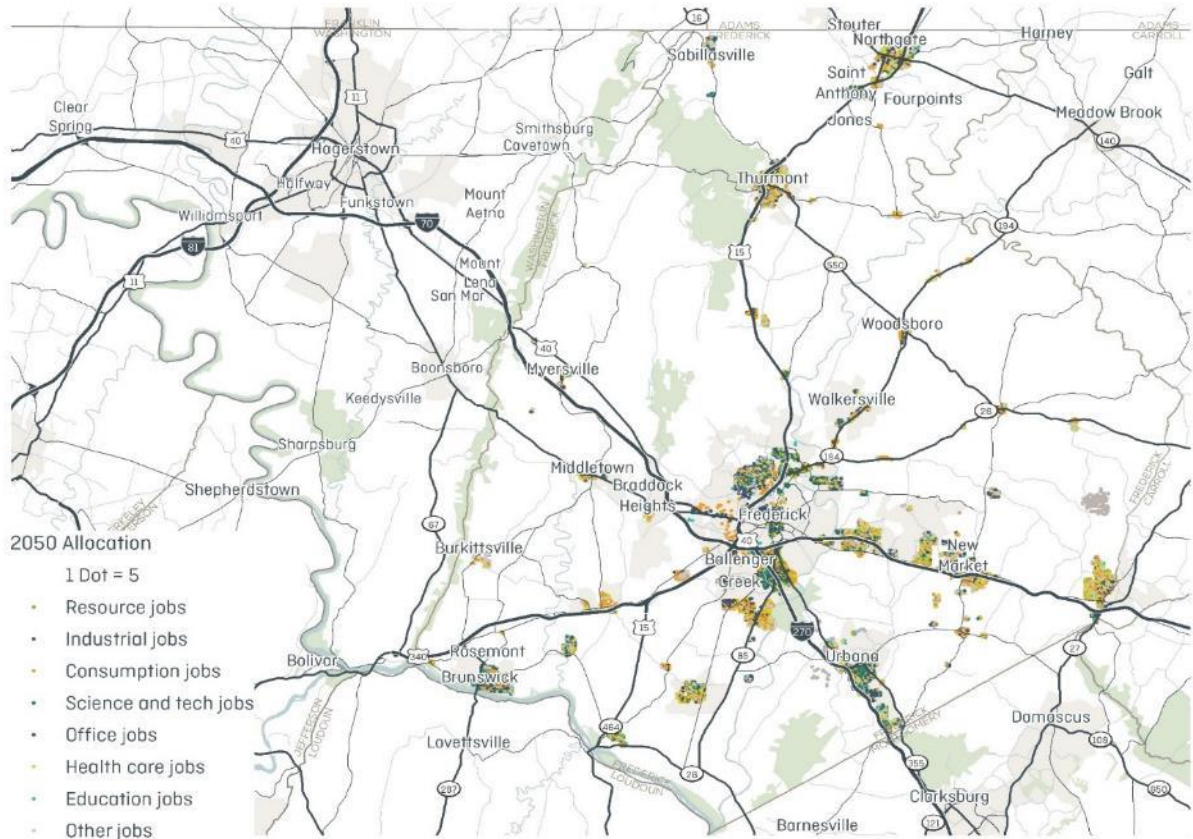


# ALLOCATED RESIDENTIAL AND JOBS – 2050 (PIPELINE + ADD’L GROWTH)

## RESIDENTIAL



## JOBS



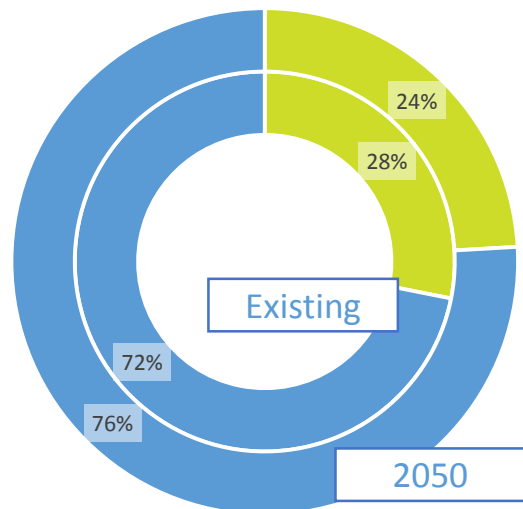
# DRAFT SUMMARY OF TREND

- **Transportation Indicators:** What share of new jobs and housing are in “multimodal” areas?
- **Attractiveness Indicators:** How well do the county’s existing places match the future trend mix of jobs and housing?
- **Affordability Indicators:** How many new households are expected to be located in competitively priced areas?
- **Environmental Indicators:** What impacts will new development have on green infrastructure and farm land?

# TRANSPORTATION INDICATORS

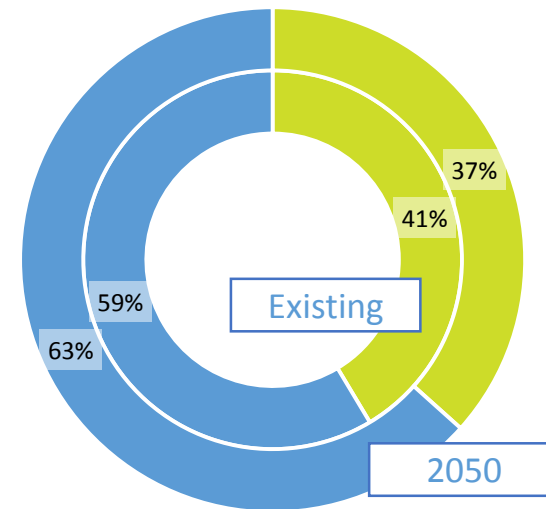
- What share of new jobs and housing are in “multimodal” areas?
  - Typical trips are shorter and fewer auto trips are made in multimodal areas
  - **The share of residents and jobs in multimodal areas is expected to decrease by 2050**

Existing and Future Housing in Multimodal Areas



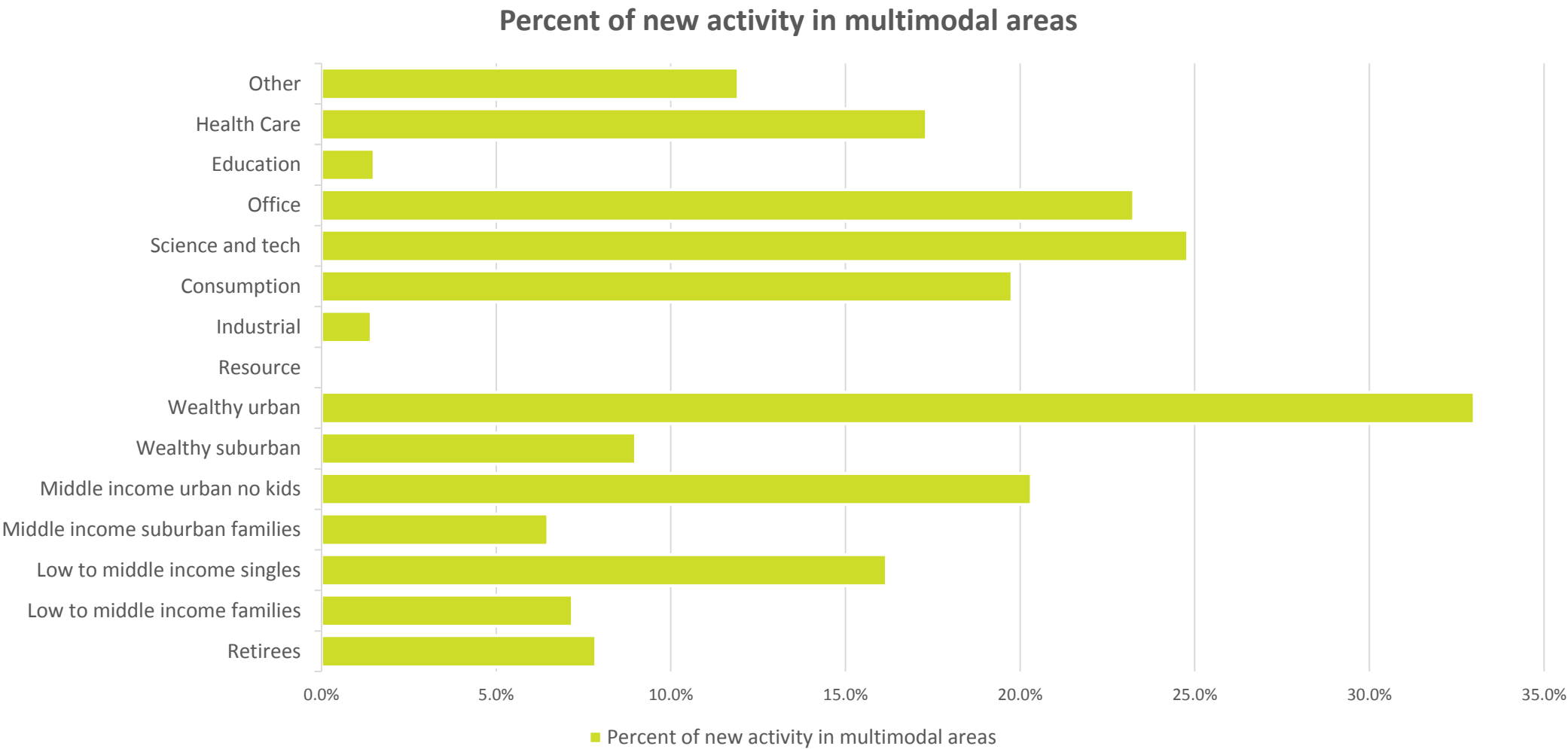
■ Within multimodal areas ■ Outside of multimodal areas

Existing and Future Jobs in Multimodal Areas



■ Within multimodal areas ■ Outside of multimodal areas

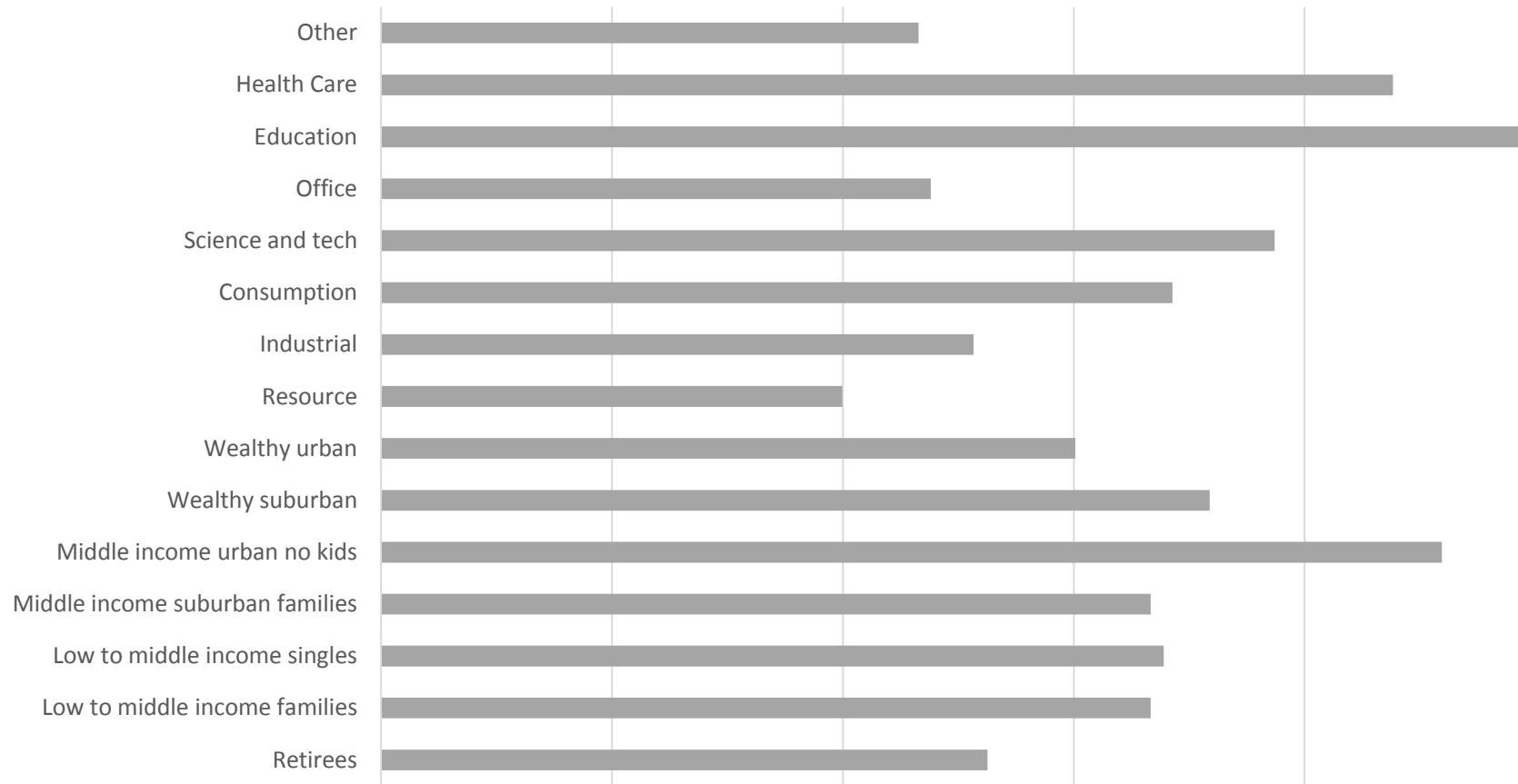
# TRANSPORTATION INDICATORS





# ATTRACTIVENESS INDICATORS

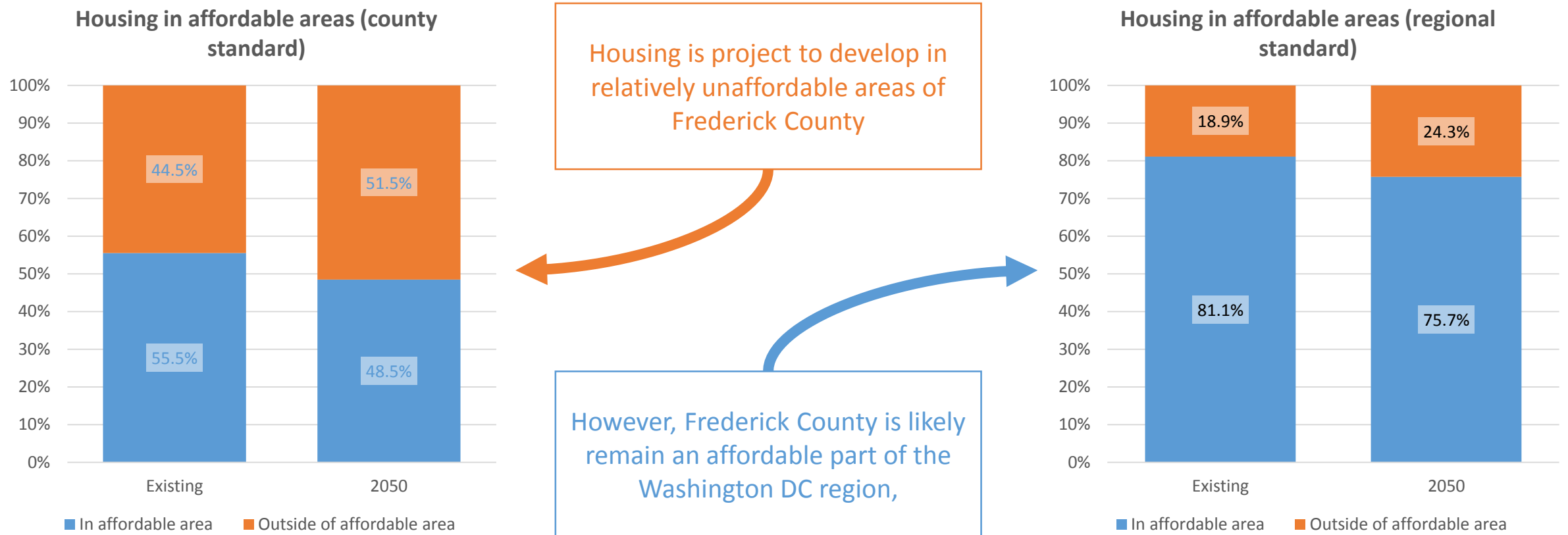
Average Relative Satisfaction Levels For New Activity



- How well do the county's existing places match the future mix of jobs and housing?
- **Existing place types are best suited to...**
  - **Education and health care jobs**
  - **Middle income urban households without children**

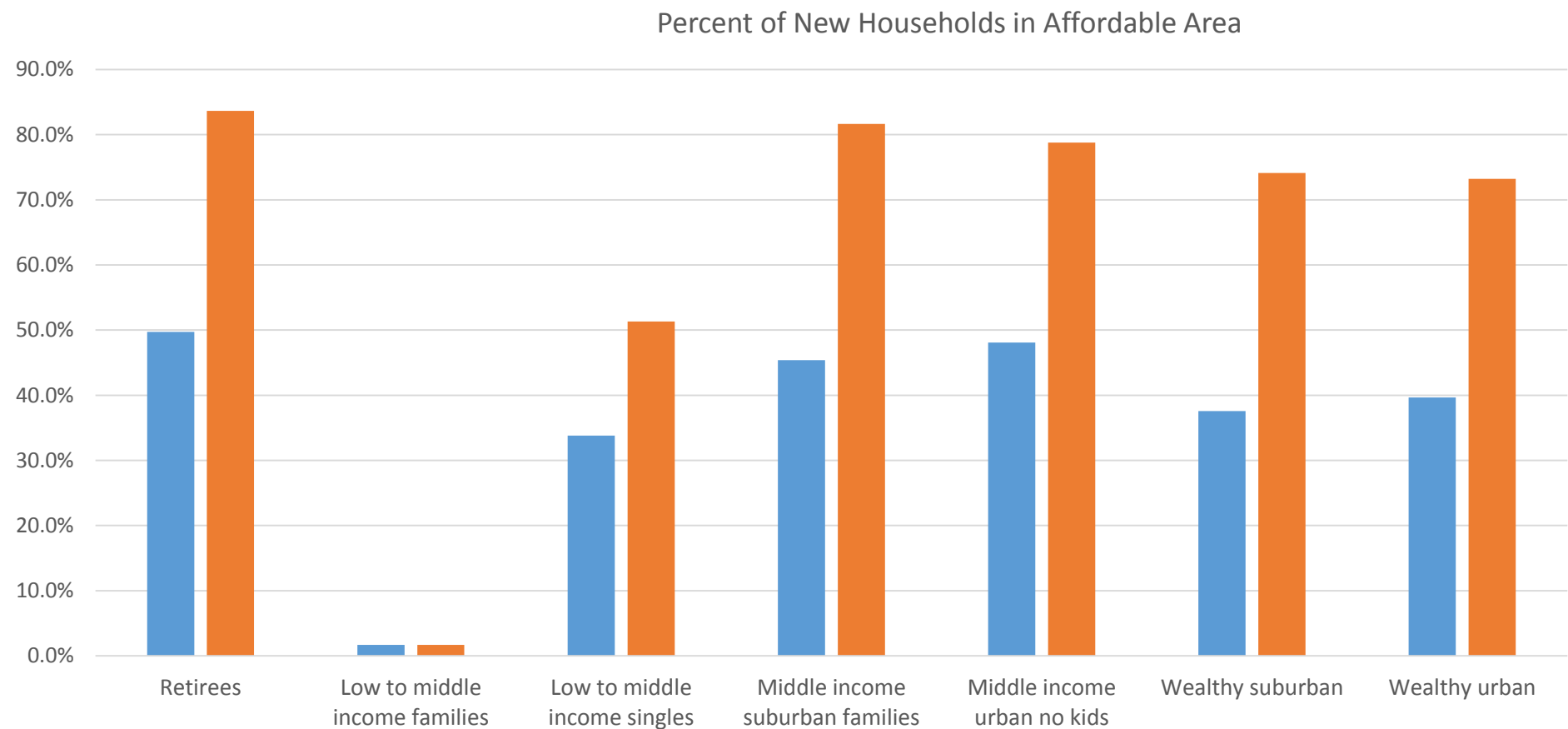
# AFFORDABILITY INDICATORS

- How many new households are expected to be located in competitively priced areas?

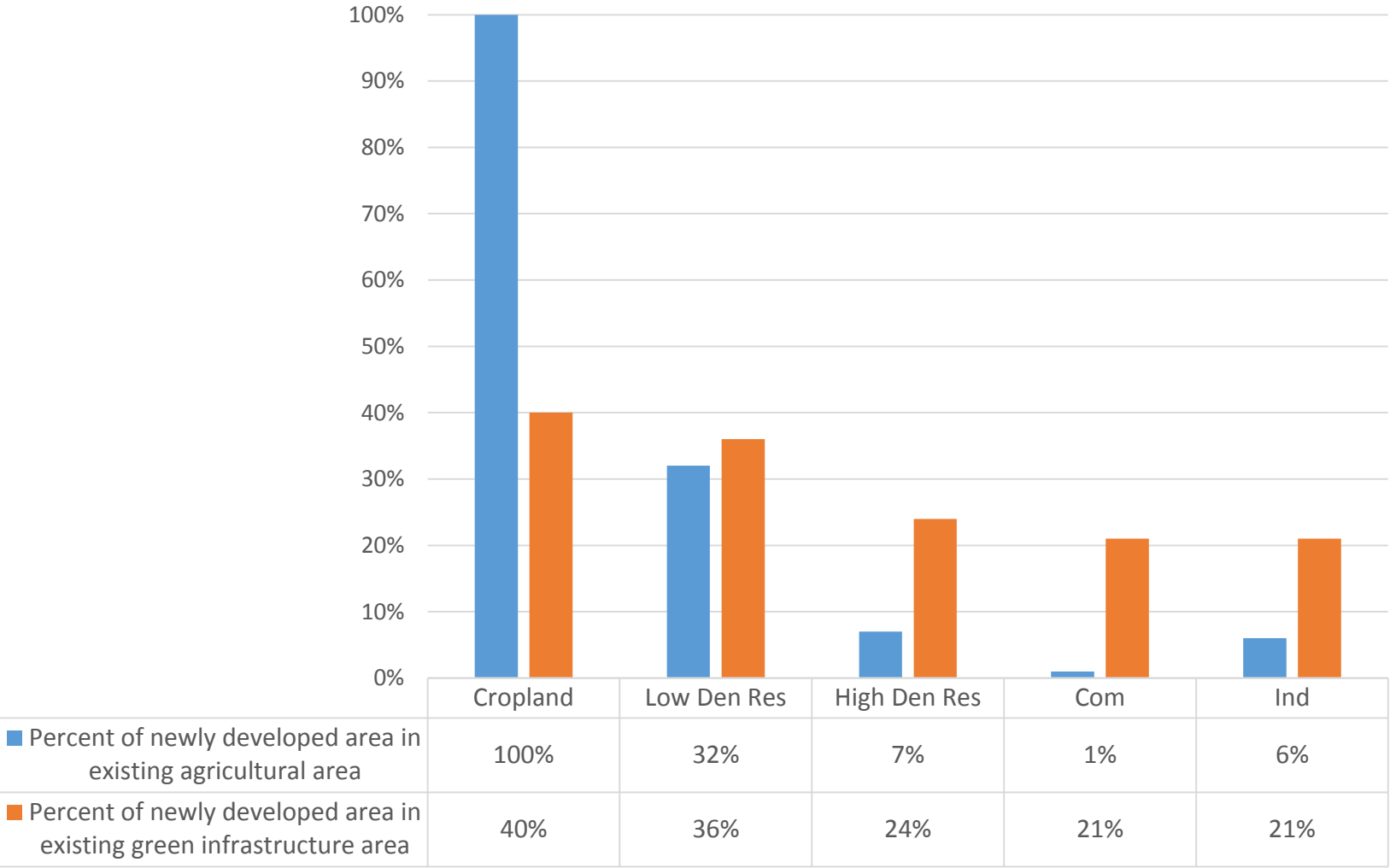


# AFFORDABILITY INDICATORS

- How many new households are expected to be located in competitively priced areas?
- While many areas in the county will remain less affordable by county standards, the county **will continue to attract an influx of regional residents due to its relative affordability in the region**



# ENVIRONMENTAL INDICATORS



- What impacts will new development have on green infrastructure and farm land?
  - Low density residential development has the greatest impact on farmland in the BAU scenario
  - Cropland and low density residential development are the most likely to impact green infrastructure areas

# TREND SCENARIO DISCUSSION – PRELIMINARY TAKEAWAYS

- Trend growth remaining auto-dependent and less walkable
- Farmland available for competitive agriculture industries may be at risk
- County continuing to become less affordable over time, but still attractive as a more affordable county in the region
- Low density residential development the greatest impact on farmland
- Trend positions county best for meeting desirability of healthcare jobs
- Trend positions county best for meeting desires of middle income urban households with no kids

# TREND SCENARIO DISCUSSION – POTENTIAL SCENARIO DRIVERS AND THEMES

## DRIVERS

- Creation of more walkable, multi-modal places
- Increasing opportunities for resource (ag based) jobs
- Decrease in highly land consumptive uses (low-density residential)
- Creating more affordable development options
- Increasing opportunities for biotech based jobs
- Creating more opportunities for middle income families
- Others?

## THEMES

- Transit Oriented Development
- Rural & Agricultural Preservation
- Reinvest in Existing Places
- Frederick City Centric
- Suburban Reinvestment
- Workforce Housing
- Arts & Historic Preservation
- Biotech & New Economy Jobs
- Others?



# ADDITIONAL INDICATORS

- Post-allocation modeling
  - Transportation
    - VMT and mode shifts associated with new growth (MMA models)
  - Energy consumption
    - Energy use by building type (EIA statistics)
  - Environment
    - Storm water runoff and non-point-source pollutants (Countywide, L-THIA)
    - GHG emissions from transportation (pivot from MMA)
  - Redevelopment assumptions

# ADDITIONAL INDICATORS

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  - Environment
    - Storm water runoff and non-point-source pollutants (Countywide, L-THIA)
    - GHG emissions from transportation (pivot from MMA)
  - Redevelopment assumptions

# Next Steps & Timeline

## Project Team, Staff & Planning Commission

- Finalizing Place Types
- Confirming Growth Assumptions
- Developing Livable Frederick Indicators
- Alternative Scenarios & Policy Implications

January 18 – Presentation/Work Session

# **Livable Frederick Community Vision Initiative**



# **Livable Frederick**

## **Vision Work Group Report**

- **County Executive's Guidance**
- **Formation of Work Groups**
- **Vision Work Group & Volunteers**
- **Overview of the Community Vision Process**
- **The Vision Survey**
- **Who Participated**
- **Results**
- **Synthesis of Data into a Draft Vision**
- **Public Affirmation**
- **County Executive Announces Final Vision**
- **Completion of the Vision Phase & Moving to the Action Phase**

# **County Executive's Guidance to the Steering Committee**

## **Charter For the Livable Frederick Steering Committee**

**The Livable Frederick Steering Committee is composed of big thinkers chosen from the community to provide input, insight and guidance from their diversity of experience to the aspiration of a Livable Frederick.**

**They will develop and oversee use of a process that will:**

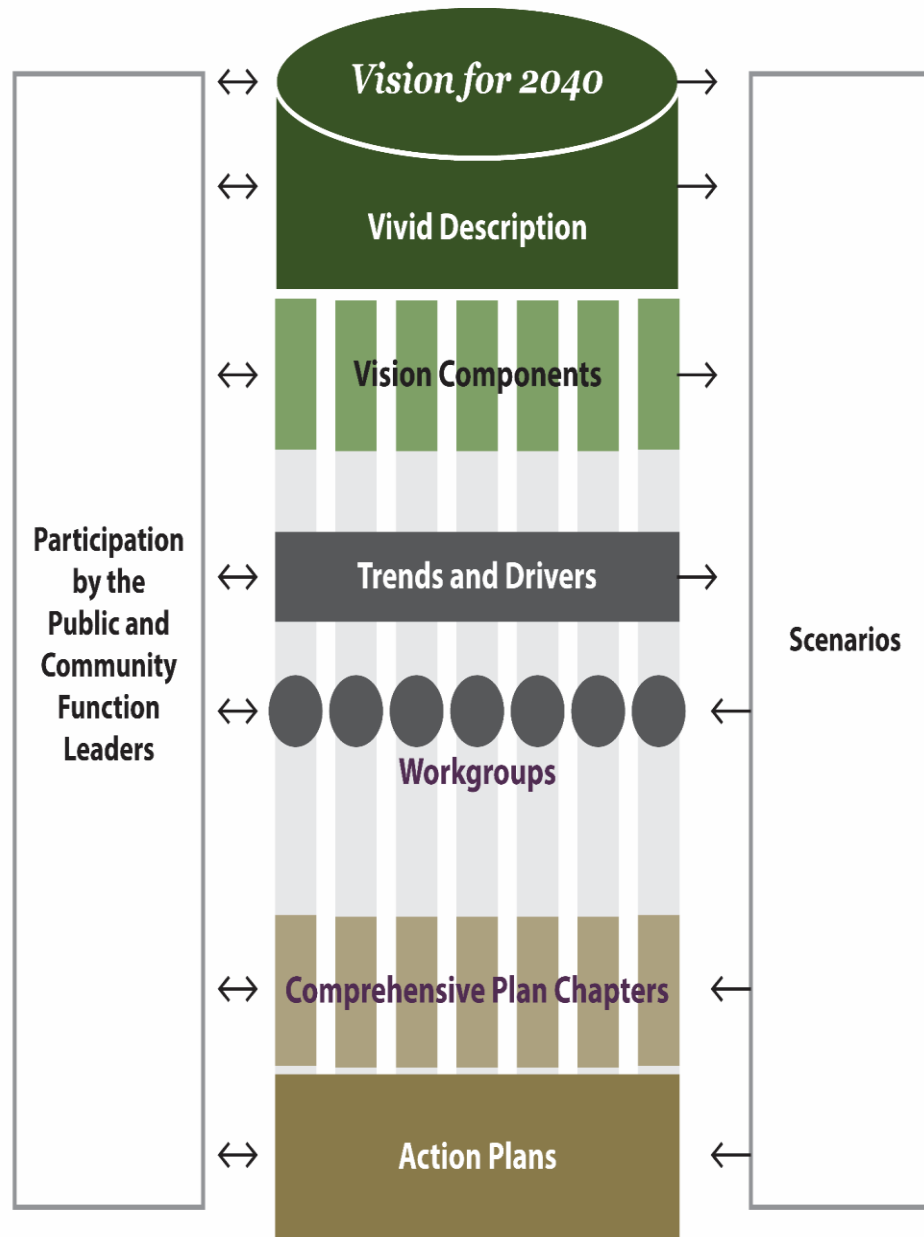
- Create a vision, shared by the whole community, that describes a prosperous Livable Frederick for Frederick County for the next 25 years;**
- Reach out to and coordinate widespread input from all sectors of the community, organizations, and members of the public; and**
- Guide final development and adoption of a cutting edge comprehensive plan that will facilitate the realization of a Livable Frederick for all.**

# Formation of Work Groups

- Vision Outreach
- Agricultural Economy & Land Preservation
- Housing Opportunities & Affordability
- Transportation & Public Infrastructure
- Healthy Communities & Public Services
- Economic Futures & Education
- Environmental Energy Resources
- Historic Preservation & Heritage



# Comprehensive Planning Process For A Livable Frederick



# Vision Work Group & Volunteers

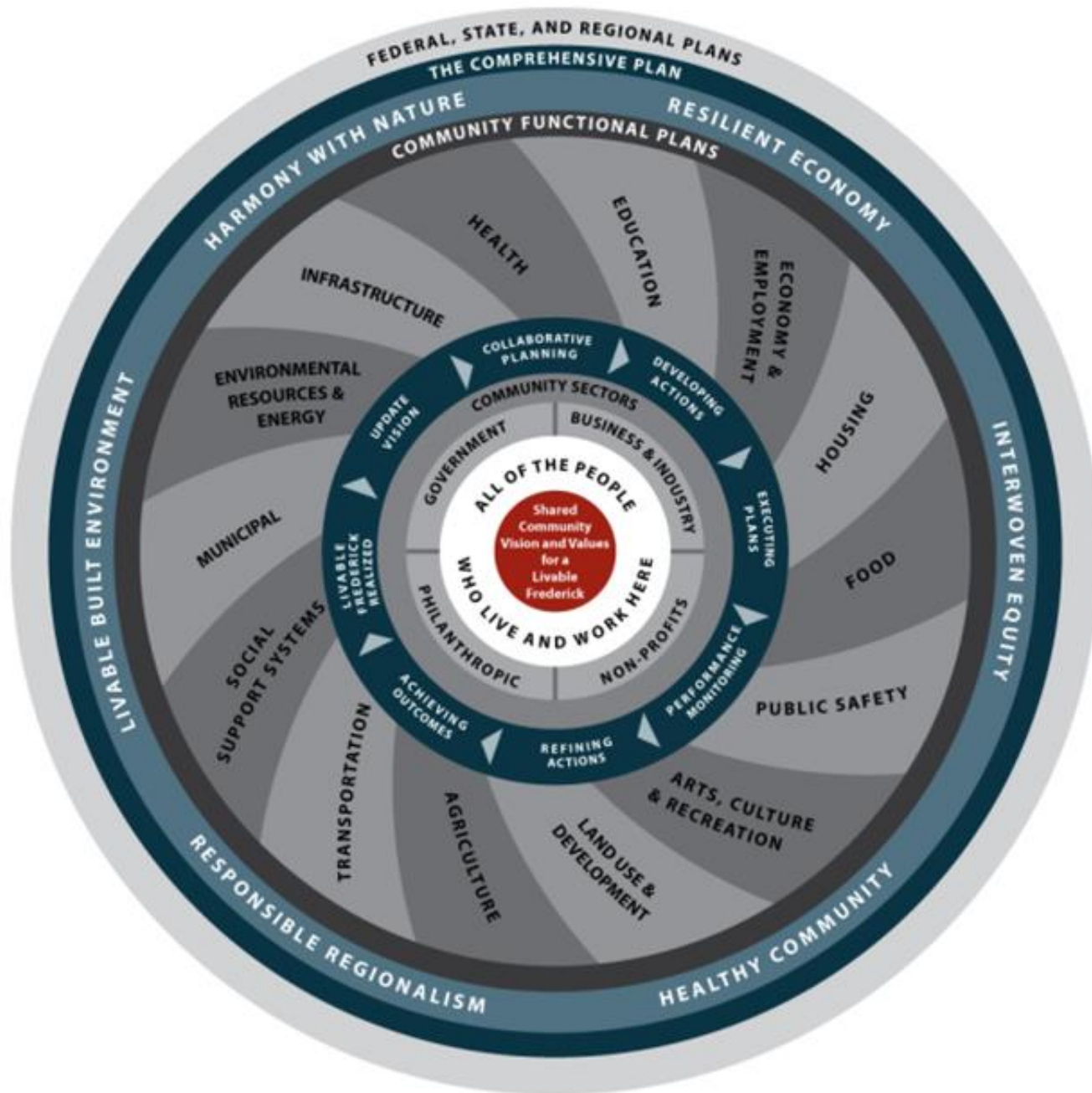
## Work Group

- Steering Committee Lead— Dana French
- Planning staff Reps – Dial Keju & Shannon Moore
- Cindy Powell
- Ed Hinde

## Volunteers

- 26 members of RSVP
- PhD in Sociology
- PhD in Statistics
- University of Maryland intern
- 3 Millennials

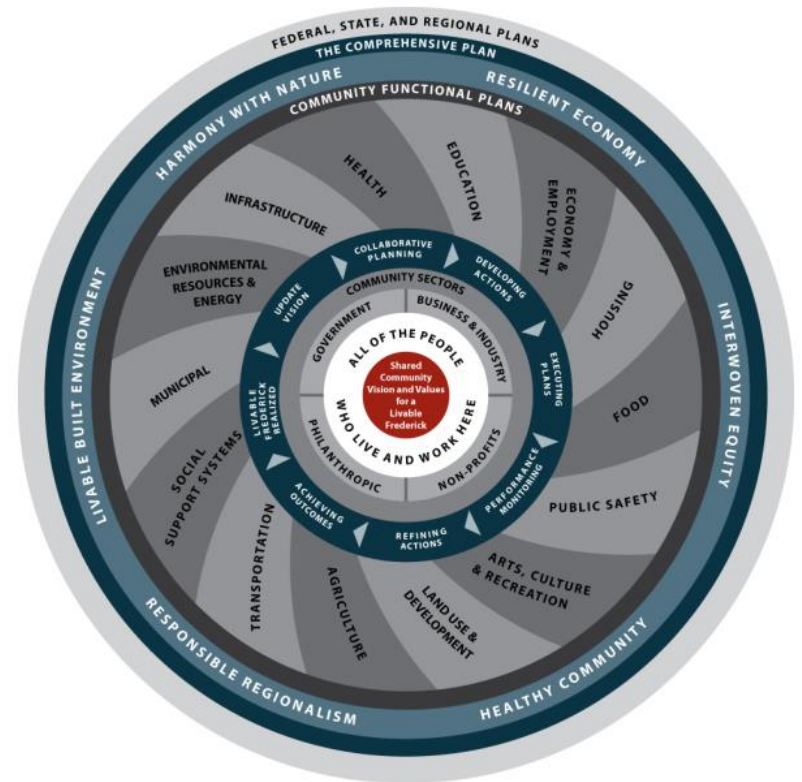
# **Overview of the Community Vision Process**



# Vision Outreach Design

**Major functional institutions, coalitions, agencies and organizations responsible for core community functions**

- Municipalities
- Education
- Health
- Housing
- Public Safety
- Social Support Systems
- Agriculture & Food
- Land Use & Development
- Arts, Culture & Heritage
- Economy & Employment
- Environmental Resources & Energy
- Transportation
- Water & Sewerage & Related Infrastructure

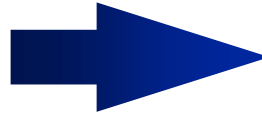


# Comprehensive Planning

**What kind of planning is it?**

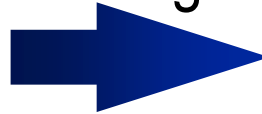
# Attitudes Toward Planning for the Future

Wait and see  
planning

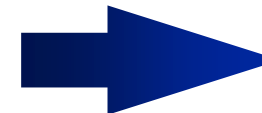


Reactive

Predict and prepare  
Business/long-range planning



Make it happen  
planning



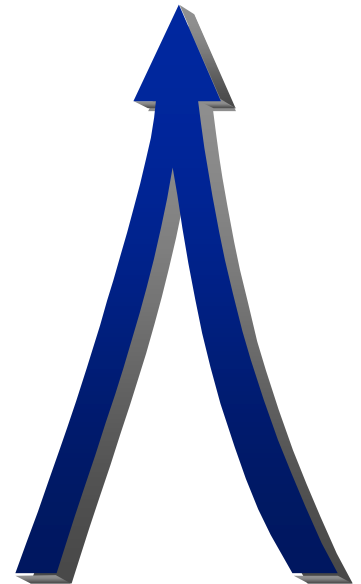
Strategic



# Strategic Planning: A Definition

The **process** by which the **guiding members** of an organization **envision its future** and develop the necessary **procedures** and **operations** to achieve that future.

Goodstein, Nolan, and Pfeiffer



# Vision

# Vision Characteristics

- An idealized view of where or what a community would like to be in the future
- Describes a higher state of existence
- That which has yet to be attained
- Written in the present tense

“...if the organization is unwilling to entertain at least some dreams or visions, it probably should not be engaged in strategic planning...if the organization is willing to consider only minor variations on existing strategic themes, then it probably is wasting its time on strategic planning.”

John Bryson, Strategic Planning for Public& Non-Profit Organizations

# What Makes a Vision Inspiring?

“A challenge so big or audacious that it can seem scary even to the person who conceived it.”

FORTUNE magazine

# Peter Drucker

“The best plan is only a plan, that is good intentions, unless it degenerates into work. The distinction that marks a plan capable of producing results is the commitment of key people to work on specific tasks. The test of a plan is whether management actually commits resources to actions which will produce results in the future. Unless such commitment is made, there are only promises and hopes, but no plan.”

*The Practice of Management*

Vision without Action = Dream

Action without Vision = Passing the Time

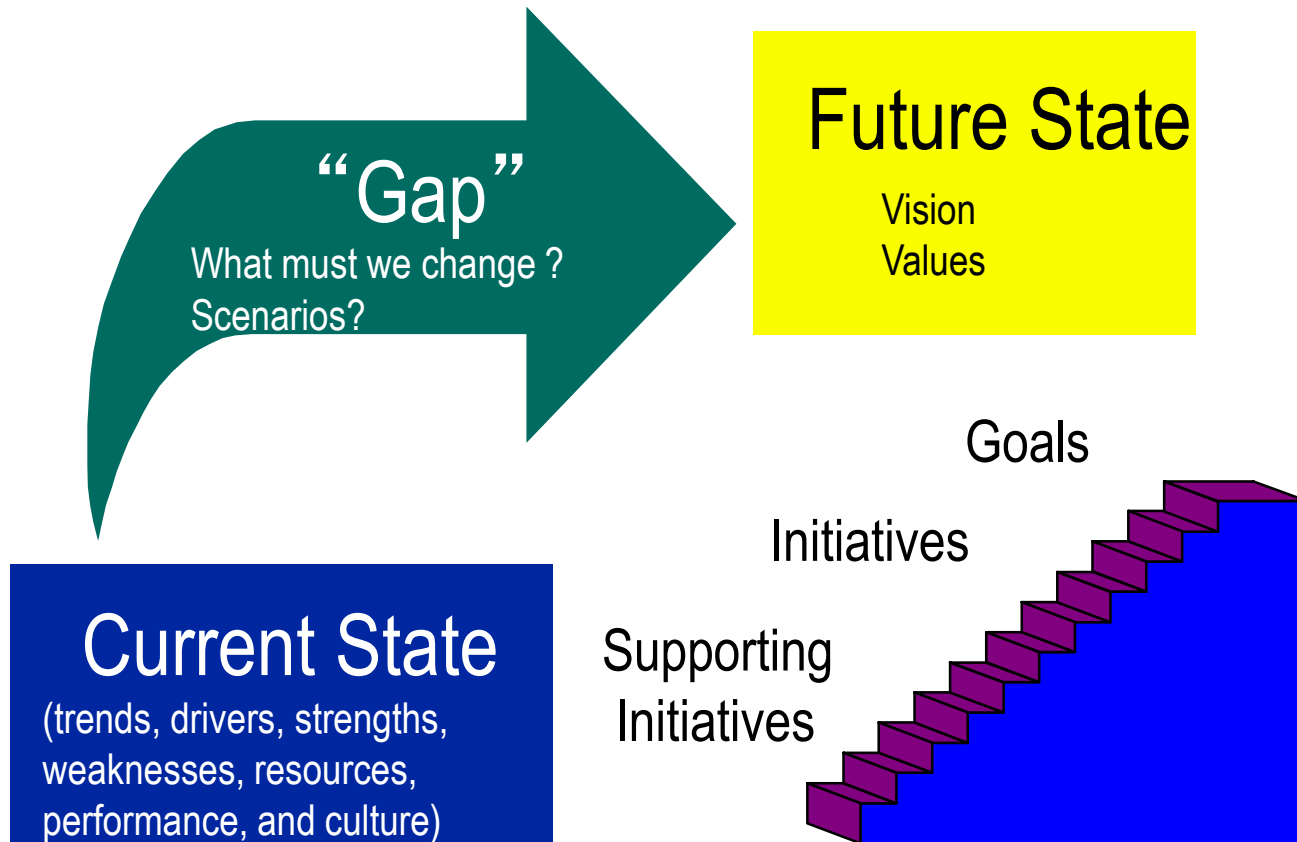
Vision with Action = Change the World

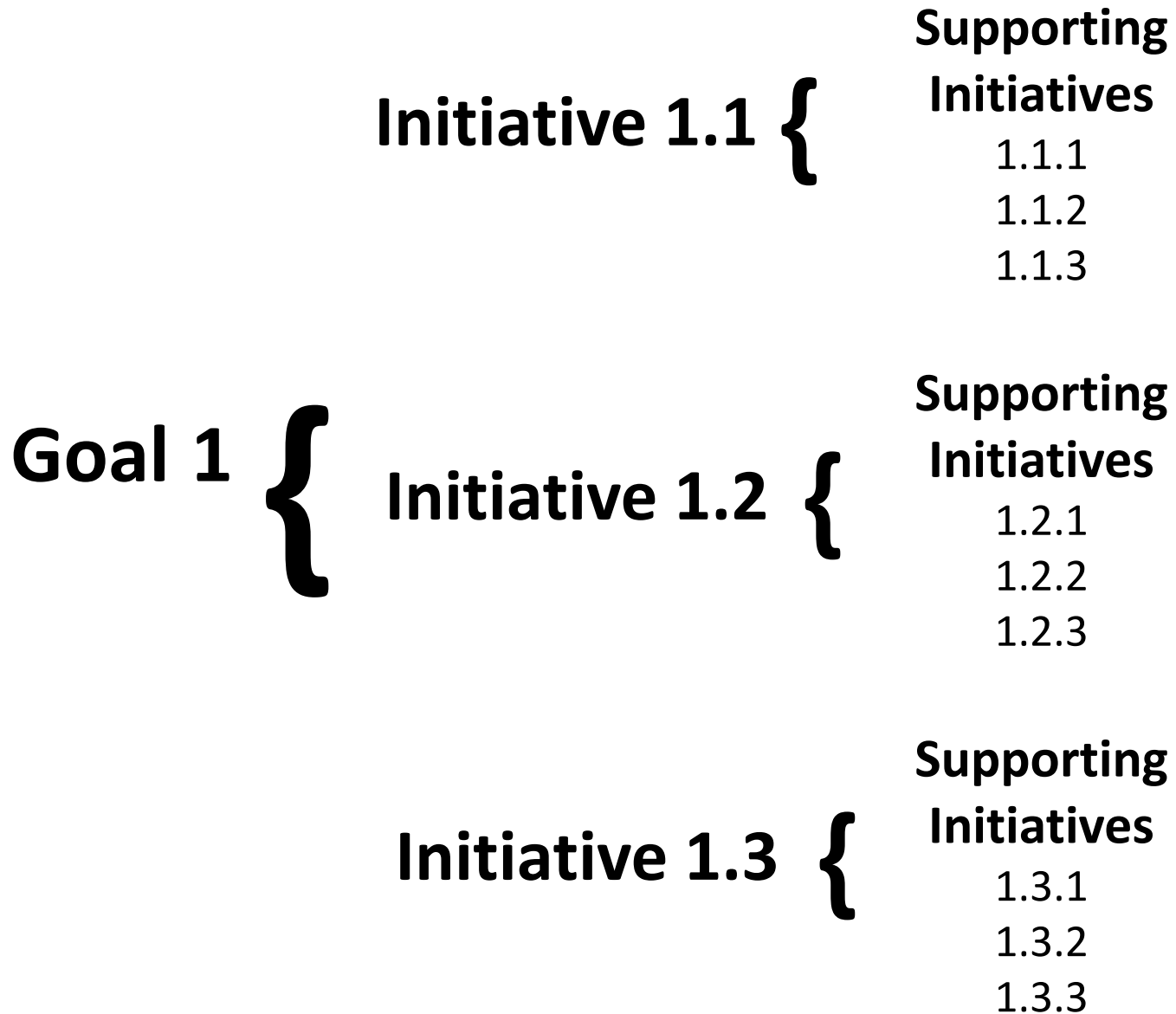
Source: Joel Barker



Action

# Goal and Initiative Development to Close the Gap





# Goal

A long-range change target that guides a community's efforts in moving toward a desired future state.

# Goals

- Each a mini-vision in support of the Vision
- Major focus area
- The basis for establishing supporting conditions and initiatives
- Channels to apply the community's resources

# Initiative

A means of achieving a strategic goal.

# Supporting Initiative

A specific, measureable short to mid-term action necessary for achieving an initiative.



# Sample of Goals, Initiatives & Supporting Initiatives

**Goal 1:** I will be healthy, wealthy & wise.

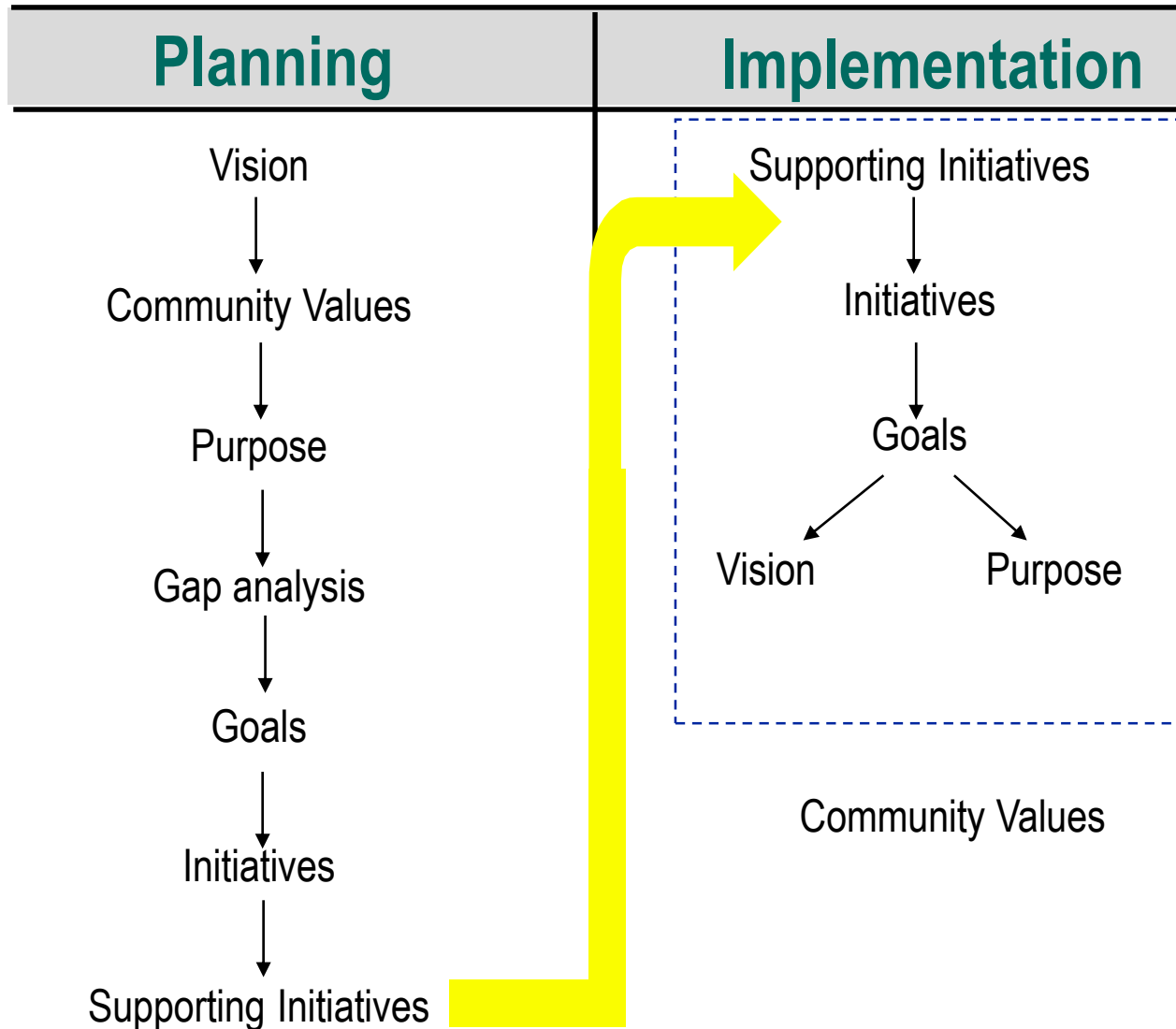
**Initiative 1.1:** I will participate regularly in a formal fitness program.

**Initiative 1.2:** I will change my diet to eat only healthy foods.

**Initiative 1.3:** I will marry a rich widow.

**Initiative 1.4:** I will earn a Doctorate in Philosophy.

# Planning and Implementation Hierarchy



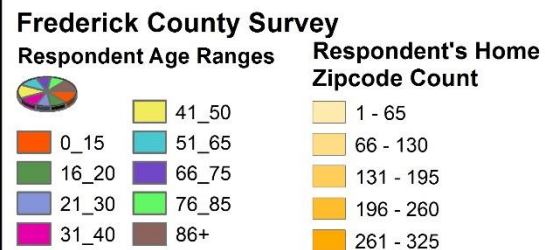
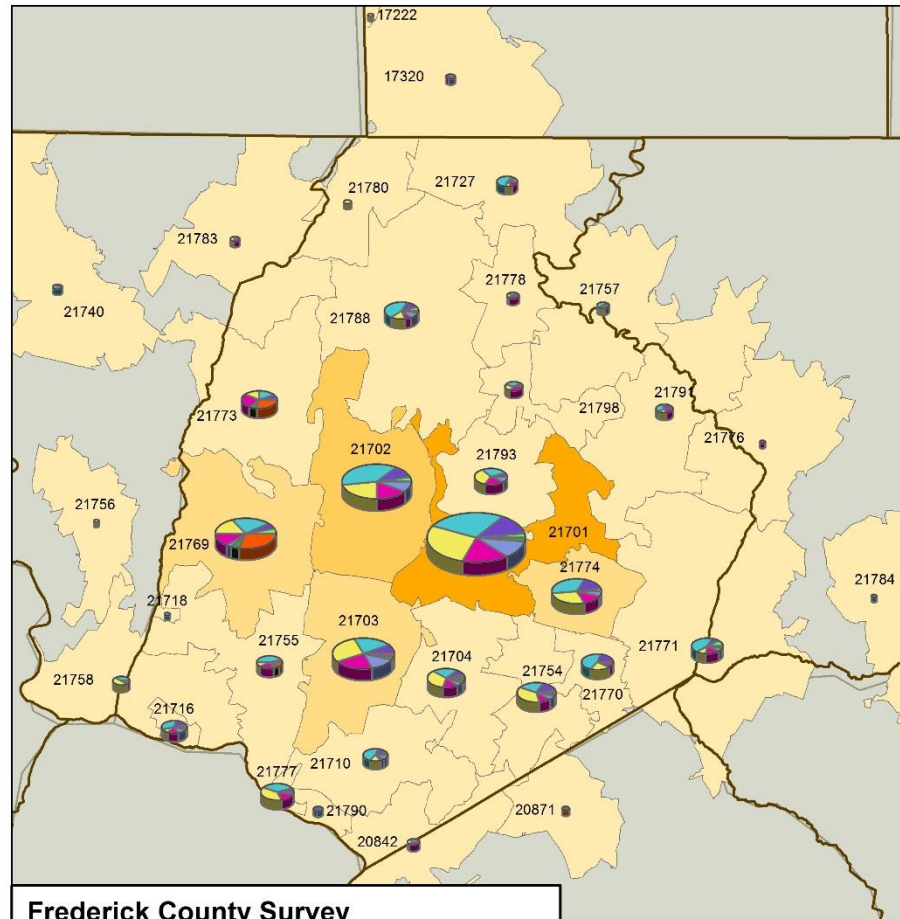
# The Vision Survey

- ✧ **Asked public to describe their description of a Livable Frederick in 2040**
- ✧ **Posted online at [livablefrederick.org](http://livablefrederick.org) to complete by iPhone/tablet/computer; open May-October 2016**
- ✧ **Survey publicized widely – media, social clubs, elected officials, 300+ Pastors, homeowners associations, government websites, social media, etc.**
- ✧ **Spanish language paper survey version**

# Who Participated

- ✓ **Over 2000 people who live and/or work in Frederick County.**
- ✓ **Representation from every Frederick Zip code.**
- ✓ **Equal representation from rural, suburban & city dwellers.**
- ✓ **Representation from all ages 17 to 80+.**
- ✓ **While not scientifically valid, the response is sufficiently comprehensive to be a good surrogate of a random survey; & the public all had an opportunity to participate personally if they chose to.**

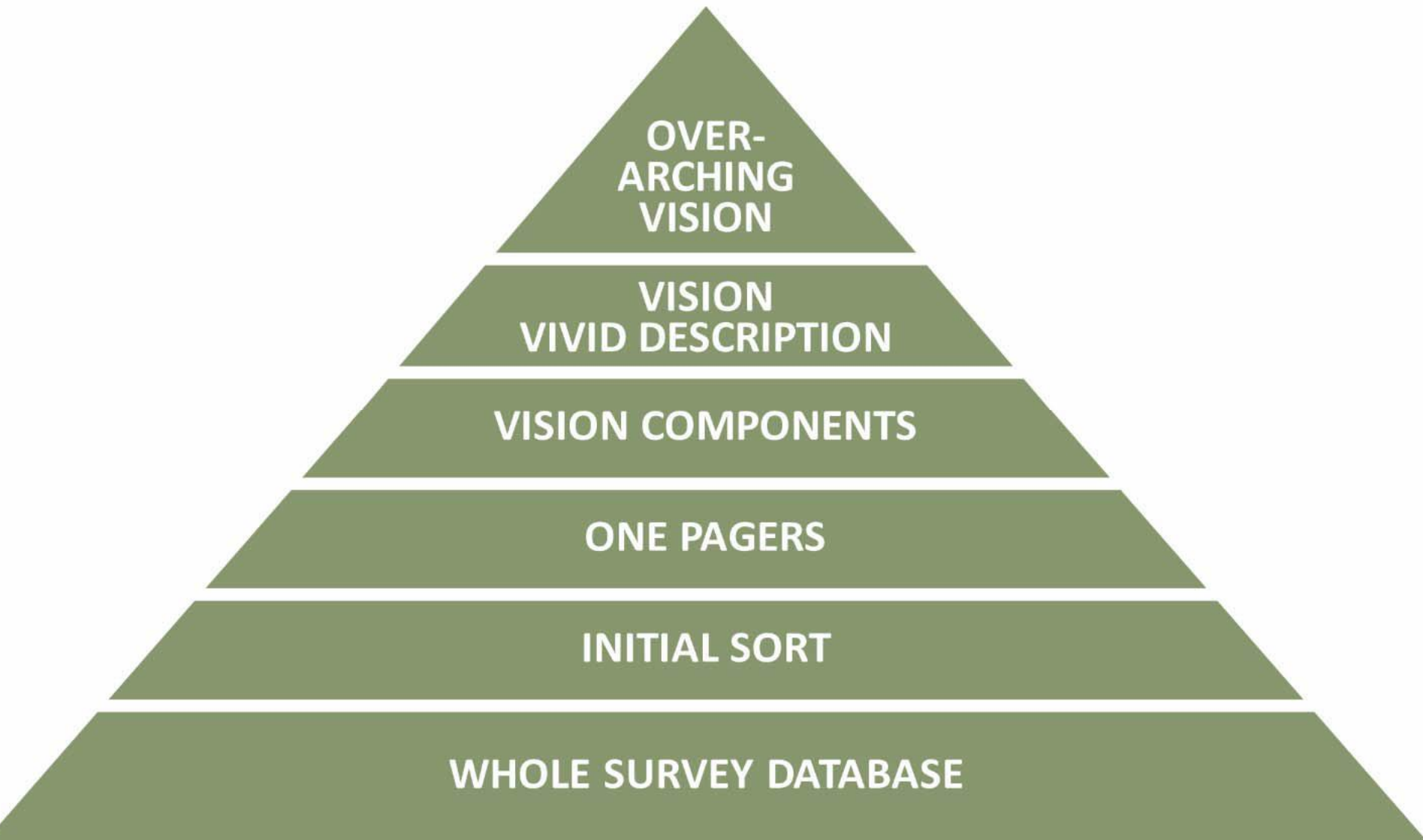
# Respondent's Home Zipcode



# Results

**Remarkably rich survey content in the form of open-ended written comments - over 15,000 of them - describing the Frederick County they want!**

# Synthesis of Data into a Draft Vision





# Synthesis of Data into a Draft Vision

## Overarching Vision Statement

**It is the year 2040. Frederick County is a vibrant and unique community where people live, work and thrive while enjoying a strong sense of place and belonging.**

## Vision Vivid Description

**Our community enables young and old to lead fulfilling lives. We ensure that all people can be successful, enjoy a high quality of life.**

**Residents are energized by our unique sense of place: its Civil War history, small towns and villages, and cultural amenities.**

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

**We embrace businesses of all types and sizes to ensure a vibrant and strong economy. We value traditional industries while seizing the opportunities of the future – healthcare, biotech, advanced technology, and more.**

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

**Good health is fundamental to our high quality of life. We value a healthy environment, clean air, water and green energy and are good stewards of our environmental and natural resources.**

**Frederick County land planning enhances our traditional growth areas, our towns and villages, while preserving what we love, our farms, history, and outdoor activities.**

**Our transportation system moves people, goods and services, both locally and regionally, in a timely and safe manner.**

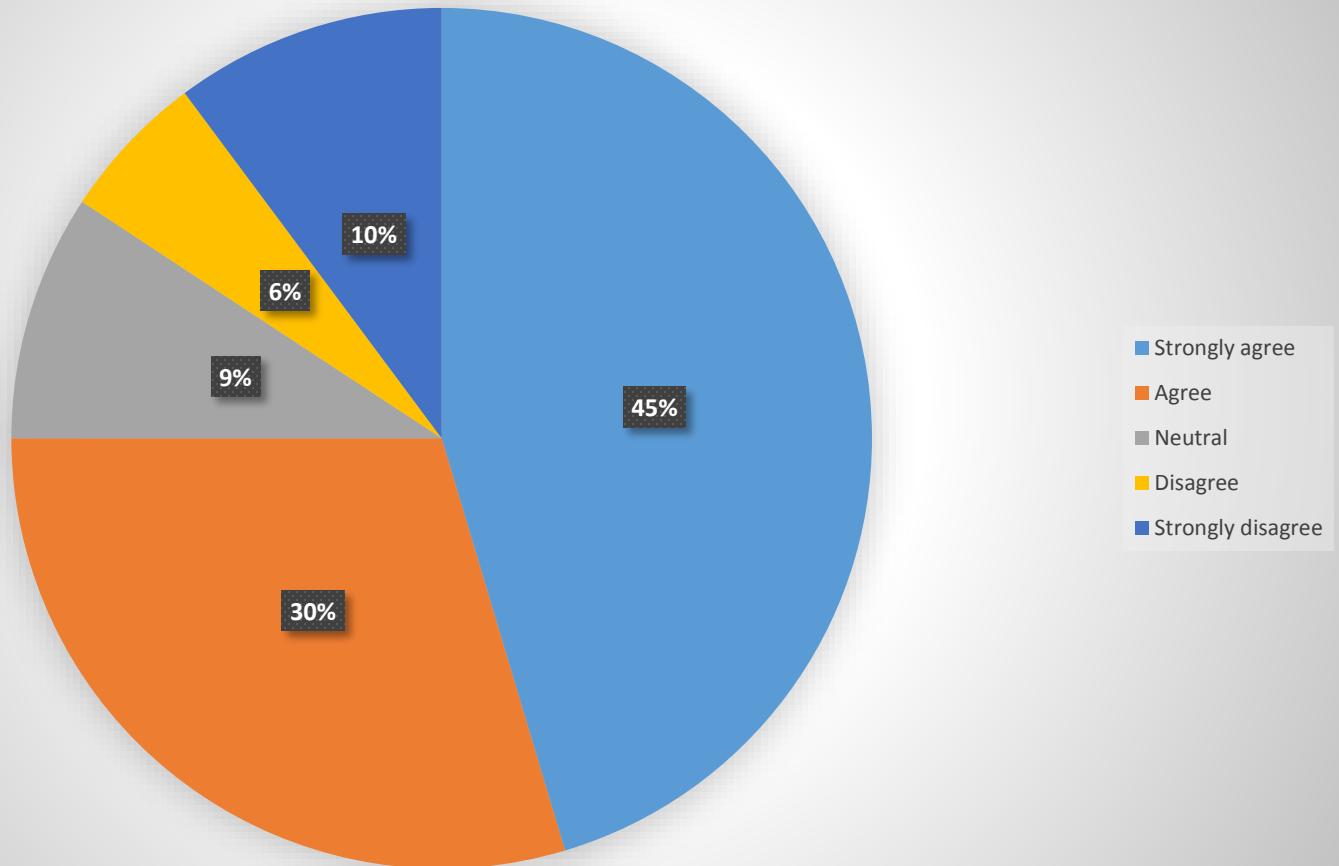
**Frederick County is a safe place to live, work and play due largely to our many committed emergency service providers and caring communities.**

**It offers excellence in public education and lifelong learning opportunities, which results in a well educated and trained workforce to ensure our long term economic prosperity.**

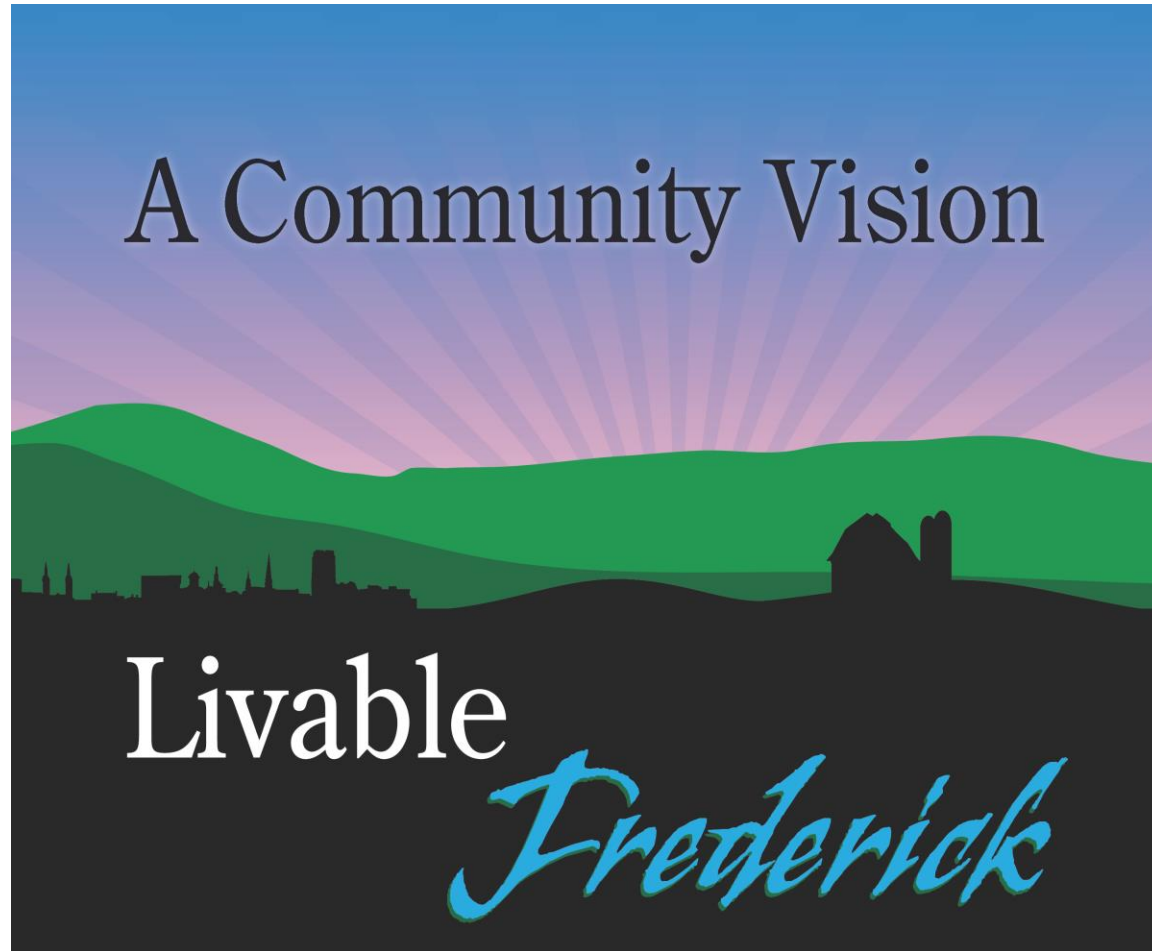
**Frederick County offers great places to live, from our small towns and villages, to our urban downtown, quaint main street, and rural countryside. There is something for everyone!**

# Public Affirmation

Total Votes for the Vision

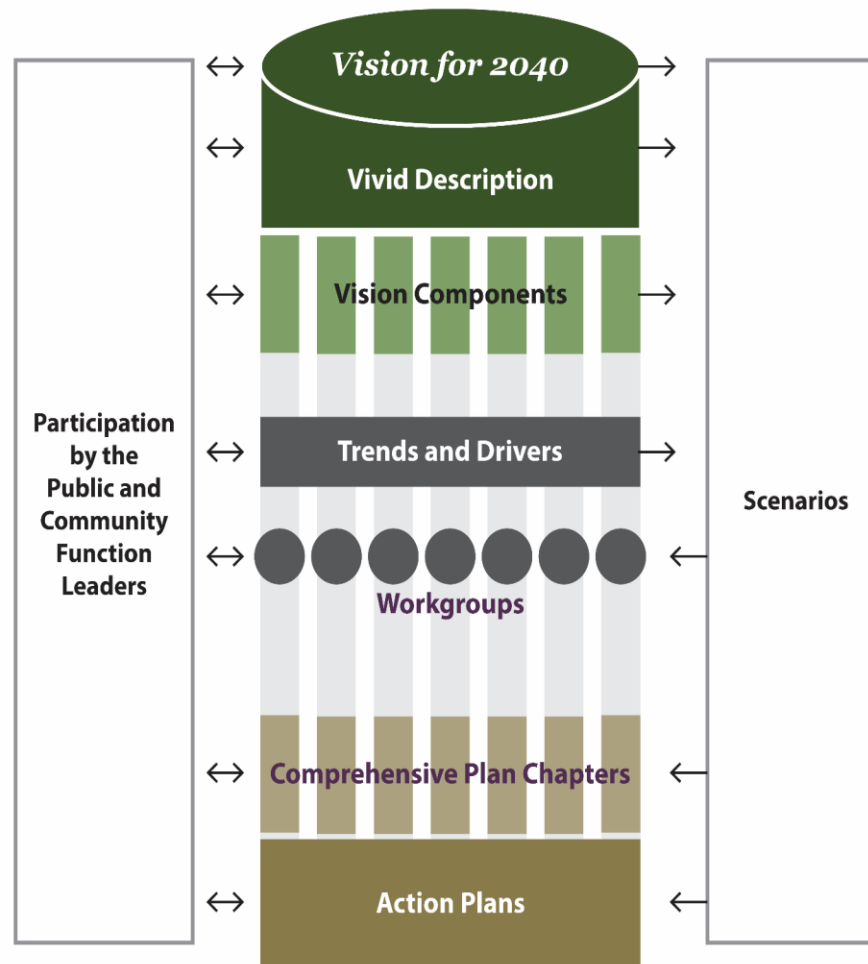


# County Executive Announces Final Vision



# Completion of the Vision Phase & Moving to the Action Phase

Comprehensive Planning Process For A Livable Frederick



# Managing Complex Change

Vision + Skills + Collaboration + Resources + Action Plan = CHANGE

Skills + Collaboration + Resources + Action Plan = CONFUSION

Vision + Collaboration + Resources + Action Plan = ANXIETY

Vision + Skills + Resources + Action Plan = RESISTANCE

Vision + Skills + Collaboration + Action Plan = FRUSTRATION

Vision + Skills + Collaboration + Resources = TREADMILL

# Backup Slides

# Goal Checklist

	YES	NO
• Are they necessary to achieve the vision?	<input type="checkbox"/>	<input type="checkbox"/>
• Taken together, are they sufficient to achieve our vision?	<input type="checkbox"/>	<input type="checkbox"/>
• Are they consistent with our values?	<input type="checkbox"/>	<input type="checkbox"/>
• Do they support our purpose?	<input type="checkbox"/>	<input type="checkbox"/>
• Do they state the desired outcome?	<input type="checkbox"/>	<input type="checkbox"/>
• Do they answer the question “why”?	<input type="checkbox"/>	<input type="checkbox"/>

# Initiative Checklist

	YES	NO
• Are they necessary to achieve the goal?	<input type="checkbox"/>	<input type="checkbox"/>
• Taken together, are they sufficient to achieve the goal?	<input type="checkbox"/>	<input type="checkbox"/>
– If no, do initiatives in other goal areas provide sufficiency?	<input type="checkbox"/>	<input type="checkbox"/>
• Do they state the means for achieving the goal?	<input type="checkbox"/>	<input type="checkbox"/>



# Supporting Initiative Checklist

- |   | YES                      | NO                       |
|---|--------------------------|--------------------------|
| • Are they necessary to achieve the initiative?                             | <input type="checkbox"/> | <input type="checkbox"/> |
| • Taken together, are they sufficient to achieve the initiative?            | <input type="checkbox"/> | <input type="checkbox"/> |
| • If no, do supporting initiatives in other goal areas provide sufficiency? | <input type="checkbox"/> | <input type="checkbox"/> |
| • Do they state measurable actions?   | <input type="checkbox"/> | <input type="checkbox"/> |
| • Do they state processes that are impacted?                                | <input type="checkbox"/> | <input type="checkbox"/> |

# Sample of Goals, Initiatives & Supporting Initiatives

**Goal 1:** I will be healthy, wealthy & wise.

**Initiative 1.1:** I will participate regularly in a formal fitness program.

**Initiative 1.2:** I will change my diet to eat only healthy foods.

**Initiative 1.3:** I will marry a rich widow.

**Supporting Initiative 1.3.1:** Book passage on Holland-America round-the-world cruise.

**Supporting Initiative 1.3.2:** Get my teeth whitened.

**Supporting Initiative 1.3.3:** Schedule and take dance lessons at a dance studio.

**Supporting Initiative 1.3.4:** Memorize several love sonnets by Robert Browning & practice them on my poker buddies.

**Supporting Initiative 1.3.5:** Buy a new wardrobe with the money Mother left me.

**Supporting Initiative 1.3.6:** Find and woo a rich widow on the cruise.

**Supporting Initiative 1.3.7:** Pop the question when the time is right.

**Initiative 1.4:** I will earn a Doctorate in Philosophy.