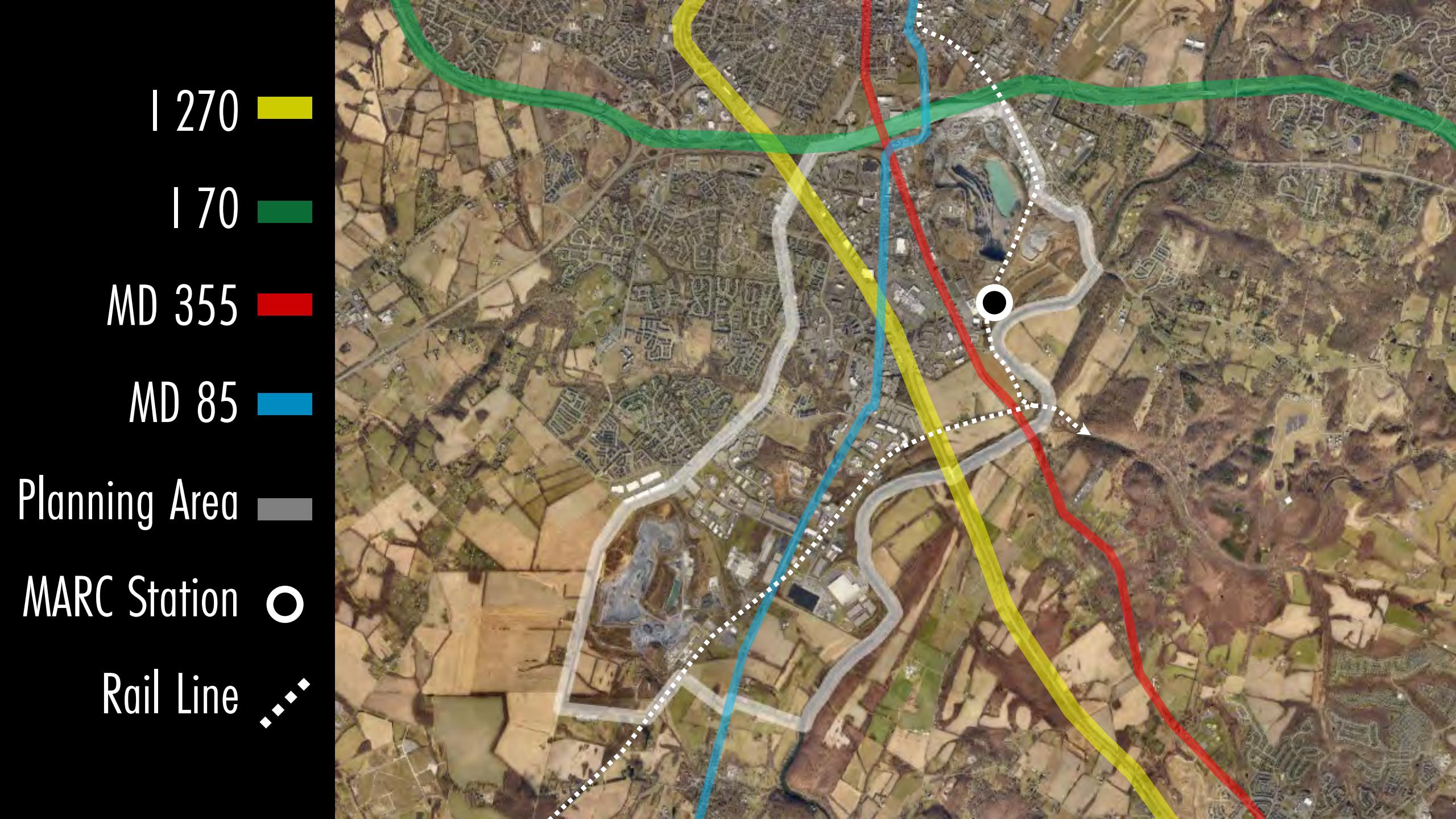


overarching **policy** framework

unique plan **structure**

planning and design **concepts**



LIVABLE FREDERICK
MASTER PLAN
POLICY THEMES

OUR COMMUNITY

OUR HEALTH

OUR ECONOMY

OUR ENVIRONMENT

THE SOUTH FREDERICK
CORRIDORS PLAN
PHYSICAL DESIGN
OF PLACES

FOCUS

More Development
on Less Land
Less Distance
Between Origins and
Destinations
Larger Market Base
and Workforce

VARIETY

Many Options to
Accommodate
Different Demands
and Needs

LIVABLE FREDERICK
MASTER PLAN
POLICY OUTCOMES

Equity & Efficacy of Access

Health Supportive
Place Design

Economic Vitality
and Efficiency

Conservation and
Resilience



use-based plan → use-based zoning

form-based plan → form-based zoning

POLICY

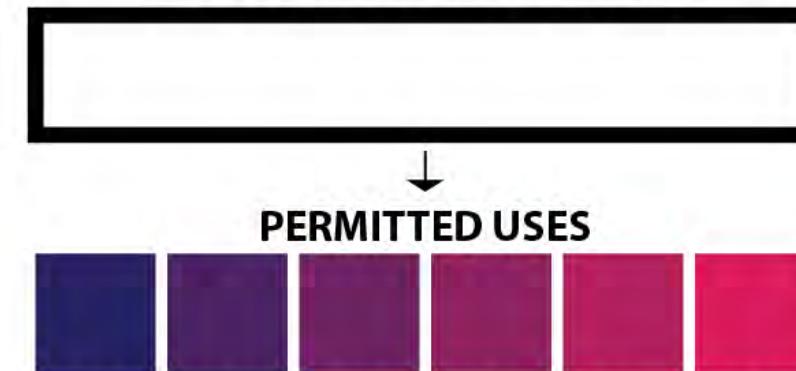
STRUCTURE

CONCEPTS

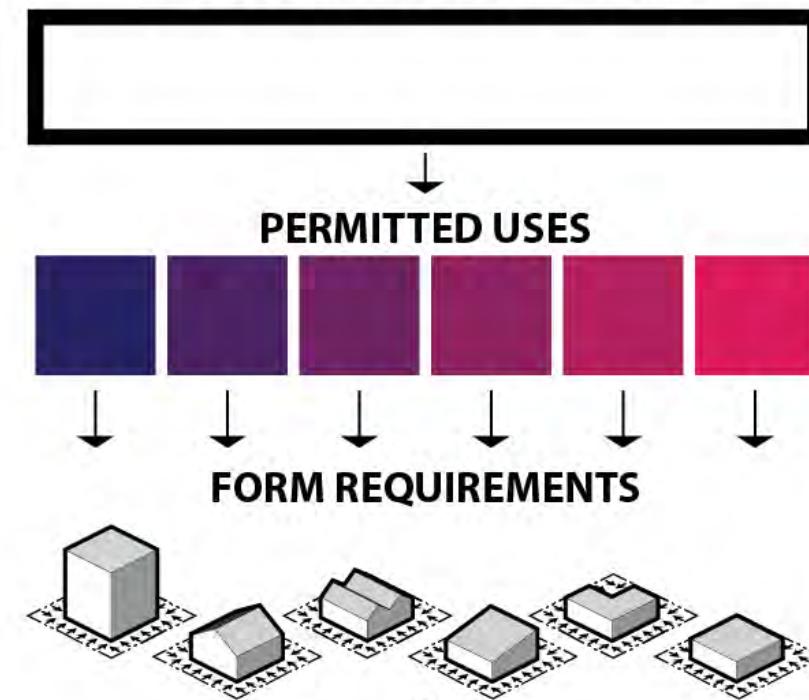
USE-BASED ZONING DISTRICT



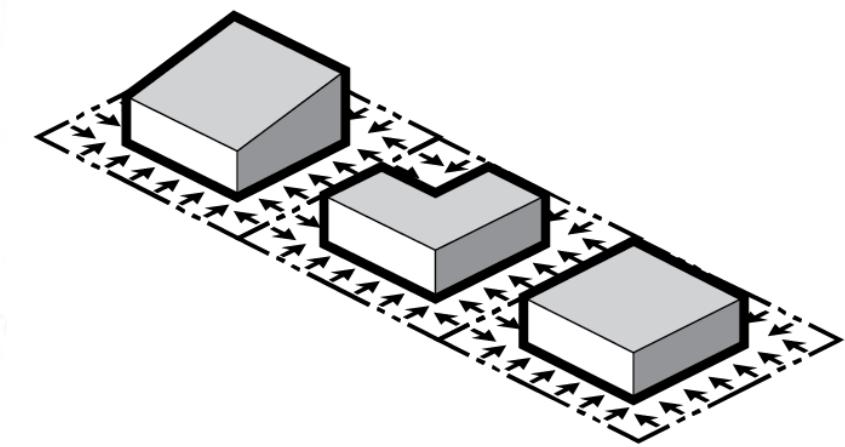
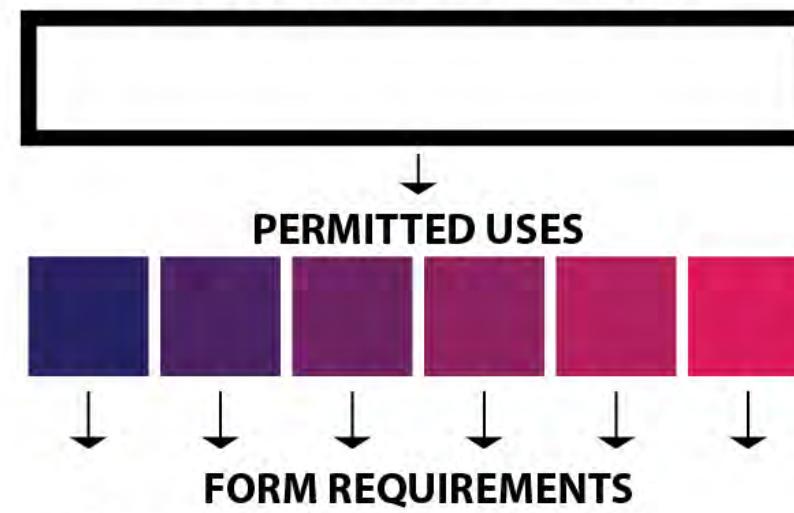
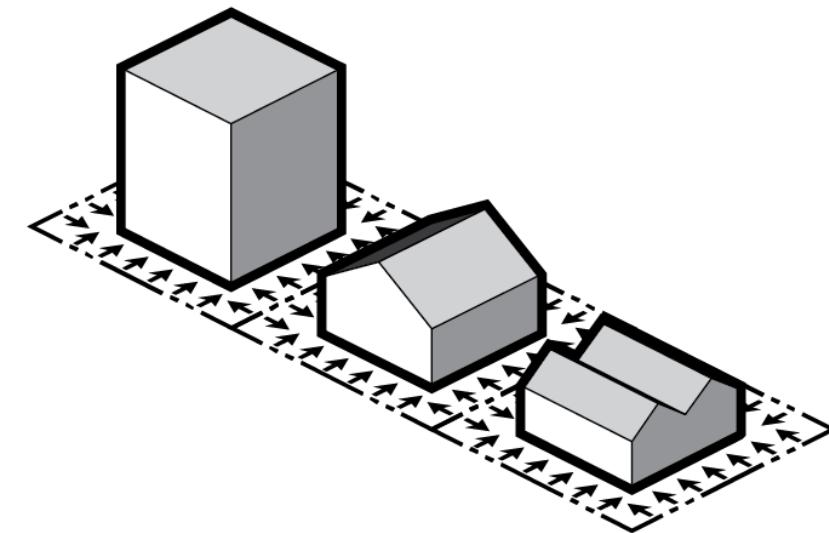
USE-BASED ZONING DISTRICT



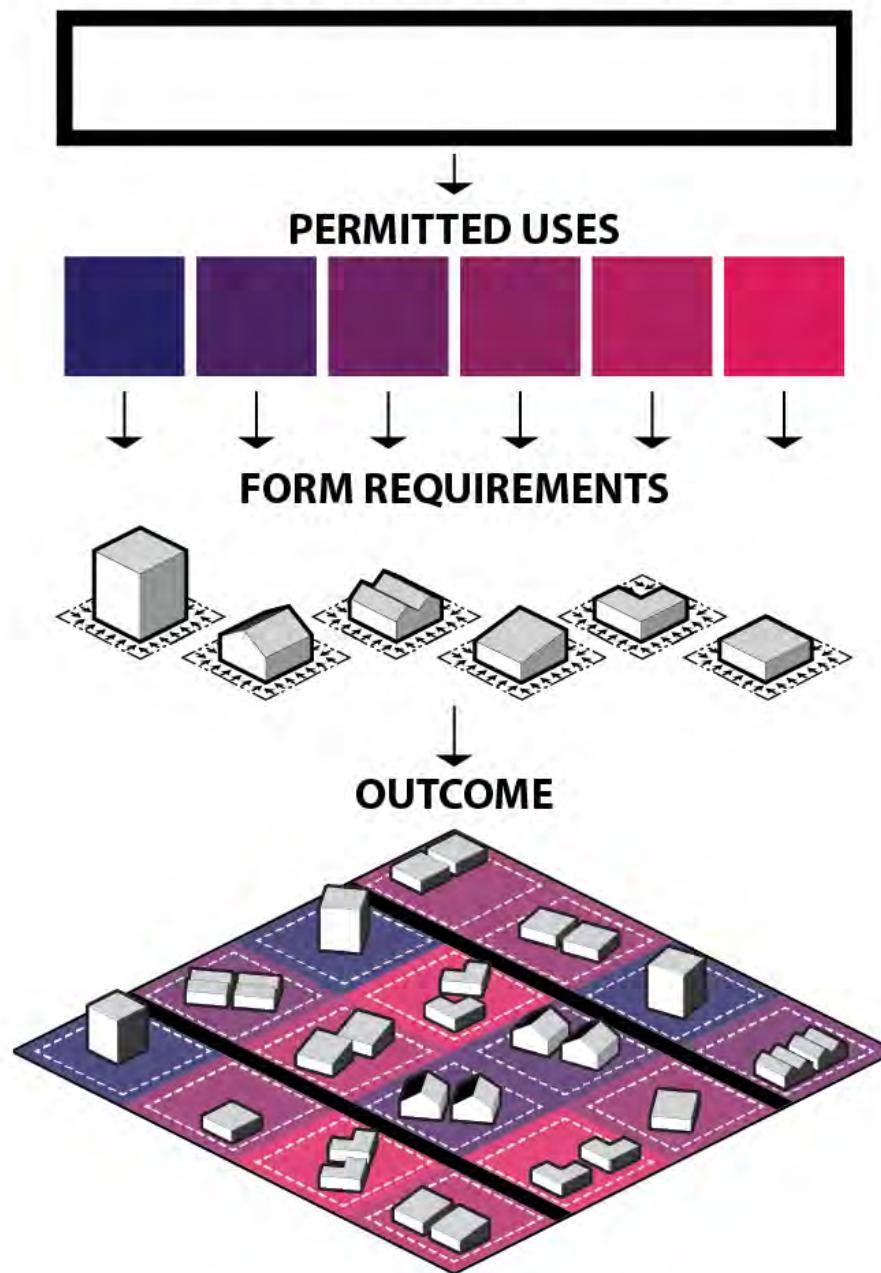
USE-BASED ZONING DISTRICT



USE-BASED ZONING DISTRICT



USE-BASED ZONING DISTRICT

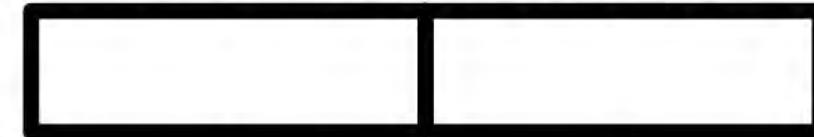


POLICY

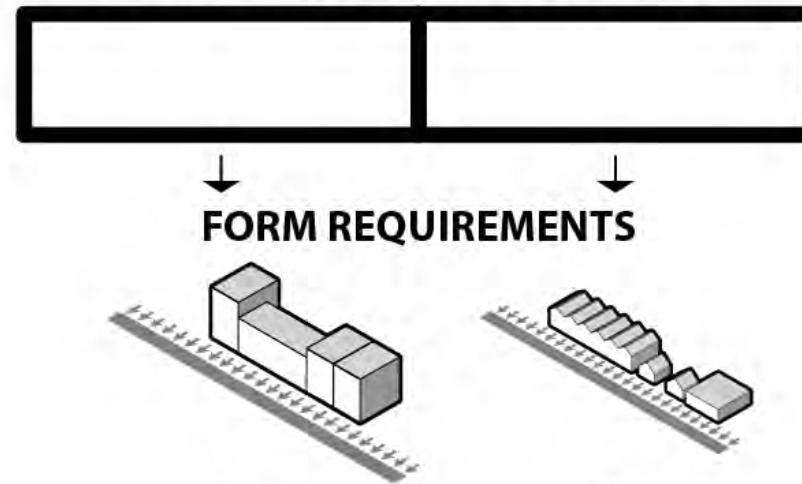
STRUCTURE

CONCEPTS

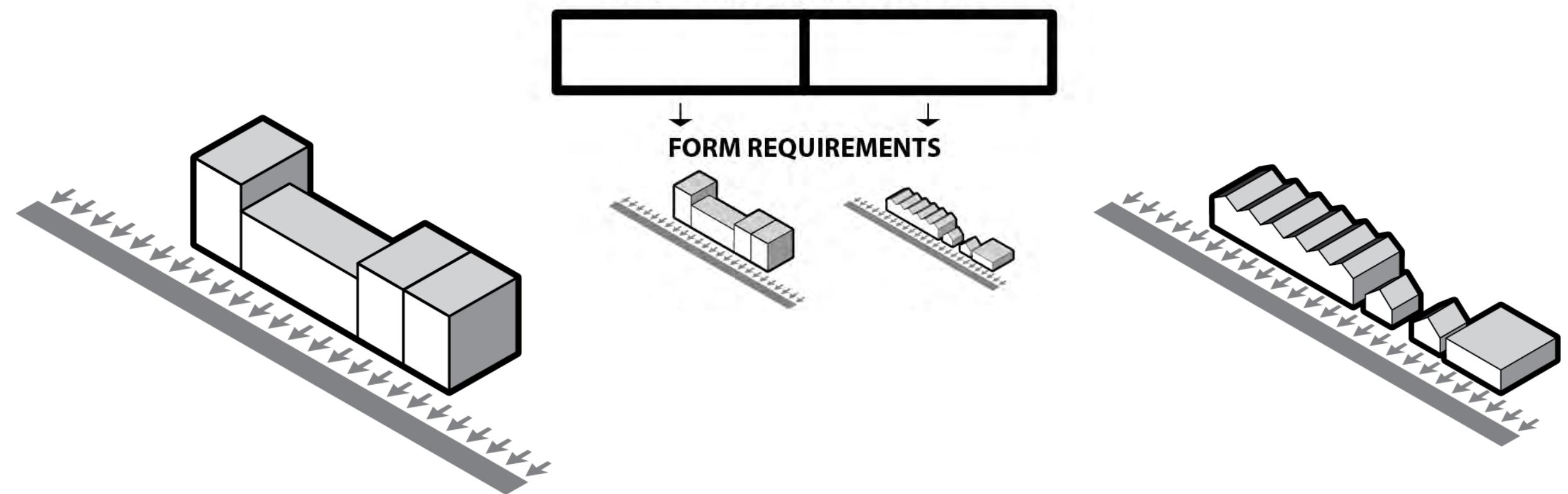
FORM-BASED ZONING DISTRICTS



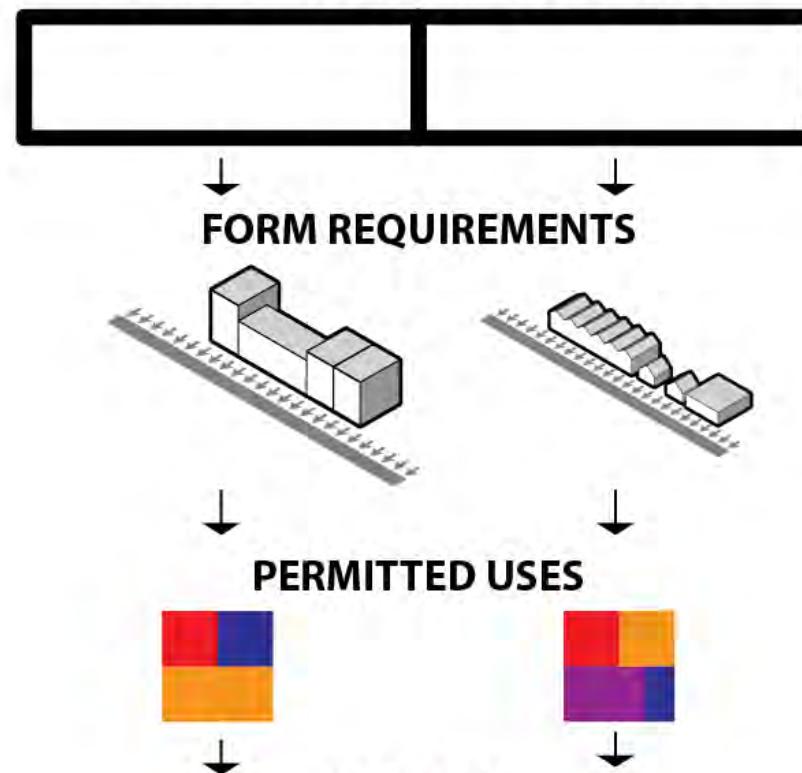
FORM-BASED ZONING DISTRICTS



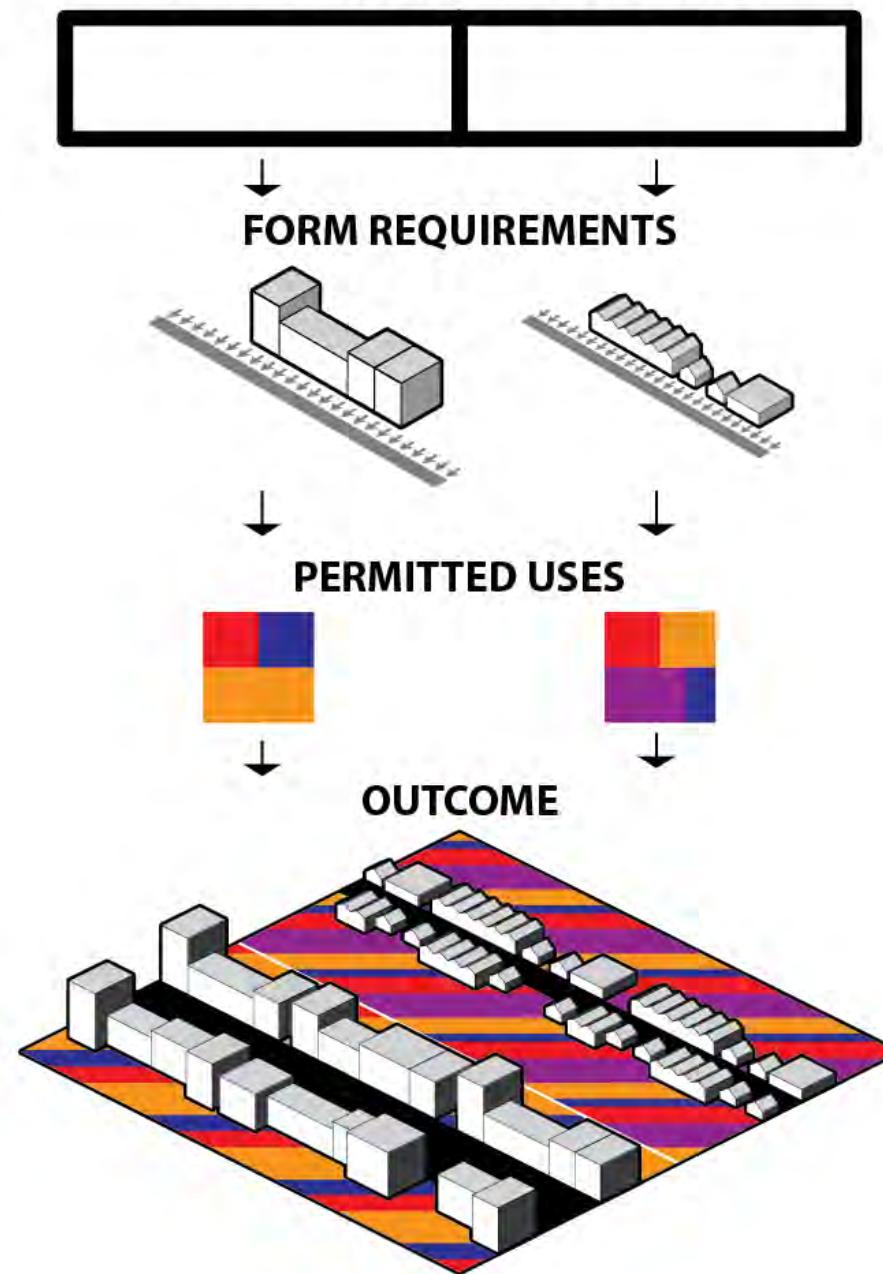
FORM-BASED ZONING DISTRICTS



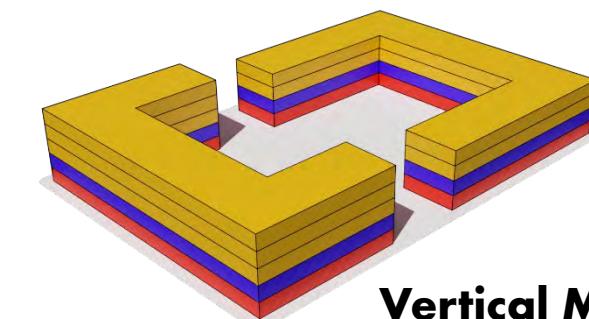
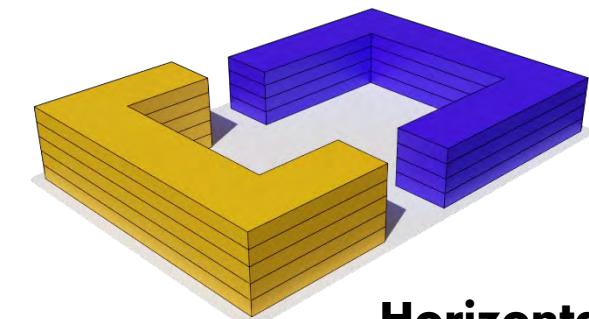
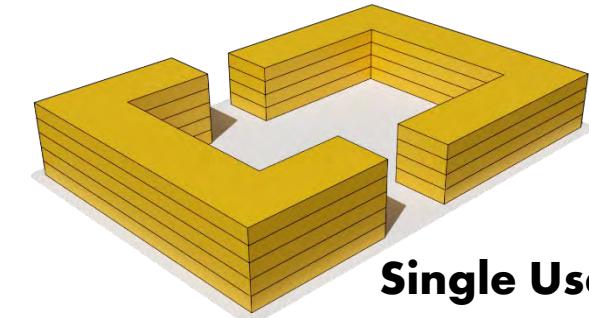
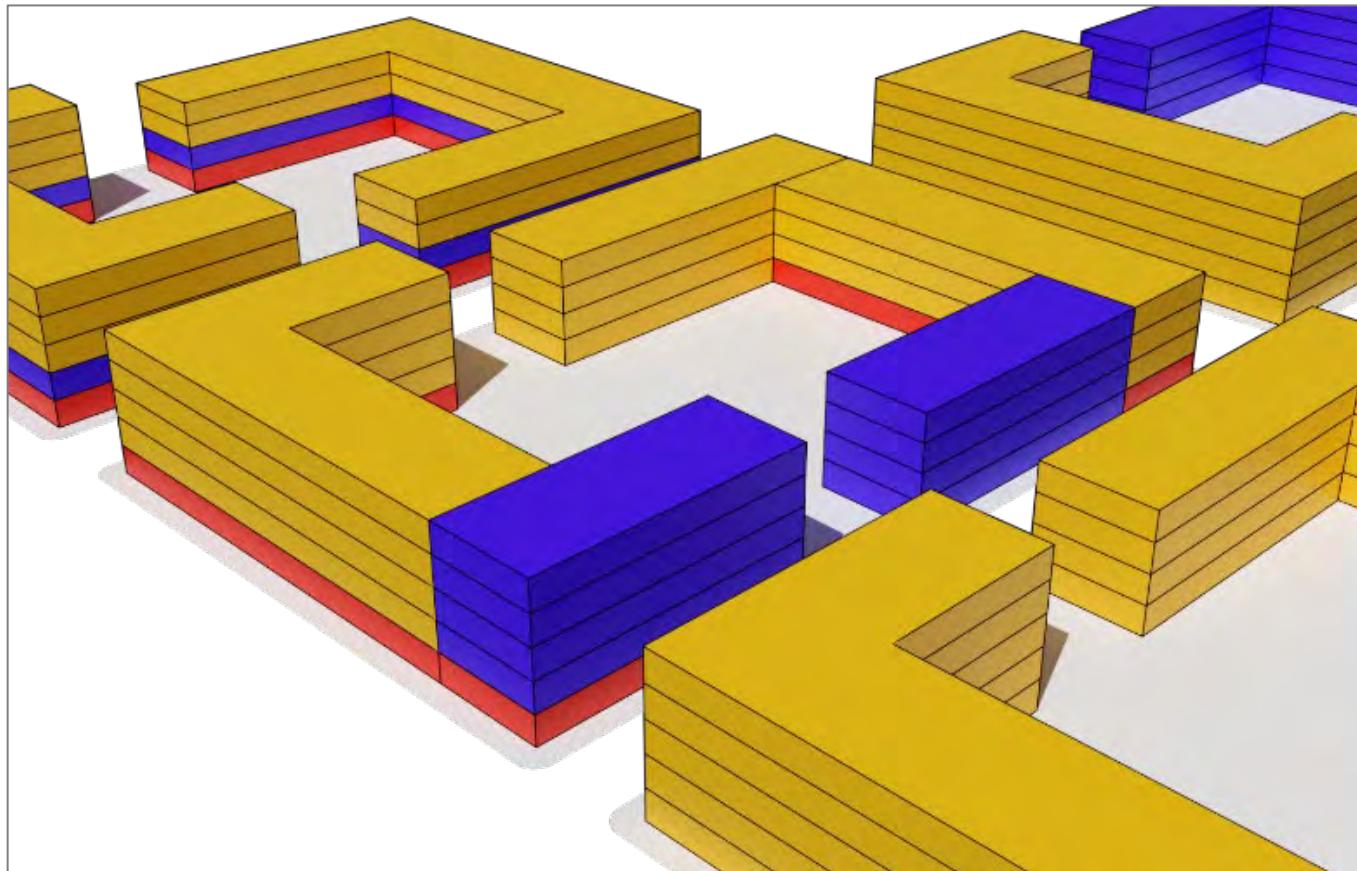
FORM-BASED ZONING DISTRICTS



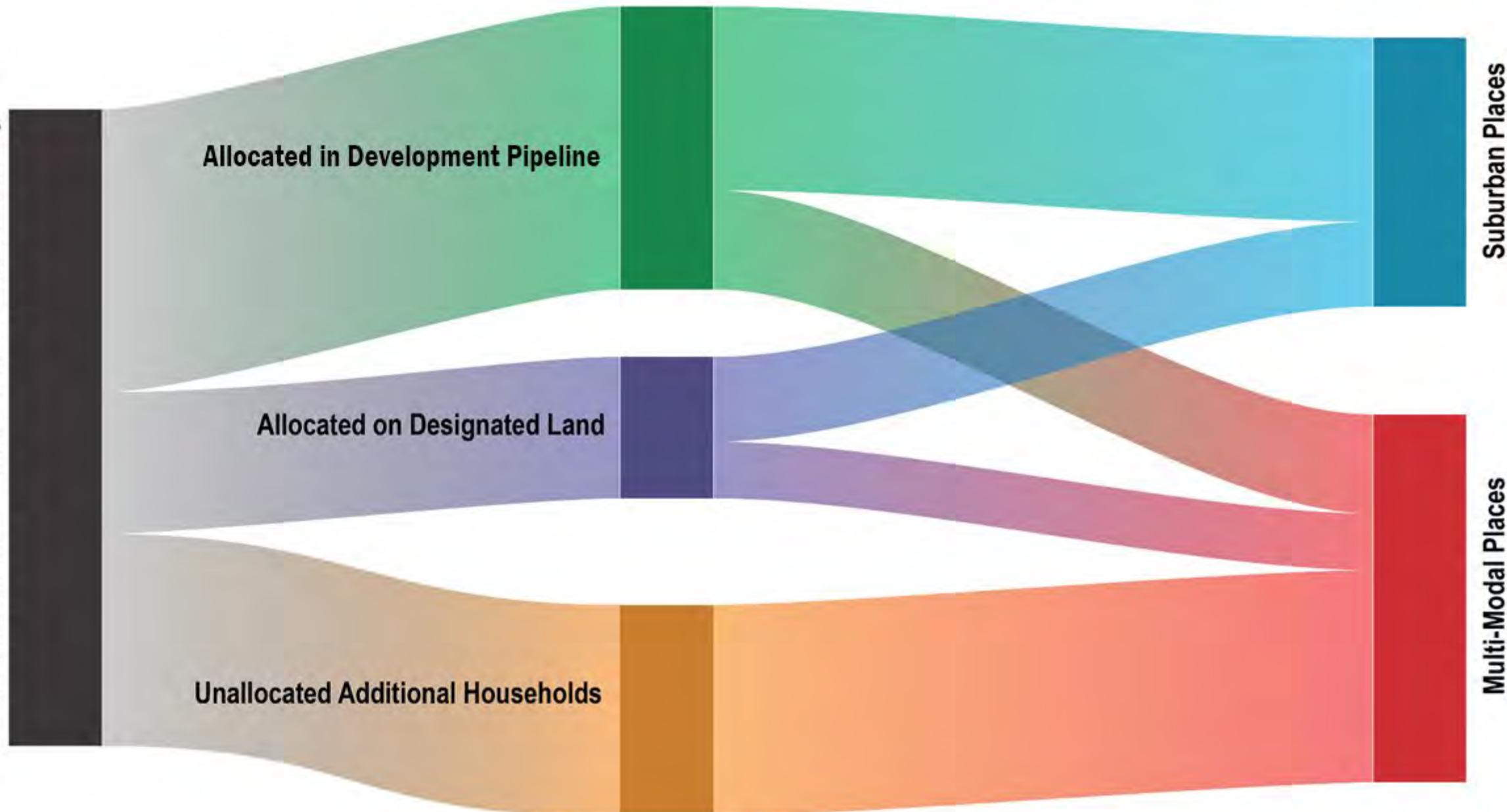
FORM-BASED ZONING DISTRICTS

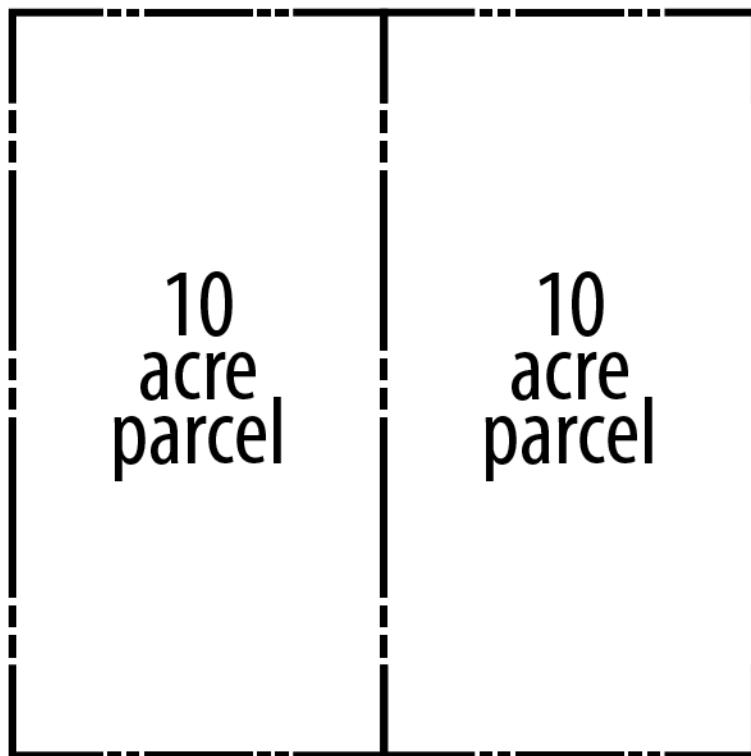


Neighborhood Mixed Use

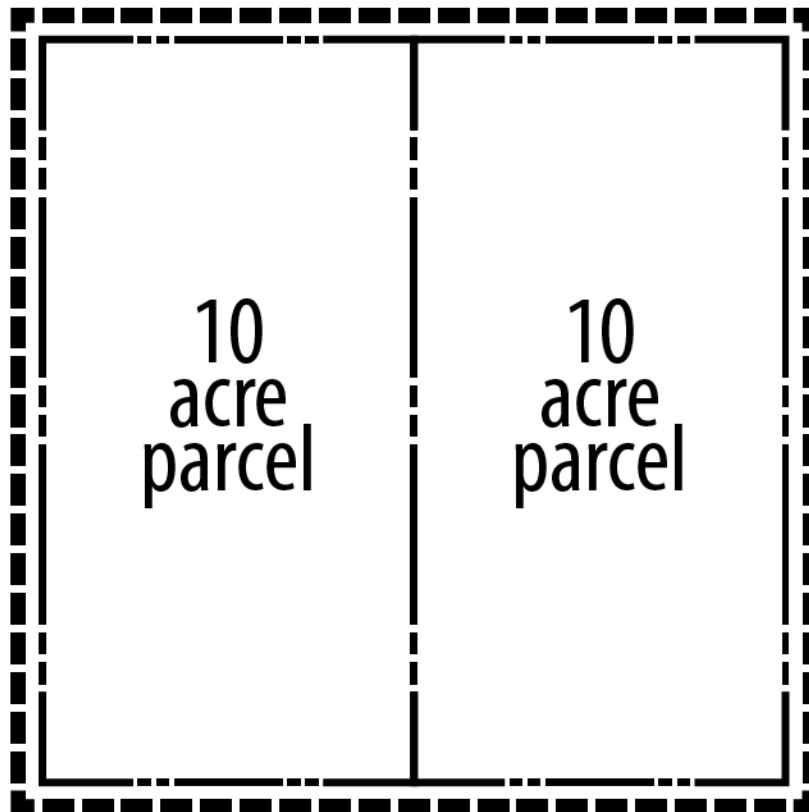


Vertical Mixed Use

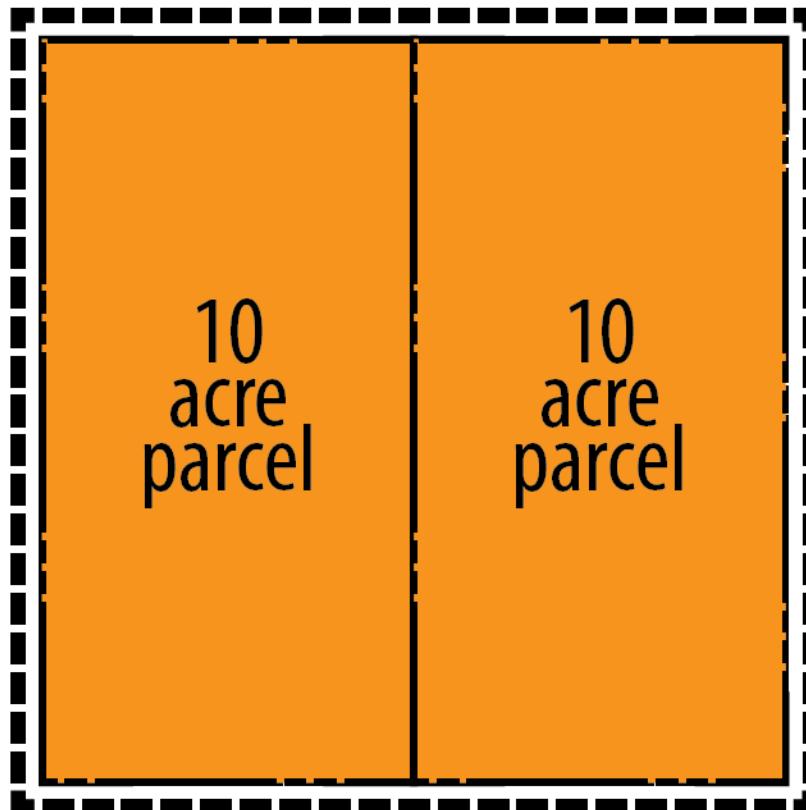




5 dwellings per acre

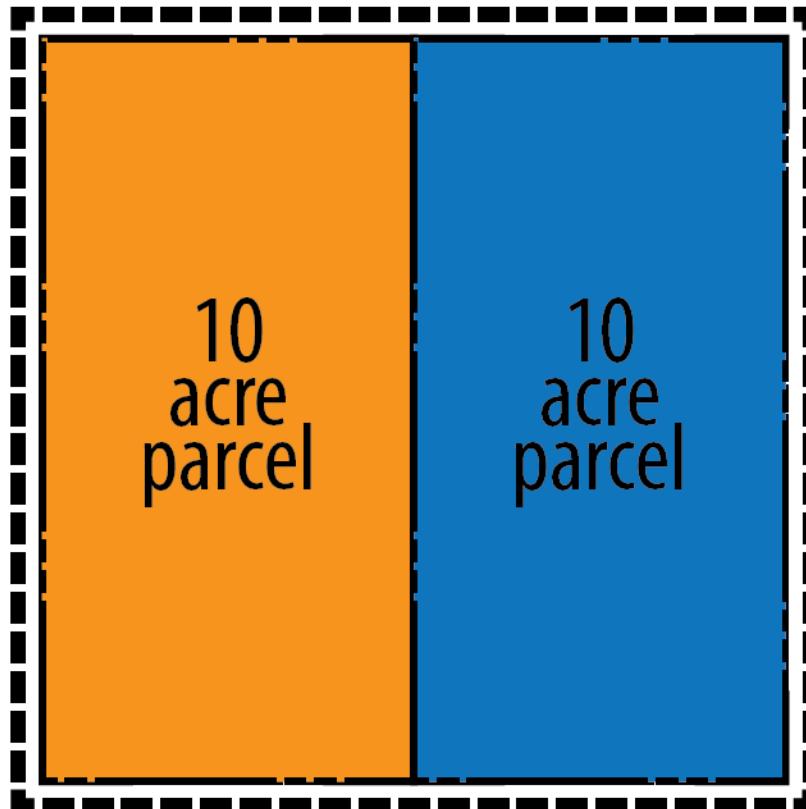


5 dwellings per acre

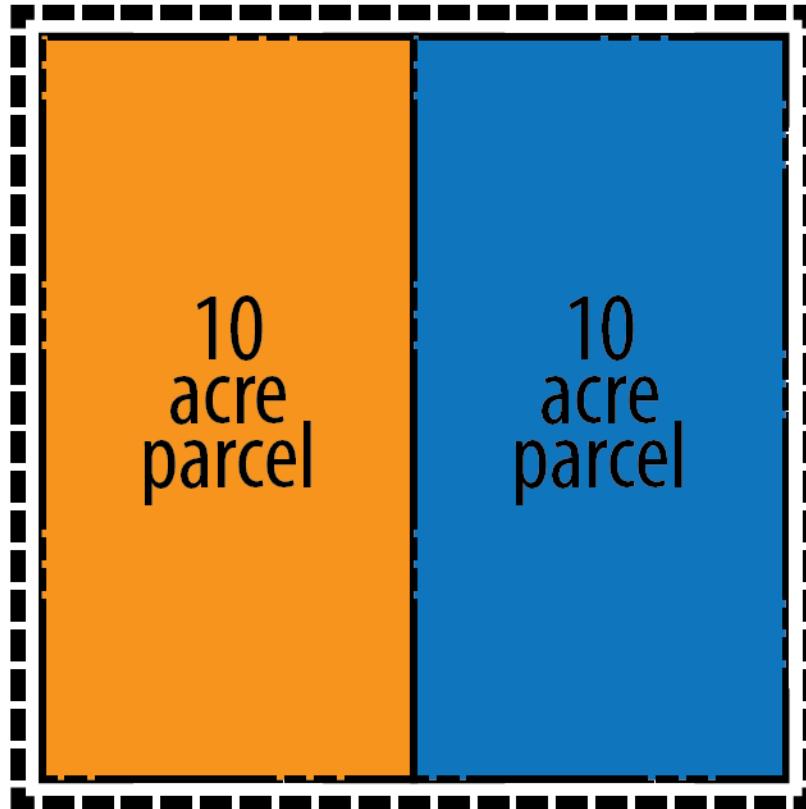


= 100 dwellings

5 dwellings per acre

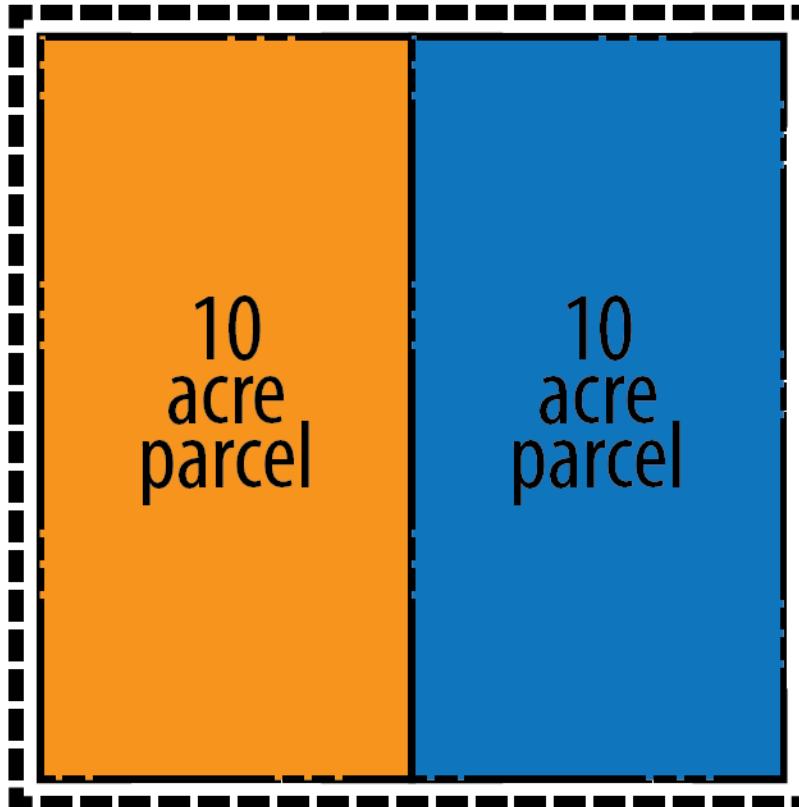


5 dwellings per acre



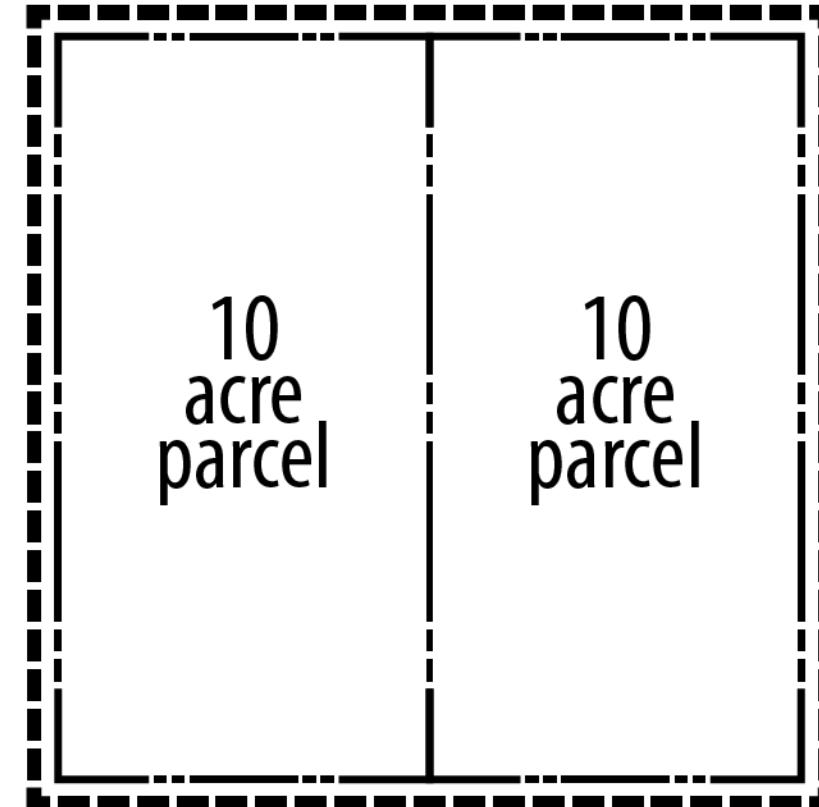
= 50 dwellings

5 dwellings per acre

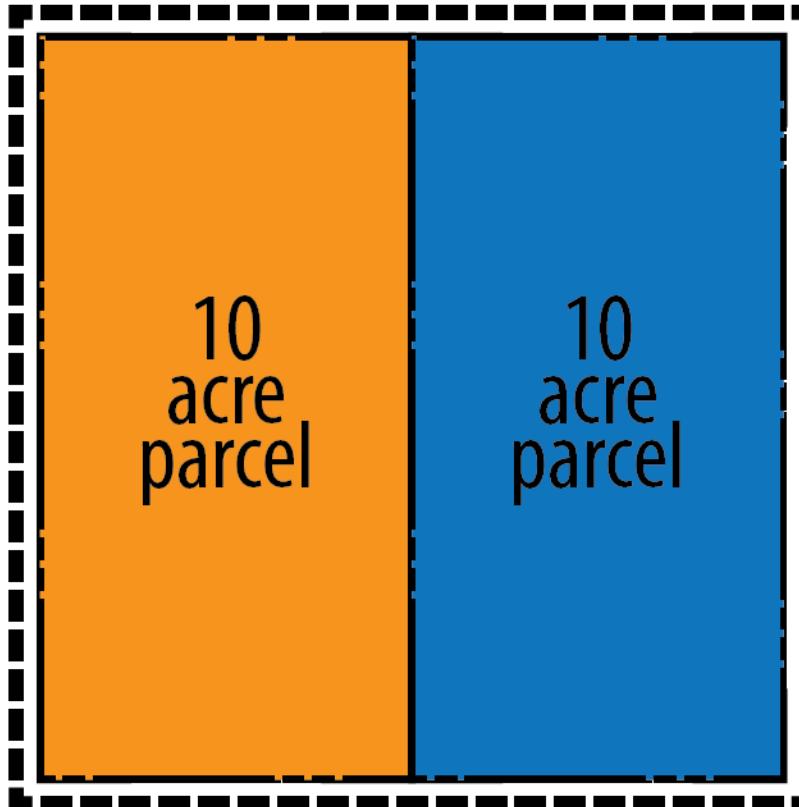


= 50 dwellings

100 dwellings

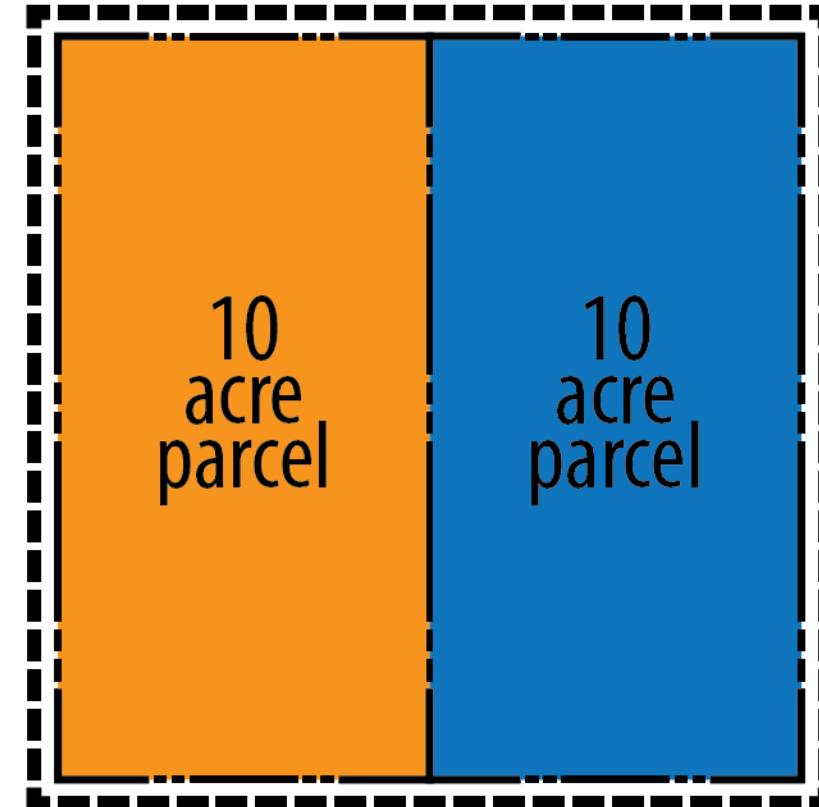


5 dwellings per acre



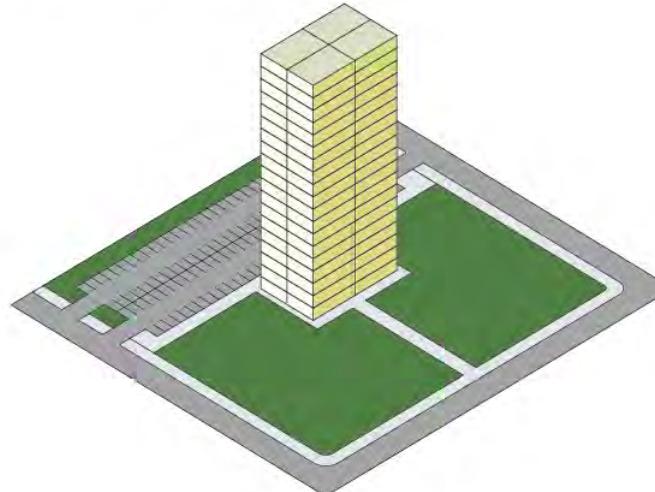
= 10 dwellings

100 dwellings

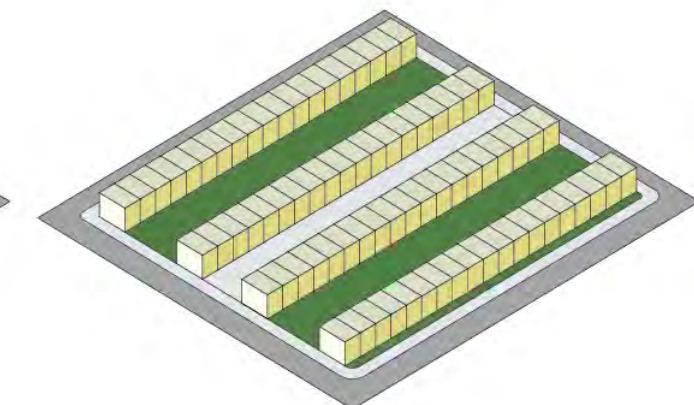


= 100 dwellings

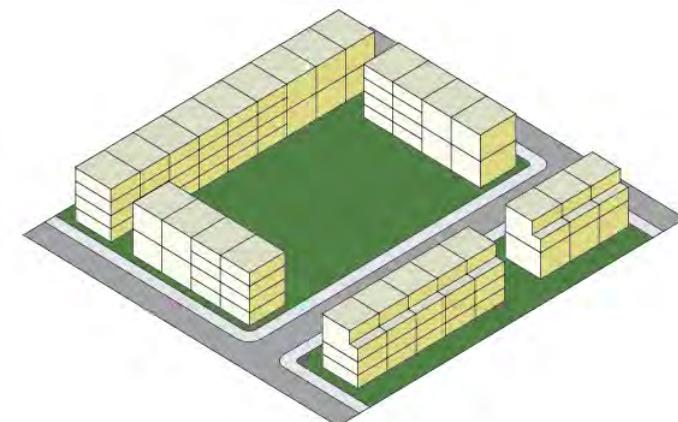
High Rise
Low Lot Coverage
Low Diversity of Dwelling Type
75 dwellings per acre



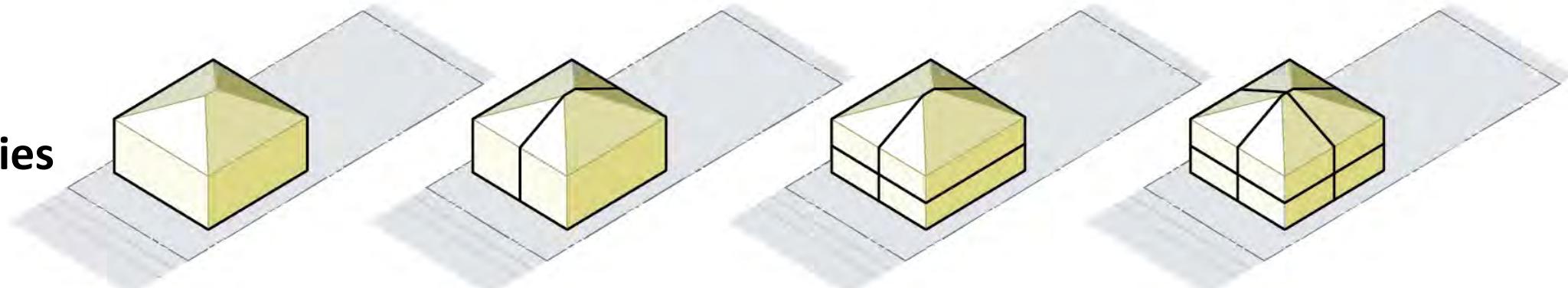
Low Rise
High Lot Coverage
Low Diversity of Dwelling Type
75 dwellings per acre



Mid Rise
Medium Lot Coverage
High Diversity of Dwelling Type
75 dwellings per acre



Same Density Different Forms



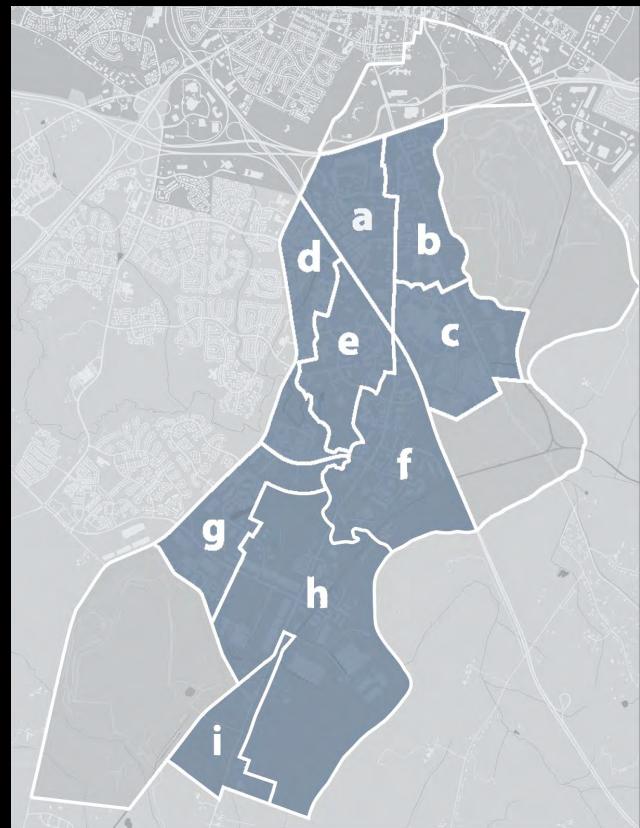
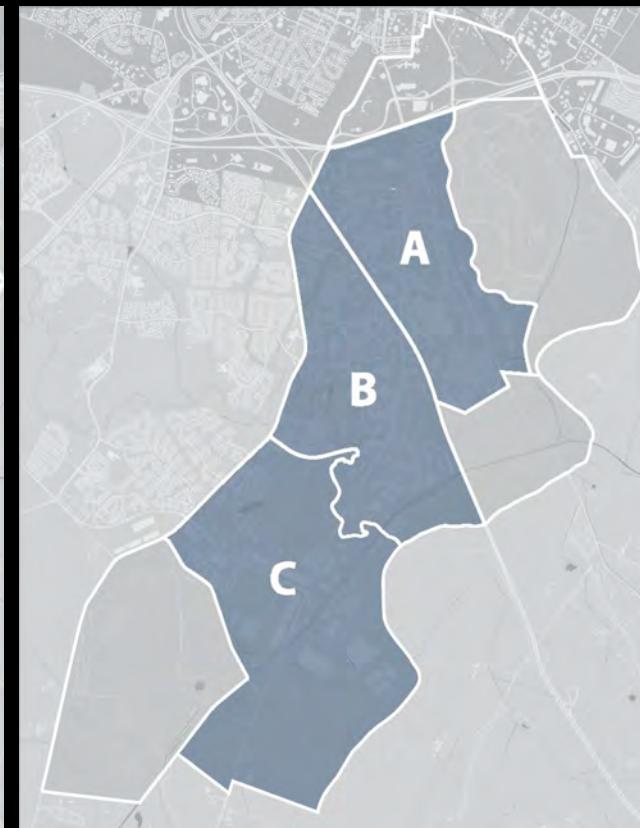
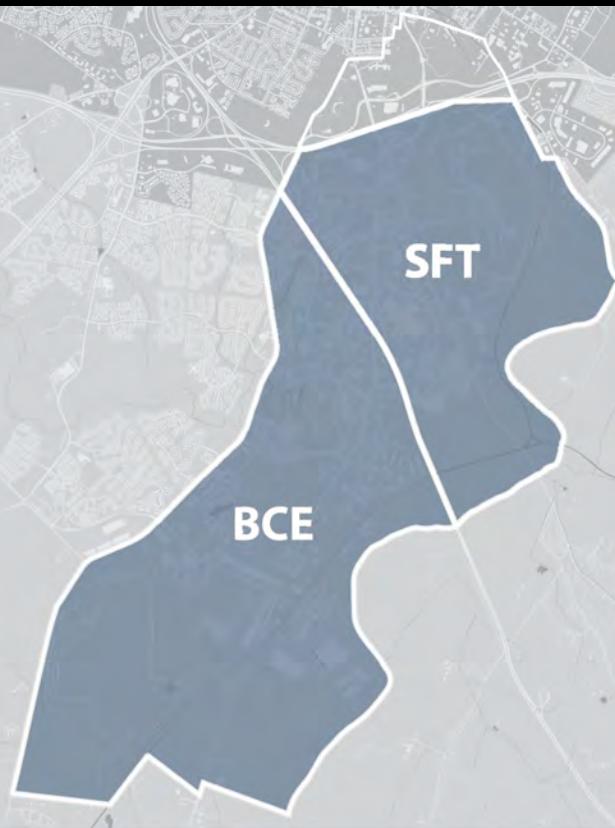
Same Form Different Densities

1 dwelling
7 dwellings per acre

2 dwellings
14 dwellings per acre

4 dwellings
28 dwellings per acre

8 dwellings
56 dwellings per acre



PLANNING AREA

SECTORS

DISTRICTS

SUBDISTRICTS

POLICY

STRUCTURE

CONCEPT

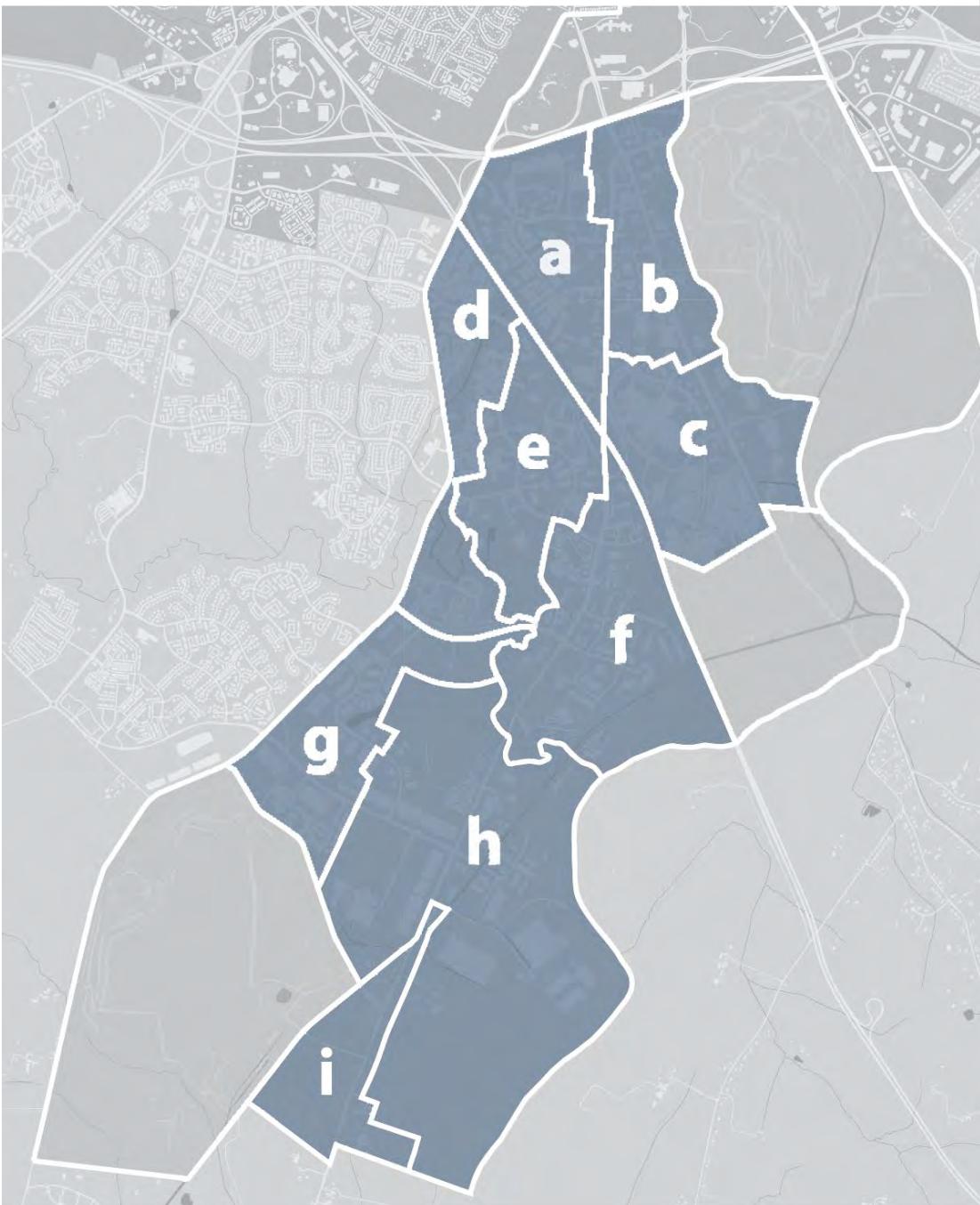
Planning Area		
planning area boundary sq mi		
planning area boundary acres		
du's ⁴ allocated in planning area		
Sectors		
sector boundary sq mi		
sector boundary acres		
sector share of planning area		
du's allocated in sector		
Districts		
district boundary sq mi		
district boundary acres		
du's allocated in district		
share of district du's in sector		
share of district du's in planning area		
Subdistricts		
subdistrict boundary sq mi		
subdistrict boundary acres		
subdistrict lot acres ¹		
du's allocated in subdistrict		
share of subdistrict du's in district		
share of subdistrict du's in sector		
share of subdistrict du's in planning area		
subdistrict people per square mile ²		
South Frederick Corridors		
6.306		
4,036		
10,000		
South Frederick Triangle		
1.364		
873		
60%		
6,000		
4,942		
3,163		
40%		
Ballenger Creek East		
4,000		
Evergreen Point		
1.364		
873		
6000		
0		
0%		
0%		
0%		
0.169		
1,068		
3,200		
894		
80%		
32%		
2.256		
1,444		
800		
20%		
8%		
1.289		
825		
0		
Industry Square		
0.353		
226		
192		
1.431		
916		
808		
400		
400		
0.472		
302		
Buckeystown Buffer		
2,547		
629		
9,153		
5,962		
14%		
18%		
4%		
12,022		
9,795		
7,585		
1,500		
1,800		
2,700		
45%		
45%		
44%		
36%		
33%		
18%		
14%		
27%		
4%		
4%		

1) estimated without right of way

2) people per dwelling = 2.25

3) "Other" indicates portions of districts where dwellings are not allocated due to incompatible land use and that are not included in subdistricts.

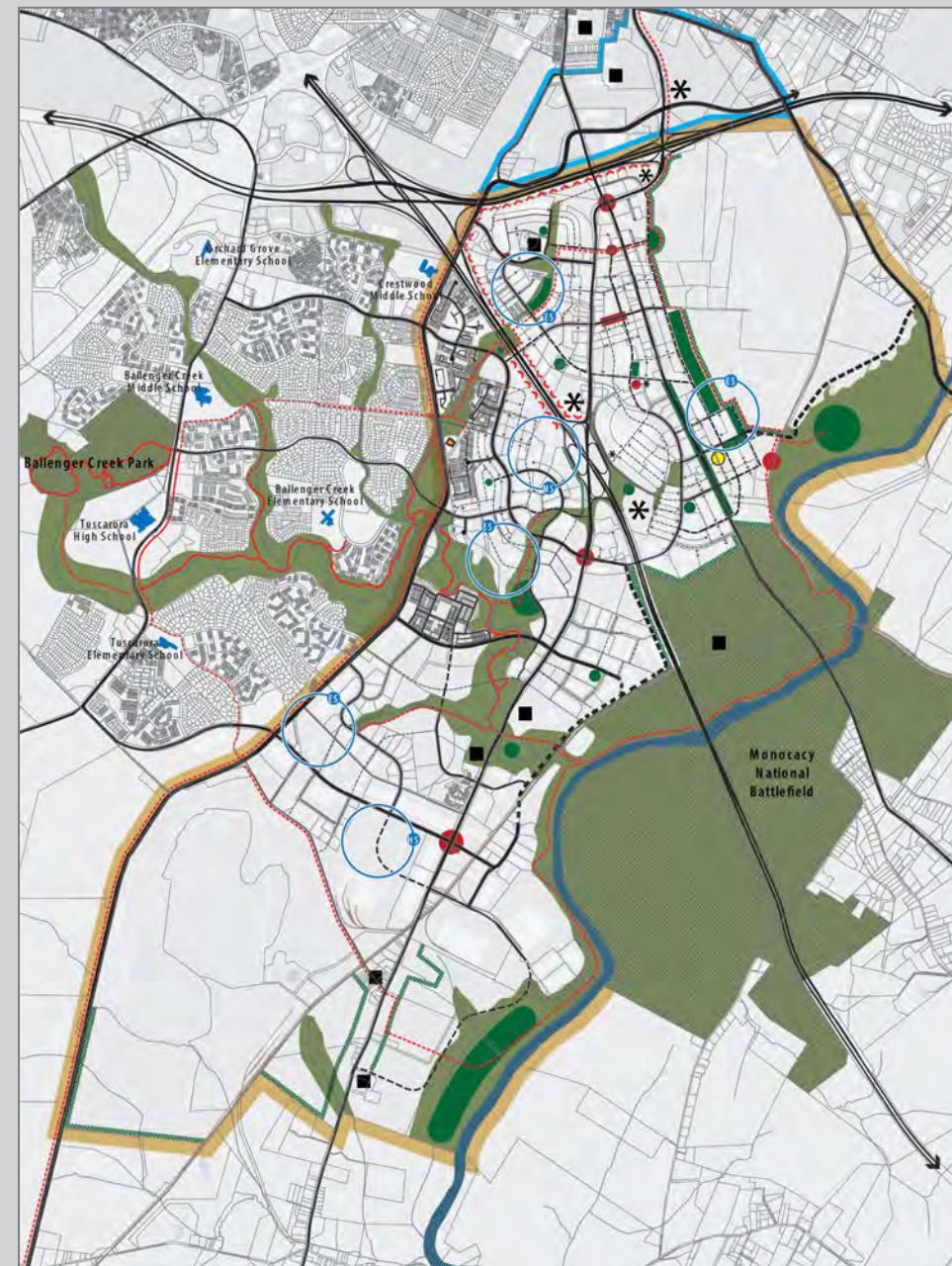
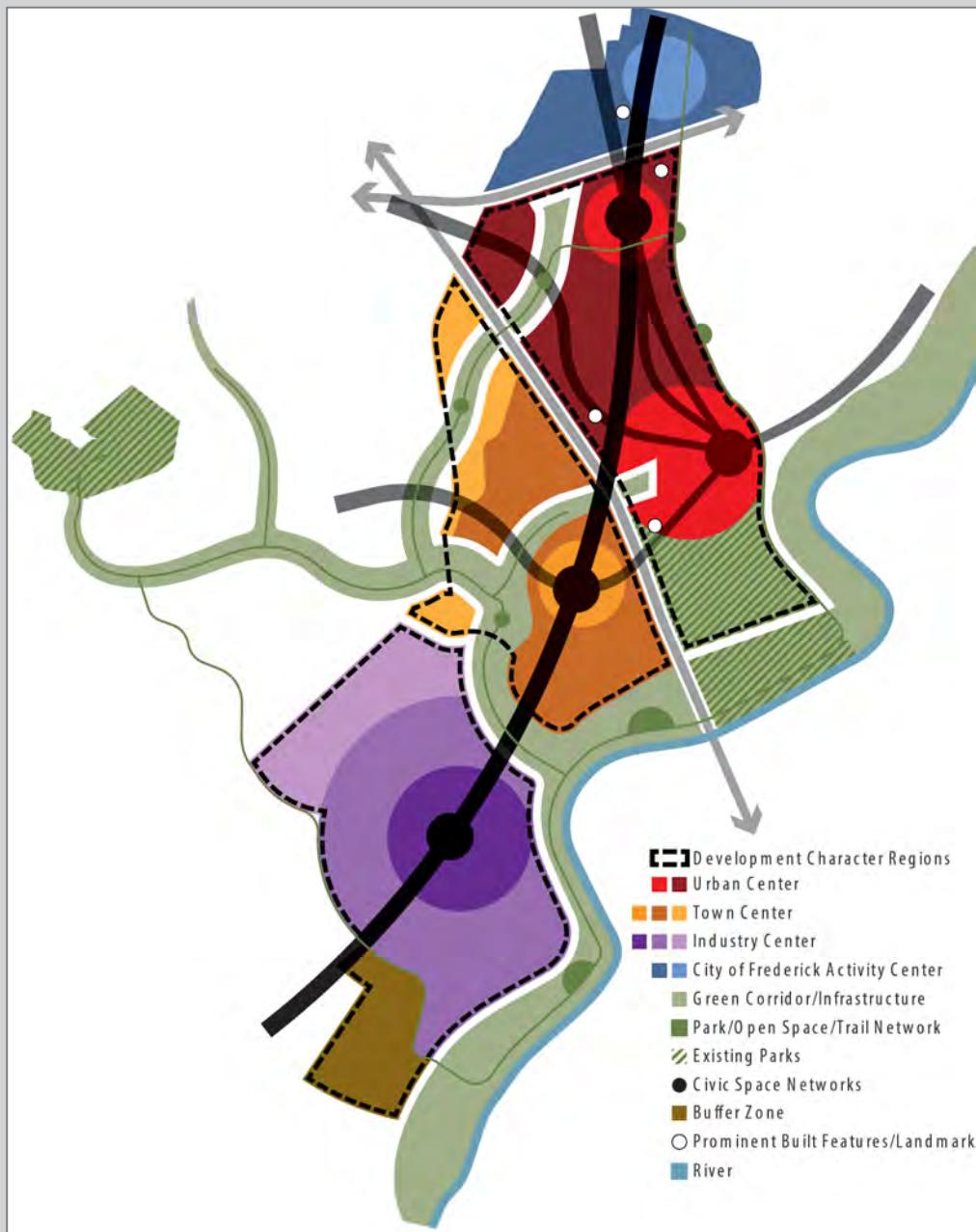
4) dwelling unit

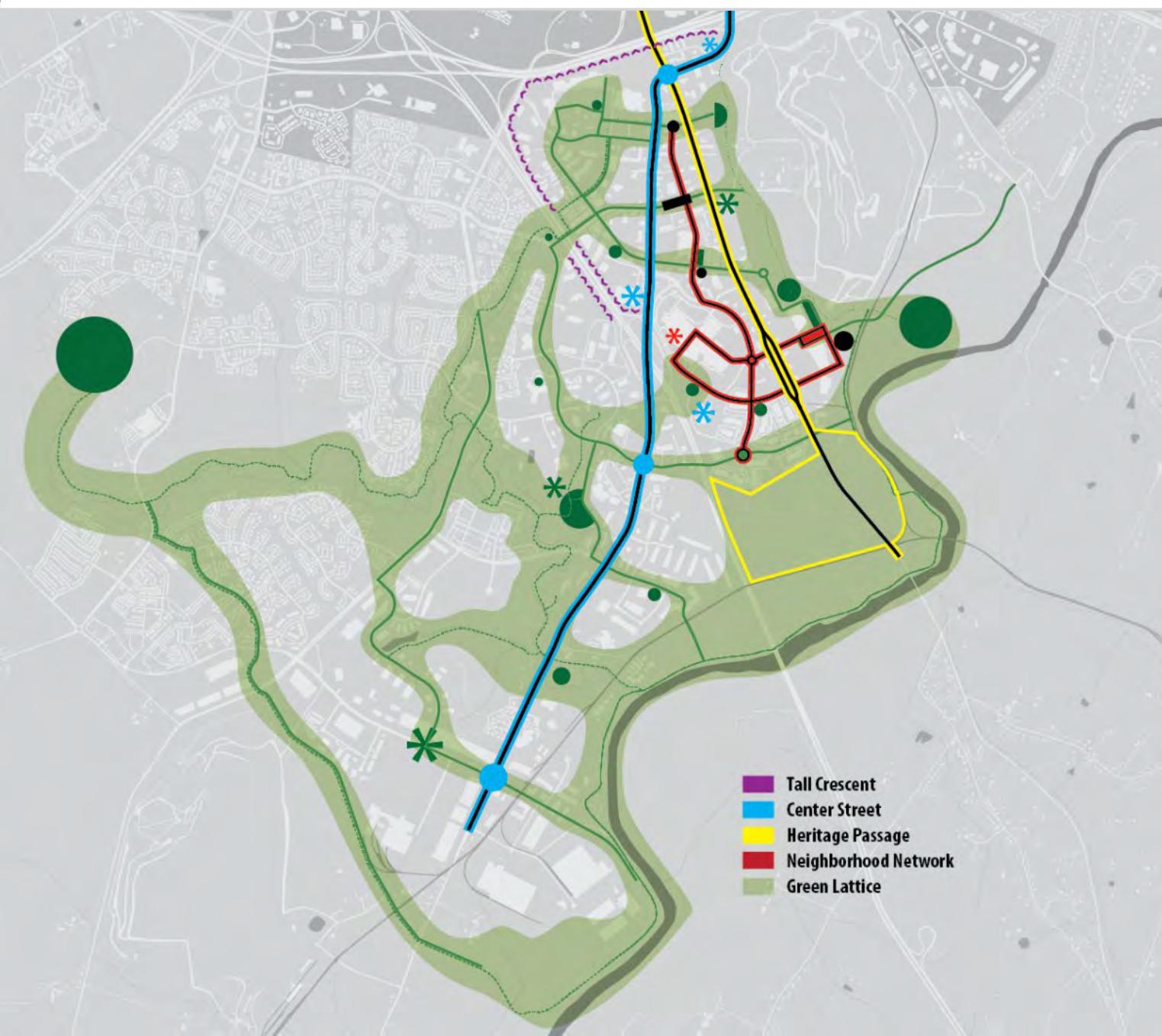


POLICY

STRUCTURE

CONCEPT

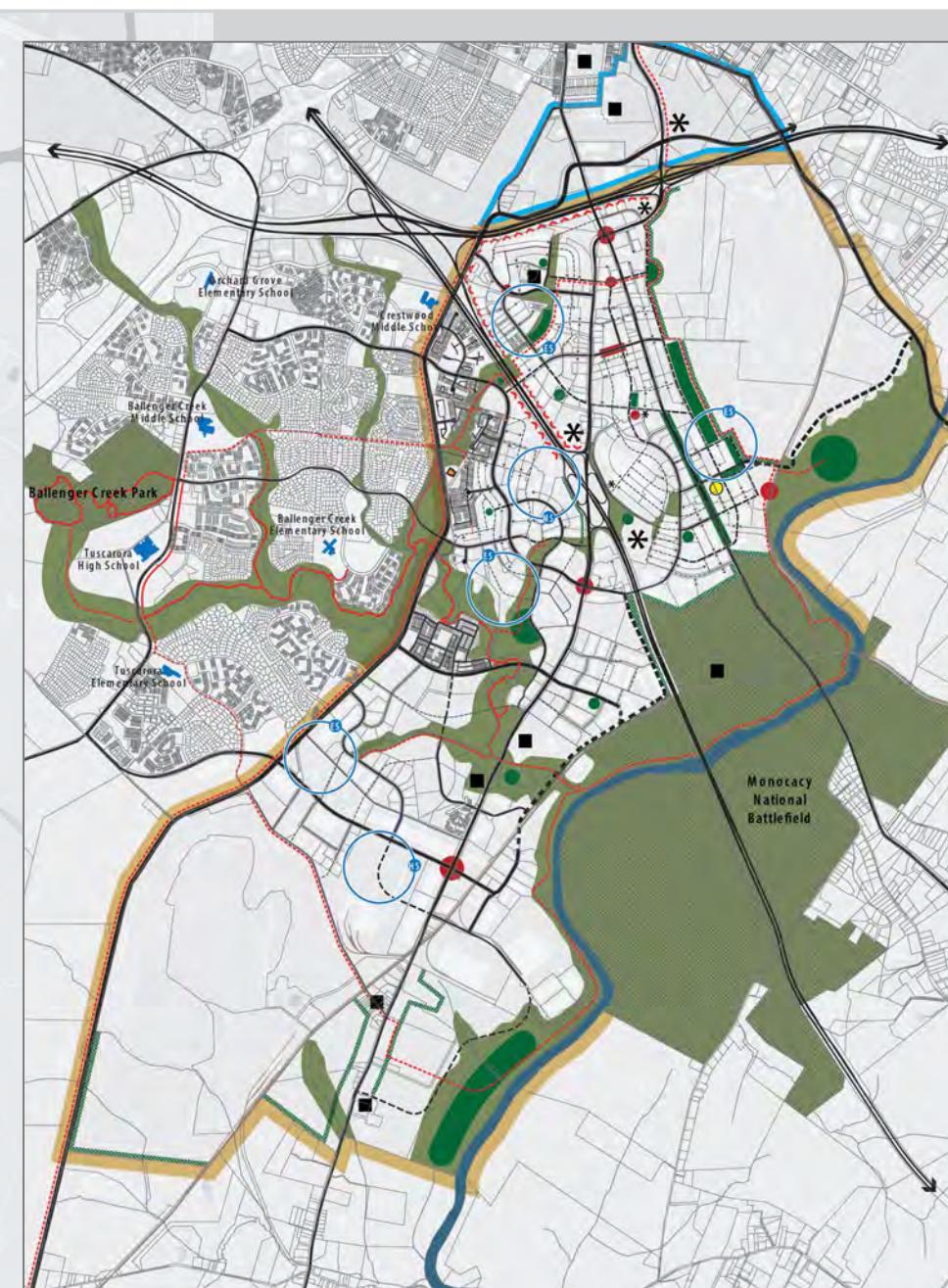
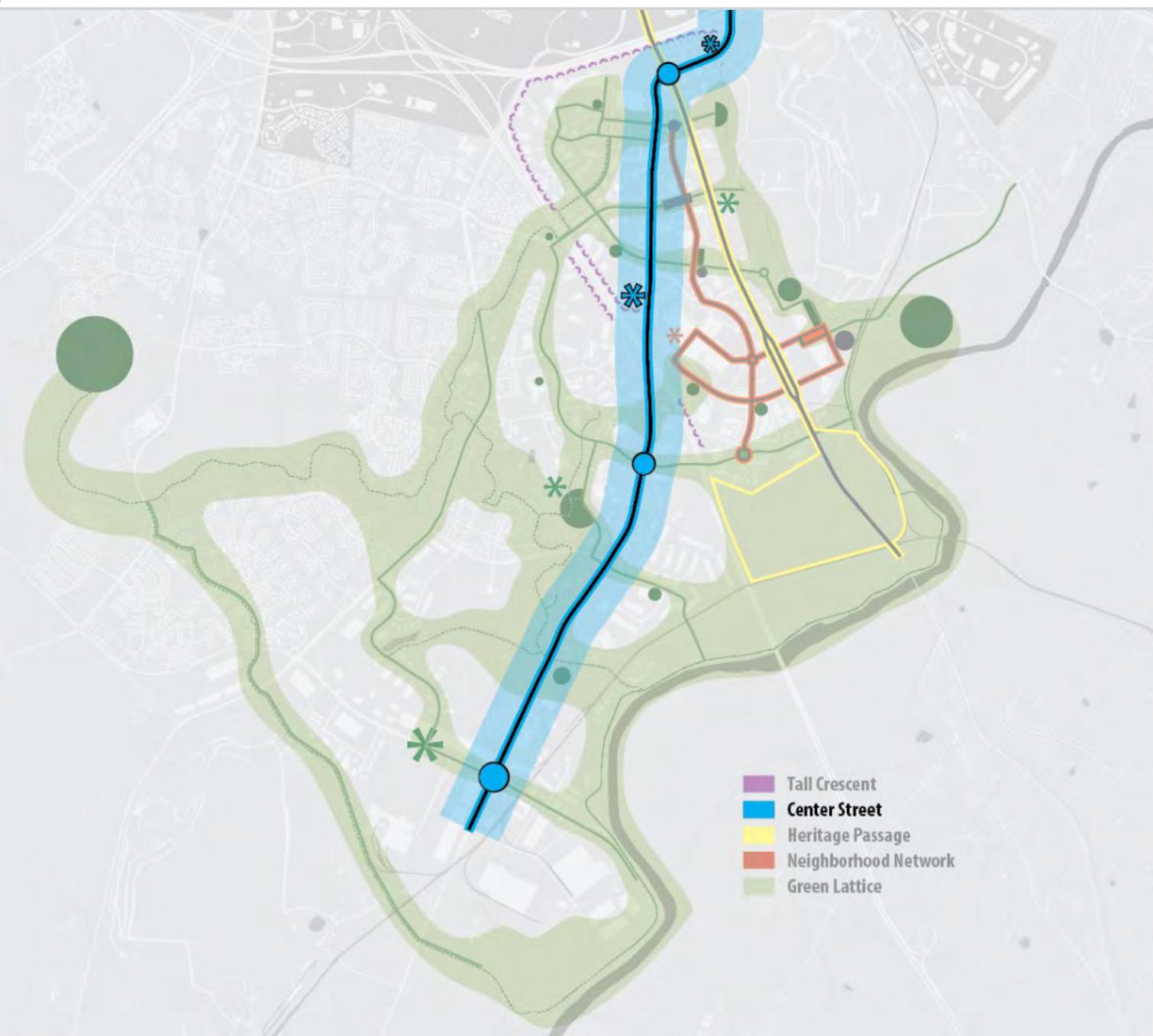


POLICY**STRUCTURE****CONCEPT**

POLICY

STRUCTURE

CONCEPT



POLICY

STRUCTURE

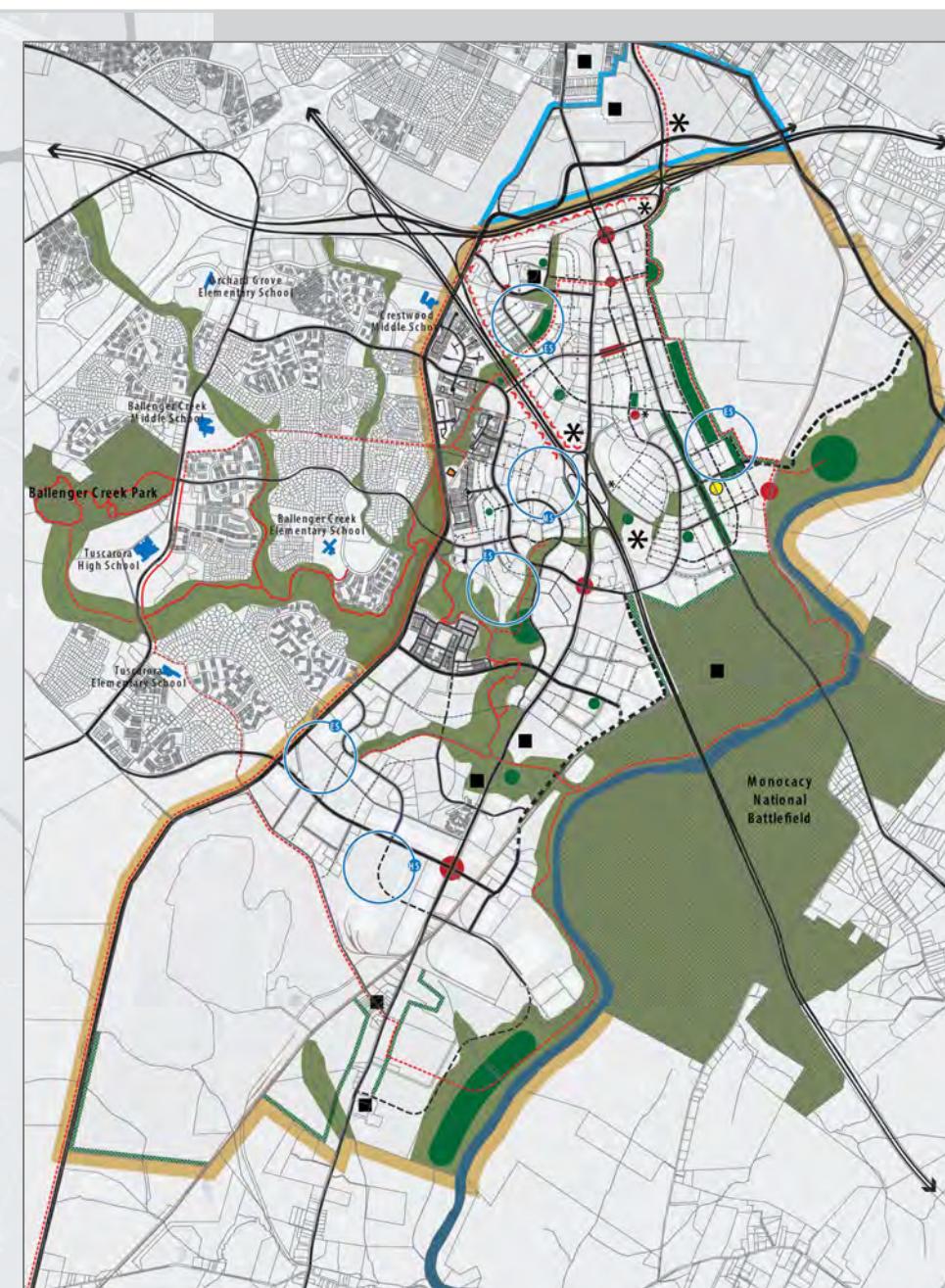
CONCEPT



POLICY

STRUCTURE

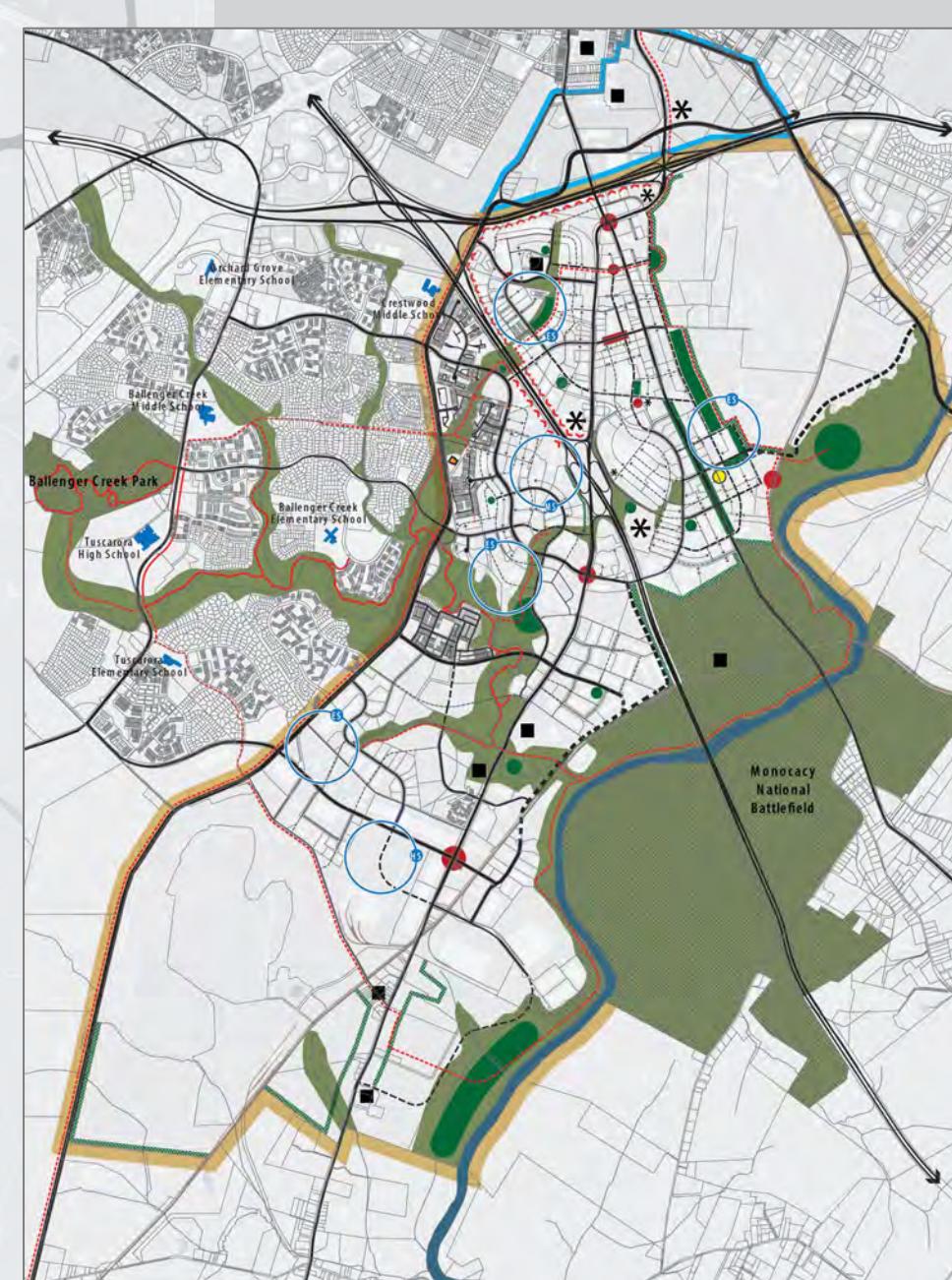
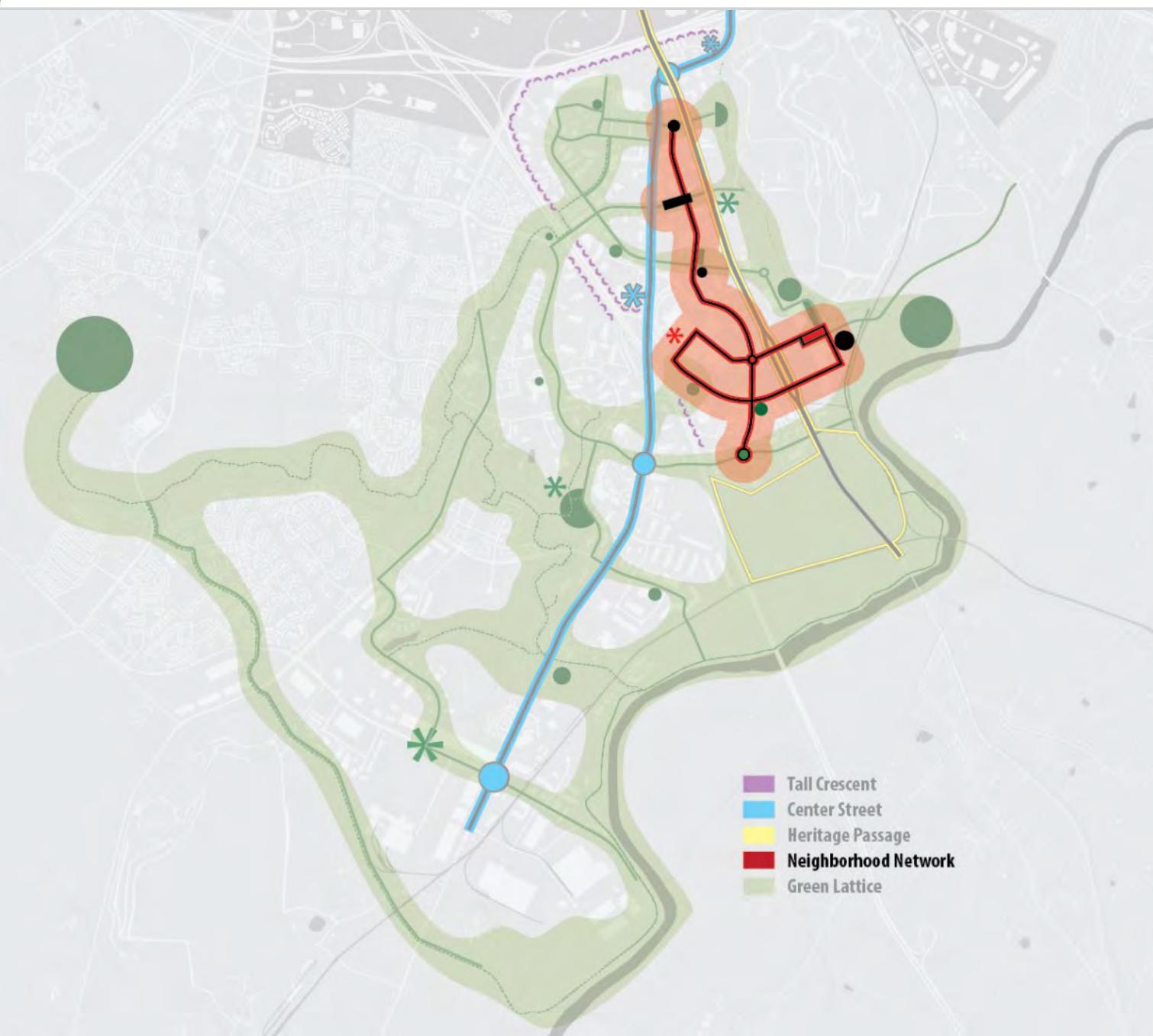
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POLICY

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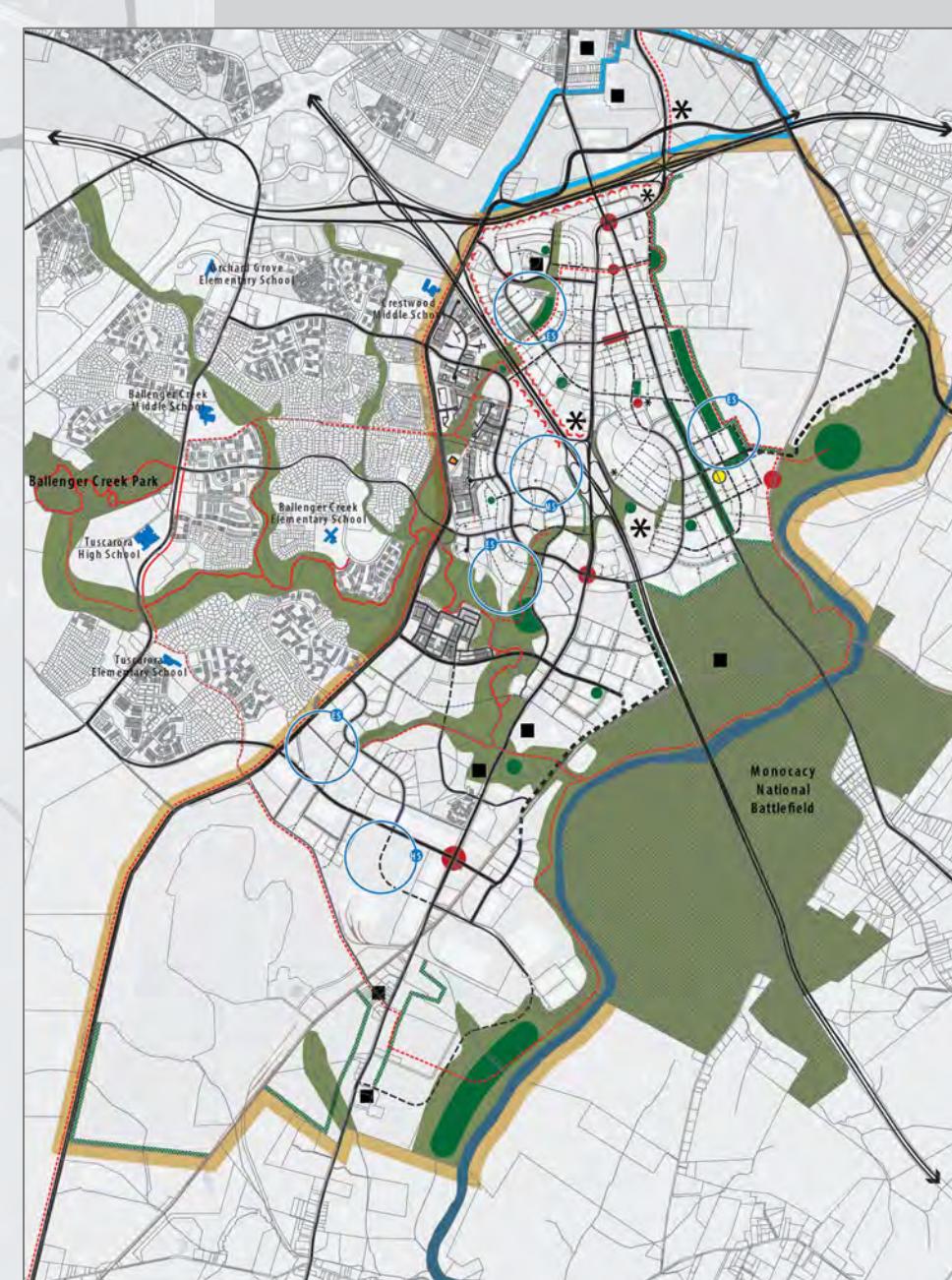
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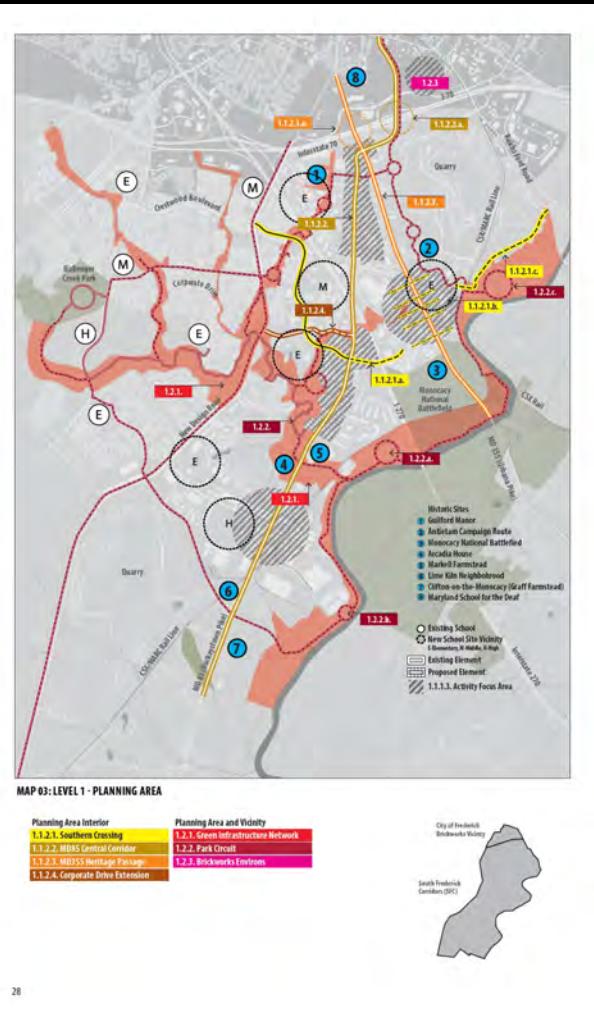


POLICY

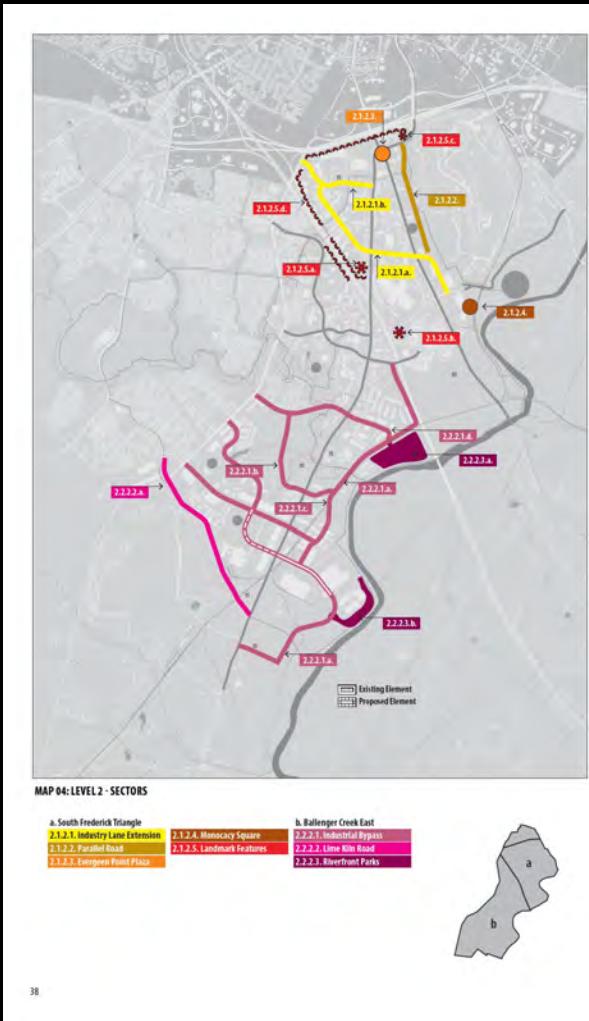
STRUCTURE

CONCEPT

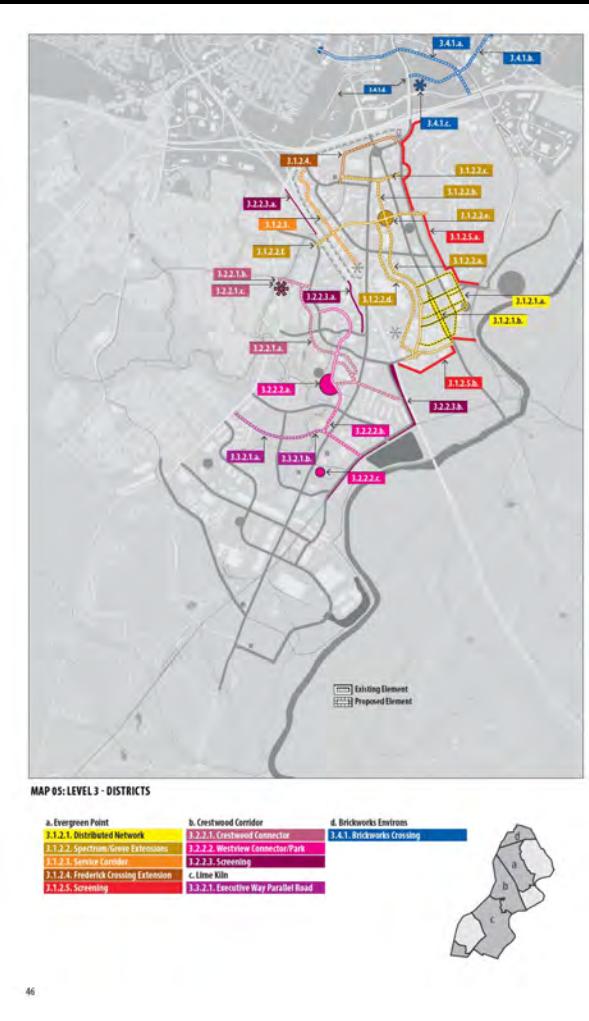




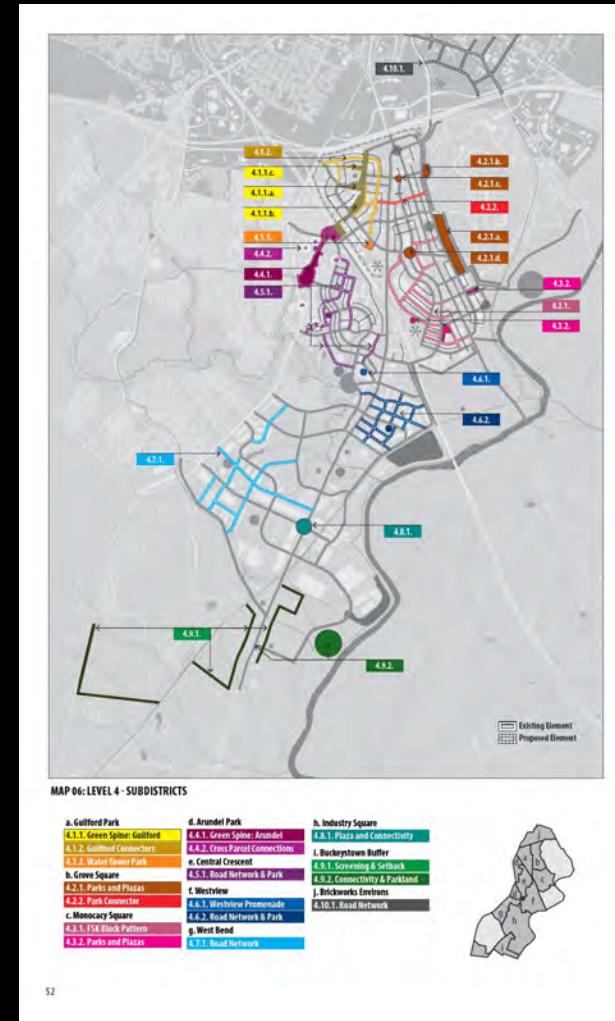
MAP 03: LEVEL 1 - PLANNING AREA



MAP 04: LEVEL 2 - SECTORS

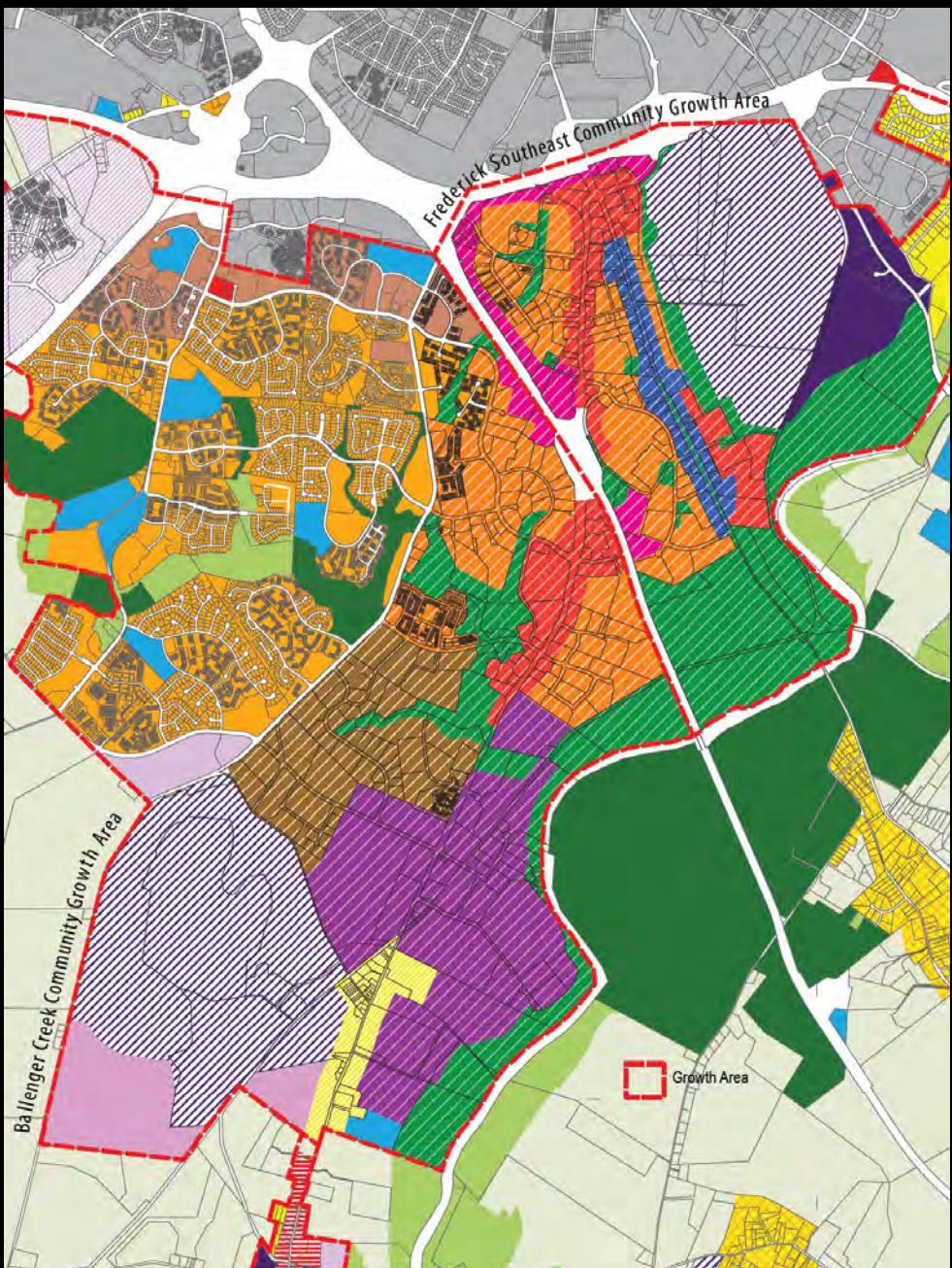


MAP 05: LEVEL 3 - DISTRICTS



MAP 06: LEVEL 4 - SUBDISTRICT





COMPREHENSIVE PLAN MAP

FORM DESIGNATIONS

The following maps illustrate revisions to the Comprehensive Plan Map for the extent of the South Frederick Corridors Planning Area. Comprehensive plans in Frederick County have identified different kinds of use designations on land that influence the application of future regulatory zoning districts. For example, a Low Density Residential use designation corresponds to R-1 or R-3 residential zoning. Similarly, this plan identifies form designations for land that will influence the application of zoning regulations. While use designations do not exclude aspects of physical form, and form designations do not exclude aspects of use, the difference between them is one of emphasis. Stated simply, use designations focus on use while form designations focus on form. Both, however, are designations employed on the Comprehensive Plan Map. However, land will only be designated one or the other, either use or form, not both. The following is a description of form designations applied in this plan. A description of use designations can be found in the Comprehensive Plan Map section of the Livable Frederick Master Plan.

Urban Skyline - US

The Urban Skyline designation is applied in locations where visibility and exposure to surroundings provides advantageous conditions for groups of taller buildings to form iconic, place-identifying features in the larger geographic area.

General Character: at street level, buildings in this designation may or may not be pedestrian oriented, depending on their immediate surroundings.

Building Placement: buildings oriented to most visible portions of the surroundings and wider context.

Typical Building Height: 5+ stories.

Urban Corridor/Center - UC

The Urban Corridor/Center mixed-use designation is intended to preserve and encourage pedestrian-oriented development along major transportation corridors and centers. It consists of higher density mixed-use buildings that accommodate retail, offices, and a wide variety of multi-family housing types, often with buildings that combine two or more of these uses. It has wide sidewalks, regular and consistent street planting, and buildings set close to the sidewalks.

General Character: shops mixed with multi-family housing, offices, and civic buildings; predominantly attached buildings; no ground floor residential at street frontage; regular street trees and landscaping; substantial pedestrian activity.

Building Placement: creates walkable streetscape; shallow setbacks or none; buildings oriented to street defining a street wall.

Typical Building Height: 2 to 8 stories.

Cultural Corridor - CC

The Cultural Corridor mixed-use designation is intended to preserve and encourage pedestrian-oriented development along major transportation corridors and centers. It consists of higher density mixed-use buildings that accommodate retail, offices, and a wide variety of multi-family housing types, often with buildings that combine two or more of these uses. It has wide sidewalks, regular and consistent street planting, and buildings set close to the sidewalks.

General Character: shops mixed with multi-family housing, offices, and civic buildings; predominantly attached buildings; regular street trees and landscaping; substantial pedestrian activity.

Building Placement: creates walkable streetscape; more generous setbacks; buildings oriented to street defining a street wall.

Typical Building Height: 2 to 5 stories.

The South Frederick Corridors Plan



Comprehensive Plan Map | 59

Urban Neighborhood - UN

The Urban Neighborhood designation is intended to result in neighborhoods that contain a wide range of residential and commercial building types. Setbacks and landscaping are moderately variable with buildings oriented toward the street. Streets with curbs and sidewalks define medium sized blocks.

General Character: a wide range of multi-family housing types with integrated and compatible commercial activity; single-family detached not permitted; balance between landscape and buildings; presence of pedestrians, transit, and cyclists.

Building Placement: creates walkable streetscape; shallow to medium front and side yard setbacks.

Typical Building Height: 1 to 4 stories.

Industrial Center - IC

There is a stigma that industrial uses are dirty, noisy, and not compatible with residential or some commercial uses. While this was the case in the past, modern industry (especially light industrial) can be compatible. This, in addition to material innovations and clean emissions technologies, have made it possible to combine uses that were previously incompatible. Also, there is a growing acceptance and willingness, especially from the younger population, to live alongside uses that make places functional and active. Therefore, the Industrial Center designation is applied in locations where industry and community can combine to form places that provide competitive advantages.

Industrial Neighborhood - IN

The Industrial Neighborhood designation is applied to locations where there is a greater emphasis on residential uses than in the Industrial Center designation.

Open Space and Screening

Open space is land that contains few buildings or other built structures and is accessible to the public. It can include parks, community gardens, schoolyards, playgrounds, and plazas. Open space provides recreational areas for residents and helps to enhance the beauty and environmental quality of neighborhoods.

As the South Frederick Corridors redevelops in a more focused fashion, open space park and plaza facilities are an absolute necessity in order to meet the needs of future inhabitants. The spectrum of environments needed to maintain health, happiness, and welfare demand a balance between focused built places and open space. Therefore, a variety of parks and plazas are identified throughout the planning area whose locations have been selected to optimize access to and from their surroundings, and by extension their utility.

Plazas are paved open spaces delimited by the frontage of surrounding buildings that serve the purpose of passage, gathering, and lingering. They support pedestrians and provide features that enhance the comfort and safety of users. Neighborhood parks can be up to 10 acres, but are generally smaller. Special Parks most often serve particular or focused uses based on their specific geography rather than providing the conventional accompaniment of turf fields, courts, and tracks found in regional County parks.

As important as open space is its opposite, "closed" space. While this is less commonly referenced, it is essentially related to privacy and the ability to inhibit access, be it physical or visual. This need is most often met through buildings, but other features of the built landscape also play a role. One of these is screening, which most often takes the form of linear barriers of dense vegetation. Screening is proposed throughout the plan to provide enhanced privacy and separation between contrasting activities.

GROWTH BOUNDARIES

The South Frederick Corridors planning area covers portions of two different growth boundaries identified on the Comprehensive Plan Map. These are the Ballenger Creek Community Growth Area and the Frederick Southeast Community Growth Area. There are no changes to the Frederick Southeast Community Growth Area. The Ballenger Creek Community Growth Area is extended further to the south along MD85 to include Institutional designated land and newly designated Limited Industrial land to the south of the existing quarry. The following map illustrates the existing and proposed growth boundary.

COMMUNITY FACILITIES

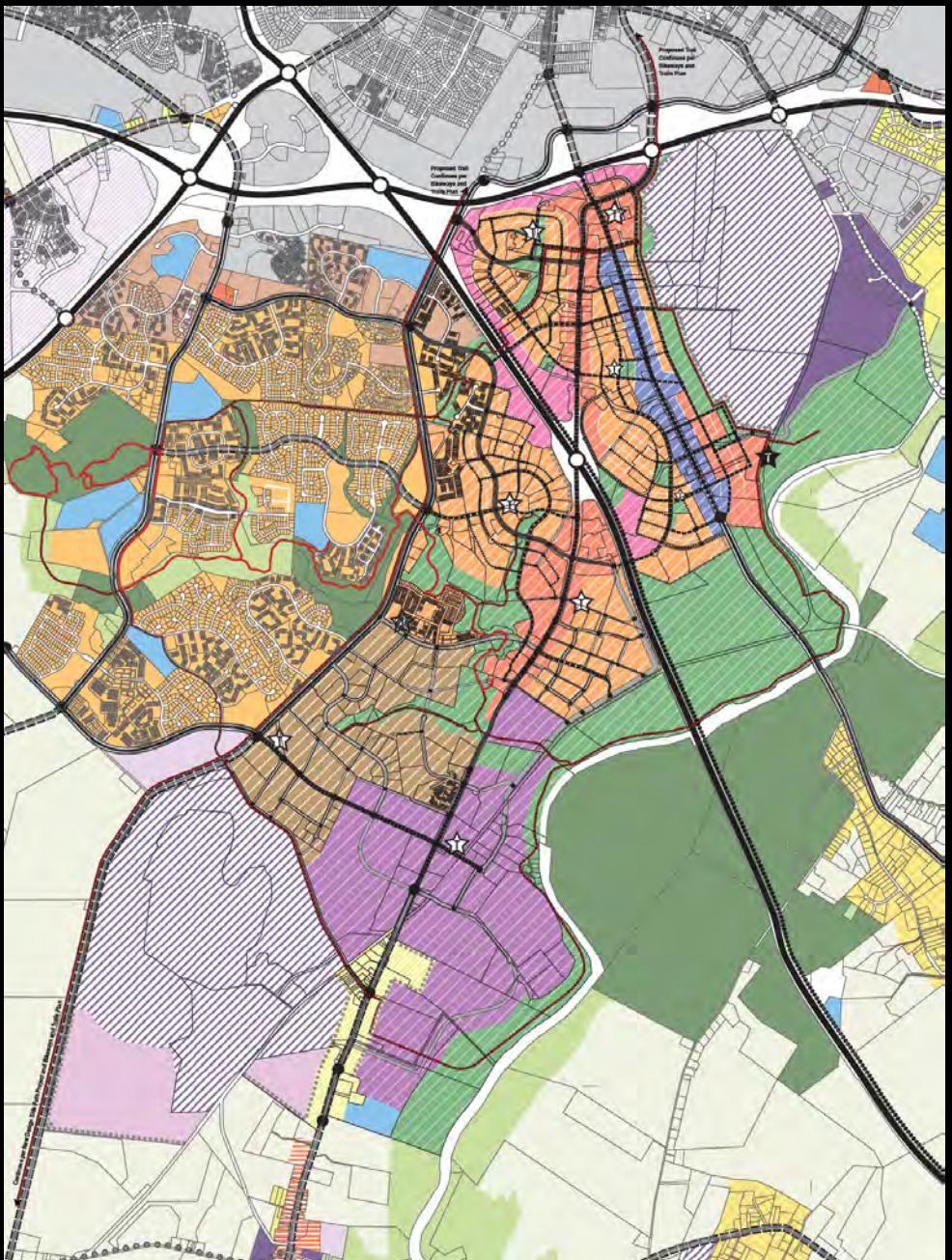
As described previously in this plan, five new schools are identified to support the residential development planned in the planning area. These include three new elementary schools, one new middle school, and one new high school. In the South Frederick Corridors, where most land has already been developed, the identification of sites for new schools will require creative solutions. Under historically predominant models of development involving the conversion of rural land to suburban land, school sites are identified that will satisfy important land area requirements for school facilities that correspond to the development patterns of their settings. In the South Frederick Corridors, redevelopment will result in a conversion from suburban land to urban land. Therefore, school sites must be identified

<https://aecom.com/without-limits/article/why-mixing-residential-and-light-industrial-is-good-for-our-cities/>
<https://gptech.edu/wp-content/uploads/2012/10/STP-Dan-Corlett.pdf>

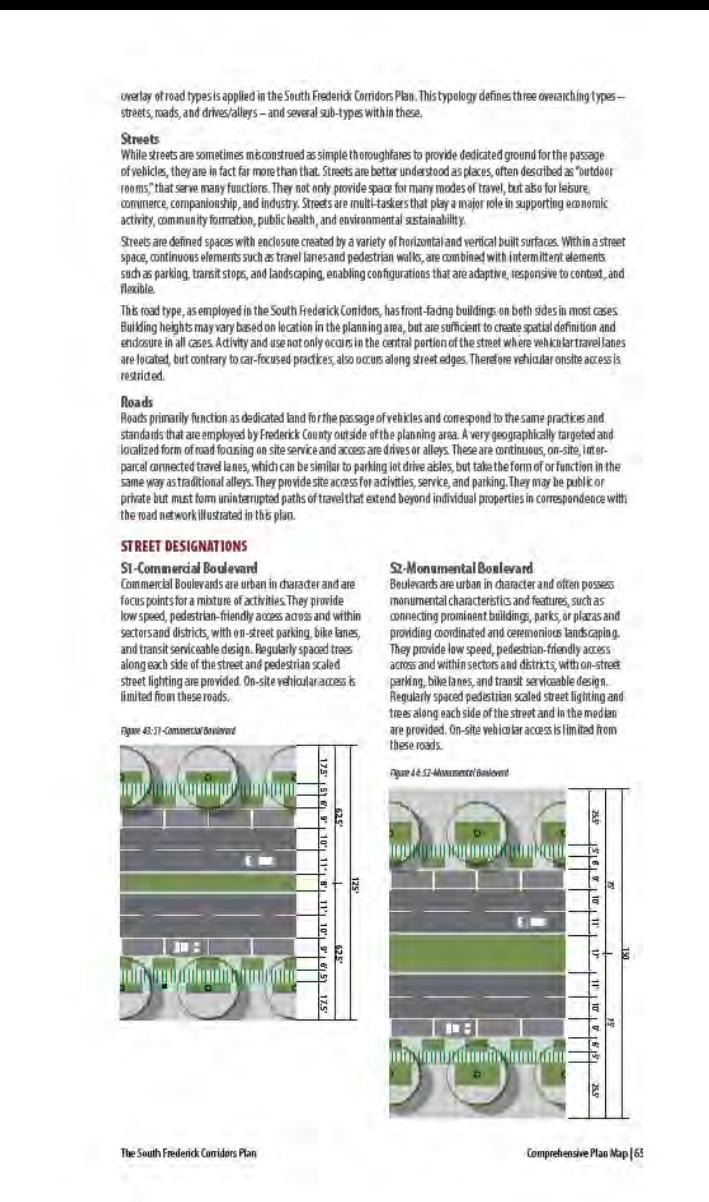
The South Frederick Corridors Plan



Comprehensive Plan Map | 61



The South Frederick Corridors Plan



overlay of road types is applied in the South Frederick Corridors Plan. This typology defines three overarching types – streets, roads, and drives/alleys – and several sub-types within these.

Streets

While streets are sometimes misconstrued as simple thoroughfares to provide dedicated ground for the passage of vehicles, they are in fact far more than that. Streets are better understood as places, often described as “outdoor rooms” that serve many functions. They not only provide space for many modes of travel, but also for leisure, commerce, companionship, and industry. Streets are multi-taskers that play a major role in supporting economic activity, community formation, public health, and environmental sustainability.

Streets are defined spaces with enclosure created by a variety of horizontal and vertical built surfaces. Within a street space, continuous elements such as travel lanes and pedestrian walks, are combined with intermittent elements such as parking, transit stops, and landscaping, enabling configurations that are adaptive, responsive to context, and flexible.

This road type, as employed in the South Frederick Corridors, has front-facing buildings on both sides in most cases. Building heights may vary based on location in the planning area, but are sufficient to create spatial definition and enclosure in all cases. Activity and use not only occurs in the central portion of the street where vehicular travel lanes are located, but contrary to car-focused practices, also occurs along street edges. Therefore vehicular on-site access is restricted.

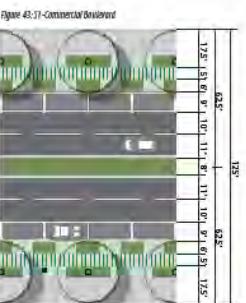
Roads

Roads primarily function as dedicated land for the passage of vehicles and correspond to the same practices and standards that are employed by Frederick County outside of the planning area. A very geographically targeted and localized form of road focusing on site service and access are drives or alleys. These are continuous, on-site, inter-parcel connected travel lanes, which can be similar to parking lot drive aisles, but take the form of or function in the same way as traditional alleys. They provide site access for activities, service, and parking. They may be public or private but must form uninterrupted paths of travel that extend beyond individual properties in correspondence with the road network illustrated in this plan.

STREET DESIGNATIONS

S1-Commercial Boulevard

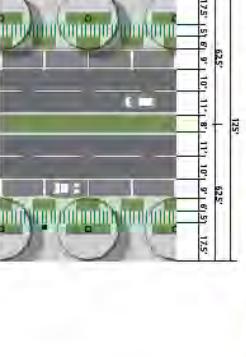
Commercial Boulevards are urban in character and are focus points for a mixture of activities. They provide low speed, pedestrian-friendly access across and within sectors and districts, with on-street parking, bike lanes, and transit servicable design. Regularly spaced trees along each side of the street and pedestrian scaled street lighting are provided. On-site vehicular access is limited from these roads.



The South Frederick Corridors Plan

S2-Monumental Boulevard

Boulevards are urban in character and often possess monumental characteristics and features, such as connecting prominent buildings, parks, or plazas and providing coordinated and ceremonial landscaping. They provide low speed, pedestrian-friendly access across and within sectors and districts, with on-street parking, bike lanes, and transit servicable design. Regularly spaced pedestrian scaled street lighting and trees along each side of the street and in the median are provided. On-site vehicular access is limited from these roads.

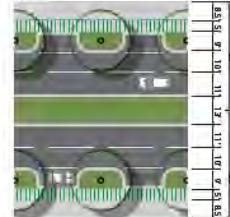


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S3-Urban Parkway

Urban Parkways are characterized by primary emphasis on natural landscaping with secondary emphasis on building frontage. Despite a more natural character, they emphasize urban context service objectives such as providing low speed, pedestrian-friendly access across and within sectors and districts, with on-street parking, bike lanes, and transit servicable design. Naturalistic configurations of trees along each side of the street and pedestrian scaled street lighting are provided. On-site vehicular access is limited from these roads.

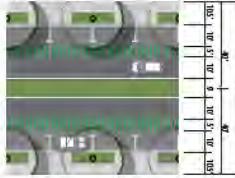
Figure 4-53-Urban Parkway



S4-Connector Street

Connector Streets function at the scale of the district and subdistrict and, along with Neighborhood Streets, constitute the majority of links within the transportation network, but serve higher traffic volumes than Neighborhood Streets. They provide low speed, pedestrian-friendly access within sectors and districts, with on-street parking, bike lanes, and transit servicable design. Regularly spaced trees along each side of the street and pedestrian scaled street lighting are provided. On-site vehicular access is limited from these roads.

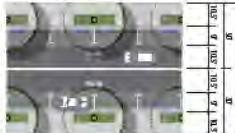
Figure 4-54-Connector Street



S5-Neighborhood Street

Neighborhood Streets most often function at the scale of the subdistrict and, along with Connector Streets, constitute the majority of links within the transportation network, but serve lower traffic volumes than Connector Streets. They provide low speed, pedestrian-friendly access focused within subdistricts, with on-street parking. Regularly spaced trees along each side of the street and pedestrian scaled street lighting are provided. On-site vehicular access is limited from these roads.

Figure 4-54-Neighborhood Street

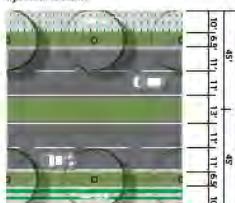


ROAD DESIGNATIONS

R1-Sector Road

Sector Roads are mobility oriented connections that serve the entire planning area or sector within the planning area. They emphasize throughput of traffic and may or may not have urban characteristics. Regularly spaced trees along each side of the street and lighting are provided. On-site vehicular access is acceptable from these roads.

Figure 4-55-Sector Road



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GENERAL FORM CHARACTERISTICS

PUBLIC AND PRIVATE SPACE

Building frontage refers to the portions of a building that face a transportation route that is designated as a street in the Road Designations section of this plan. The frontage of a building contains a main entry or primary access point. Frontage is the portion of a building that is the most visible to the most people from its surrounding proximity, and therefore demands the most attention to aesthetic design. In order to provide a well-defined, pedestrian oriented, "public" space, on-site parking is located between a building's frontage and any thoroughfare identified in this plan as a street.

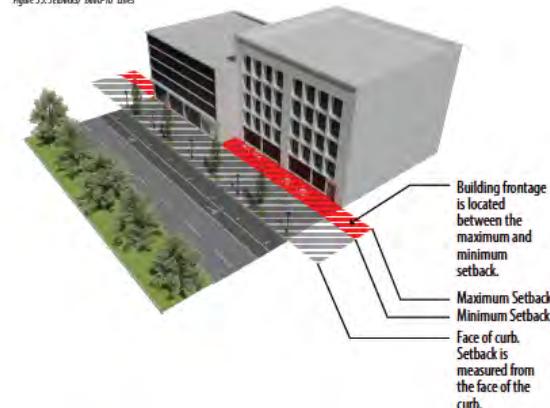
Additionally, the building frontage defines the interface between the public streetscape outside of the building and the private inner workings within the building. Demands for privacy or publicity may vary, and therefore the associated treatment of the frontage in terms of openings and transparency between the inside and outside of the building may also vary. However, all buildings must be designed to acknowledge a functional and appropriate transition from public to private between the street and the interior spaces of the building. This can mean buildings designed with full transparency at street level, as would likely be the case for a shop. It can mean residential uses within buildings that are designed with more nuanced exposure to the public space of the street, such as preventing views into dwellings with an elevation change between the first floor of a residential building and the sidewalk outside of a building, or upper level apartments that have open balconies or have configuration where less private interior spaces are located adjacent to or overlooking public streets. In many cases, this interface between the street and the interior of the building figuratively extends the street into the building and the building into the street, thus creating conditions where building inhabitants can benefit from a richer experience of their environment and where safety is enhanced by maximizing the potential for inhabitants to surveil public spaces. Each use within a building has different demands for privacy or publicity, and this must be taken into account as buildings are designed for the South Frederick Corridors.

Figure 5.2: PUBLIC/Private Cross Section



The terms "public" and "private" in this section do not necessarily refer to ownership. Rather, they generally refer to various levels of physical access and visual exposure. In this sense, a street may be actually located in privately owned land, but due to open physical access and high visibility characteristics, it can be considered "public" from the standpoint of the experience of people in the environment.

Figure 5.5: Setbacks/“Build-to” lines



MASSING

A "massing envelope" refers to a boundary or outer limit on a site beyond which buildings cannot extend. This equates to building height and street setback (or "build-to") dimensions. An envelope extends to the edge of the sidewalk horizontally, and to a maximum height vertically based on the underlying form designation of the block. The tallest areas are at a maximum along the interstates, and slightly lower along MD 85 and the land surrounding Monocacy Station. The area along MD 355 is lower than this, with the lowest buildings in the remaining land. The accompanying illustrations depict hypothetical massing envelope configurations. They are not intended to depict the resulting physical form of new construction, but rather to represent possible and preferred building configurations that can occur within the overarching dimensional framework, as described by the form designations discussed above. Also, the vertical dimension of the buildings in the illustrations is exaggerated to more clearly illustrate differences within the planning area as defined by the form designation massing envelope. The ultimate form of the built environment will emerge in some fashion within these envelopes. Height related setbacks can be considered more carefully and in more detail through the development of form-based regulations.

Figure 5.6: Massing Diagrams



ACTIONS

These actions represent both tactical and strategic approaches to redevelopment of the SFC. Each Action Category provides a unique way to understand the steps needed to implement the ideas presented in the SFC Plan.

PLAN ADOPTION & OVERSIGHT

- PL1 - Adoption of the SFCP
- * PL2 - Adoption by the County Council of a South Frederick Corridors Plan implementation package
- PL3 - Create Community Outreach Programs for Landowners
- PL4 - Establish an SFC Working Group to Advise County Officials

IMPLEMENTATION TOOLS

- * IP1 - Ensure Coordination with Development Review Department
- IP2 - Publish an SFC Monitoring Report
- IP3 - Develop Graphical Tool - the SFC Place-Making Guide & Action Table – built around the Framework of Four
- IP4 - CIP Integration of SFC/SFC Place-Making Guide
- IP5 - Recalibrate Impact Fees
- IP6 - Consider the Use of a Community Development Authority or Tax Increment Financing District
- * IP7 - Adopt FRO policies to default to off-site mitigation or fee-in-lieu

SCHOOLS

- * SC1 - Coordination summit with FCPS to determine appropriate allowances for residential development
- * SC2 - Allocate the resources necessary to create school capacity for SFC growth.
- SC3 - Establish the South Frederick Corridors Educational Opportunities zone.
- SC4 - Consider a Recalibration of Tools Currently Used to Manage School Capacity and Fund Facility Construction.
- SC5 - Adopt Policy Tools that Maximize Existing School System Capacity
- SC6 - Identify and acquire sites for five (5) schools within the SFC planning area.

TRANSPORTATION & MOVEMENT

- * TR1 - Coordinate with Frederick County's Transit Division to develop an SFC-specific transit strategy
- TR2 - Integrate the Proposed SFC Streets Network into the County's Transportation Model
- TR3 - Develop a Coordinated Set of Standards and Guidelines for Pedestrian and Bicycle Access
- * TR4 - Adopt Street and Road Network Build-Out Incentives
- TR5 - Coordination summit with SHA/MDOT
- TR6 - Coordination summit with MDOT/MDTA
- TR7 - Adopt Significantly Reduced Vehicular Parking Requirements
- TR8 - Create a Wayfinding and Identity Mini-Plan for the SFC
- TR9 - Plan for and develop functional and convenient connections to the New Design Side Path
- TR10 - Implement a universal Mobility Fee in lieu of a traditional APTD-Roads mitigation program
- TR11 - Adopt policies and regulations that build on the applied concepts of Transit Oriented Development (TOD)

HOMES

- * HM1 - Provide Regulatory Language and Guiding Documentation for Missing Middle Housing Types
- * HM2 - Eliminate Perfunctory Regulatory Limits on Residential Density
- HM3 - Work with Partner Organizations to Develop a SFC-Oriented Housing Affordability Strategy
- HM4 - Adoption of a Modest-Sized Dwelling Unit (MSDU) Incentive.

PARKS AND RECREATION

- * PR1 - Coordination summit with the Division of Parks and Recreation
- PR2 - Create a Master Plan for the SFC Trail Circuit
- PR3 - Identify and Develop Satellite Maintenance Facilities and Staging Sites for Parks.

ECONOMIC RESILIENCE

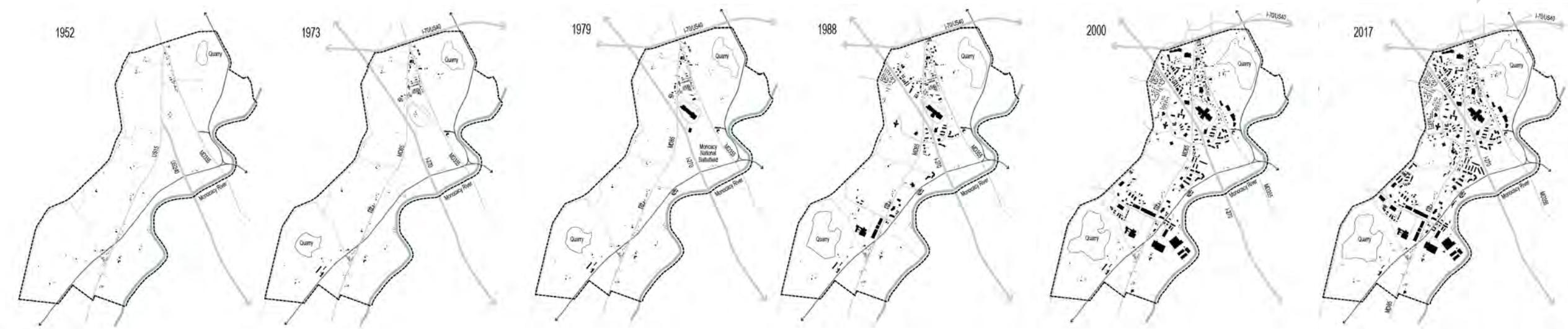
- * EC1 - Develop an Economic Development Strategy for the SFC Planning Area
- EC2 - Adoption by the County Council of Revised code language for the Lime Kiln District
- EC3 - Proactively Identify and Resolve Issues Limiting Access to High-Speed Data in the SFC
- EC4 - Work with Economic Development to Establish a Business Displacement Assistance Program
- EC5 - Incentivize low income and workforce housing at transportation access points

FACILITIES AND SERVICES

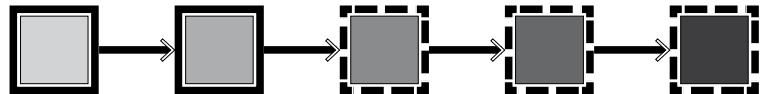
- * FC1 - Conduct a Public Water & Sewer Service Study for the SFC
- FC2 - Deploy Smart Cities Technology in the SFC Planning Area
- FC3 - Determine the Feasibility for a Public Library Branch Facility
- FC4 - Develop an Initial Framework for Electric Vehicle Charging in the SFC
- FC5 - Develop a Coordinated, area-wide plan for Stormwater Management
- * FC6 - Institute a System for Creating Shared Community SWM Facilities
- FC7 - Develop a Concept Plan for Integrating SWM Facilities and Accessible Green Infrastructure

ACTION CATEGORIES									
LF Themes	Development	Partners	Tools	Mechanisms of Influence	Scales of Infrastructure	Expense Tiers	Staging		
Community									
Health									
Environment									
Activities									
Form & Space									
Equity									
Allianceness									
Government (Public)									
Business/Development (Private)									
Non-Profit (Private)									
Institutions (Public/Private)									
Public Policy									
Funding									
Regulation									
Partnership									
Contributors									
Collaboration									
Guidance									
Mandate									
System									
Network									
Priority									
Site									
Strategic									
High									
Medium									
Low									
Now-Immediate (or Contingent)									
Short-Term (0-2 Years)									
Long Range/On-going									

65 years



Incremental



Additive

