

12 Implementation

To achieve the goals and realize the vision as set forth in this plan, Frederick County’s leaders will need to embrace the policies and make progress toward fulfilling the action items as laid out in the respective chapters. This chapter identifies those action items and assigns a general timeframe for implementation. In addition to the specific action items, this chapter defines overarching or general strategies for implementation that will guide the County in its effort to achieve the vision.

	Amendment Status
Goals, Policies, Action Items	N/A
Maps and Graphics	N/A
Background Information	04/08/2010

PLAN IMPLEMENTATION

County officials, leaders and citizens should understand that implementing the policies and actions set forth in this chapter is often difficult, dynamic and progressive in nature. The action items should provide the framework for developing the “workplan” of the County. Additional specific tasks may be necessary of the County to fully achieve success for a specific action item. The County can perform many actions with minimal investment and activity, while others will require significant resources including staff time and direct funding from both public and private interests. As with any endeavor, the County should strive to utilize existing facilities, services, resources, and funding to implement future projects, programs, and activities.

IMPLEMENTATION PLAN STRATEGIES

- Incorporate the Action Items as part of the formulation of the ***Board of County Commissioners Strategic Plan*** Objectives.
- Ensure the Action Items are integrated into individual agency and departmental work plans.
- Prepare a ***Plan Implementation Progress Report*** two years following adoption of the Countywide Plan, and every two years thereafter. A key component of the progress report will be the use of indicators or metrics to evaluate progress and completion of the action items.

GENERAL USE OF THE COMPREHENSIVE PLAN

A Dynamic Guide for Decision-Making

The physical development and character of the County is a result of various plans, policies, and regulations implemented over time through actions by elected and appointed officials and by the private sector. It is recognized that as a guide, the implementation of this Plan is affected by the dynamic nature of the economic, political, and regulatory conditions that may be beyond the

control of the County. These variables, however, should not diminish the importance of this Plan to effectively guide the County's decision-making process when considering: infrastructure improvements, zoning changes, land-use regulations, and the initiation of new programs and projects. In implementing the Plan, every effort will be made to incorporate the Plan policies into the various tools (zoning, subdivision, adequate public facilities ordinances) in order to create a stronger regulatory mechanism and compliance of the Plan.

Consistency with the County Comprehensive Plan

Review for consistency of the County Plan and its elements will be guided by the fundamental concept of "consistency" under the State Planning Act wherein, land use regulations and land use decision should be consistent with, and implement the Plan's goals, policies, and recommendations. With respect to a capital facility or program, consistency is reviewed for the location, character and extent of the improvement or project. A consistent regulation or decision may show clear support for the Plan. It may also be neutral – but it should never undermine the Plan. In addition, it is recognized that the County Plan includes a breadth of goals and policies that may conflict with one another, therefore a "finding of consistency" determination should be focused on the subject matter and specific issue before a deciding body in relation to the respective goals and policies of this plan.

Plan Amendments

As described in the introduction and structured throughout, this Plan is intended to be a dynamic document, one that can respond to changing needs and conditions. To that end, this Plan will be subject to amendments of its goals, policies, and action items, its maps/graphics, and the background information as new issues are identified, state planning mandates are created or other changes occur necessitating revisions to a particular chapter of the Plan. Plan amendments should be made after thorough analysis of both the near-term needs and long-term implications and effects on how it supports the Plan's vision, goals and policies.

Community and Corridor Plans

As described in this Plan, more detailed physical land use analysis/design and community based planning efforts will be undertaken for individual community growth areas and for corridor areas. The goals and policies in the County Plan will provide guidance for these Community and Corridor Plans, which will include more specific and detailed plans and actions to be undertaken in particular community or corridor.

County Plan Update

The County Plan will be reviewed and updated as needed as prescribed by State Law. Currently the State of Maryland requires jurisdictions to review and if necessary revise their comprehensive plans every six-years.

Plan Implementation Progress Report

In an effort to ensure the Plan goals and policies and action items are being implemented, two steps will need to be undertaken. First, is to identify appropriate indicators or metrics to evaluate Plan implementation. These indicators and metrics may be taken from various census derived data and from local development data. The adoption of this Plan will coincide with the decennial 2010 US Census, which will allow for the use of this census data as a baseline of key indicators. The maturation of the County's Geographic Information System (GIS) will further aid in

development monitoring and provide for more sophisticated data collection and analysis. The second step will be the preparation of a *Plan Implementation Progress Report* two years following adoption of the County Plan, with updates to occur every two years thereafter. A progress report will aid in monitoring the status of various action items, particularly the short-term and ongoing activities. This will allow the County to refine the Strategic Plan Objectives and/or an individual agency or departmental work plan to better respond to meeting the Plan goals.

APPROACH TO ACTION ITEM PROGRESS

It is important to underscore that there are various opportunities and a multitude of considerations that must be made by the County as part of the implementation of the action items. Many of the Plan's action items can be realized through amendments of the various land use controls (such as the zoning map, zoning ordinance, subdivision regulations, etc.), through funding initiatives in the capital improvements program, or through the establishment of new development standards or programs.

Topical Based Plan Implementation

In an effort to reinforce the interrelationship of the chapter themes and the General Plan components the Action Items are organized based on broader topics than the individual chapter themes. By categorizing the action items under different topical areas rather than by the chapters it should help to strengthen the understanding of the actual action being considered in context to other Plan goals, policies and actions. The topical areas include:

- Land Use Controls
 - Land Use Map and Zoning Map
 - Land Use Ordinances, Regulations and Codes
- Infrastructure and Facilities
- Programs, Projects, and Studies
- Land Use Incentives
- Guidelines, Standards and Data Collection
- Financial & Personnel Resources
- Public Outreach and Intergovernmental Coordination

Each Action Item is listed separately under its primary topical area. The listing includes the Action Item identifier indicating which Plan chapter it originates from; the action item description; related goals; responsible and supporting department/agency; and the timeframe. The time-frames are intended to indicate the general priority for which the action is to be completed, including short-term (0-2 years), intermediate (2-6 years), long-term (6+ years), or on-going (no specific beginning or end time). The timeframe and extent to which a particular action item is completed is dependant on many factors including but not limited to, available resources both personnel and financial, public support and Countywide priorities at any given time. A brief description of the topical areas is provided below followed by the matrix.

LAND USE CONTROLS

Map Amendments

Map amendments may involve revisions to the land use plan map and/or the zoning map. The land use plan maps would be amended as part of subsequent County Plan updates or as part of the individual community and corridor plans. Zoning map amendments will continue to be done *comprehensively* (as part of a County Plan Update or with a Corridor or Community Plan) -or- *Piecemeal* (for Floating Zone applications or Change/Mistake application). However, the staging or timing of that development must be carefully weighed against all infrastructure and community facility needs to support the development. The timing may also be delayed until certain development regulations to control or even permit the type of development is in place. Map amendment recommendation in the Plan may include property specific zoning amendments or may be more general or cover a larger geographic area than a single property and use.

Zoning Ordinance Amendments

The Zoning Ordinance remains the County's most significant tool to implement the goals and policies of the Plan in addition to the land use plan map. Recognizing the difficulty in attempting to update the entire Zoning Ordinance at the same time, it is recommended to continue with a piecemeal approach. The County has employed a thematic approach in updating the Zoning Ordinance utilizing the 2004 Citizens Zoning Review Committee Final Report as a framework for the amendments. Any action items requiring amendments to the Zoning Ordinance will be folded into the respective review of a particular theme (i.e. commercial or residential uses; environmental regulations; review procedures; design standards, etc...). From time-to-time individual amendments will be identified that implement the goals and policies and further the vision. The periodic monitoring and consideration of the implementation plan in the various agency/departmental work plans will aid in prioritizing these amendments and identify resources to allocate for their completion.

Other Development Regulations

These regulations would include the Adequate Public Facilities Ordinance, Subdivision Regulations, Forest Resources Ordinance, design manuals, and other related regulations. These regulations need to be reviewed and updated periodically to maintain consistency with and implement the County Comprehensive Plan.

INFRASTRUCTURE AND FACILITIES

Certain action items will require the construction of capital projects that may be the responsibility of the County, the State or the development community. In reviewing the Capital Improvement Program on an annual basis the County needs to consider the relationship the infrastructure has on the Plan.

PROGRAMS, PROJECTS AND STUDIES

The Plan reference the initiation of new programs, projects, and studies in addition to regular updates of existing plans and studies. These plans and studies may also result in the identification of additional action items or Plan amendments.

LAND USE INCENTIVES

Incentives come in various forms and mechanisms to provide opportunities for land use development or the provision of infrastructure and facilities.

GUIDELINES, STANDARDS AND DATA COLLECTION

The Plan described a variety of information to be collected that forms the basis of other actions, or would be in land planning and performance monitoring. In addition, new standards or guidelines to assist in implementing plans goals, policies and actions are identified.

FINANCIAL AND PERSONNEL RESOURCES

Certain action items may specifically require additional operating funding and/or personnel resources to implement a particular goal or policy.

PUBLIC OUTREACH AND INTERGOVERNMENTAL COORDINATION

Many action items require coordination with between County and State agencies and with the County's municipalities. In addition, a number of action items were identified that are targeted to increase public awareness and education of a particular issue.

ACTION ITEM MATRIX

The Action Item Matrix is included as an appendix to this Plan as it will be used as the 'work plan' of the County.