Plan2040

Volume I: Anne Arundel County General Development Plan
Adopted May 3, 2021

ACKNOWLEDGEMENTS

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Office of the County Executive
STEUART PITTMAN

Welcome to Plan2040, the County's General Development Plan.

My father used to say that it's our obligation as human beings to leave the land we steward in better condition than we found it. I believed him, but was never quite sure how to define "better."

I want to thank thousands of engaged County residents and our extraordinary team at the Office of Planning and Zoning for providing this county with an answer to that question. Plan 2040 is that answer, and it is presented with clarity and precision.

During these turbulent political times, when we are told that our communities are divided, Anne Arundel County residents came together and created a vision for the future of our land. It turns out that regardless of our political affiliations, we agree on so much. We want to preserve our natural resources, improve our infrastructure, maintain the character of existing neighborhoods, and redevelop to improve the lives of our residents in ways that offer opportunity for all.

We also want a government that is accountable to its residents, establishes performance metrics, and is transparent about progress.

Plan 2040 shows us how to get there. It identifies 600 goals, policies, and strategies, with responsible departments, timeframes, and performance measures for each. It establishes a schedule for nine community-led regional plans that must take place before any comprehensive rezoning is allowed.

Adoption of Plan 2040 is a turning point for Anne Arundel County. Past small area and general development plans were ignored, both by politicians and the land speculators whose campaign contributions funded their campaigns. It was a pay-to-play system of land use policy in which rezonings violated the plans, and modifications were given out like candy so that developers could circumvent land use ordinances.

The result was a tragic loss of natural resources, a failure to provide the infrastructure needed to serve a growing population, and a public loss of trust in their leaders.

That's why this document is so important. By following the path laid out here, Anne Arundel County really can become *The Best Place - For All*. And we really can leave this land in better condition than we found it.

Let's do this.

Photo Credit: Chesapeake Bay Program

The Big Picture

Plan2040 is the General Development Plan for Anne Arundel County. It sets the policy framework to protect the natural environment, shape development of the built environment, provide public services to promote healthy communities, and support a diverse, resilient economy. This framework also serves to overcome the many problems we continue to experience due to our history of slavery and federally financed segregated living patterns. Plan2040 provides a shared, long-range framework for County elected officials, staff, and community members for addressing land use issues.

It balances many competing demands on land use by creating consistent development patterns. Plan2040 was developed through dozens of public forums and is informed by thousands of comments from the community. There are many common concerns throughout the County, including traffic congestion, school capacity, environmental protection, and housing affordability. These issues are complex and broad; addressing them requires the efforts of over 20 County departments, along with State and Federal agencies, non-profit organizations, and the private sector. Plan2040 includes goals, policies, and strategies to address these issues and manage development and redevelopment.

Plan2040's policies work together to shape a future for Anne Arundel County that is Green, Smart, and Equitable.

GREEN

Regulations will be strengthened and diligently enforced, with increased investments in habitat protection and restoration.

SMART

Land development regulations will promote redevelopment of underutilized properties and limit development of forests and farms. Better technology and management will make existing transportation and infrastructure more efficient.

EQUITABLE

More housing options will be available in more areas of the County, and investments will be made in underserved neighborhoods to ensure all residents have access to opportunity
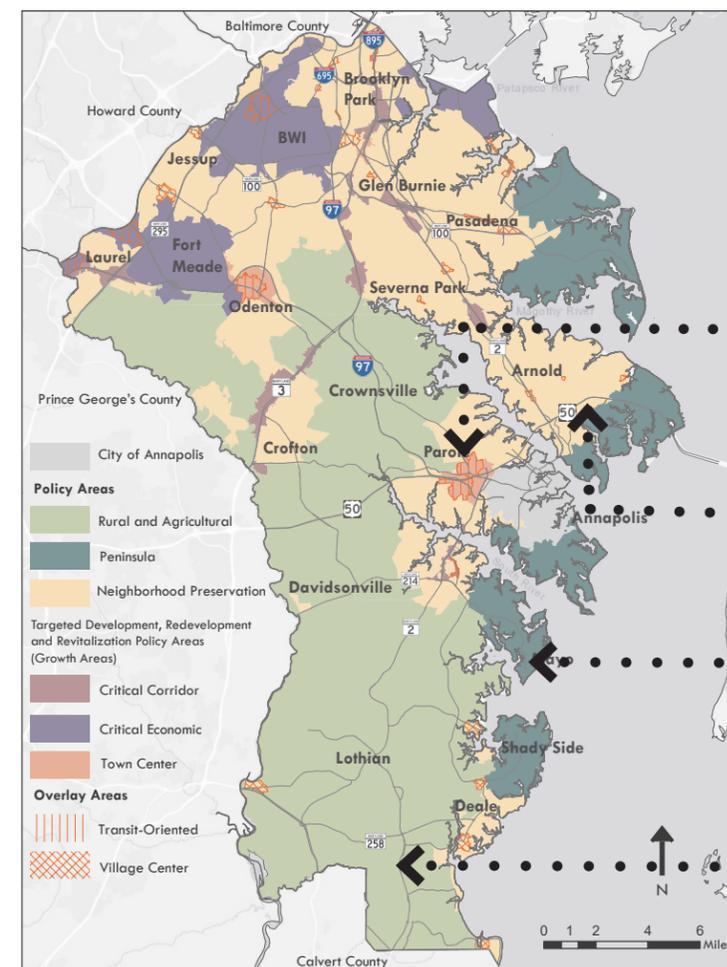
Plan2040 recognizes and supports the diverse landscapes and communities of Anne Arundel County. The scale and character of natural features, neighborhoods, and activity centers varies across the County. While the needs and priorities of each community may vary, in general, Plan2040 takes the following approaches:

Targeted Development, Redevelopment and Revitalization Areas promotes public and private investment in designated Town Centers, Commercial Revitalization Areas and Sustainable Communities

Neighborhood Preservation Areas primarily limits new development with public investments in walking and biking infrastructure, parks, and schools

Peninsulas supports protection of natural shorelines, road improvements, stormwater management, adaptation to sea level rise, and decreases development potential on the planned land use map

Rural and Agricultural continues policies to protect rural lands, support the agricultural economy, and improve public transportation and services

Making it Reality

Implementation of Plan2040 is based on the foundation of growth management in Anne Arundel County. The policies and implementing strategies refer to the County Code, including the Adequate Public Facilities Ordinance, Functional Master Plans, Region Plans, and Town Center Master Plans, Capital Improvement Programs and management systems. Plan2040 commits the County to accountability through establishing an implementation committee and reporting on implementation of Plan2040.

Volume I of Plan2040 addresses the opportunities and challenges, and sets the goals and policies in each of four primary chapters: the Natural Environment, the Built Environment, Healthy Communities,

and Healthy Economy. It also provides an implementation plan that includes performance measures, a measurement and monitoring plan, and a framework for a region planning process that will create community-specific strategies. The second volume of Plan2040 provides detailed background information on existing conditions and trends informing the Plan.

Vol I
- Opportunities and Challenges
- Goals and Policies
- Implementation Plan

Vol II
- Background Information
- Existing Conditions

The COVID-19 pandemic has had a dramatic impact on the County during development of this plan. While the long-term ramifications of the pandemic are uncertain at this point, the policies of Plan2040 will support recovery and resilience.

Capital Facilities & Improvement Program
- Transportation
- Water & Sewer
- Educational Facilities
- Recreation and Parks

County Code
Including Zoning, Subdivision and Development Regulations, Construction Code, & Floodplain Ordinance

Management Systems
- Water
- Sewer
- Stormwater
- Transportation

Functional Master Plans
- Transportation
- Water & Sewer
- Educational Facilities
- Land Preservation Recreation and Parks
- Green Infrastructure Plan

Geographic Master Plans
- Town Center Plans
- Small Area Plans/ Region Plans

General Development Plan
Policy Framework

Adequate Public Facilities Ordinance
Ensure capacity to meet demands of development project: roads, school, water, sewer, stormwater
County Code Article 17.5

The Role of the General Development Plan

Plan2040 establishes a vision, goals, policies and strategies to guide development of Anne Arundel County over the next twenty years. It reflects the voices of thousands of residents and addresses their priorities for the future of the County. The plan builds on the foundation of the previous General Development Plans and Small Area Plans. It values, promotes, and protects what makes Anne Arundel County "the best place for all," including the Chesapeake Bay and its tributary rivers, forests, farms, quiet suburban neighborhoods, rural landscapes, and thriving economic centers.

Plan2040 lays out a policy framework that informs many of the County's future decisions on land use, environmental protection, transportation, open space, agriculture, community facilities, historic preservation, housing, economic development, and quality of life. Plan2040 will be implemented through Region Plans, functional plans, design manuals, regulations, the capital budget, and the work programs of County departments.

Plan2040 is based on a vision and five themes that are integrated into a comprehensive set of goals and policies. The plan is based on an integrated approach to sustainable

development that considers the interaction of the environment, economy, and social equity. To emphasize those connections, the plan is organized in four chapters:

- Natural Environment
- Built Environment
- Healthy Communities
- Healthy Economy
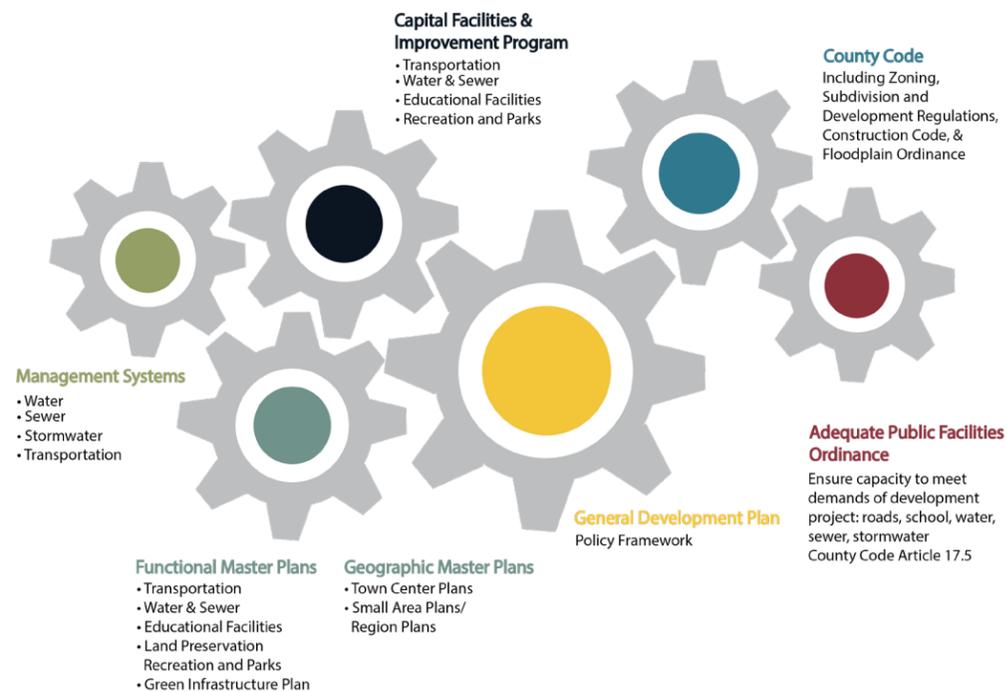
A Vision for the Future

This vision for the future of the County was developed by a Citizen Advisory Committee inspired by the ideas provided by community members through a series of listening and visioning workshops in 2018 and 2019.

> "By embracing its rich Chesapeake culture and heritage, invaluable ecosystems and emerging opportunities, Anne Arundel County embodies the best of both the past and future, providing its residents a place where all are proud to live, work, learn, and play."

Themes

The following overarching themes support this Vision and focus on the critical issues identified in the community engagement process. When implemented through Plan2040, the themes will enhance the quality of life and ensure residents are proud to live, work, learn, and play in communities throughout the County.

Resilient, Environmentally-Sound, and Sustainable Communities – Planning and land use decisions affecting development and redevelopment will enhance neighborhoods while protecting the natural environment and increasing community resilience to climate change. We will support the diverse communities in the County from rural lands, to waterfront communities, to suburban neighborhoods, to town centers. Collective efforts to reduce stormwater runoff, and restore forests, rivers, and shorelines will contribute to a healthier environment. The County will strive to reduce greenhouse gas emissions through conservation and renewable energy production.

New and Improved Infrastructure – Infrastructure improvements will support our communities and demonstrate environmental stewardship. Residents will have access to more reliable transportation choices including mass transit, biking, walking, and improved roadways. Improved water, sewer, and septic systems and stormwater runoff controls will improve quality of life and water quality. All County residents will have access to high-quality schools, libraries, open space, and recreational opportunities.

Strategic Economic Growth and Redevelopment – Anne Arundel will become a center for innovation and technology enterprises while also supporting traditional businesses including agriculture and marine trades. Development will increasingly be mixed-use, mixed-income, and transit-oriented projects in previously developed sites. Development projects will incorporate resilient, sustainable design that demonstrates efficient use of available resources and services throughout the County. Smart growth will be encouraged in areas with existing infrastructure and redevelopment directed to older commercial corridors.

Community Character – The unique physical character of older communities, waterfront neighborhoods, and scenic and historic roadways will be protected, while at the same time enahancing public access to the waterfront and parks upgraded so those who have traditionally been denied access can fully enjoy them. Communities will feature sensible people-oriented development to complement the existing scale of neighborhoods, and will be enhanced with historic and artistic amenities in public and private spaces. The conservation of agricultural lands, parks, and natural areas, along with walkable neighborhoods, will contribute to the health and well-being of our communities.

Inclusive, Equitable, and Responsive Government – A more inclusive and responsive County government will employ new methods of citizen engagement. With continuous advancements in technology, there will be more opportunities than ever for the County government to reach all populations with accurate and up-to-date information. Engaging and empowering all segments of the County's diverse population will ensure best practices are used when delivering resources and services, creating and enforcing zoning and development regulations, and implementing the values of sustainability, environmental stewardship, and community building throughout the County.

Our Community, Our Voice

Plan2040 was developed through a community engagement process that was far greater than any previous Anne Arundel County General Development Plan. Plan2040 was developed over the course of 2017-2020 and included:

8 Listening Sessions
400 people

+

Online Vision and Values Survey
427 people

+

Youth Conference and Survey
125 high school students

+

17 Visioning Forums
500 people

+

Small Group Meetings
Over 30 community organizations

+

Day-long Workshop
Smart Growth America
>180 people

+

Online Transportation/Land Use Survey
1,675 people

+

Online Open House
During COVID-19 pandemic
>1,500 people

In addition to the general public engagement, a **Citizen Advisory Committee** provided input for the development of Plan2040. The committee included 23 members representing all of the Small Areas around the County as well as the City of Annapolis, and environmental and real estate development organizations, who volunteered time to provide insight and input.

Challenges

- **Amount and Pace of Development:** Concerns that population growth and development has changed the physical character and reduced the quality of life of the area.
- **Traffic Congestion:** Concerns that growth has led to increased traffic congestion that is impacting quality of life.
- **Infrastructure Capacity:** Concerns that Infrastructure improvements have not kept up with demand created by development.
- **School Capacity:** Concerns that schools have become overcrowded and the quality of education is declining.
- **Environmental Decline:** Concerns that water quality decline and loss of forests and wildlife habitat is occurring.
- **Public Parks and Waterfront Access:** Desire for more public parks and opportunities for public waterfront access.

Several key concepts emerged from the thousands of public comments. They are reflected in the Vision and Themes and addressed in the Plan2040 goals and policies.

Opportunities

- **Redevelopment and Revitalization:** Redevelop vacant and underutilized properties, like struggling malls, shopping centers, and offices rather than expanding development into undeveloped properties and rural areas.
- **Infrastructure Investments:** Improve transportation system in particular to improve public transit, walking, and biking options as well as the flow of vehicle traffic.
- **Limit Development in Existing Residential Neighborhoods:** Protect the physical character and respect the limitations of infrastructure, public services, and natural environment.
- **Limit Development on Peninsulas:** Protect shorelines, streams and remaining forested areas and manage the challenges of limited road access on peninsulas.
- **Expand Protection of Farmland, Forests, and Shorelines:** Increase investments to protect working rural lands and natural areas to provide economic, environmental, and recreation benefits.
- **Increase Equity:** Make strategic investments to provide equal access to all County residents to good schools, parks, libraries, and affordable housing.

Equity in Plan2040

Public policy, including policy related to land use, housing, public infrastructure, and public services, has contributed to inequality across the Country and in Anne Arundel County. For example, the following maps illustrate the overlapping patterns of people of color and poverty as well as access to recreation and parks in Anne Arundel County. As will be discussed in the following chapters, similar patterns emerge in relation to the major topics of Plan2040, the Natural Environment, the Built Environment, Healthy Communities, and Healthy Economy.

Concerns of social and racial equity are addressed throughout the goals, policies, and strategies of Plan2040. Following the recommendations of the Planning for Equity Policy Guide prepared by the American Planning Association (APA), Anne Arundel County has tried to consider equity in all policies. The APA guide defines equity as "just and fair inclusion into a society in which all can participate, prosper, and reach their full potential." Unlike equality, which connotes sameness, equity recognizes difference. Equitable policies actively mitigate the disproportionate harm faced by certain communities. In an equitable society, a person's access to basic resources such as education, employment, housing, clean air, clean water, and recreation and parks is not strongly linked to a person's race, ethnicity, or economic class.

A consistent theme in goals, policies, and strategies in Plan2040 is to be inclusive of all our residents, to prioritize investment in historically underserved and under-resourced communities, and to remove barriers that limit people's opportunities based on who they are or where they live in the County. The goals, policies, and strategies by themselves will not resolve all the inequities in the County, but they help establish a commitment to pursuing social and racial equity, with accountable equitable policy to overcome history as the working goal.
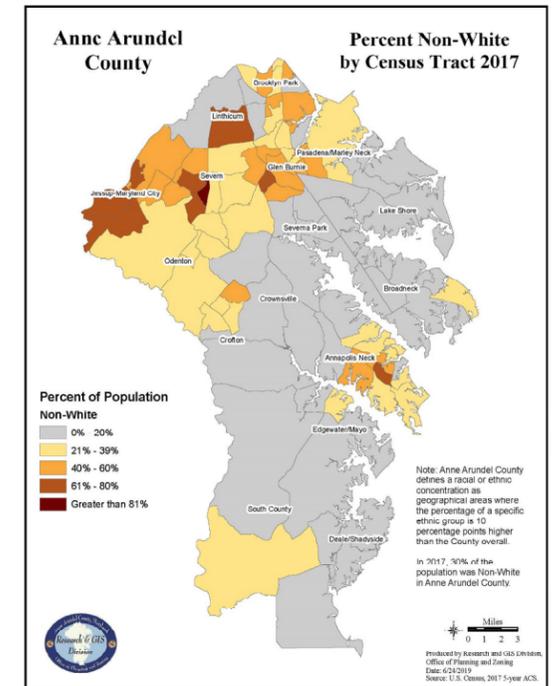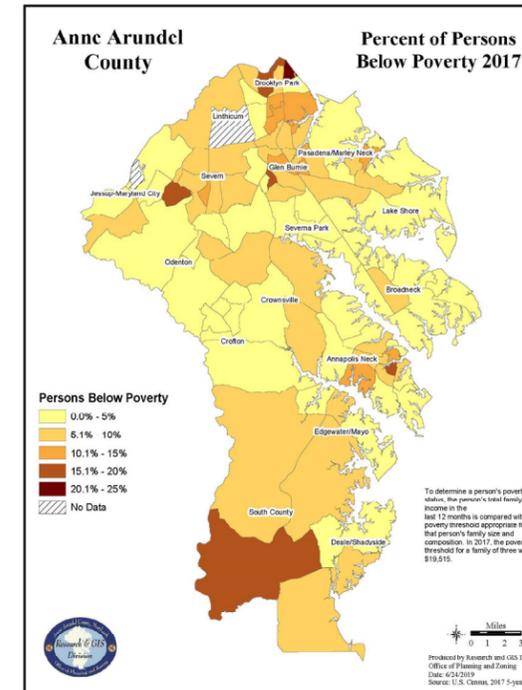
Source: Robert Wood Johnson Foundation
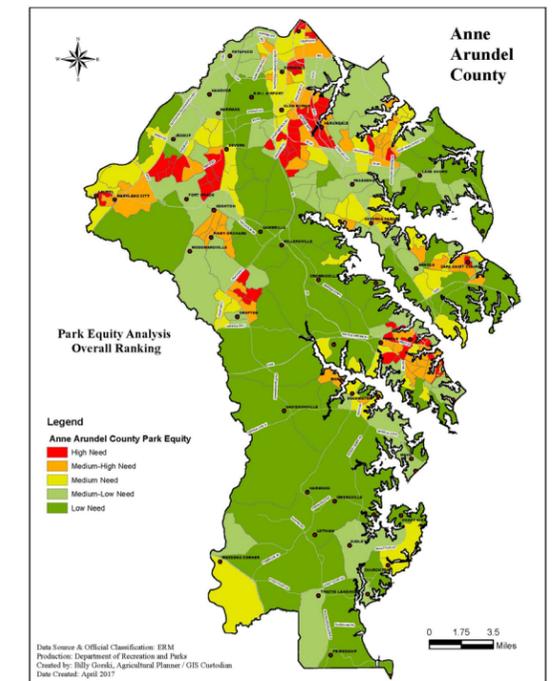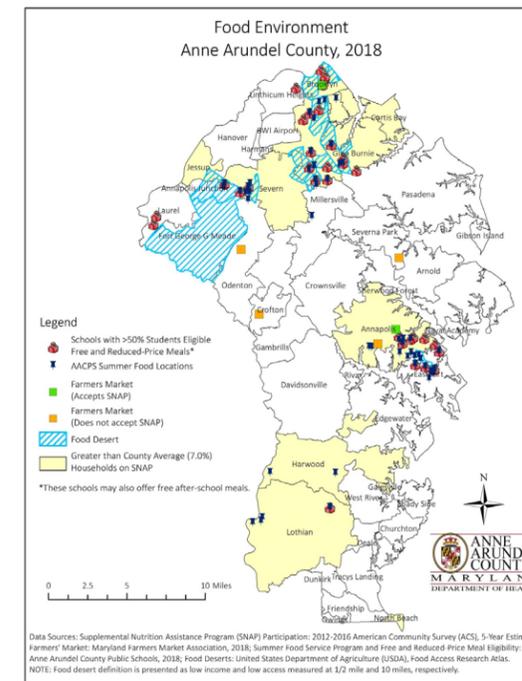
Use of this Plan

Plan2040 is intended for use as a guide for County policies and decisions. In accordance with the State's Land Use Article, policies and implementation actions are required to be consistent with or have consistency with Plan2040. These actions will further the implementation of Plan2040 and not be inconsistent with it. The elected officials and staff of the County will use the plan to:

- Provide a framework and common goals for all County plans
- Guide policy decisions
- Inform changes to County regulations
- Inform the County's resource and budgeting decisions
- Evaluate and measure progress toward achieving Countywide goals

Plan2040 covers a broad range of interconnected topics related to land use. Some topics are addressed through policies in multiple chapters, while others receive more detailed treatment in complementary functional, strategic, and master plans developed by County departments, including the Department of Recreation and Parks, Anne Arundel County Public Schools and the Office of Transportation. In this way, Plan2040 connects and coordinates the plans and work of all County programs related to land management.

While Plan2040's narrative text and maps frame the key proposals, the essence of the plan lies in its goals, policies, and implementing strategies. These are declarative statements that set forth the County's approach to various issues. The goals and policies contained within Plan2040 are intended to be guides. They provide the framework for the County's zoning ordinance and development regulations and guide County programs and budgets.

Diagram

Functional Master Plans
Facilities Plans and Strategic Plans
Water and Sewer Master Plan
General Development Plan
Town Center Plans
Small Area Plans
Capital Improvement Program
Development Regulations
Comprehensive Zoning

Limitations

While Plan2040 will influence future development in the County, that influence is limited, and it is important to understand those limitations. First, while subsequent regulations, plans and policy documents must be consistent with Plan2040, it is not a regulatory tool, it is a policy setting document. Land development is regulated by the County's zoning and subdivision and development regulations (County Code Articles 18 and 17). Second, the vast majority of development in the County is constructed by the private sector which responds to the market forces of supply and demand. Plan2040 tries to direct those market forces to guide development that meets community interests while acknowledging that there are many and diverse interests in land development and respecting private property rights. Third, Plan2040 is a long range plan that will influence change incrementally over time. Last, planning is dynamic and needs to respond to changes in communities, especially with the dramatic shifts we are experiencing in 2020. Through Region Plans, amendments to zoning and development regulations, and updates of functional plans, County land use policy will be made based on monitoring how that policy influences development.

Organization of the Plan

The Natural Environment, Built Environment, Healthy Communities, and Healthy Economy chapters include a concise assessment of challenges and opportunities and a set of goals and policies. More detailed information on existing conditions and trends is provided in Volume II of Plan2040.

> **Goals represent the desired outcome of a future condition; the end state toward which we aim. Goals tend to be general and broad.**

> **Policies are more targeted than goals. They are statements of intent upon which County decisions are evaluated.**

Goals and Policies

The following goals and policies are designed to protect natural resources in the County. They include measures to identify, protect, and restore sensitive environmental features, improve water quality, and report on progress of these efforts.

Protection of agricultural land is also addressed in this chapter; however, economic development goals and policies related to agriculture are located in the Planning for a Healthy Economy Chapter.

The goals and policies include aspirational statements for the environment we strive to attain, as well as compliance with Federal and State regulatory requirements. The regulatory requirements include the National Pollutant Discharge Elimination System Municipal Separate Storm Sewer System (NPDES-MS4) permit and the Chesapeake Bay Total Maximum Daily Load (TMDL).

GOAL NE1:
Preserve, enhance, and restore sensitive areas, including habitats of rare, threatened, and endangered species, streams, floodplains, tidal and non-tidal wetlands, bogs, shorelines, steep slopes, and all applicable buffers.

Policy NE1.1: *Protect the natural role that environmental features provide to reduce stormwater runoff impacts, improve water quality, and enhance wildlife habitat by increasing and tracking the protections afforded during the development process.*

Policy NE1.2: *Protect environmentally sensitive areas in the County's Critical Areas.*

Policy NE1.3: *Protect, enhance, and create living shorelines and nearshore habitat.*

Policy NE1.4: *Protect unique environmental features and habitats including the Jabez Branch, Magothy Bog Complex, and other features or areas identified by the State or the County.*

Policy NE1.5: *Reduce the use of pesticides that are known to impact wildlife habitat, human health, and water quality.*

GOAL NE2:
Retain existing forest cover, increase forest replanting efforts, and increase urban tree canopy.

Policy NE2.1: *Expand the amount of forest and tree canopy cover across all watersheds.*

Policy NE2.2: *Develop, establish and implement a Forestry Management Program.*

GOAL NE3:
Expand, enhance and continue to protect the County's greenways, open space, rural areas, including the Priority Preservation Area (PPA).

Policy NE3.1: *Increase the amount of protected land in the County*

Policy NE3.2: *Continue expanding the network of protected corridors of woodlands and open space as set forth in the Greenways Master Plan.*

Policy NE3.3: *Preserve 80 percent of undeveloped land within the PPA through protective easements in order to meet the State's PPA protection goal.*

The Green Infrastructure Plan, an update to the 2002 Greenways Master Plan is in the process of being drafted. See the 2002 Greenways Master Plan.

Connects to Goal BE2 and Policy HE2.5

GOAL NE4:
Improve and protect water quality by reducing impacts from stormwater runoff, wastewater discharge, and septic systems.

Policy NE4.1: *Achieve or exceed Federal and State mandated water quality standards.*

Policy NE4.2: *Limit the addition of impervious surfaces, and encourage the reduction of impervious surfaces.*

Policy NE4.3: *Reduce total nutrient loads from onsite septic systems and small community-based systems (also known as "minor systems").*

Policy NE4.4: *Reduce sediment pollution from active construction sites.*

Policy NE4.5: *Implement efficient and effective stormwater management best management practice (BMP) design and maintenance review and improve BMP education and awareness.*

Policy NE4.6: *Provide the highest level of economically achievable wastewater treatment at all County Water Reclamation Facilities in order to reduce pollutant loads to water bodies.*

Climate Resilience policies are integrated throughout the plan and are highlighted in Built Environment Goal 16.

GOAL NE5:
Ensure the safe and adequate supply of groundwater resources and wastewater treatment services for current and future generations.

Policy NE5.1: *Encourage water conservation and protection of the County's groundwater resources.*

Policy NE5.2: *Ensure adequate capacity at the County's Water Reclamation Facilities to treat existing and projected wastewater flows outlined in the Master Plan for Water Supply and Sewerage Systems.*

Policy NE5.3: *Develop a long-term public water and sewer infrastructure replacement program.*

GOAL NE6:
Create resilient, environmentally-sound and sustainable communities.

Policy NE6.1: *Improve interdepartmental coordination to establish consistent environmental data in order to maximize the success of sustainable and resilient policies.*

Policy NE6.2: *Improve communications and outreach with County Residents to engage and educate regarding sustainable and resilient policies.*

The Water and Sewer Master Plan provides more details about the capacity and management of County water supply.

Photo Credit: Chesapeake Bay Program

Following adoption of Plan2040, the County will prepare plans in each of nine Regions. These Region Plans will effectively update the Small Area Plans that were prepared between 1997 and 2004. The Region Plans are discussed in Chapter 6 of this document.

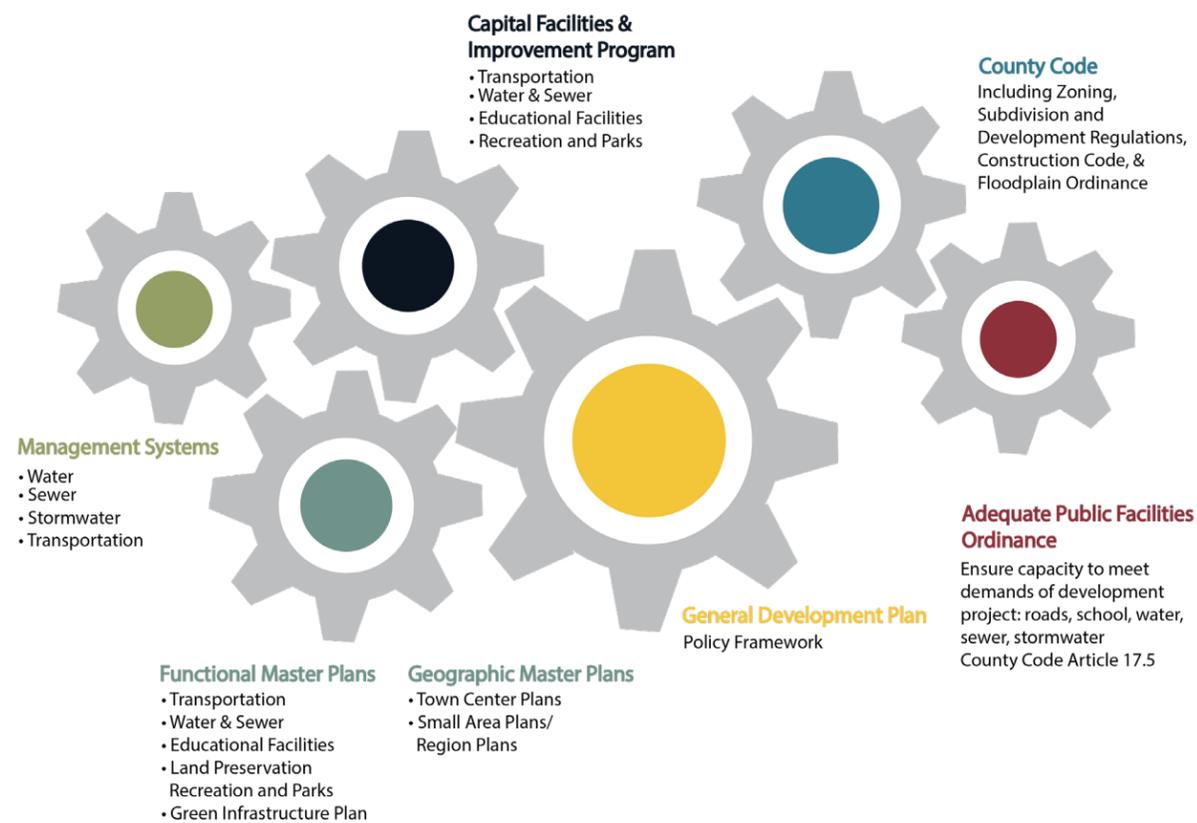Implementation strategies, performance measures, and an implementation schedule to track progress are included in Chapter 7 of this document.

> **Many of the goals and policies refer to other plans developed for specific topics, such as transportation. Some topics, such as housing and jobs are referenced in multiple goals and policies. Look for these icons to find references for further information.**

Existing Growth Management Program

Anne Arundel County first established a Growth Management Program in its 1978 General Development Plan. Today, this program has largely remained unchanged. The overall objectives of growth management in the County are to:

- Guide the majority of development to targeted areas where there is existing infrastructure and a mix of employment, residential, commercial, and recreation opportunities. This creates opportunities to live, work, and play in close proximity and reduce travel demand.
- Provide adequate infrastructure to support demand created by development
- Protect environmentally sensitive areas
- Preserve the rural and agricultural character of South County
- Maintain the stability of existing residential neighborhoods

Capital Facilities & Improvement Program
• Transportation
• Water & Sewer
• Educational Facilities
• Recreation and Parks

County Code
Including Zoning, Subdivision and Development Regulations, Construction Code, & Floodplain Ordinance

Management Systems
• Water
• Sewer
• Stormwater
• Transportation

Adequate Public Facilities Ordinance
Ensure capacity to meet demands of development project: roads, school, water, sewer, stormwater
County Code Article 17.5

General Development Plan
Policy Framework

Functional Master Plans
• Transportation
• Water & Sewer
• Educational Facilities
• Land Preservation Recreation and Parks
• Green Infrastructure Plan

Geographic Master Plans
• Town Center Plans
• Small Area Plans/ Region Plans

Growth Management Program: Six Elements

General Development Plan • • • • The County's official policy document for guiding its physical growth and development. It provides a framework for the coordinated implementation of the Growth Management Program and specific goals, policies and strategies for the environment, land use, housing, transportation and other physical and community aspects of the County's development.

Adequate Public Facilities Regulations • • • • The principle mechanism that directs growth to areas where adequate public infrastructure exists or will exist. It provides explicit standards for the level of public services which are the pre-conditions of development. It sets requirements to enable the County to provide public schools, roads, other infrastructure facilities in a timely manner; and achieve the General Development Plan's goals, policies and strategies.

Management Systems • • • • Analysis methods to measure impacts of development, monitor growth and aid the County's departments in delivering services. These include systems such as the Sewer and Water Allocations Management Program (SWAMP) which provides a continuous accounting of water and wastewater system capacities and the Capital Program Management System that tracks the scheduling and financial aspects of public capital projects.

Functional Master Plans • • • • Plans that focus on specific systems such as the Transportation Functional Master Plan, the Water and Sewer Master Plan, Land Preservation Parks and Recreation Plan, Greenways Plan, and specific geographic regions such as the Region Plans or the Town Center master plans. The purpose of these plans is to complement, detail and assist in implementing the goals, policies and strategies of the General Development Plan.

Capital Facilities and Improvement Program • • • • The County's plans and budgets for expenditures to meet capital facility needs in a timely manner, allow growth in an orderly manner and implement the General Development Plan's goals, policies and strategies.

County Code • • • • The County's requirements that regulate zoning, permitted uses, subdivision of land, grading, construction, stormwater management, sediment and erosion, environmental and open space protection and conservation in order to implement the General Development Plan's goals, policies and strategies.

Regulation of Land Development

Land development is regulated by an interrelated set of Federal, State, and local laws. Maryland law requires local governments to prepare growth management plans, like Plan2040. The Plan is implemented through investments in public infrastructure and through local ordinances, including the zoning ordinance (Title 18 of Anne Arundel County Code) and the subdivision and development ordinance (Title 17). There are multiple Federal, State, and local laws designed to protect natural resources from adverse impacts from land development. These include the Critical Areas ordinance that protects shoreline areas, the Forest Conservation Ordinance, and stormwater runoff management requirements.

Anne Arundel County Regulatory Framework

General Development Plan
Small Area Plans/Region Plans
Policy framework, not regulation

Zoning Code
Establishes allowed uses, scale of development, parking requirements
County Code Article 18

Development Regulations

Review Processes

Subdivision
County Code Article 17.3

Site Development
County Code Articles 17.4 & 17.6

Grading & Building Permits
County Code Articles 15, 16, & 17

Adequate Public Facilities
Ensure capacity to meet demands of development project: roads, school, water, sewer, stormwater County Code Article 17.5

Construction Codes
Building life safety, accessibility, energy efficiency requirements. Mechanical, electrical, and plumbing system requirements County Code Article 15

Manuals

Design Manual
Standard specifications for construction projects

Maryland Stormwater Design Manual

County Stormwater Management Practices and Procedures Manual

Forest Conservation Technical Manual

Landscape Manual

Resource Protections

Forest Conservation
County Code Article 17.6.3

Stormwater Management & Floodplain Management
County Code Article 16

Critical Areas and Bogs
Limits development within 1000' of Chesapeake Bay and within Bog Protection Areas County Code Articles 17.8 & 17.9

Wetlands, Streams, Steep Slopes
County Code Article 17.6.4

Historical and Archaeological Resources and Cemeteries
County Code Article 17.6.5

Agricultural Land Preservation
County Code Article 17.10

Alignment with State of Maryland 12 Visions

Maryland's growth management law created 12 Visions which reflect the State's ongoing aspiration to develop and implement sound growth and development policy. Local jurisdictions are required to include the Visions in the local comprehensive plan and implement them through zoning ordinances and regulations.

State of Maryland Visions	Where Addressed in Plan2040
Quality of Life and Sustainability: A high quality of life is achieved through universal stewardship of the land, water, and air resulting in sustainable communities and protection of the environment.	Included throughout Plan2040. See especially: Vision, Themes, and Goals NE1, NE2, NE3, NE6, BE1, BE2, and BE3 and their supporting policies.
Public Participation: Citizens are active partners in the planning and implementation of community initiatives and are sensitive to their responsibilities in achieving community goals.	Summary of public participation provided in Our Community, Our Voice section and in the public engagement appendix. Commitment to community engagement in future planning: BE3
Growth Areas: Growth is concentrated in existing population and business centers, growth areas adjacent to these centers, or strategically selected new centers.	Development, Redevelopment and Revitalization are concentrated in areas identified on the Planned Land Use Map, Development Policy Area Map in the Planning for the Built Environment Goals BE5, BE6, BE7, BE8, BE9, BE10 and BE13 and supporting policies.
Community Design: Compact, mixed–use, walkable design consistent with existing community character and located near available or planned transit options is encouraged to ensure efficient use of land and transportation resources and preservation and enhancement of natural systems, open spaces, recreational areas, and historical, cultural, and archeological resources.	Compact, mixed use, walkable design consistent with community character: Goals BE 1, BE 2, BE3, BE5, BE7; Focusing development near transit: Goals BE7, BE9; Preservation and enhancement of nature, open space, and recreation areas: Goals NE 1, NE2, NE3, HC8; Preservation of historical and cultural resources: BE14
Infrastructure: Growth areas have the water resources and infrastructure to accommodate population and business expansion in an orderly, efficient, and environmentally sustainable manner.	Water and sewer infrastructure: Goal NE5; Transportation infrastructure: BE1, BE15; Schools, Libraries, Services for Aging population and individuals with Disabilities, Park and Recreation Facilities, Waste Management Services, Police, Fire and Emergency Service: BE1, HC1, HC2, HC3, HC4, HC5, HC6, HC8, HC9 and HC10
Transportation: A well–maintained, multimodal transportation system facilitates the safe, convenient, affordable, and efficient movement of people, goods, and services within and between population and business centers.	Goal BE15 and Move Anne Arundel!, Transportation Functional Master Plan adopted by County Council and referenced in Plan2040.
Housing: A range of housing densities, types, and sizes provides residential options for citizens of all ages and incomes.	Goals BE11 and BE12
Economic Development: Economic development and natural resource–based businesses that promote employment opportunities for all income levels within the capacity of the State's natural resources, public services, and public facilities are encouraged.	Addressed in Planning for a Healthy Economy Goals HE1, HE2, HE3, HE4, HE5, HE6, and HE7 and their supporting policies.
Environmental Protection: Land and water resources, including the Chesapeake and coastal bays, are carefully managed to restore and maintain healthy air and water, natural systems, and living resources.	Addressed in Planning for the Natural Environment Goals, NE1, NE2, NE3, NE4 and their supporting policies.
Resource Conservation: Waterways, forests, agricultural areas, open space, natural systems, and scenic areas are conserved.	Addressed in Planning for the Natural Environment Goals, NE1, NE2, NE3, NE4 and their supporting policies.
Stewardship: Government, business entities, and residents are responsible for the creation of sustainable communities by collaborating to balance efficient growth with resource protection.	Included throughout Plan2040. See especially: Vision, Themes, and Goals NE1, NE2, NE3, NE6, BE1, BE2, and BE3 and their supporting policies.
Implementation: Strategies, policies, programs, and funding for growth and development, resource conservation, infrastructure, and transportation are integrated across the local, regional, state, and interstate levels to achieve these Visions.	Integrated throughout Plan2040 and addressed specifically in the Implementation Plan appendix.

Introduction

Located on the western shore of Chesapeake Bay, Anne Arundel County is a landscape of rivers, forests, and farms. It is a rolling terrain with dramatic views and steep slopes. There are expansive tidal marshes and wetlands along our rivers and in low-lying areas (see Streams and Wetlands figure). We share this landscape with great blue herons, osprey, crabs, and many other wildlife species. Our natural resources are valued as one of Anne Arundel County's most important assets. They provide clean water, erosion and flood control, tremendous recreation opportunities, and are vital to our economic health. Over 35,500 acres of land in the County is preserved as recreation and natural resource lands under Federal, State, and County ownership (see Parks and Open Space figure).

The Planning for the Natural Environment chapter focuses on the following topics:

- Environmentally Sensitive Areas (Goal NE1)
- Forests, Greenways, and Priority Agriculture Preservation Areas (Goals NE2 and NE3)
- Water Resources (Goals NE4 and NE5)
- Sustainable Communities (Goal NE6)

Equity in the Natural Environment

Across Anne Arundel County, community members have expressed support for protecting trees and water quality. The presence of trees and quality of water varies across the County. Analysis of tree cover demonstrates the relative lack of trees in North County, which studies have shown contributes to poor air quality, poor water quality, and "heat islands" in the summer. Similarly, studies show that the tidal portions of the Patapsco River and its watershed in North County are the most degraded in the County. The large majority of the subwatersheds ranked as highest priority for restoration are in North County and around Parole. Much of these areas were developed prior to modern environmental regulations that require measures to protect trees and water quality. Redevelopment and restoration projects both have the potential to improve environmental conditions for residents in these areas. Areas with the most degraded environmental conditions have lower median incomes and disproportionately higher concentrations of minorities than the rest of the County.
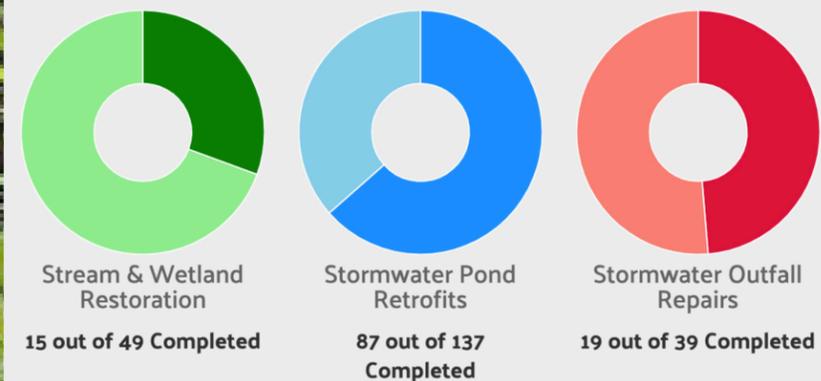
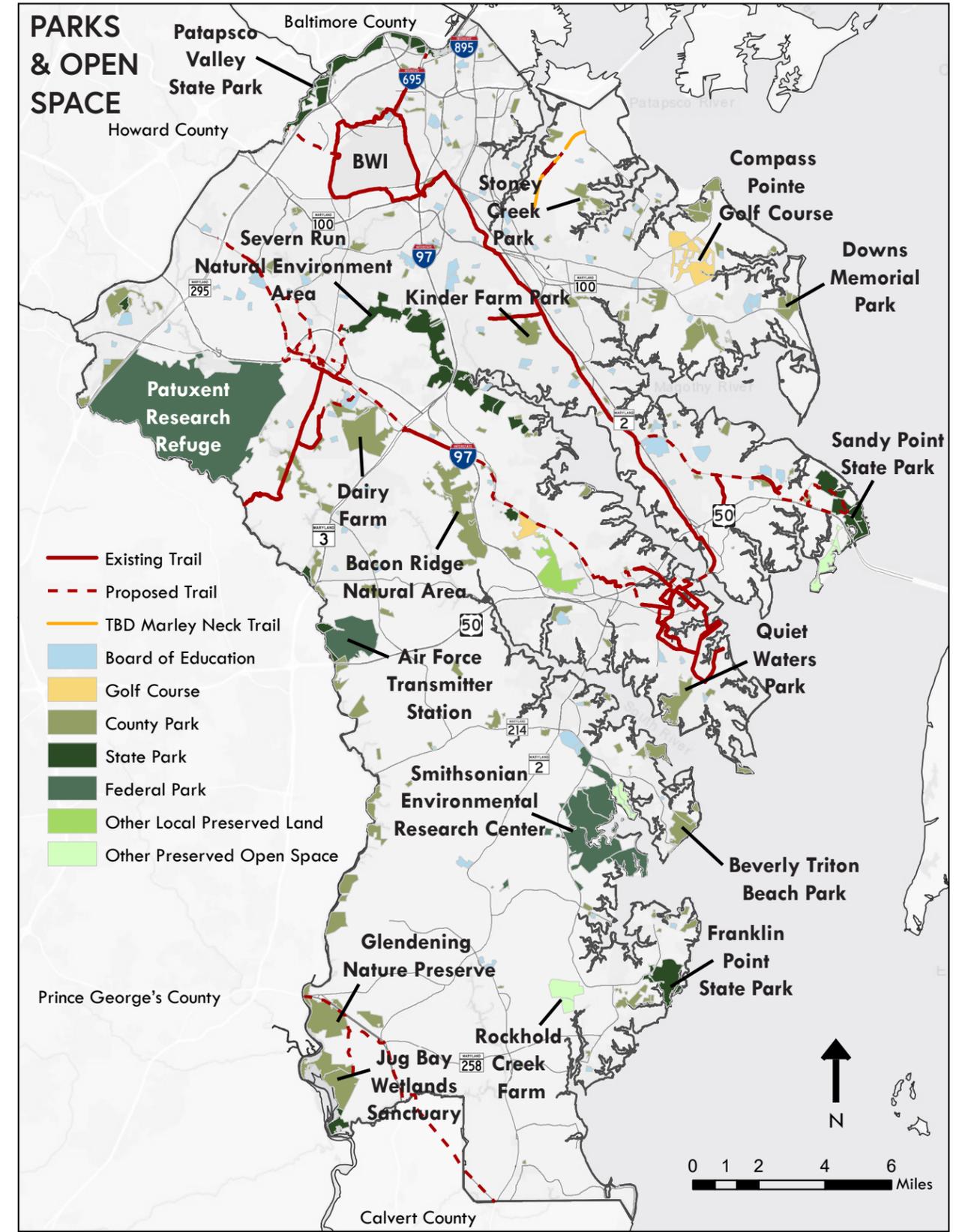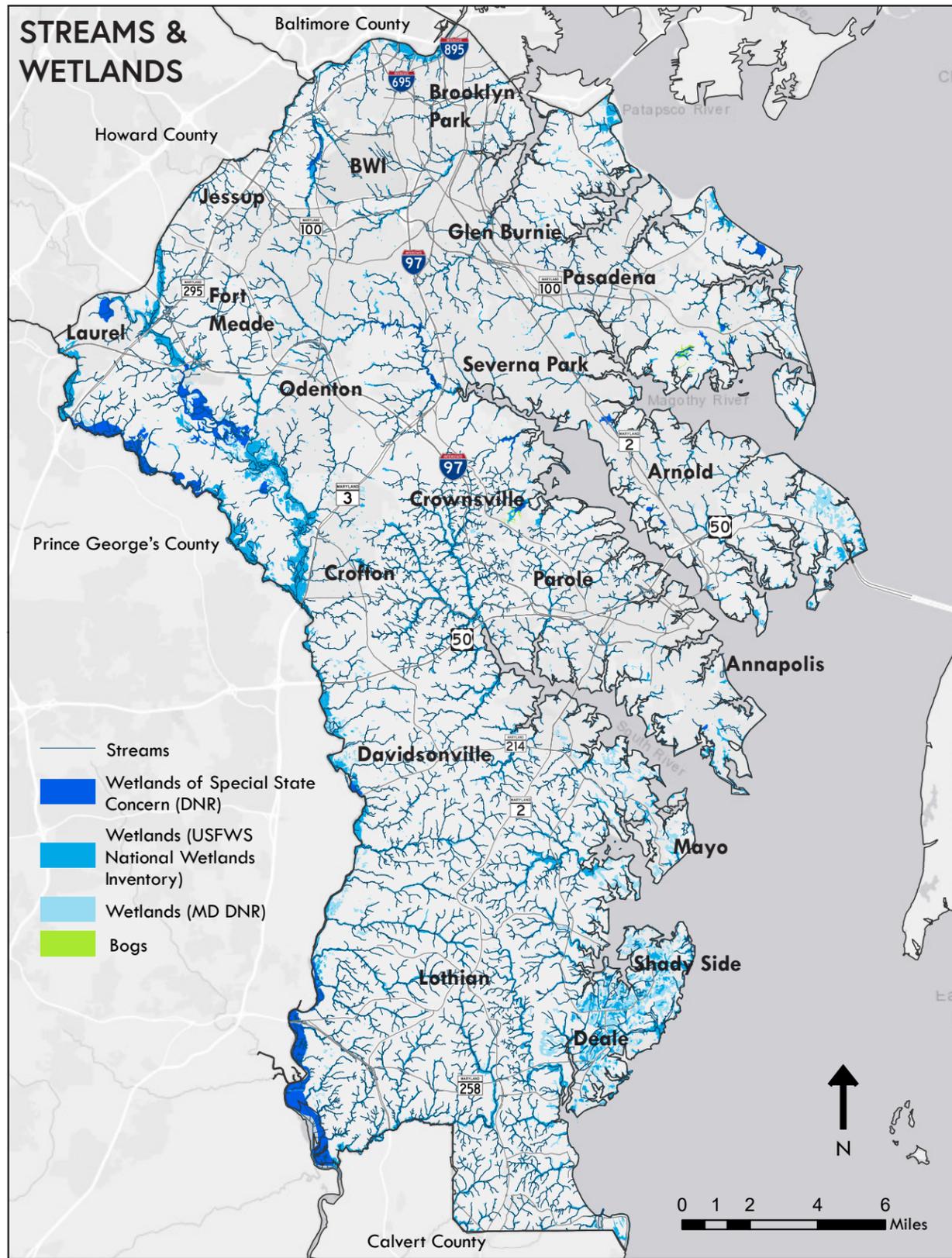Photo Credit: Chesapeake Bay Program

Challenges

- After decades of focused restoration efforts, the health of the Chesapeake Bay continues to struggle. The 2020 State of the Bay report gives an overall grade of D+.
- The County lost approximately 2,496 acres of tree canopy between 2013 and 2017.
- Pressure to develop in rural areas of the County combined with substantial market and regulatory obstacles to redevelopment in urban areas threatens the economic viability and character of both rural and urban areas.
- Agricultural impacts to water quality.

Opportunities

- The County Council strengthened the Forest Conservation Ordinance in 2019 to reduce loss of trees from development.
- Continue to implement stream and wetland restoration projects and repair and retrofit existing stormwater management facilities.
- Increase amount of agricultural land protected - currently over 13,900 acres.
- Design and construct infrastructure to be resilient to impacts of climate change.
- Improved agricultural management of soil and water quality.

Bureau of Watershed Protection and Restoration Project Goals
(Number of projects completed/anticipated)

Stream & Wetland Restoration	Stormwater Pond Retrofits	Stormwater Outfall Repairs
15 out of 49 Completed	87 out of 137 Completed	19 out of 39 Completed

STREAMS & WETLANDS

Baltimore County
Howard County
Prince George's County
Calvert County

Brooklyn Park
BWI
Jessup
Glen Burnie
Pasadena
Fort Meade
Laurel
Odenton
Severna Park
Crownsville
Arnold
Crofton
Parole
Davidsonville
Annapolis
Mayo
Shady Side
Lothian
Deale

Patapsco River
Magothy River
Severn River

Legend
Streams
Wetlands of Special State Concern (DNR)
Wetlands (USFWS National Wetlands Inventory)
Wetlands (MD DNR)
Bogs

0 1 2 4 6 Miles
N

PARKS & OPEN SPACE

Baltimore County
Howard County
Prince George's County
Calvert County

Patapsco Valley State Park
BWI
Stoney Creek Park
Compass Pointe Golf Course
Downs Memorial Park
Severn Run Natural Environment Area
Kinder Farm Park
Patuxent Research Refuge
Dairy Farm
Sandy Point State Park
Bacon Ridge Natural Area
Air Force Transmitter Station
Quiet Waters Park
Smithsonian Environmental Research Center
Beverly Triton Beach Park
Glendening Nature Preserve
Franklin Point State Park
Rockhold Creek Farm
Jug Bay Wetlands Sanctuary

Patapsco River

Legend
— Existing Trail
--- Proposed Trail
— TBD Marley Neck Trail
Board of Education
Golf Course
County Park
State Park
Federal Park
Other Local Preserved Land
Other Preserved Open Space

0 1 2 4 6 Miles
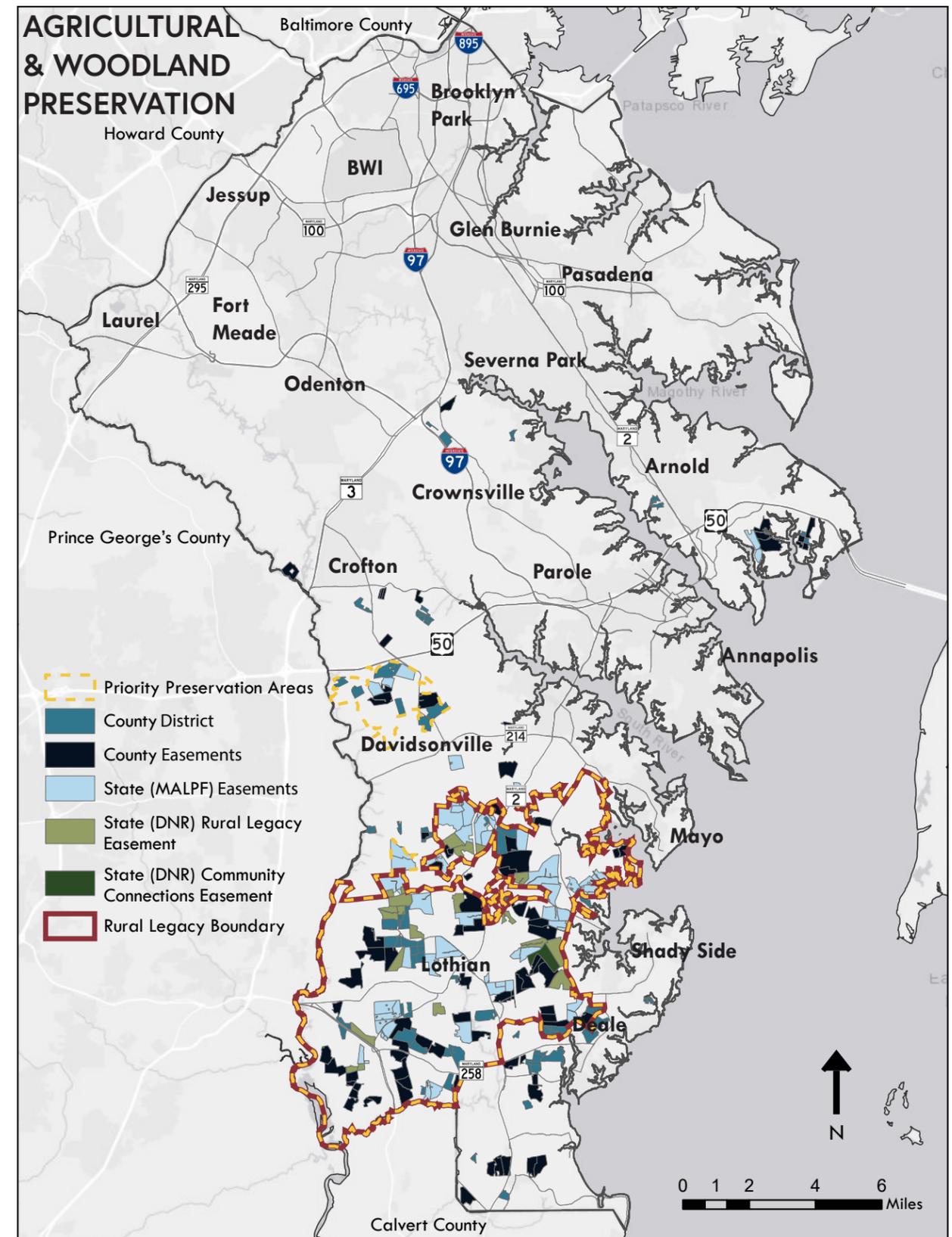N

Agricultural Preservation

An overall goal of preserving 20,000 acres of agricultural land and woodlands in South County was established in 1993. Anne Arundel County has established a robust set of agricultural preservation programs to achieve that goal, including three easement programs, development regulations, public outreach, and an advisory board. The agricultural preservation program focuses on maintaining agriculture as a viable and sustainable sector of the economy and on preserving agriculture as a key element of the rural character of South County. Based on these efforts and others, the County has made significant strides toward meeting its preservation goals. Approximately 13,961 acres have been preserved through easements and an additional 10,000 acres through protective RA zoning at one dwelling unit per twenty acres.

Priority Preservation Area

A Priority Preservation Area (PPA) program was developed as part of the 2009 GDP in accordance with the State Agricultural Stewardship Act of 2006. The PPA targets agricultural preservation funds to those areas that will provide the most benefit toward meeting a county's preservation goals. The State Agricultural Stewardship Act of 2006 requires that a PPA meet the following criteria:

- The area must contain productive agricultural or forest soils or be capable of supporting profitable agricultural and forestry enterprises;
- The area must be governed by local policies that stabilize the agricultural or forest land base so that development does not convert or compromise agricultural and forestry resources;
- The area must be large enough to support the kind of agricultural operations that the County seeks to preserve; and
- The area must include an acreage goal for land to be preserved through easements and zoning equal to at least 80% of the remaining undeveloped land in the PPA.

Based on these criteria, the County has defined a PPA boundary by identifying properties that contain productive soils (Class I, II or III soil types), that lie within the Rural Agricultural (RA) zoning district, and that are 50 acres or more in size. The County also took into consideration proximity to land parcels already protected by an agricultural preservation easement as well as the potential to form larger contiguous areas of preserved land. The PPA consists of approximately 40,390 acres of land in two separate areas and includes approximately 450 individual land parcels that are at least 50 acres in size and are zoned RA. With this update to the GDP, the County is increasing the area within the PPA. The boundary of the southern portion of the PPA has been adjusted to match the Rural Legacy Area boundary at the southeastern extent. The newly expanded PPA will include six additional existing easement properties totaling 558 acres. Approximately 14,865 acres are protected within the PPA by agricultural and woodland easements and districts. An additional 5,035 acres are County, State, and Federally-owned land, and 236 acres are preserved by the Maryland Environmental Trust or private land trusts. Current zoning of one dwelling unit per twenty acres also protects much of the agricultural land and woodland operations in the PPA by limiting development.

AGRICULTURAL & WOODLAND PRESERVATION

Legend:
- Priority Preservation Areas
- County District
- County Easements
- State (MALPF) Easements
- State (DNR) Rural Legacy Easement
- State (DNR) Community Connections Easement
- Rural Legacy Boundary

Goals and Policies

The following goals and policies are designed to protect natural resources in the County. They include measures to identify, protect, and restore sensitive environmental features, improve water quality, and report on progress of these efforts. The goals, policies, and strategies in this section supplement the Sensitive Areas and Water Resources Plans in Volume II.

Protection of agricultural land is also addressed in this chapter; however, economic development goals and policies related to agriculture are located in the Planning for a Healthy Economy Chapter.

The goals and policies include aspirational statements for the environment we strive to attain, as well as compliance with Federal and State regulatory requirements. The regulatory requirements include the National Pollutant Discharge Elimination System Municipal Separate Storm Sewer System (NPDES-MS4) permit and the Chesapeake Bay Total Maximum Daily Load (TMDL).

GOAL NE1:

Preserve, enhance, and restore sensitive areas, including habitats of rare, threatened, and endangered species, streams, floodplains, tidal and non-tidal wetlands, bogs, shorelines, steep slopes, and all applicable buffers.

Policy NE1.1: *Protect the natural role that environmental features provide to reduce stormwater runoff impacts, improve water quality, and enhance wildlife habitat by increasing and tracking the protections afforded during the development process.*

Policy NE1.2. *Protect environmentally sensitive areas in the County's Critical Areas*

Policy NE1.3: *Protect, enhance, and create living shorelines and nearshore habitat.*

Policy NE1.4: *Protect unique environmental features and habitats including the Jabez Branch, Magothy Bog Complex, and other features or areas identified by the State or the County.*

Policy NE1.5: *Reduce the use of pesticides that are known to impact wildlife habitat, human health, and water quality.*

GOAL NE2:

Retain existing forest cover, increase forest replanting efforts, and increase urban tree canopy.

Policy NE2.1: *Expand the amount of forest and tree canopy cover across all watersheds.*

Policy NE2.2: *Develop, establish and implement a Forestry Management Program.*

GOAL NE3:

Expand, enhance and continue to protect the County's greenways, open space, rural areas, including the Priority Preservation Area (PPA).

The Green Infrastructure Plan, an update to the 2002 Greenways Master Plan is in the process of being drafted. See the 2002 Greenways Master Plan.

Policy NE3.1: *Increase the amount of protected land in the County*

Policy NE3.2: *Continue expanding the network of protected corridors of woodlands and open space as set forth in the Greenways Master Plan.*

Policy NE3.3: *Preserve 80 percent of undeveloped land within the PPA through protective easements in order to meet the State's PPA protection goal.*

Connects to Goal BE2 and Policy HE2.5

GOAL NE4:

Improve and protect water quality by reducing impacts from stormwater runoff, wastewater discharge, and septic systems.

Policy NE4.1: *Achieve or exceed Federal and State mandated water quality standards.*

Policy NE4.2: *Promote development/ redevelopment policies that lead to a reduction of impervious surfaces.*

Policy NE4.3: *Reduce total nutrient loads from onsite septic systems and small community-based systems (also known as "minor systems").*

Policy NE4.4: *Reduce sediment pollution from active construction sites.*

Policy NE4.5: *Implement efficient and effective stormwater management best management practice (BMP) design and maintenance review and improve BMP education and awareness.*

Policy NE4.6: *Provide the highest level of economically achievable wastewater treatment at all County Water Reclamation Facilities in order to reduce pollutant loads to water bodies.*

Policy NE4.7: *Adjust current stormwater fees to encourage reduction of large areas of impervious surface.*

Climate Resilience policies are integrated throughout the plan and are highlighted in Built Environment Goal 16.

Photo Credit: Chesapeake Bay Program

GOAL NE5:

Ensure the safe and adequate supply of groundwater resources and wastewater treatment services for current and future generations.

Policy NE5.1: *Encourage water conservation and protection of the County's groundwater resources.*

Policy NE5.2: *Ensure adequate capacity at the County's Water Reclamation Facilities to treat existing and projected wastewater flows outlined in the Master Plan for Water Supply and Sewerage Systems.*

Policy NE5.3: *Develop a long-term public water and sewer infrastructure replacement program.*

The Water and Sewer Master Plan provides more details about the capacity and management of County water supply.

GOAL NE6:

Create resilient, environmentally-sound and sustainable communities.

Policy NE6.1: *Improve interdepartmental coordination to establish consistent environmental data in order to maximize the success of sustainable and resilient policies.*

Policy NE6.2: *Improve communications and outreach with County Residents to engage and educate regarding sustainable and resilient policies.*

Introduction

Anne Arundel County transformed in the 1900's from a largely rural area of farms and forests, to a suburb of Baltimore and Washington, DC, characterized primarily by residential subdivisions. As of 2018, approximately 37% of the land in the County has been developed for residential uses (see Land Use Distribution by Acreage Figure). Nearly half of all residential development in the County occurred before 1980. Between 1980 and 2000, the County had an average increase of 3,500 housing units annually, with residential development peaking in the 1990s. Since 2009, housing production has slowed to an average of 1,900 units annually. Many factors account for this slowdown, including the economic recession (2007-2009), Adequate Public Facility requirements, and the diminishing amount of undeveloped land. The large majority of housing in the County is single-family detached residences, but that trend is shifting and since 2010 more townhomes and multifamily units have been constructed than single-family homes (see housing types and building permit figures).

The County continues to transform with the dramatically increased activity at Ft. Meade since the Base Realignment and Closure (BRAC) changes in the early 2000's, office and warehouse development around BWI Airport, and the development of town centers in Odenton and Parole. Residential development continues to be the largest land use in the County. Older residential areas are filling in with more houses, and there is pressure to build more housing on undeveloped property.

The region and Anne Arundel County are projected to continue to grow in population and employment. According to projections by the Baltimore Metropolitan Council, (a regional planning organization) the population of the County is projected to grow by approximately 50,000 people (29,000 households) by 2040. Countywide employment is projected to grow by more than 68,000 jobs by 2040. If current trends continue and the policies of Plan2040

are implemented, much of the growth would occur in the Town Center, Critical Economic and Transit-Oriented policy areas in the western and northern parts of the County and in the Annapolis vicinity. As population and employment continue to grow over the next twenty years, the inventory of vacant land is decreasing. Redevelopment will become the primary focus for residential and economic development.
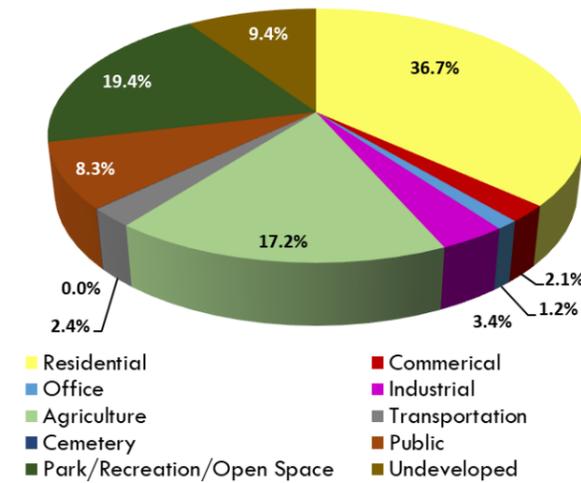
Commute patterns are changing and trips to Howard County and the District of Columbia metro area are now greater than trips to Baltimore. Commutes to work and local trips are becoming more difficult and less safe. Plan2040 incorporates the range of transportation solutions adopted in Move Anne Arundel! to improve the system.

It is important to consider the rights of private property owners in government planning and regulation of land use. The Plan2040 goals and policies set a framework to regulate development. The vast majority of development in the County is constructed by private parties on privately owned property. The County has authority to regulate land use within the limits of protections of private property rights in the US Constitution and Maryland laws. Plan2040 and development regulations adopted by the County Council strive to balance the rights of private landowners and the health and welfare of the public and the quality of the natural environment.

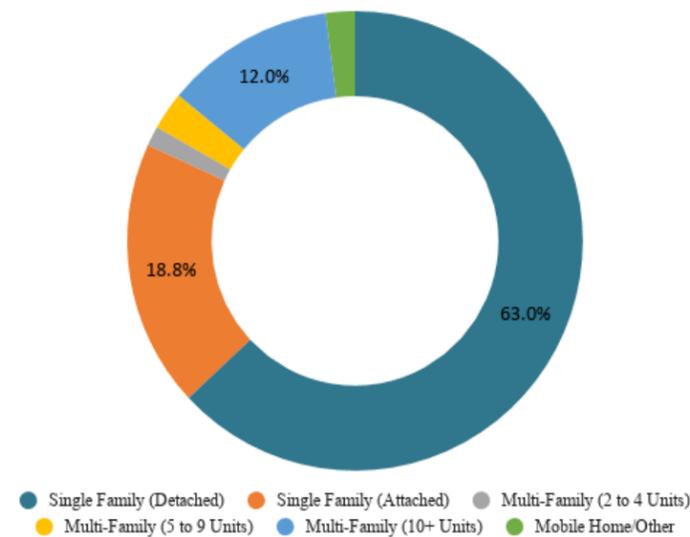The Planning for the Built Environment chapter focuses on the following topics:

- Land Use (Goals BE1 - BE10)
- Housing, including Affordable Housing (Goals BE11 - BE12)
- Community Revitalization (Goal BE13)
- Archaeology and Historic Resource Protection (Goals BE14)
- Transportation (Goal BE15)
- Climate Resilience (Goal BE16)
- Noise (Goal BE17)

Existing Land Use Distribution by Acreage Anne Arundel County - 2018

- Residential
- Office
- Agriculture
- Cemetery
- Park/Recreation/Open Space
- Commerical
- Industrial
- Transportation
- Public
- Undeveloped

Source: Anne Arundel County, Kimley-Horn & RKG Associates, Inc. 2018

Housing Types Anne Arundel County - 2019

- Single Family (Detached)
- Single Family (Attached)
- Multi-Family (2 to 4 Units)
- Multi-Family (5 to 9 Units)
- Multi-Family (10+ Units)
- Mobile Home/Other

Source: U.S. Census American Community Survey Estimates 2012-2016 and RKG Associates, Inc., 2018

Land Use Regulatory Challenges

Several challenges have been identified by community members and Office of Planning and Zoning staff. These include:

- **Modifications:** Certain Code requirements contained in Article 17 may be waived administratively through the Modification process outlined in the Code. However, granting Modifications to allow development that is inconsistent with the Vision and Goals of the GDP has become too common.
- **Permissive interpretation of low density residential zones:** Text amendments to the Zoning Code have allowed upzoning of uses that are inconsistent with the GDP and infrastructure capacity planning.
- **Planned Unit Developments and Cluster Developments:** These planning concepts were intended to promote high-quality and environmentally sensitive development, but have too often been used to force higher density development into areas where infrastructure and environmental resources cannot sustain it.

- **Infrastructure capacity in place before development occurs:** Ongoing traffic congestion, overcrowded schools in some areas of the County while there are over 10,000 empty school seats Countywide, are indicative of a need to thoroughly examine the County's Adequate Public Facilities (APF) regulations.

These issues relate to implementation of the GDP through Article 17 and Article 18, including the APF regulations.

Residential Building Permits Since 1971 - Anne Arundel County
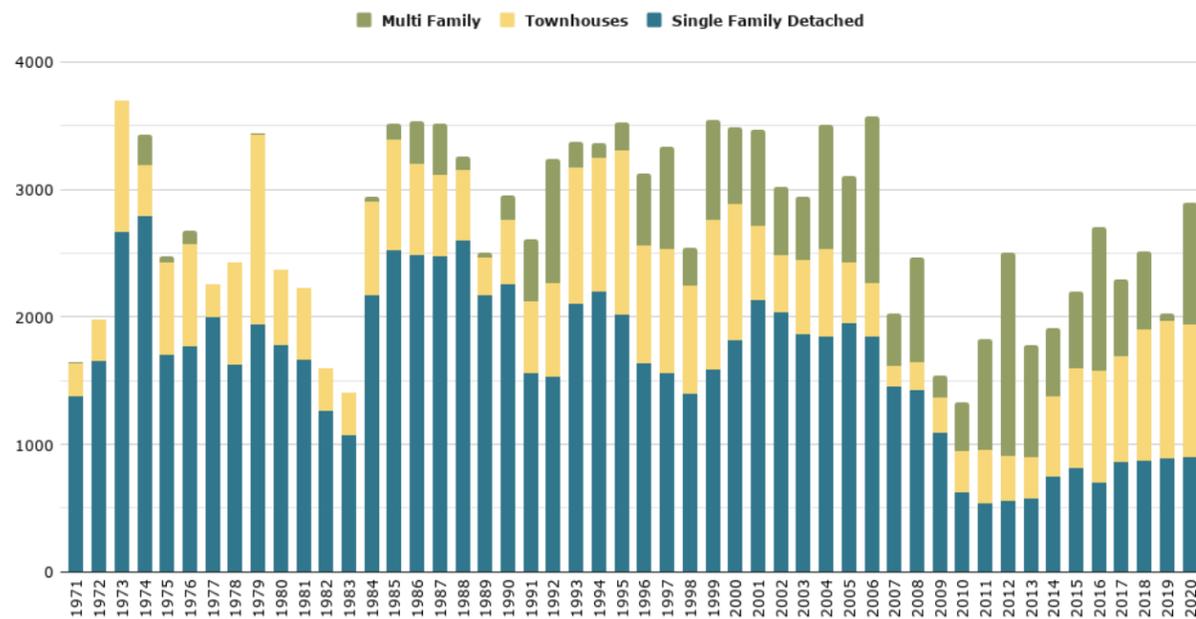

Source: County records

Challenges

- Anne Arundel County's population has grown by 92% between 1970 and 2020.
- Rate of population growth per decade has slowed from 15% in the 1970s to 14% in the 1980s to 6% in the 2010's.
- Population of County expected to increase by 0.4 - 1 % per year from 2020 to 2040.
- Adapting to shifting development patterns as redevelopment becomes more common and development of 'greenfield' properties (farmland and forests) becomes less common.
- Respecting the constraints of development on peninsulas.
- Focusing development, redevelopment and revitalization in the County's Town Centers, Critical Economic and Transit-Oriented policy areas.
- Over 37,000 households are on the waitlist for affordable housing assistance from the County's Housing Commission.
- Projected increase of 86,950 daily trips taken within, to, and from Anne Arundel County by 2040.
- Ensuring public services and infrastructure adequately meet needs. For the 2019-2020 school year, twelve elementary schools, two middle schools, and three high schools exceeded their State-Rated Capacity, yet over 10,326 school seats remain open Countywide.
- Resilience to emergencies including pandemics and climate change.

Opportunities

- Promoting context-sensitive development that recognizes the unique character and natural assets of our communities to make sustainable, great places.
- Realizing the opportunity of Town Centers to create vibrant places where people can live, work, learn, and play.
- Building housing to support all income levels and all stages of life.
- Utilizing strategic, cost-effective investments to improve the transportation system with more options for public transit, walking, and biking.
- Leveraging private and public sector Investments in infrastructure and public services to meet the needs of a changing population.
- Planning, designing, and building to become more resilient to changes in transportation, the economy, and the climate.
- Adapting County land use, housing, and transportation policies and programs to address the County's shifting demographics.
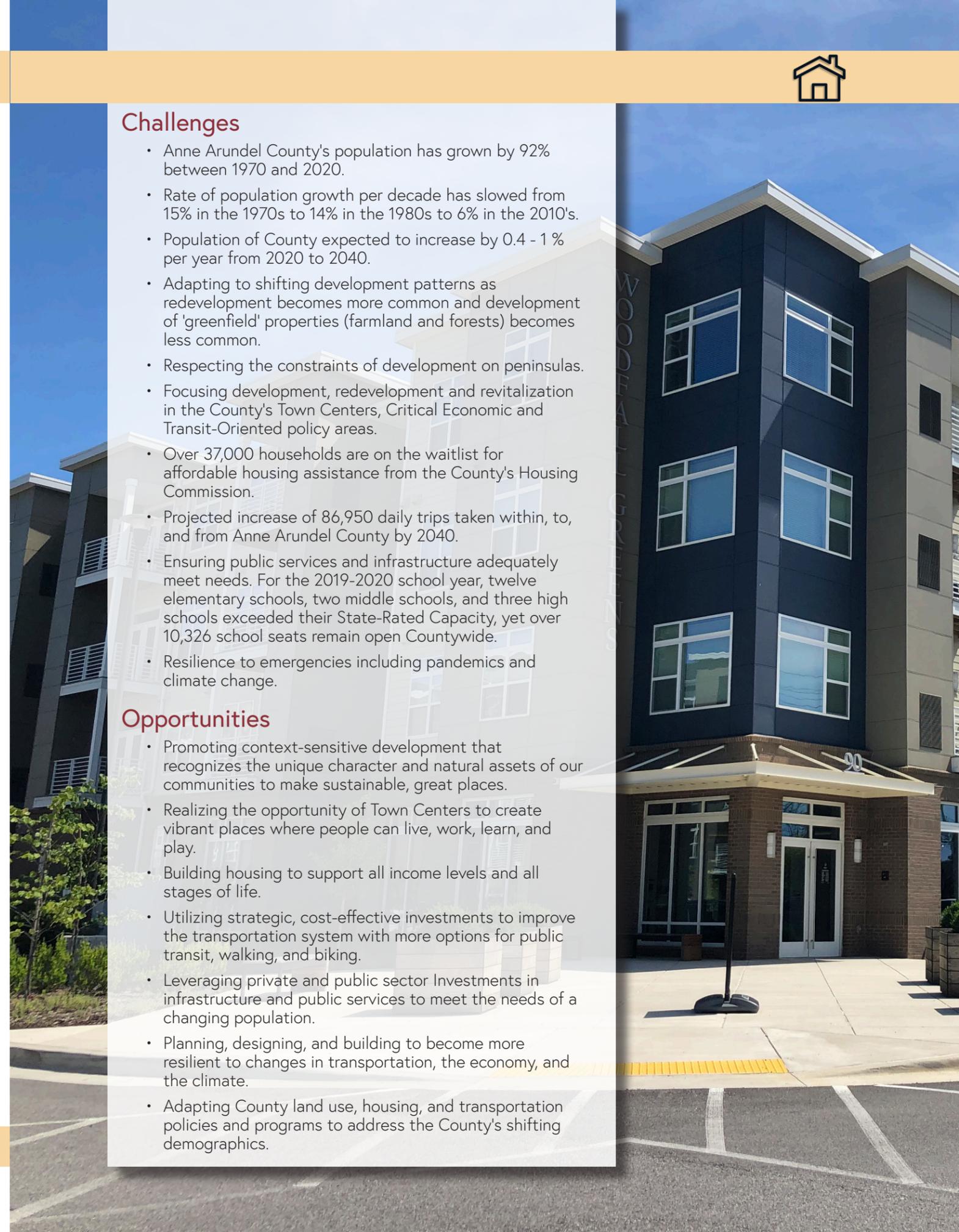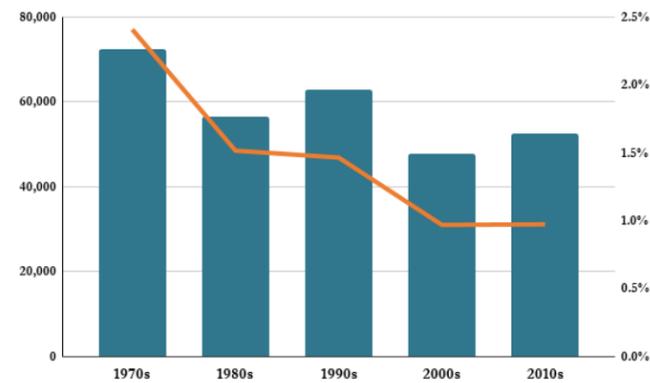
Consideration of Cap on Permits

Through the Plan2040 planning process, some advocacy groups have promoted the idea of placing a limit on the number of residential units that can be permitted in the County in total in any year. The rationale for this limit on building permits is to protect environmental resources, control increased traffic, and protect quality of life.

Based on a thorough assessment of past development trends, combined with a data-driven forecast for future development potential, the Office of Planning and Zoning (OPZ) does not support an effort to create and/or apply some form of building permit cap at the present time. The best available data indicates Anne Arundel County is growing at "slower" average annual growth rates, and that trend is expected to continue. Although highly unlikely, should the County return to growth pressures experienced in the 1960's to 1970's, the issue of future growth controls can be reconsidered. OPZ has serious concerns about the legality, efficacy, lack of supporting data, and potential unintended consequences in establishing a cap on residential permits.

Change in Population Per Decade and Average Annual Growth Rate

Source: RKG Associates, Land Use Market Analysis, 2018

Legality - A cap on residential permits will come in tension with fundamental legal constraints on land use regulation, including private property rights and the need for land use laws to not be arbitrary or capricious, apply equally and fairly to all, and to have a nexus and reasonable proportionality to impacts they are designed to redress. There are many existing legal lots of record in the County. It is not legally possible to deny those property owners the right to develop based on a permit cap.

Current/Future Growth Rates - As indicated in the figure above, the average annual growth rate of the County has been declining over the last four decades. In 2019, the County grew by just 0.7 percent.

Efficacy - The County has a broad set of tools to address impacts to the environment and infrastructure. OPZ does not believe that a permit cap system would provide greater protection than existing growth management tools. Rather, it would seem more effective to consistently apply Code regulation and review and make the existing tools more stringent in their protections and requirements.

Unintended Consequences - The real estate market functions on supply and demand. Limits on permits that result in under supply is likely to drive real estate prices up, exacerbating issues of affordability.

Anne Arundel County Growth and Infrastructure Policy

It is acknowledged that certain elements of the County's Adequate Public Facilities (APF) program have produced "uneven" results. Much of the County is in a limited moratorium for new residential subdivision activity as a result of individual school and feeder system overcrowding. This situation has and is expected to continue despite the fact that the County has averaged approximately 10,000 vacant seats for the overall public school system. Transportation-related issues have also been demonstrated as transportation infrastructure improvements have not kept pace with development.

In 2020, the County Executive appointed a workgroup to evaluate the adequate public facilities program and recommend improvements. Two subgroups were formed, one focusing on public schools and one focusing on transportation. As of December 2020, the transportation subgroup is still evaluating data and options and has not yet made any recommendations. The schools subgroup has recommended the County update the current adequate public facilities ordinance for public schools using the 2020-2024 Montgomery County, MD Growth and Infrastructure Policy for Schools as a model. The Montgomery County model relied on a data-driven analysis to identify impacts to the school system based on housing growth and redevelopment trends, housing type, home ownership turnover, and student generation rates and cycles. Financing was based on a rebalancing of the fee and tax structure that funds school construction and renovation at the State and local levels.

In order to implement the overarching policy objectives of Plan2040, Anne Arundel County will undertake a comprehensive overhaul of the regulatory processes contained in Article 18 (Zoning Code) and Article 17 (Subdivision and Development Code). The APF regulations and accompanying implementation manuals will be overhauled as part of that process. It is envisioned that the current APF regulations for transportation be updated in accordance with future recommendations of the transportation subgroup. For public schools, staff working with the existing appointed Public Schools APF subgroup will be responsible for developing an initial draft of a new Growth and Infrastructure Policy. The estimated timeline for release of a first draft is approximately 18 months. It should be noted that initial work on this effort will commence prior to adoption of Plan 2040. Key elements to be considered in the effort include:

- Compilation of major data sets necessary for the effort
- Fiscal Impact Analysis
- Impact Fee Study
- Review of the recordation and transfer taxes
- Comprehensive review of redistricting school district boundaries
- Consideration of other existing or planned Plan2040 public policy objectives

Built Environment Goals 1 through 10 and their supporting Policies and Implementing Strategies provide direction for a comprehensive overhaul of certain elements of the growth management program including Article 17 (Subdivision and Development Code), Article 18 (Zoning Code) and the Adequate Public Facilities regulations to ensure that they more rigorously guide development to achieve the vision and themes of Plan2040.

Equity in the Built Environment

Race has had a profound impact on the way Anne Arundel County has developed. In the mid-1800's, prior to the Civil War, approximately one-third of the African Americans in the County were free people.[1] Some of these free blacks were able to buy land and created communities such as Freetown, Marley Neck, Pumphrey, and Queenstown. Some of these communities continue to be predominantly African American neighborhoods.

In the late 1800's and the first half of the 1900's, numerous beach communities were developed along Anne Arundel County's coast. These beach resorts were commonly segregated. Several African American beach resorts were developed, including Highland Beach, Browns Grove, and Carr's and Sparrow's Beach.

As suburban subdivision development began to dominate the County in the middle of the 1900's, many of these communities included restrictive covenants that prohibited African Americans from owning houses in them. Restrictive covenants were eventually ruled to violate the equal protection clause of the Fourteenth Amendment to the US Constitution.

In many parts of the Country, including Baltimore City, zoning codes began with explicit or implicit intent to segregate black and white communities. In Anne Arundel County, whether there was racial intent or not, zoning has contributed to separation of people by wealth and race. Multi-family housing has been excluded in the majority of residential zones.

This has contributed to concentration of low-income communities and communities of color into several small areas, particularly around Curtis Bay, Glen Burnie, Parole, and in the vicinity of Fort Meade.

By the time the Fair Housing Act of 1968 was passed, the suburban zoning pattern of the County was already in place and racial and socio-economic housing patterns were already established. Many single-family dwelling lots were not affordable to people of color, which made them exclusionary. To date, 63 percent of houses in Anne Arundel County are single-family detached dwellings. Current zoning allows multifamily apartments and condominiums in only 8 percent of the land in the County. To provide a greater choice of housing for everyone throughout the County, strategies should be developed to address housing inequity and promote diversity in our communities.

Equity concerns related to the built environment also include disproportionate exposure to air and noise pollution and lack of transportation options to provide equal access. Concentrations of industrial operations in the north of the County, proximity to Baltimore Washington International Thurgood Marshall Airport, and sand and gravel mines in South County all create risks of elevated exposure to air and noise pollution to nearby communities.

1 Fields, Barbara Jeane. 1985. Slavery and Freedom on the Middle Ground. Maryland during the Nineteenth Century. New Haven, Yale University Press.

Development Policy Area Map and Planned Land Use Map

The Development Policy Areas Map and Planned Land Use Map are fundamental elements of Plan2040. The maps guide the location and type of development and prioritize areas for conservation. These maps also guide investments in public services and public infrastructure.

The Development Policy Areas Map broadly identifies areas in the County where development and redevelopment are encouraged, as well as areas where preservation of rural or suburban character and natural features are prioritized. The Development Policy Areas will provide a logical and predictable framework for implementing the goals, policies, and implementing strategies in Plan2040. In addition, they provide a mechanism for making cost-effective investments in public facilities and services.

The Resource Sensitive Policy Area Overlay focuses on areas of natural, cultural, or physical features of special concern or significance within the County intended for conservation and preservation from the adverse effects of development. Development in these areas is guided by policies and regulations to limit or prohibit impacts of land uses to sensitive areas. Like the Village Center and Transit-Oriented Overlays, this policy area applies in addition to other Policy Areas. The Resource Sensitive Policy Area Overlay was created by combining a variety of maps and information provided by national, State, and local entities; and is used to make recommendations for the Planned Land Use Map.

The Planned Land Use Map is used to guide development patterns within the County based on the Vision, Goals Policies, and Development Policy Areas Map in Plan2040. This is achieved by designating areas with land use categories that represent development types (residential, commercial, industrial, mixed-use, etc.). The Planned Land Use Map builds on the fundamental principles of land use planning in Anne Arundel County for the past 40 years:

- Protect sensitive environmental areas
- Protect the rural character and agricultural economy of South County
- Manage the development and physical character of older, suburban residential areas
- Focus more intensive development in the Town Centers, Critical Economic Areas and Transit-Oriented Development Areas.

The Planned Land Use Map is implemented through zoning and through policies set forth in Plan2040. The Zoning Map and its corresponding regulations found in Article 18 of the County Code, is a tool that follows and implements the Planned Land Use Map by regulating the development that is allowed today. Zoning is more specific than Planned Land Use, with provisions to establish regulations such as permitted uses, maximum density, setbacks, structure height and coverage, minimum lot size and setbacks and required parking. In accordance with the State's Land Use Article, the Zoning Map must be consistent with the Planned Land Use Map. Other tools, such as development regulations, stormwater and environmental regulations, and historic preservation requirements, will implement the Plan2040 Vision and help shape how development occurs.

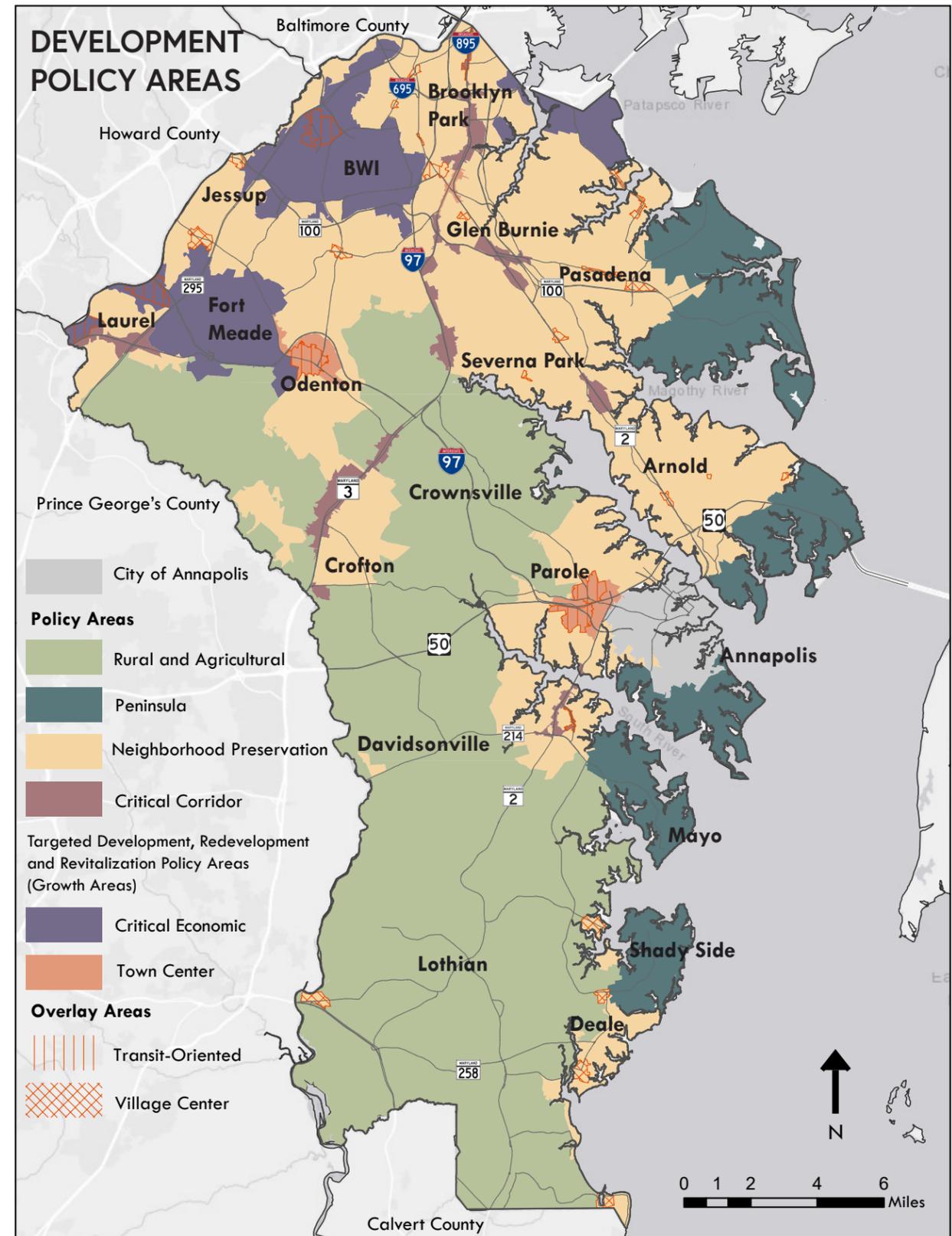The adopted land use map does not constitute a rezoning or a recommendation of approval of any proposed development. Proposed development on site shall be subject to all applicable regulations, including those regulations governing environmentally sensitive areas, at time of development.

Following adoption of Plan2040, Region Plans will be developed followed by comprehensive updates to the Zoning Map for each Region.
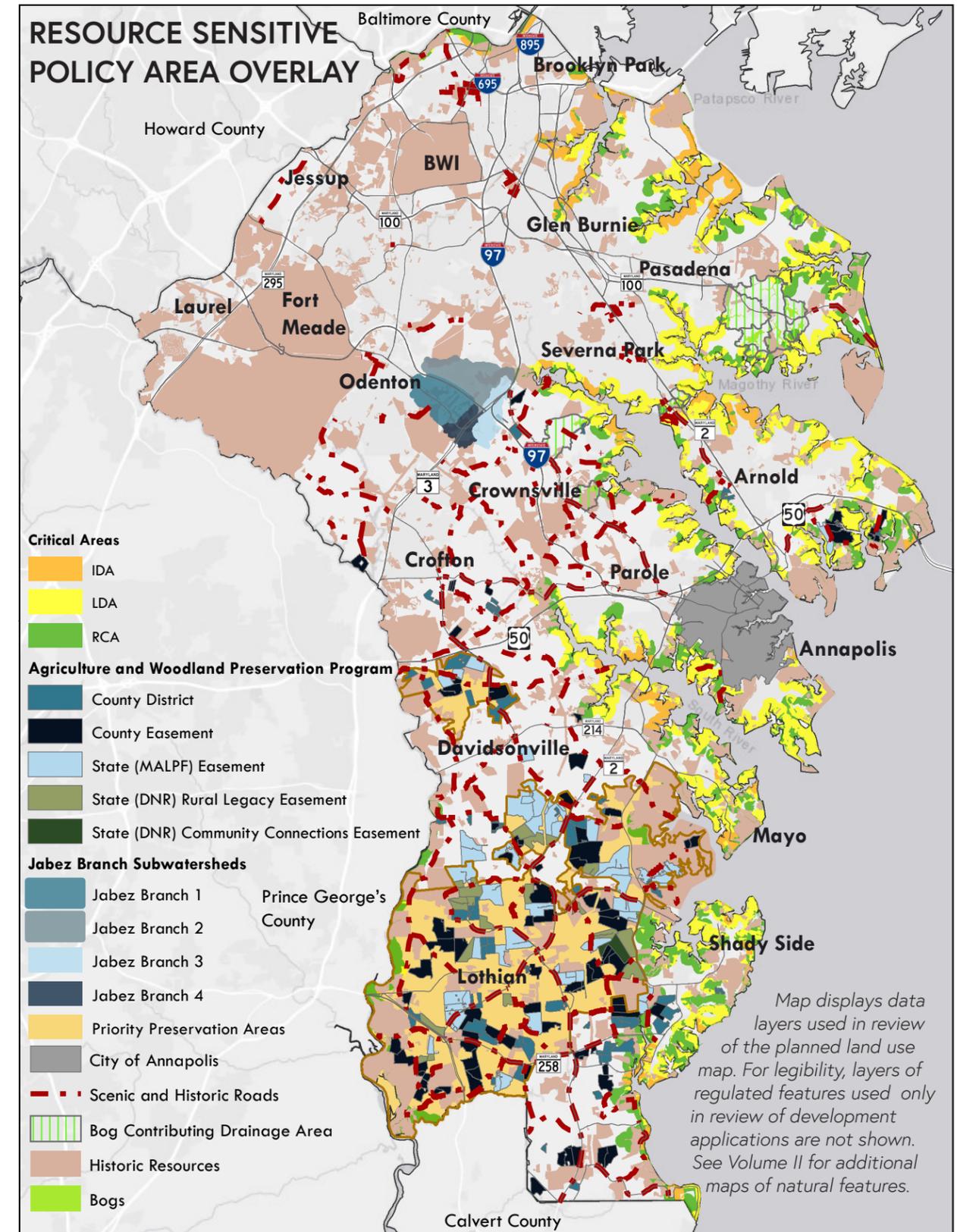
Development Policy Area Definitions

Policy Area	Definition
Rural and Agricultural	Communities that are characterized by large-lot residential areas, farms and very limited commercial and industrial areas outside of the Priority Funding Area (PFA) and are served by private septic systems. Development is limited to protect the rural and agricultural heritage and economy and limit the costly extension of public facilities and services.
Peninsula	Existing, primarily residential communities that are nearly surrounded by water; and served by a single primary road corridor for access and egress. These areas are located both within and outside of the PFA and the public sewer service area. Development is primarily limited to infill and redevelopment that must be compatible with the existing character of the neighborhood and where consideration of salt-water intrusion and vulnerability to sea level rise are given.
Neighborhood Preservation	Existing residential communities and natural areas (may include local commercial and industrial uses) that are not intended for substantial growth or land use change, but may have specific areas targeted for revitalization. Development is limited to infill, the addition of accessory dwelling units, and redevelopment that must be compatible with the existing neighborhood character. Public infrastructure exists but may need capacity improvements.
Critical Corridor	Existing, developed areas along major roads where opportunities to improve safety and mobility exist. These areas often form the economic center of a community. Redevelopment that improves multi-modal outcomes and preserves adjacent neighborhoods is encouraged. Implementation will be guided by a concept plan to be developed in Region Plans.

Targeted Development, Redevelopment and Revitalization Policy Areas (Growth Areas)

Policy Area	Definition
Critical Economic	Existing or planned regional-scale destinations, employment centers, or areas supporting the County's major economic drivers where development, redevelopment and revitalization are encouraged. These areas are primarily industrial, commercial, and mixed land uses within the Priority Funding Area, and have flexible land use policies to facilitate business growth and job creation.
Town Centers	Existing or planned compact, walkable, pedestrian-oriented, higher-density residential and nonresidential mixed-use areas within the Priority Funding Area that take the most urban form in character within the County. Development, redevelopment and revitalization are focused and encouraged to take advantage of existing infrastructure. Implementation is guided by a town center master plan.
Village Center Overlay	Existing or planned; walkable, pedestrian-oriented, mixed-use areas that are suburban or rural in character compatible with the underlying Policy Area and surrounding community; development and redevelopment is oriented toward the community, enhances community heritage, and is implemented by a village sector plan.
Transit-Oriented Overlay	Compact, walkable, pedestrian-oriented, mixed-use areas that are within a ½ mile of an existing or planned transit station and compatible with the underlying Policy Area and surrounding community; all are within the Priority Funding Area; implementation is guided by a transit area sector plan.

DEVELOPMENT POLICY AREAS

Policy Areas
- Rural and Agricultural
- Peninsula
- Neighborhood Preservation
- Critical Corridor

Targeted Development, Redevelopment and Revitalization Policy Areas (Growth Areas)
- Critical Economic
- Town Center

Overlay Areas
- Transit-Oriented
- Village Center

Resource Sensitive Policy Area Overlay Descriptions

Feature	Descriptions
Critical Areas	In 1984, the Maryland General Assembly passed the Critical Area Act, which created the Critical Area Program to protect the natural resources of the Chesapeake Bay and its tidal shoreline. The Critical Area is located 1,000 feet landward from mean high tide or the edge of tidal wetlands, as designated on the State Tidal Wetland maps, and also includes all waters of and lands under the Chesapeake Bay and its tributaries. All land in the Critical Area is categorized into one of three land use designations: Intensely Developed Area (IDA), Limited Development Area (LDA), and Resource Conservation Area (RCA).
Agriculture and Woodland Preservation Program	The County's Agriculture and Woodland Preservation Program administers voluntary easement acquisition programs including the Maryland Agricultural Land Preservation Foundation Program (State), the Agricultural and Woodland Preservation Program (County), and the Rural Legacy Area Program (State). Through the easement programs landowners may voluntarily sell their development rights which assure land remains in agricultural use in perpetuity. The program also maintains County Districts, through which individual landowners may voluntarily guarantee that their land will be used for farming purposes and receive a tax incentive for the time of the guarantee (10 years, renewable).
Priority Preservation Area	The 2006 Maryland Agricultural Stewardship Act required the County to establish a Priority Preservation Area (PPA) as an agricultural conservation priority in order to maintain certification of the County agricultural land preservation program. The PPA is described on page 20.
Jabez Branch Subwatersheds	The Jabez Branch is a tributary to the Severn Run, and the only stream in the Maryland Coastal Plain physiographic region that supports a native, self-sustaining brook trout population. The Jabez Branch subwatersheds drain to the Jabez Branch.
Scenic and Historic Roads	Scenic and Historic Roads are roads shown on the official map entitled "Scenic and Historic Roads, 2006" adopted by the County Council. Legislation protects the scenic and historic fabric of the landscape of Anne Arundel County through regulating improvements along the County's 150+ designated Scenic and Historic Roads.
Bog Contributing Drainage Area	A bog is a type of wetland that forms in highly acidic areas of saturated soil and standing water, factors which limit the growth of all but a few highly specialized plants. Anne Arundel County has adopted an ordinance with special protections for land that contributes drainage to bogs (Title 17-9).
Historic Resources	Historic resources include properties listed on the Maryland Inventory of Historic Properties, the National Register of Historic Places or the National Register of Historic Landmarks. Historic resources consist of properties, buildings, structures, districts, and archaeological sites that represent County history, that are associated with the lives of historically significant persons, that have historically significant architectural value, or that are capable of yielding information important to the County's history or prehistory

RESOURCE SENSITIVE POLICY AREA OVERLAY

Critical Areas
- IDA
- LDA
- RCA

Agriculture and Woodland Preservation Program
- County District
- County Easement
- State (MALPF) Easement
- State (DNR) Rural Legacy Easement
- State (DNR) Community Connections Easement

Jabez Branch Subwatersheds
- Jabez Branch 1
- Jabez Branch 2
- Jabez Branch 3
- Jabez Branch 4
- Priority Preservation Areas
- City of Annapolis
- Scenic and Historic Roads
- Bog Contributing Drainage Area
- Historic Resources
- Bogs

Map displays data layers used in review of the planned land use map. For legibility, layers of regulated features used only in review of development applications are not shown. See Volume II for additional maps of natural features.

Plan2040 Planned Land Use

Land Use Designation	Description	Acres	Percent of County
Conservation	Platted floodplains, easements and other preservation areas	11,211	4.7%
Parks and Open Space	Public parks and privately owned areas that provide active and passive recreational amenities, including, but not limited to, golf courses, hiking trails, bike paths, greenways and other open spaces, water access facilities, camps, campgrounds, tennis courts, swimming areas, and ballfields. This also includes closed landfills.*	29,525	12.5%
Rural	Agricultural uses and single family detached homes at a density averaging or lower than 1 unit per 5 acres	84,313	35.8%
Low Density Residential	Single-family detached homes at density between 1 to 2 units per acre	44,899	19.1%
Low-Medium Density Residential	Single-family detached, semi-detached units greater than 2 units per acre up to 5 units per acre	22,479	9.6%
Medium Density Residential	Townhouse and duplex units greater than 5 units per acre up to 10 units per acre	2,900	1.2%
High Density Residential	Multifamily dwellings between 15 to 22 units per acre	2,425	1.0%
Mixed Use	Mix of service, retail, office, residential, industrial park and public uses	3,056	1.3%
Town Center	High density residential, commercial and mixed-uses	1,877	0.8%
Commercial	Commercial activities ranging from local community or general retail and services, home occupations, small businesses, commercial offices to regional shopping centers and auto-oriented uses	5,076	2.2%
Industrial	Industrial parks, manufacturing uses, warehouses, distribution and heavy industry uses	8,283	3.5%
Maritime	Community marinas, yacht clubs, commercial marinas	616	0.3%
Public Use	Government-owned facilities and government-reuse facilities not designated as Conservation, Parks and Open Space, or Transit	15,038	6.4%
Transit	Public Facilities used for rail, bus, water or air	3,631	1.5%
Small Business	Commercial uses such as residential office, local retail, eating and drinking establishments, bed and breakfasts, and private institutions	15	.01%

* Public parks and managed open spaces provide public access to a mixture of preserved natural areas, passive and recreational amenities. The Department of Recreation and Parks conducts a robust stakeholder and community engagement process prior to determining the appropriate mix of preservation areas and amenities for each property.
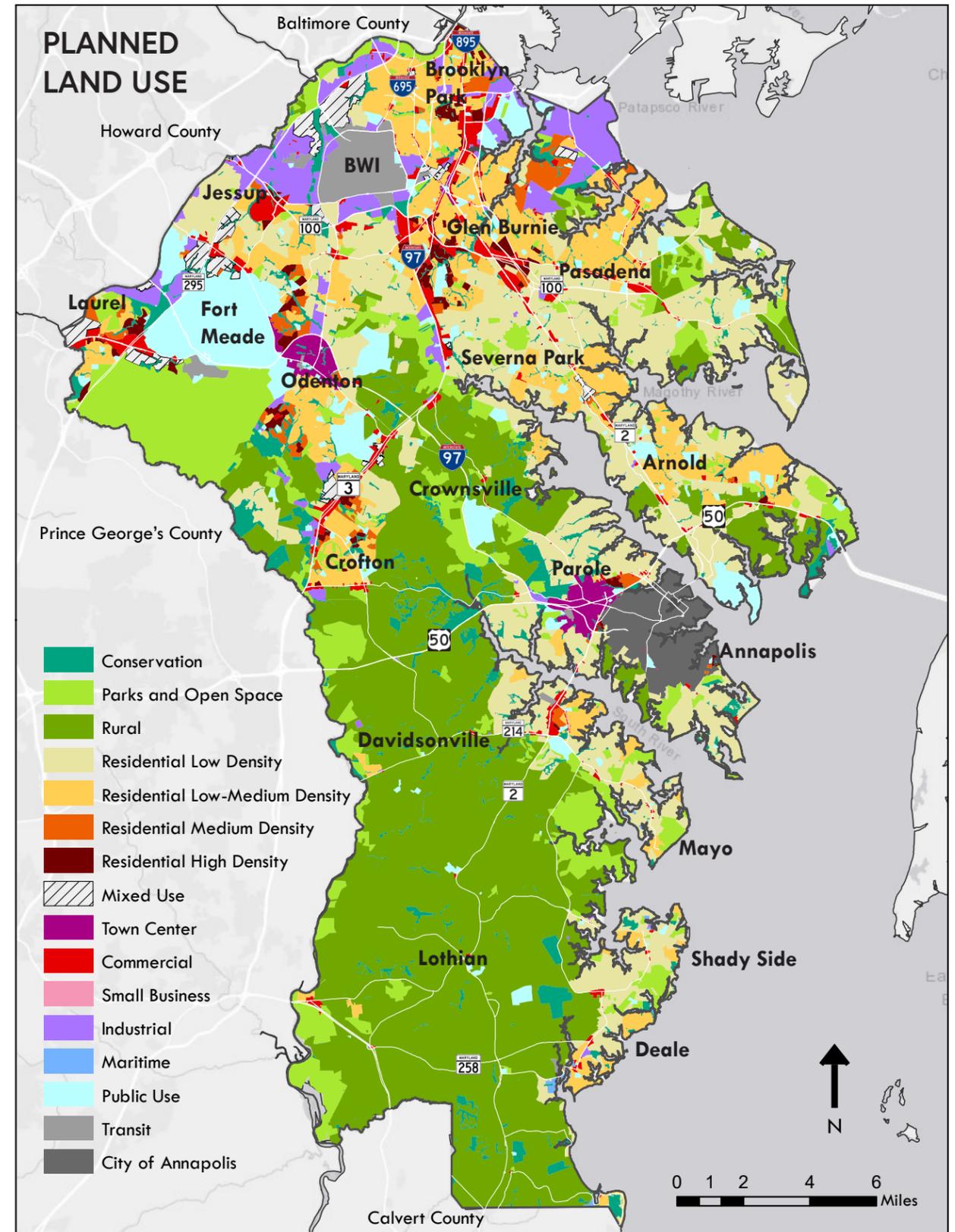
Growth Tiers Map

Per State requirements, counties that have adopted a Growth Tier Map must incorporate it into the comprehensive plan for the Growth Tier Map to remain adopted for purposes of §9–206 of the Environment Article.

The original Growth Tiers Map was officially certified in July 2013 by the Planning and Zoning Officer. In accordance with State Law, the Growth Tiers Map has been included in Plan2040 and has been updated consistent with the governing criteria (See Growth Tier Figure)

Growth Tier Governing Criteria

Growth Tier	Governing Criteria
I	• Areas served by public sewer systems (Existing Sewer Service Category in the Water and Sewer Master Plan), and • Areas within a designated Targeted Development, Redevelopment, or Revitalization Area (Growth Areas).
IA	• Areas served by public sewer systems (Existing Sewer Service Category in the Water and Sewer Master Plan), and • Areas located outside of a designated Targeted Development, Redevelopment, or Revitalization Area (Growth Areas).
II	• Areas planned to be served by public sewer systems (Planned or Future Sewer Service Category in the Water and Sewer Master Plan), and • Areas within a designated Targeted Development, Redevelopment, or Revitalization Area (Growth Areas).
IIA	• Areas planned to be served by public sewer systems (Planned or Future Sewer Service Category in the Water and Sewer Master Plan), and • Areas located outside of a designated Targeted Development. Redevelopment, or Revitalization Area (Growth Areas).
III	• Areas not planned for public sewer service (No Public Sewer Service Category in the Water and Sewer Master Plan), and • Areas that are generally planned and zoned for large lot or rural residential uses.
IV*	• Areas not planned for public sewer service (No Public Sewer Service Category in the Water and Sewer Master Plan), and • Areas that are generally planned or zoned for land, agricultural or resource protection or preservation; and are dominated by agricultural lands, forest lands, or other natural areas; or are rural legacy areas, priority preservation areas, or areas subject to covenants, restrictions, conditions or conservation easements for the benefit of, or held by a State agency or a local jurisdiction for the purpose of conserving natural resources or agricultural land.

* Note that the Tier IV designation, as well as the Conservation, Parks and Open Space and Rural Land Use categories, are broader and more general designations than the Resource Sensitive Policy Area Overlay, which is based on the most recent data for specific features and is applied Countywide.
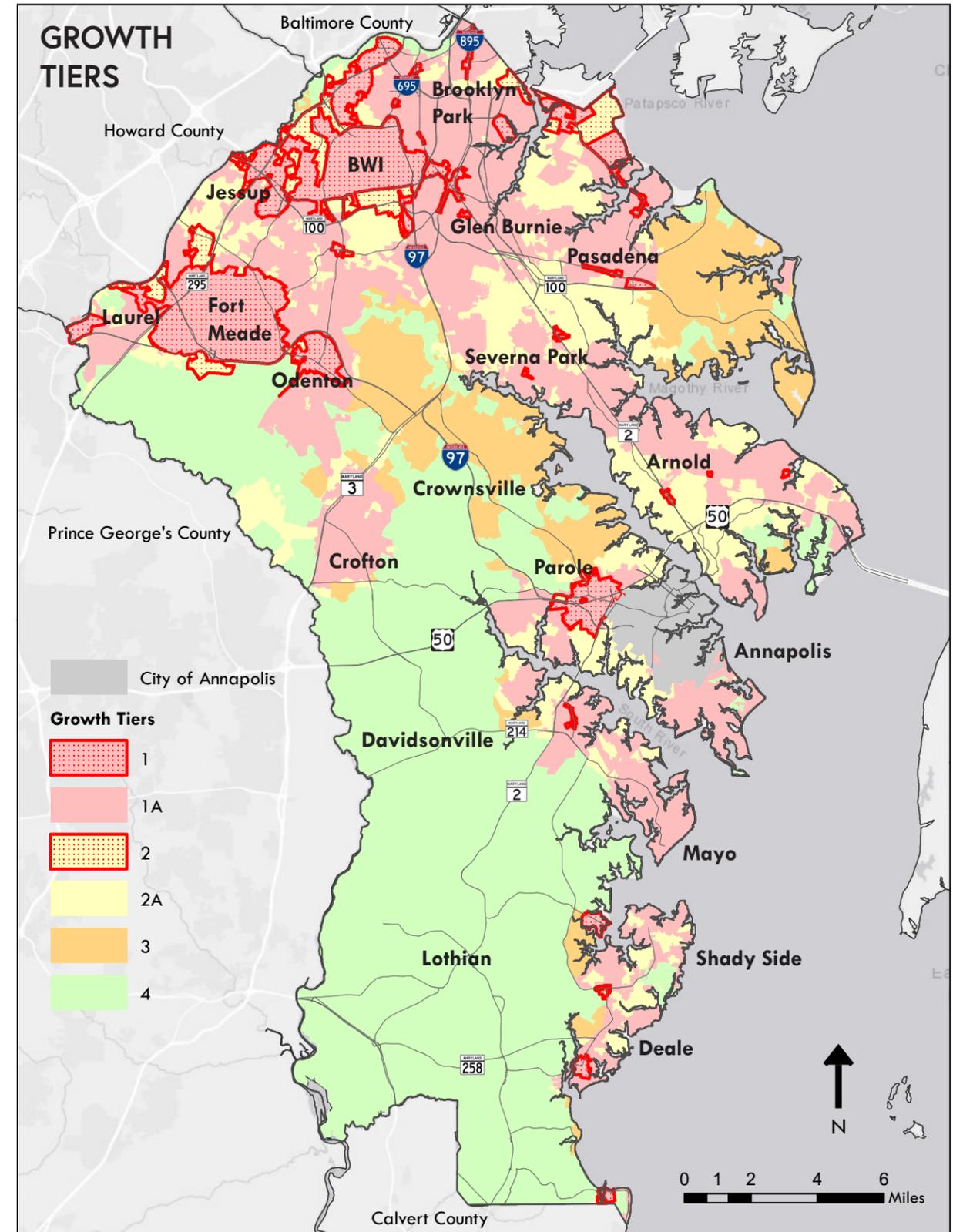
Climate Change and Sea Level Rise

The impacts of climate change are becoming more apparent in Anne Arundel County. In particular, we experience:

- Tidal flooding caused by sea level rise
- Coastal flooding exacerbated by sea level rise
- Increased extreme precipitation events
- Increased flooding as a result of more frequent and intense storms
- Longer heat waves, including more days above 90 degrees throughout the year

Anne Arundel County developed a Sea Level Rise Strategic Plan in 2011. The plan included an assessment of the County's vulnerability to sea level rise under multiple scenarios and a set of recommended actions to manage risks. The assessment found that over 2,000 acres of land representing approximately $2.9 billion in assessed value are at risk from inundation with two feet of sea level rise. If sea level rise increases by five feet, approximately 6,900 acres of land with an assessed value of $4.1 billion will be at risk of inundation. The accompanying map illustrates 100- and 500-year flood areas projected for the year 2050. Local government will play an important role in sustaining our built and natural environments, our communities, and our economy in the face of climate change. To coordinate climate resilience throughout the County, Plan2040 includes a goal specifically focused on climate change (BE16) and integrates climate related policies and strategies across multiple other areas.. A snapshot of Plan2040's most prominent climate-related policies, and strategies follows.
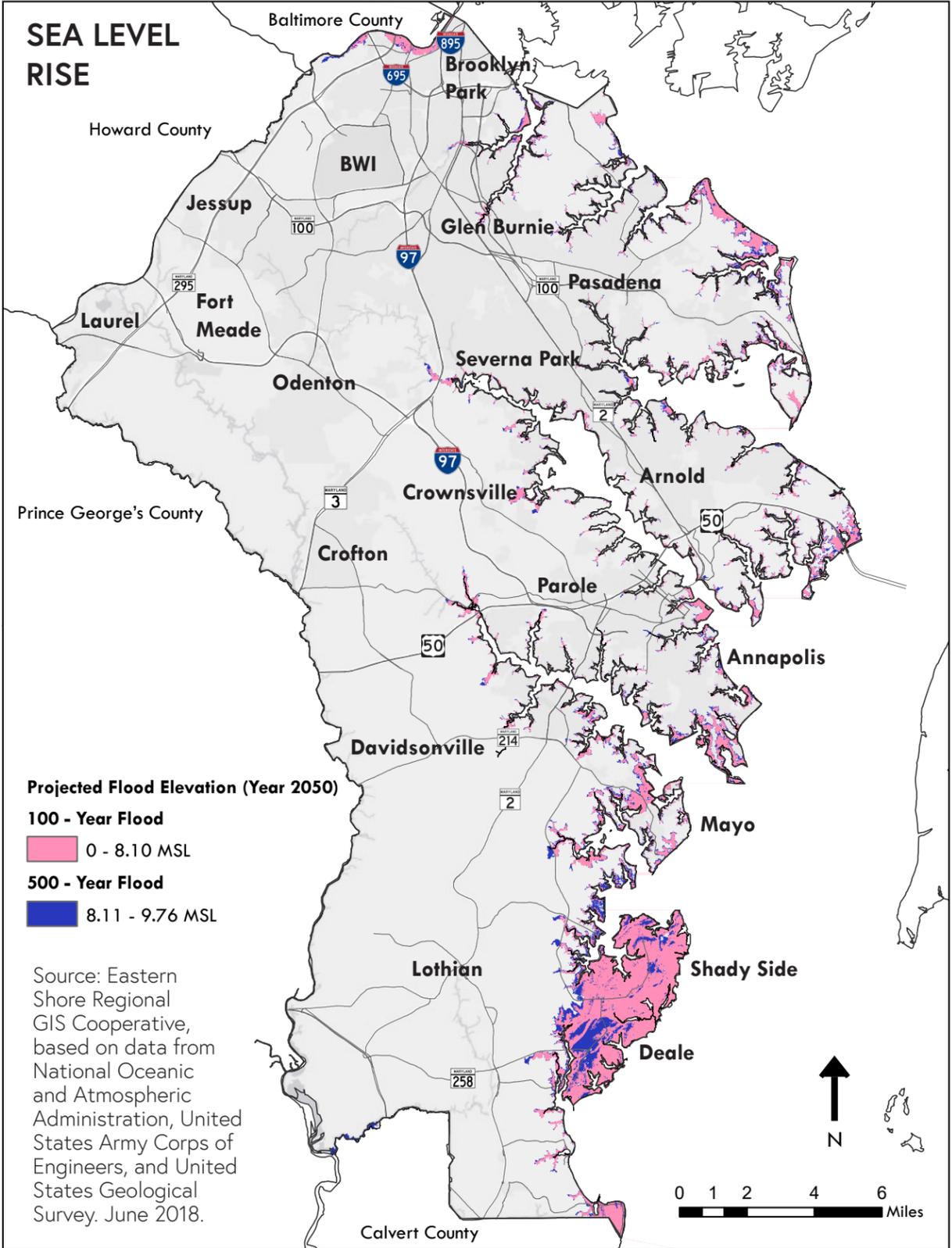
Plan2040 Climate-Related Policies

Climate Action Plan
BE16.1

Greenhouse Gas Reductions
BE16.2

Renewable Energy
BE16.3

Electric Vehicles
BE16.2.b, f, g, & h

Community Planning
BE4.1.b

Emergency Response
HC10.4.c

Water & Sewer
NE5.3.b

Septic Systems
NE4.3.c

Roads and Bridges
BE15.3.a & b

Flood Prone Property Acquisition
NE3.1.e

Living Shorelines
NE1.3.d

County Functional Plans & Programs
BE16.1.c

SEA LEVEL RISE

Baltimore County · Brooklyn Park · 895 · 695
Howard County
BWI
Jessup · 100
Glen Burnie · 97
Pasadena · 100
Laurel · 295 · Fort Meade
Severna Park · 2
Odenton
Arnold · 50
Crownsville · 3
Parole
Crofton
Annapolis
Davidsonville · 214
Mayo · 2
Lothian
Shady Side
Deale
258
Prince George's County
Calvert County

Projected Flood Elevation (Year 2050)

100 - Year Flood
🟪 0 - 8.10 MSL

500 - Year Flood
🟦 8.11 - 9.76 MSL

Source: Eastern Shore Regional GIS Cooperative, based on data from National Oceanic and Atmospheric Administration, United States Army Corps of Engineers, and United States Geological Survey. June 2018.

N

0　1　2　　4　　6 Miles

Goals and Policies

The following goals and policies provide a framework for County plans, regulations and programs related to land use, housing, community revitalization, cultural and historic resources, transportation, and climate resiliency

GOAL BE1:

Align development regulations and review practices with Plan2040, that recognizes the importance of the County's environmental features; limitations on infrastructure; and the desire to focus development, redevelopment and revitalization in the Targeted Development, Redevelopment and Revitalization Policy Areas; enhance quality of life; and protect and enhance neighborhoods.

Policy BE1.1: *Update the County Code to facilitate implementation of the Planned Land Use and Development Policy Areas maps.*

Policy BE1.2: *Support the intent of Plan2040 by consistent implementation of the County Code.*

Policy BE1.3: *The County will provide adequate public schools, roads and other infrastructure facilities in a timely manner and encourage sustainable growth and development practices that enhance the quality of life and general health, safety and welfare of its residents.*

Policy BE1.4: *Collaborate in County, City and regional planning activities to enhance coordination and implementation of land use, environment, conservation, infrastructure, economic development and community facility policies, programs, and projects.*

Policy BE1.5: *Encourage use of vacant or underutilized County-owned surplus properties to support environmental conservation and community benefit.*

GOAL BE2:

Preserve the agricultural and rural character of the County's Rural and Agricultural Policy Area.

Policy BE2.1: *Maintain limited development patterns compatible with and intrinsic to the rural parts of the County by using the Rural and Agricultural land use designation as the primary planning mechanism for preserving the character of the County's Rural and Agricultural Policy Area. Limit development to rural densities beyond the boundary of County's public sewer service area.*

🔗 Connects to Policy NE3.3

GOAL BE3:

Preserve and strengthen the County's existing and historic communities by encouraging resident-participation in planning processes, with particular emphasis on involvement of historically underrepresented and marginalized communities.

Policy BE3.1: *Recognize existing communities within each Region Planning Areas to better implement specific local strategies within these areas.*

Policy BE3.2: *Ensure infill development and redevelopment in existing residential neighborhoods are compatible in scale, use, form and intensity with the surrounding neighborhood character.*

GOAL BE4:

Support quality of life and economic vitality in County Peninsula Policy Areas, while preserving environmentally sensitive areas.

Policy BE4.1: *Prioritize protection of sensitive environmental features on County peninsulas during long range planning efforts.*

Policy BE4.2: *Ensure the maritime industry remains a viable driver of economic growth and stability in Peninsula Policy Areas.*

Policy BE4.3: *Improve the adequacy and safety of critical transportation corridors in Peninsula Policy Areas.*

GOAL BE5:

🔗 See Goal BE15 for more on transportation

Focus and encourage carefully planned and high quality development, redevelopment and revitalization in the Targeted Development, Redevelopment and Revitalization Policy Areas while meeting environmental requirements.

Policy BE5.1: *Align zoning and development regulations in the Targeted Development, Redevelopment and Revitalization Policy Areas to encourage private sector development and redevelopment that will enhance the surrounding community character.*

Policy BE5.2: *Ensure that adequate infrastructure capacity exists prior to or concurrently with development through enforcement of Adequate Public Facilities Ordinance requirements and by prioritizing necessary capital investments and infrastructure improvements that supports redevelopment and development in the Targeted Development, Redevelopment and Revitalization Policy Areas.*

GOAL BE6:

Promote and facilitate economic growth and job creation within Critical Economic Development Policy Areas.

Policy BE6.1: *Retain appropriately zoned land in the Critical Economic Development Policy Area to meet the County's projected economic development needs.*

Policy BE6.2: *Provide clear regulatory standards and a flexible process that supports high-quality design and appropriately scaled development incentives to promote development of major economic drivers, regional destinations, employment centers, and support businesses and services within a built environment that enhances community quality and sustainability.*

🔗 Connects to Goals HE1-HE5

GOAL BE7:

Promote vibrant, high-quality development in Town Centers that provides opportunities to live, work, learn, and play without daily use of a car.

Policy BE7.1: *Provide clear regulatory standards with flexibility to support high-quality design and incentives scaled to promote mixed-use development and redevelopment; and provide people-centered amenities and a built environment that will enhance community quality and sustainability.*

GOAL BE8:

Encourage hubs of limited commercial and community services in rural or suburban area residents in locations where such uses exist or have traditionally existed.

Policy BE8.1: *Provide a development framework and incentives to encourage a mix of commercial, service and residential uses within Village Centers that are compatible with the scale and character of the surrounding community. Integrate people-centered amenities and multimodal connectivity to surrounding residential neighborhoods.*

GOAL BE9:

Provide a high-quality mix of employment, residential, commercial and service uses near existing or funded transit stations.

Policy BE9.1: *Encourage and facilitate mixed-use development and redevelopment around transit stations, that is compatible with the surrounding community and provides connections to employment centers, community attractions and residential areas.*

🔗 Connects to HE1.1 and BE6.2

GOAL BE10:

Relieve traffic congestion and improve mobility options and safety in the Critical Corridor Policy Areas.

Policy BE10.1: *Reduce traffic congestion, provide adequate infrastructure and reliable multimodal connections and improve safety in Critical Corridor Policy Areas.*

Policy BE10.2: *Promote redevelopment of underutilized or distressed properties in the Critical Corridor Policy Areas that provide multimodal transportation solutions for the existing communities.*

Policy BE10.3: *Within critical corridor areas, consider incentives for projects that provide contributions to public transportation infrastructure, such as transit stations and pedestrian and bicycle facilities.*

GOAL BE11:

Provide for a variety of housing types and designs to allow all residents housing choices at different stages of life and at all income levels.

Policy BE11.1: *Ensure the quality of the County's existing housing stock is maintained.*

Policy BE11.2: *Review zoning and development regulations and amend to allow for a variety of residential forms, densities and sizes in stable communities throughout the County.*

Policy BE11.3: *Expand the supply of housing for senior adults by facilitating opportunities to age in place and create senior-friendly communities across the County.*

GOAL BE12:

Ensure the County's workforce, elderly and other vulnerable populations have access to an adequate supply of housing in a variety of neighborhoods that is affordable for a range of income levels.

Particular attention should be given to meeting the needs of renter households earning 60% and below of the Area Median Income (AMI) and homebuyer households earning below 120% AMI.

Policy BE12.1: *Increase the supply of affordable housing units throughout the County, especially in Communities of Opportunity, without further concentrating affordable units in areas of older housing stock and high concentrations of low- to moderate-income households.*

Policy BE12.2: *Retain and improve the County's existing supply of affordable housing, and create opportunities to provide additional affordable housing inventory in conjunction with redevelopment and revitalization projects.*

Policy BE12.3: *Maintain and increase support for very low-income families to afford rental units.*

Policy BE12.4: *Continue programs and initiatives that ensure residents' access to affordable housing opportunities.*

Policy BE12.5: *Sustain and expand available resources to fund affordable housing strategies.*

GOAL BE13:

Revitalize and stabilize existing communities in order to preserve physical character, capitalize on investments and infrastructure, strengthen and beautify neighborhoods, and create economically, socially, and environmentally sustainable communities.

Policy BE13.1: *Focus investments toward revitalization in designated Sustainable Communities, Commercial Revitalization Areas, and other redevelopment sites.*

🔗 Connects to Policy HE1.1, HE2.2, and HE6.1

Policy BE13.2: *Update the zoning and development codes to create better tools for the type of development that the County wants to promote – redevelopment, adaptive reuse, infill, and mixed-use.*

Policy BE13.3: *Facilitate, encourage, and incentivize redevelopment and revitalization of underutilized properties, particularly older and declining commercial and industrial properties.*

🔗 Connects to Policy HE1.1, HE2.2, and HE6.1

Policy BE13.4: *Adopt land use policies and plans that prioritize and incentivize development and revitalization of grayfields and brownfields properties over new greenfields development.*

Policy BE13.5: *Ensure that State investments are strategically aligned with the County's priorities to support and prioritize redevelopment and revitalization projects and programs.*

🔗 Connects to Policy HE1.2

Policy BE13.6: *Encourage redevelopment of greyfields and brownfields properties through incentives, regulatory relief, and use of streamlined review processes. Consider flexibility in the mix of uses, as appropriate, to meet community needs.*

Affordable Housing

The need for affordable housing and workforce housing, including for younger populations, low-income families, professionals and seniors was an issue consistently heard during the Plan2040 public outreach process. Goals BE11 and BE12 present a coordinated approach to support affordable housing that aligns with the Consolidated Plan prepared by Arundel Community Development Services. An analysis of housing needs in the County is presented in the Housing Element of Volume II of Plan2040. The State's Land Use Code requires that a housing element be included in the comprehensive plan and address the need for affordable housing within the County including workforce housing and low-income housing.

The State has provided the following definitions that apply to affordable housing:

- **Area Median Income (AMI)** means the median household income for the area adjusted for household size as published and annually updated by the United States Department of Housing and Urban Development. The median household income in Anne Arundel County is $97,810 (based on 2018 American Community Survey data)

- **Affordable Housing -** means housing costs that do not exceed 30% of household income. Almost half of all Anne Arundel County renter households (46%) pay more than 30% of their income on rent

- **Low-Income Housing** - means housing that is affordable for a household with an aggregate annual income that is below 60% of the area median income. For Anne Arundel County, a household of four earning $50,500 or less per year is considered low-income.

- **Communities of Opportunity** - are areas that have strong schools, strong housing markets, low concentrations of poverty, and healthy economic characteristics. They provide a positive environment for families to raise children and allow elderly persons to live in a healthy community.

- **Workforce Housing** means:
  - Rental housing that is affordable for a household with an aggregate annual income between 50% and 100% of area median income.
  - Homeownership housing that:
    i. Except as provided in ii below, is affordable to a household with an aggregate annual income between 60% and 120% of area median income or,
    ii. In target areas recognized by the State for the purposes of the Maryland Mortgage Program, is affordable to a household with an aggregate annual income between 60% and 150% of the area median income.

🔗

Plan 2040 incorporates and supports the Consolidated Plan: FY2021 - FY2025. See Volume II of Plan2040 and the County's Consolidated Plan for more details on strategies to address affordable housing and homelessness.

GOAL BE14:

Protect and preserve the significant historic and archaeological resources and cultural heritage of the County; and promote public awareness of the County's history and the stewardship of historic assets.

Policy BE14.1: *Develop and strengthen planning and protection measures for historic and archaeological resources and incorporate historic preservation effectively into planning and policy decision-making.*

Policy BE14.2: *Increase awareness, understanding, and appreciation of the County's historic, archaeological, and cultural resources and their preservation among residents of the County.*

Policy BE14.3: *Promote the stewardship of historic resources and County-owned archaeological collections, and encourage the adaptive re-use of historic properties and the preservation of historic and cultural landscapes.*

GOAL BE15:

Provide a well-maintained multimodal transportation network that is safe, efficient, environmentally sensitive, and provides practical and reliable transportation choices and connections for all users.

Policy BE15.1: *Provide a safe transportation system, including by adopting Vision Zero principles, with a goal of eliminating preventable deaths and injuries.*

Policy BE15.2: *Provide practical and reliable transportation choices and connections for County residents, especially vulnerable populations.*

🔗 Plan2040 incorporates and supports Move Anne Arundel, the Transportation Functional Master Plan. See Move Anne Arundel! for more details on transportation recommendations and performance measures.

Policy BE15.3: *Provide a transportation network that is environmentally sensitive and resilient.*

Policy BE15.4: *Maintain the transportation system in good condition.*

GOAL BE16:

Increase the County's resilience to future changes in climate and reduce emissions of greenhouse gases.

Policy BE16.1: *Establish systems in the County government to integrate climate change considerations across County functions.*

Policy BE 16.2: *Reduce greenhouse gas emissions (GHG) to support achievement of State of Maryland goal of reducing emissions by 40% by 2030.*

Policy BE16.3: *Support transition to renewable energy sources.*

GOAL BE17:

Reduce Noise Pollution.

Policy BE17.1: *Limit future residential and other noise-sensitive land uses in areas exposed to higher levels of noise. When this is not possible, use innovative techniques to reduce the noise impact to acceptable standards.*

Move Anne Arundel! Summary of Recommendations

The following excerpt shows the key recommendations of the Transportation Functional Master Plan.

Making Communities More Walkable

» 17 elementary schools are recommended for implementation of the Safe Routes to Schools program including new sidewalk connections, highly visible signage, education and enforcement activities.

» New public facilities such as schools, libraries, community centers and recreation centers, etc. should be sited and oriented to maximize pedestrian access.

» Town Centers should be the focal point of investments to close gaps in the sidewalk network using the new Multimodal Improvement Fund.

Creating a Low-Stress Bicycle Network

High priority investment:

» WB&A Trail Bridge Crossing over the Patuxent River

» South Shore Trail from Odenton to Annapolis

» Shared-use path connection from Odenton to the Baltimore City line.

» Shared-use paths or separated bikeways on peninsular routes, such as the Annapolis Neck and Mayo Peninsula.

» Broadneck Peninsula Trail from the B&A Trail to Sandy Point.

» Extend existing shared use paths, including the Marley Neck Boulevard, East West Boulevard, MD 175 sidepaths, and the Odenton Trails.

Other recommendations:

» Make on-street "last mile" connections from trails to nearby community activity centers

» Work with MDOT SHA to identify the disconnected segments of on-street bicycle facilities and prioritize filling out the network by extending lanes to logical termini.

A New Model for Transit Services

» Significantly expand commuter bus service with routes from northern and central Anne Arundel County to suburbs along Capital Beltway (College Park, Silver Spring, Bethesda, etc.)

» Restructure most locally-operated routes to be "Deviated Fixed Routes" or "Zone Routes" and add the following services:

  » Riviera Beach – Pasadena – UM Baltimore Washington Medical Center

  » North Glen Burnie Loop – Cromwell Light RailLink Station

  » Cromwell Shopping Center – Veterans Highway – Old Mill Road - UM Baltimore Washington Medical Center

» Work with MDOT MAA to explore and expand, if appropriate, the role of the BWI Shuttle to be a higher-frequency "last mile" transit service to within the BWI Business District. This could be a more cost-effective solution to last mile needs than can be provided by MDOT MTA.

» Construct the Annapolis/Parole Transit Center and identify other opportunities for improved customer connections: Glen Burnie/Pasadena near Marley Station Mall, at Fort Meade, in Maryland City/Laurel, and Crofton/Waugh Chapel/Bowie.

Upgrading County Corridors and Community Cores

North County Priority Investments:

» MD 2 from Brooklyn Park to Glen Burnie to address traffic and pedestrian safety.

» MD 177 between MD 10 and Edwin Raynor Boulevard to address traffic congestion, improve bicycle and pedestrian facilities, and upgrade the streetscape in commercial areas.

» Solley Road between MD 173 and MD 177 to address traffic congestion and accommodate planned community and economic growth.

» Linthicum and Ferndale Community Connectors. (Andover Rd, B&A Blvd, Camp Meade and Belle Grove Road)

Central & West County Priority Investments:

» Roadway/transit improvements at Odenton Town Center to support new development and manage congestion.

» MD 170 from Aviation Boulevard to MD 175 to address growing traffic congestion.

» MD 713 between MD 175 and Arundel Mills Blvd. to address increasing traffic congestion and traffic safety issues and provide additional bicycle facilities.

» Improving Waugh Chapel area roads to create a street grid network.

» Improve access management and make safety upgrades along Benfield Boulevard.

Broadneck and Annapolis Area:

» Access to Annapolis, Parole and Annapolis Neck (MD 2/MD 450/MD 665/Forest Drive) to address congestion and improve traffic and pedestrian safety.

» College Parkway between MD 2 and US 50 to address traffic congestion and incorporate the Broadneck Peninsula Trail extension.

» MD 2 through Severna Park to Arnold to reduce congestion hotspots.

South County:

» Coordinate land use and transportation strategies with Calvert and Prince George's Counties to achieve a safe and consistent transportation network without bottlenecks.

» Implement minor safety and operational improvements to allow for left-turns, especially along MD 214 and MD 424.

» Slow traffic through the more populated areas.

» Building the sidewalk and bicycle network where it makes the most sense for very localized trips.

Improving Regional Corridors to Make Commutes More Reliable

MARYLAND 3

» Convert to a limited access freeway in three phases: MD 32 to Waugh Chapel Road (2.4 miles), Waugh Chapel Road to MD 450 (3.7 miles), and MD 450 to US 50 (2.8 miles).

» New commuter bus service should be provided from the Waugh Chapel area to Washington, DC and to its suburbs at New Carrollton Metro Station, College Park, and Silver Spring and more park-and-ride lots must be developed along MD 3 to support this service.

MARYLAND 32

» Prioritize eastbound improvements between MD 295 and MD 198 and westbound improvements between MD 170 and Fort Meade.

» Add commuter bus service from south County and Parole to Fort Meade

» Establish a transit center on Fort Meade near NSA to allow for open-door local and commuter bus service on base.

MARYLAND 100

» Prioritize the section of MD 100 between I-95 and MD 170 to provide safer and smoother merging and weaving areas as vehicles enter and depart the highway; MD 295 and MD 100 is a major bottleneck that must be addressed.

MARYLAND 295

» Prioritize the section between MD 175 and I-195 to get ahead of future problems and address the interchange of MD 295 and MD 100

» Pinpoint operation improvements along MD 295 to limit environmental impacts using strategies such as ramp metering, longer exit lanes, hardening of shoulders for peak hour use

50

» Extend HOV lanes from the Prince George's County line to I-97.

» Add commuter bus service from the park and ride lots in Annapolis and Severna Park to College Park, Silver Spring, and Bethesda.

INTERSTATE 97

» Implement TSMO strategies, including ramp metering and the hardening of shoulders for peak hour use between MD 174 and MD 32.

» Improve safety and traffic flow at junction of I-97, MD 3, and MD 32 and the junction of I-97 and US 50, especially during the PM peak period.

Introduction

Anne Arundel County provides a wide variety of community services, and operates public facilities to serve local needs. Planning for community services is an important component of the comprehensive planning process, as land use, transportation and development decisions will have a direct impact on the demand and access for these services as well as the County's ability to provide them. Plan2040 focuses on physical facilities. Programs and operations for public services are addressed in separate plans for each respective program.

The Planning for Healthy Communities chapter focuses on the following seven major community services and facilities provided by the County:

- **Public Education (Goals HC2 and HC3)**
- **Libraries (Goal HC4)**
- **Aging and Disabilities (Goals HC5 and HC6)**
- **Access to Healthy Foods (Goal HC7)**
- **Recreation and Parks, (Goal HC8)**
- **Waste Management (Goal HC9), and**
- **Public Safety (Goal HC10).**

Equity in Communities

As shown in the Poverty Amidst Plenty report prepared by the Community Foundation of Anne Arundel County, there are clear and persistent geographic disparities in health, education, and wealth in the County. Low-income families live predominantly in pockets of poverty in South and North County and around Annapolis. North County has the highest population of residents living in poverty (27 percent of households in Brooklyn Park, 16 percent of households in Curtis Bay, and 9 percent in Glen Burnie). Much of North County is a food desert, with few locations where healthy food can be purchased. North County also has the highest rate of substance abuse in the County. Poverty, poor health, substance abuse, and lack of access to health care and transportation are also major challenges in parts of South County, especially around Lothian and Deale.

The latest Land Preservation, Parks, and Recreation Plan included a proximity analysis and an equity analysis. Both of these analyses highlighted the need for more park and recreation opportunities near the highest density and lowest income areas of the County, including around Glen Burnie, Parole, and around Fort Meade.

Challenges

- Increasing student population is exceeding capacity of many schools without comprehensive redistricting and other tools that will address overcapacity at some schools and the available 10,326 open seats.
- Opioid epidemic: 855 overdoses in 2019 compared to 401 in 2014.
- Emerging diseases: including coronavirus.
- Lack of park and recreation facilities in parts of the County, including Ferndale-Brooklyn Park, Laurel-Maryland City, North of Fort Meade, Glen Burnie, Waugh Chapel, and Annapolis-Parole.
- Limited public water access

Opportunities

- Tailoring public services to meet the needs of an increasingly diverse population.
- Expanding and improving programs to meet growing needs of seniors and people with disabilities.
- Developing programs, facilities, and infrastructure to support aging in place.
- Improving the behavioral health care coordination system.
- Redistricting and making Improvements to educational facilities and programs to meet growing and changing student population.
- Expanding on the 12,000 acres of parks and natural resources areas managed by Anne Arundel County.
- Increase public water access, adding to the two County-owned public boat ramps and 22 car-top launches.
- Adapting County community facility policies and programs to address the County's shifting demographics.
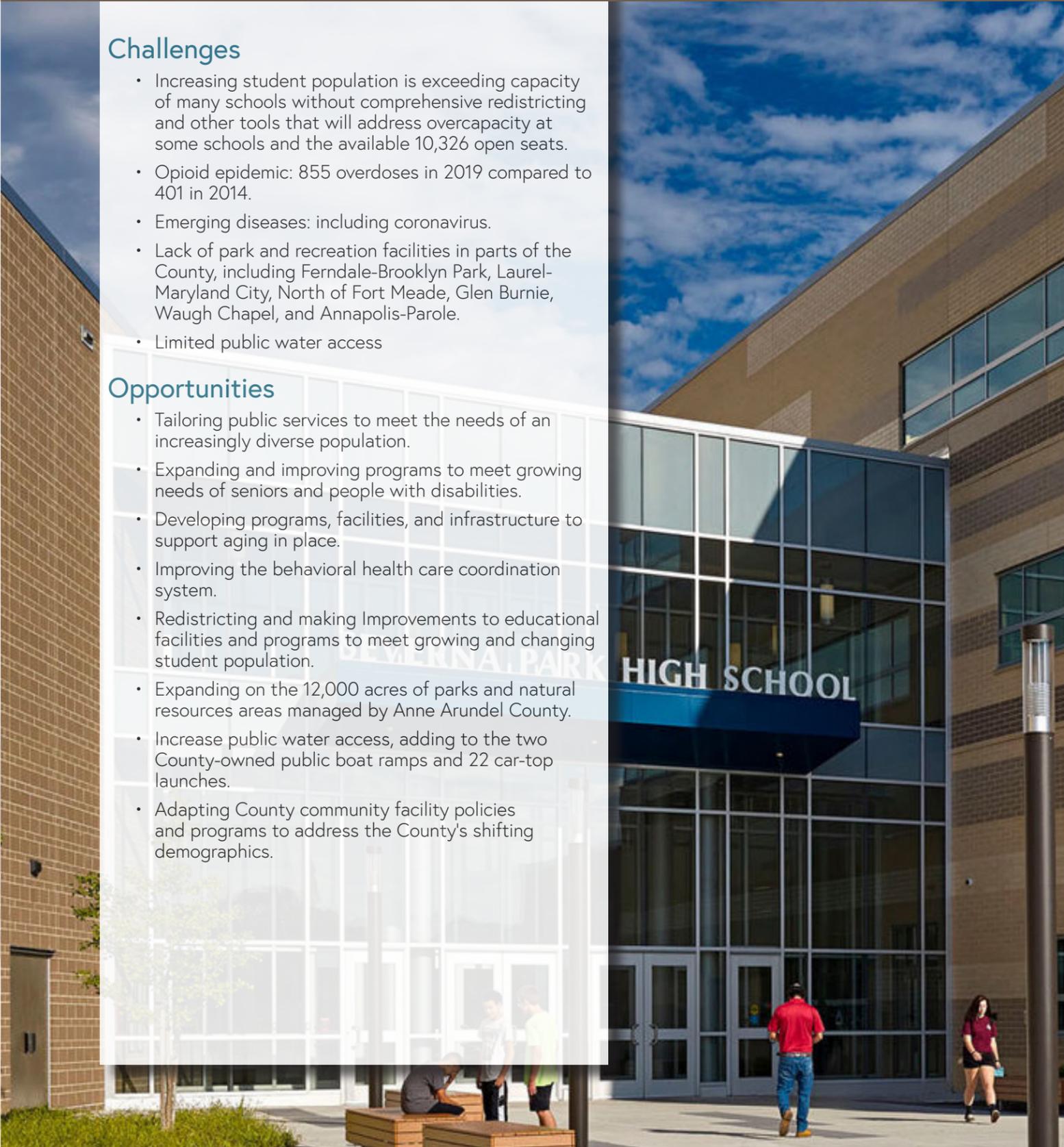
Goals and Policies

The following goals and policies provide a framework for delivery of public services that support healthy communities.

GOAL HC1:

The County's community facilities and services will meet the needs of all residents.

Policy HC1.1: *Prioritize deficiencies and capitalize on opportunities for shared use in the renovation and construction of community facilities.*

Policy HC1.2: *Apply sustainable design principles in rehabilitation of existing facilities and creation of new community facilities.*

Policy HC 1.3. *Prioritize investing in community facilities and services to reduce inequalities in underserved areas and provide equal opportunities throughout the County.*

GOAL HC2:

Provide the highest quality education for all County residents and strive for equity among all schools

Policy HC2.1:
The capacity and utilization of school facilities will be adequate and equitable Countywide and will provide a state-of-the art program that produces the highest academic achievements.

The Educational Facilities Master Plan (2020) provides details on student population forecasts, school capacity, and planned facility improvements.
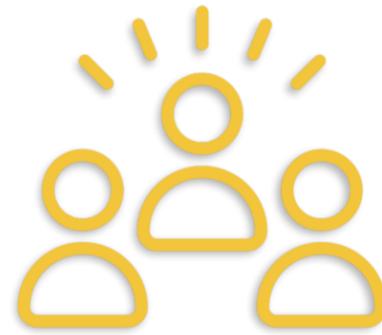
GOAL HC3:

All County residents will have access to high-quality, lifelong learning opportunities that transform lives to ensure an engaged and inclusive society.

Policy HC3.1*: Ensure that Anne Arundel Community College (AACC) remains a premier learning community for all ages and contributes to the ongoing health and economic vitality of the County.*

See the Anne Arundel Community College Facilities Master Plan (2016) for more details on planned improvements.

GOAL HC4:

Transform library facilities and services to maximize benefits (outcomes and effectiveness) for the County's communities.

Policy HC4.1: *Provide adequate library space for residents throughout the County.*

Policy HC4.2: *New and renovated libraries will be places for learning experiences that adapt to changing needs, engage the community, and reflect the character of individual neighborhoods while upholding the Anne Arundel County Public Library brand.*

See the Anne Arundel County Public Library Facility Master Plan Study (2020) for more details on planned improvements.

GOAL HC5:

Provide services and opportunities for older adults, individuals with disabilities, caregivers and anyone wishing to plan for the future to lead healthy, independent and fulfilling lifestyles.

Policy HC5.1: *Ensure access to affordable housing, transportation and socialization throughout the County to meet the needs of the growing population of older adults, individuals with disabilities and caregivers.*

GOAL HC6:

Enhance accessibility of all programs, services, and activities offered by Anne Arundel County Government.

Policy HC6.1: *Evaluate all County programs, services, activities, and facilities to ensure that Title II of the Americans with Disabilities Act (ADA) is met throughout Anne Arundel County Government.*

Policy HC6.2: *Create a new ADA-accessible County government service center satellite location in West County, which would allow all West County residents more convenient access to in-person services and would facilitate greater public participation in public meetings.*

GOAL HC7:

Support diverse, flexible food models that provide healthy, culturally-relevant and sustainable food in every community.

Policy HC7.1: *Improve access to healthy, culturally-relevant, sustainable and affordable food in every community.*

Policy HC7.2: *Provide resources for food-insecure communities.*

GOAL HC8:

Provide a diverse range of accessible public recreational facilities to serve the needs of all County residents.

Policy HC8.1: *Recreation and parks should be accessible to all residents and provide a variety of recreational opportunities.*

Policy HC8.2: *Improve and expand recreational opportunities for all communities to have facilities and programs nearby.*

See the Land Preservation Parks and Recreation Plan (2017) for more details, including priorities for land acquisition, park development, trails, and public water access

GOAL HC9:

Efficiently manage, reduce and recycle residential solid waste.

Policy HC9.1: *Optimize recycling programs, systems and outreach with a clear priority toward promoting reducing, reusing and recycling residential discards over land disposal.*

Policy HC9.2: *Maximize the life expectancy of the Millersville Landfill and delay replacement long into the future.*

Policy HC9.3: *Encourage County residents to recycle all that the program allows through curbside collection and drop-off options available at County recycling centers and the Landfill.*

See the Ten-Year Solid Waste Management Plan (2013-2023) for more details.

Policy HC9.4: *Former landfill sites and adjacent properties should be redeveloped with compatible land uses.*

GOAL HC10:

Provide a high-level of emergency medical care, fire protection, police protection, emergency management and an all hazards response to all residents and visitors of the County, including a comprehensive evacuation plan with adequate evacuation shelters.

Policy HC10.1: *Ensure appropriate levels of staffing and resources arrive within accepted response times to all calls for service. Seek all feasible means of increasing efficiency while addressing budget limitations.*

Policy HC10.2: *Ensure that the training needs of both the career and volunteer fire, emergency medical service and police personnel are met to enable them to efficiently prevent, react, and respond to emergencies or man-made or natural disasters.*

Policy HC10.3: *Promote fire safety and police protection services and awareness through Code enforcement, fire investigation and public education.*

Policy HC 10.4: *Increase preparedness for weather-related emergencies including extended heat waves, urban and coastal flooding, and drought.*

See the Natural Hazard Mitigation Plan for more details.

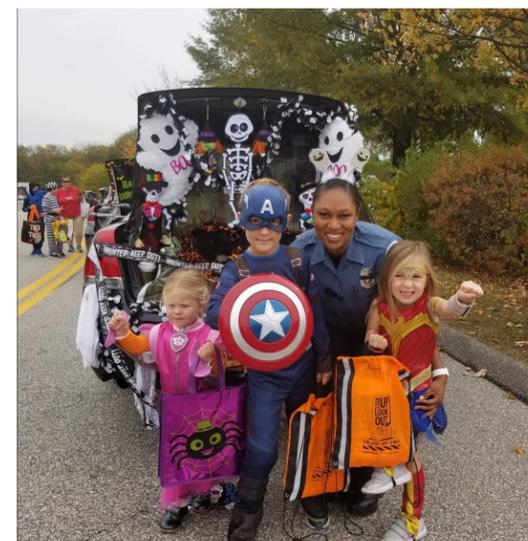## At a glance:

31 fire stations
79,750 service calls (2017)
- 84% EMS
- 16% fire
- 952 Uniformed
- 517 Volunteer
- 61 Civilian

775 sworn police officers
254 civilian employees
180 school crossing guards
60 contract employees
135 reserve officers
70 volunteers in police support

Introduction

Strategically located between the metropolitan markets of Washington, D.C. and Baltimore, the diverse economy of Anne Arundel County is strong. Its $45.3 billion economy ranks as the fourth largest in Maryland. The County is home to several critical statewide and national assets including Annapolis, the State capital; Baltimore-Washington International Thurgood Marshall Airport (BWI); National Business Park; Maryland Live!, one of the nation's largest casinos; Fort George G. Meade, the third largest Army base in the U.S.; the National Security Agency; the U.S. Cyber Command; and the U.S. Naval Academy.

Approximately 58,000 businesses are located in Anne Arundel County, ranging from government, technology, healthcare, construction, hospitality, retail to agriculture. Top industries by number of jobs in the County include professional, scientific and technical services; retail; accommodation and food services; and health care and social assistance.

Anne Arundel County supports multiple economic development programs including:
- Anne Arundel Economic Development Corporation (AAEDC), a quasi-governmental non-profit organization with a mission to support business and serve as a catalyst for business growth.
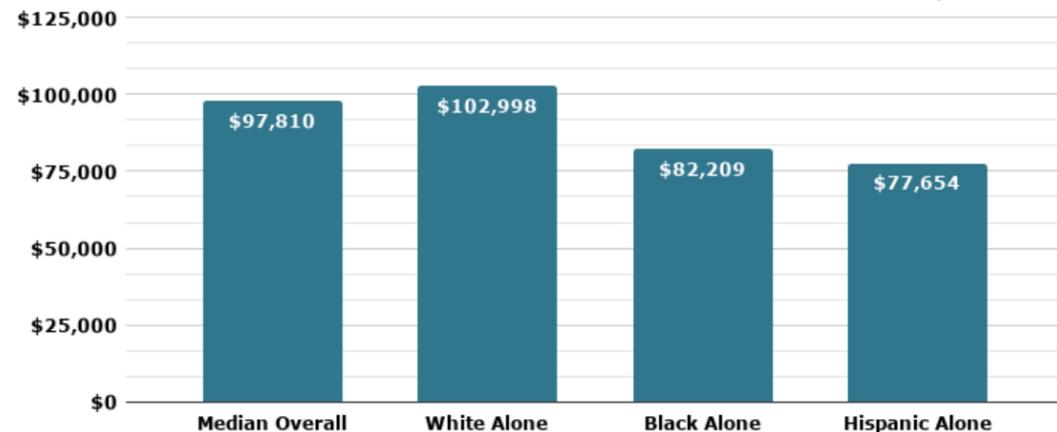- Anne Arundel Workforce Development Corporation (AAWDC), a nonprofit corporation that facilitates programs to strengthen the capacity and skills of local workers and job seekers in response to the workforce needs of business and industry.
- Programs that promote community revitalization in targeted geographic areas including:
  - Commercial Revitalization Areas
  - Sustainable Communities

Equity in Economy

Anne Arundel is an affluent County overall, with a median household income of $97,810 (based on 2018 American Community Survey data), which is 19 percent higher than the State median and 62 percent higher than the National median. However, the gap between wealthy and poor households has been widening. From 2010 to 2016, the number of households with an income above $200,000 increased by over 38 percent while the number of households with an income below $25,000 stayed approximately the same. There are racial disparities in household income, with African American and Hispanic households earning less than White households (see figure below). The impacts of poverty also show racial disparities. Approximately 9 percent of African Americans and 10 percent of Latinos live in poverty compared to 6 percent for the overall population.

Median Household Income and Race and Ethnicity

Category	Median Income
Median Overall	$97,810
White Alone	$102,998
Black Alone	$82,209
Hispanic Alone	$77,654

Source: American Community Survey, 2018

Challenges
- Economic recovery from impacts of COVID-19 pandemic
- Meeting demand for trained and certified workers especially in cyber defense industry
- Aging workforce
- Decline of older shopping centers and malls
- Transformation of retail nationally with the rise of on-line shopping
- Vacancy rates for office buildings County-wide has averaged 12% over the past five years. This relatively high vacancy rate may increase with the increase in telecommuting in the wake of the COVID-19 pandemic.
- Decreasing number of large farms
  - From 2007 to 2017, the number of working farms in Anne Arundel County has increased from 377 to 390, but amount of land in farms has decreased from 29,244 to 27,003 and the market value of farm products has decreased from $19.1 million to $18.1 million. *(Source: USDA Census of Agriculture 2017)*

Opportunities
- Innovations to support business recovery from the COVID-19 pandemic
- Workforce development
- Continued growth in cyber and defense industries, particularly in the Fort Meade area. Fort Meade, including NSA currently accounts for over 56,000 jobs and is projected to add 10,000 new jobs over the next decade
- Connecting economic and community revitalization in the County's Town Centers, Critical Economic and Transit-Oriented Policy Areas
- Increased market demand for mixed-use developments that provide opportunities to work near where you live and offer amenities like restaurants, shopping, and recreation
- Evolution of the agricultural sector to support more small farms and agritourism
- Creative re-use of vacant retail space
- Continued development of maritime industry

Summary Employment Statistics - November 2020

Labor Force

Anne Arundel County has a labor force of 329,940 people, with an unemployment rate of 7.4%.

329,940
Labor Force

7.4%
Unemployment Rate

▲ **4%**
Unemployment Rate
Change (1 year)

Talent

Where are the top jobs by occupation?

Office and Administrative support	Sales	Executive, Managers, and Administrators	Construction and Extraction	Production Workers
11.52%	**10.92%**	**9.79%**	**7.8%**	**6.22%**
30,921	29,308	26,281	20,933	16,698

Total Employees
268,342
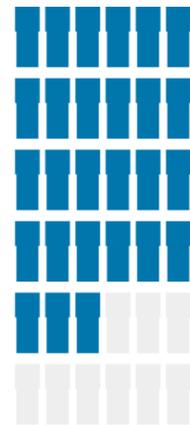
2020
2019
2018
2017
2016

The work distribution of total employees in Anne Arundel County is:

42%
Blue Collar

57%
White Collar

Total Establishments
24,557

Source: Anne Arundel Economic Development Corporation, November 2020

COMMERCIAL REVITALIZATION & SUSTAINABLE COMMUNITIES

Baltimore County
Brooklyn Park
Patapsco River
Jessup
BWI
Glen Burnie
Howard County
Pasadena
Laurel
Fort Meade
Severna Park
Odenton
Magothy River
Crownsville
Arnold
Prince George's County
Davidsonville
Crofton
Calvert County
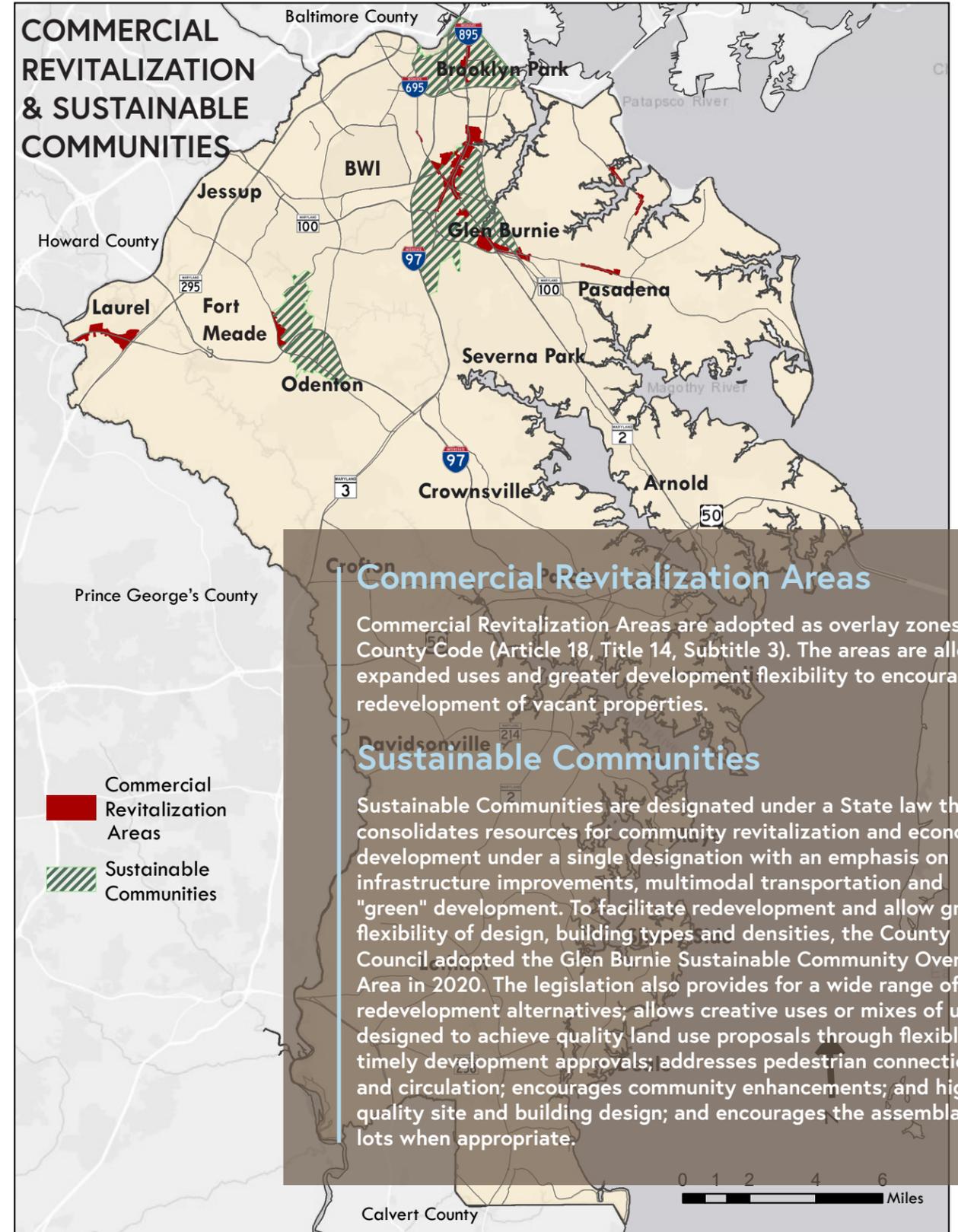
Commercial Revitalization Areas

Commercial Revitalization Areas are adopted as overlay zones in the County Code (Article 18, Title 14, Subtitle 3). The areas are allowed expanded uses and greater development flexibility to encourage redevelopment of vacant properties.

Sustainable Communities

Sustainable Communities are designated under a State law that consolidates resources for community revitalization and economic development under a single designation with an emphasis on infrastructure improvements, multimodal transportation and "green" development. To facilitate redevelopment and allow greater flexibility of design, building types and densities, the County Council adopted the Glen Burnie Sustainable Community Overlay Area in 2020. The legislation also provides for a wide range of redevelopment alternatives; allows creative uses or mixes of uses; designed to achieve quality land use proposals through flexible and timely development approvals; addresses pedestrian connections and circulation; encourages community enhancements; and high quality site and building design; and encourages the assemblage of lots when appropriate.

Commercial Revitalization Areas

Sustainable Communities

0 1 2 4 6 Miles

Goals and Policies

The following goals and policies provide a framework for the County public programs that support private sector economic development.

GOAL HE1:

Promote economic development that supports smart growth and provides opportunities for all County residents.

Policy HE1.1: *Prepare and implement an economic development strategy that promotes recovery from the COVID-19 crisis.*

Policy HE1.2: *Direct development and redevelopment to Targeted Development, Redevelopment and Revitalization Policy Areas.*

Policy HE1.3: *Promote redevelopment of brownfield sites to provide economic, community, and environmental benefits.*

🔗 Coordinating economic development efforts, land use policies (Goals BE1, 2, and 3), and transportation investments Goal BE8) supports smart growth

GOAL HE2:

Attract, retain, and expand upon the diversity of businesses and industries that will provide jobs, income and a tax base that is sustainable and meets the needs of all residents.

Policy HE2.1: *Actively promote retention and expansion of existing businesses through financial assistance, employee training and other incentives.*

Policy HE2.2: *Focus efforts for expansion of businesses and industries in Targeted Development, Redevelopment and Revitalization Policy Areas as well as in areas with existing or funded transit facilities.*

Policy HE2.3: *Retain appropriately zoned land for industrial and commercial office uses to maintain a balanced tax base and meet current employment projections, including new Cyber/Information Technology-related job growth.*

Policy HE2.4: *Increase opportunities for business innovation and entrepreneurship, with focused initiatives for women and minority-owned businesses.*

Policy HE2.5: *Continue to develop Arundel Ag, the agricultural economic development and marketing program within the Anne Arundel Economic Development Corporation, and develop a comprehensive strategy to facilitate sustainable agriculture in the County.*

Policy HE2.6: *Promote and sustain commercial fishing and maritime trades.*

GOAL HE3:

Promote high-quality, coordinated development that supports the Fort George G. Meade area.

Policy HE3.1: *Promote transit-supportive development and redevelopment in the vicinity of Fort George G. Meade, National Business Parkway and Annapolis Junction that is compatible with a military installation environment (including, but not limited to defense contracting offices and uses, variety of housing types, and adequate buffering) and supports the future growth potential of Fort Meade.*

Fort Meade is the largest employer in the State with over 57,000 workers (AAEDC, January 2020).

Fort Meade generates approximately $22.3 billion in economic activity. It supports more than 190,000 direct, indirect and induced jobs and provides more than $13 billion in wages annually (Maryland Department of Business and Economic Development, May 2015).

Protect the future growth potential of Baltimore-Washington International Thurgood Marshall Airport (BWI Airport).

Policy HE4.1: *Promote development and redevelopment in the vicinity of BWI Airport that is compatible with the airport and will not restrict its future growth potential.*

GOAL HE5:

Enhance commercial hubs and corridors to create thriving and attractive centers that serve both local communities and regional needs.

Policy HE5.1: *Actively promote redevelopment in the County's designated Sustainable Communities, Commercial Revitalization Areas, and Opportunity Zones.*

Policy HE5.2: *Increase resources dedicated to County's designated Sustainable Communities and Commercial Revitalization Areas.*

GOAL HE6:

Promote prudent use of mineral resources for economic use while maintaining the quality of life of surrounding residents.

Policy HE6.1: *Conserve mineral resources for future extraction.*

Policy HE6.2: *Protect surrounding uses prior to, during and after mining of mineral resources.*

Purpose, Relationship to GDP

The Region Planning process recognizes the variety of needs in different areas of the County and provides more opportunity for residents to participate in planning for the future of their communities. The Region Plans will align with the Goals and Policies of Plan2040 and build on the Small Area Plans prepared between 1998 to 2004.

Plan to Plan Process

The Region Plan process will now become part of a cyclical comprehensive planning process that begins with the approval of the General Development Plan, which will provide broad Countywide goals, policies and strategies to inform the entire planning process, followed by the development of nine region plans that will provide community-level planning guidance and include recommendations for land use and comprehensive rezoning that will be presented to the County Council for approval. At the end of this cycle, the planning process will be repeated.

The Region Planning process recognizes the variety of needs in different areas of the County and provides more opportunity for residents to participate in planning for the future of their communities. The Region Plans will align with the Goals and Policies of Plan2040 and build on the Small Area Plans prepared between 1998 to 2004.

Community and Region Planning Boundaries

Defining the boundaries of a community is an inherently difficult exercise, but one that is necessary for planning. People's lives, families, relationships, work, and recreation do not follow set lines. Our location and position in a place changes our perspective of how we view it. As part of the Plan2040 process, the boundaries of the Regions were defined based on input from a series of community open house meetings and comments from the Citizen Advisory Committee (see Region Boundaries Figure). The

Region boundaries are different from the Small Area Plan boundaries. The boundaries were revisited and ultimately changed to reflect the geographic, environmental and development diversity and needs of different parts of the County. The reduction of the number of plans provides better fiscal sustainability within the County government. A narrative description of the Regions and their boundaries is provided in Volume II of Plan2040.

Content

The content of each Region Plan will align with Plan2040. The Region Plans will analyze existing conditions and trends in each of the major topic areas, and will establish goals, strategies and performance measures and action items for each topic area. The Region Plans will also provide an opportunity to recognize the individual communities within the Region and their uniqueness; provide for additional stakeholder input; identify unique features within the communities that should be protected; identify community needs; and refine the land use plan with particular focus on the Targeted Development, Redevelopment, and Revitalization Areas. Concept plans for these targeted growth and the Critical Corridor areas will be developed to help shape the future vision for these areas. Using the results of the fiscal impact analysis, additional land use alternatives will be assessed to consider the regional impacts from the Covid-19 pandemic, and to improve the balance between water resource limitations and forecasted housing and job growth, while directing growth to occur within the Targeted Areas. During the Region Plan process, the need for additional implementation tools, such as design guidelines, urban design standards, density adjustments, new zoning districts, and form-based codes will be explored. In addition, an analysis of the Region's data on workers per household will be conducted in order to make adjustments that will achieve a more balanced Countywide ratio. Each Region Plan is expected to include action strategies to address elements specific to each Region, such as agriculture, sea level rise, mobility, equity and accessibility. The

REGION BOUNDARIES

City of Annapolis

Region Areas
1
2
3
4
5
6
7
8
9

0 1 2 4 6 Miles
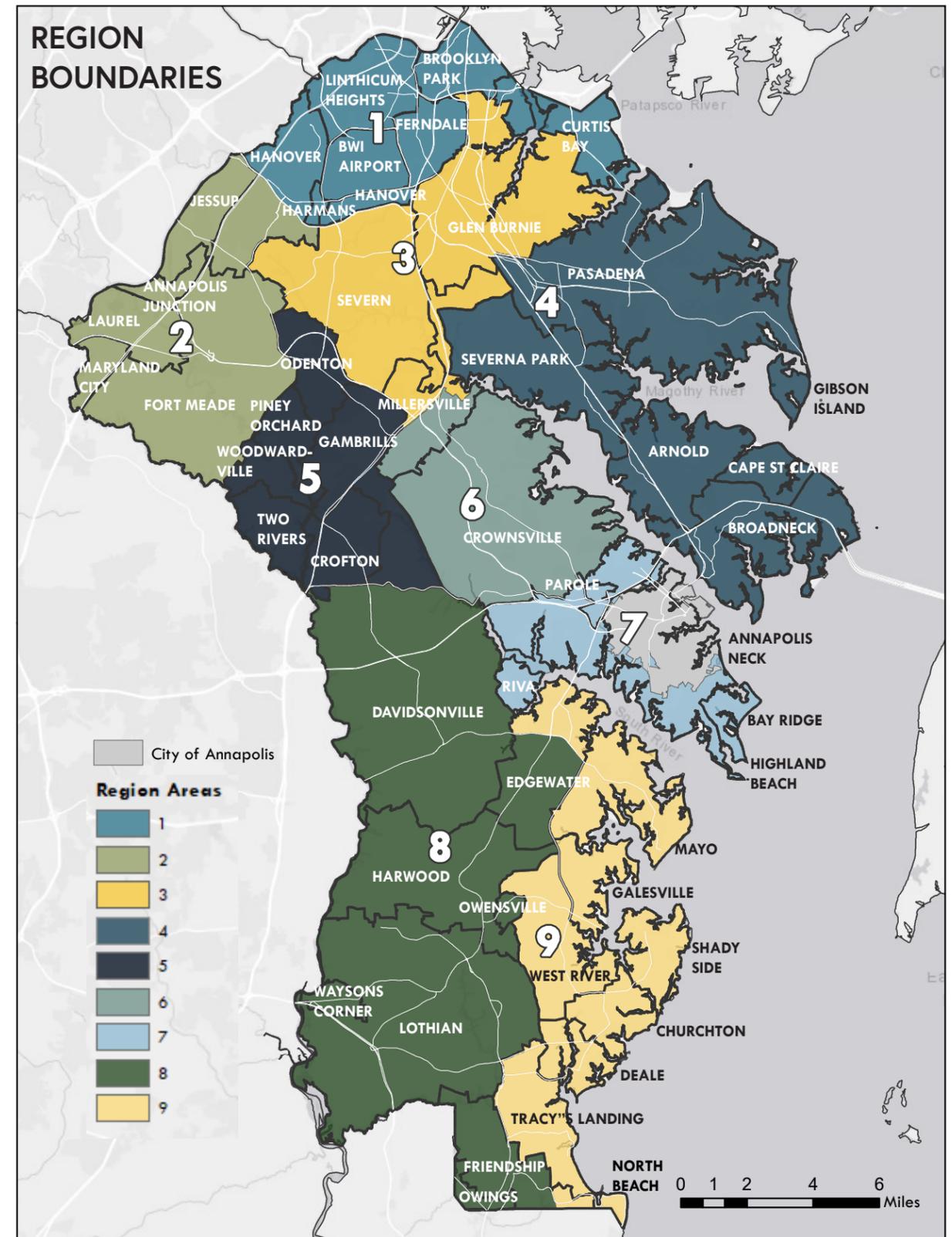
outline below is a broad framework for each Region Plan's structure:

1. Introduction
2. Community Characteristics
3. Natural Environment
4. Built Environment
5. Healthy Communities
6. Healthy Economy
7. Implementation

Upon adoption of the Region Plan, OPZ staff will update the County's Growth Tier Map to reflect adopted land use and Development Policy Area Map changes. To maximize eligibility for State infrastructure and other funding, OPZ staff will conduct an analysis of the Priority Funding Areas using the State's governing criteria to reflect the comprehensive zoning changes.

Process and Schedule

The Region Plans will be prepared through a process that integrates community engagement and technical analysis. The planning process in each region will follow the same basic steps as the GDP, and will be tailored as needed to meet the unique needs of the region. The Region Plans will be developed according to a schedule

that will be set by County Council. Preparation of the Region Plans will need to be staggered over time in recognition of limited resources to facilitate community engagement, conduct needed analysis, write the Region Plans, and manage other long range planning projects. It is expected that each Region Plan will take 18 to 36 months to complete. The order of the Region Plans was discussed and recommended by the Citizen Advisory Committee after considering the following factors.

- Amount of growth and change in the area since adoption of the respective Small Area Plan
- Time since the respective Small Area Plan was adopted
- Geographic distribution
- Number of applications for Planned Land Use Designation changes during the Plan2040 process.

Options for Region Plans Schedule

The following table provides options for schedule of Region Plans proposed by Plan2040 Citizen Advisory Committee and an alternative for consideration proposed by County OPZ staff.

Region Plan Process

Targeted Start Date	CAC Proposed Regions	Alternative Option Regions	County Council Approved Regions
May 2021	2, 3, and 4	2, 3, and 7	2, 4, and 7
December 2022	1, 5, and 7	4, 5, and 9	1, 3, and 9
April 2024	6, 8, and 9	1, 6, and 8	5, 6, and 8

Composition of Committees

Stakeholder Advisory Committees (SACs) will play a key role in development of the Region Plans. The SACs will meet on a regular basis and collaborate with County staff to prepare Goals and Actions, and make recommendations for any proposed zoning changes. It is important that the SACs be broadly representative of the Region, but also small enough that they can discuss issues in a meaningful way. As needed, additional local representatives may be invited to the SAC meetings to provide perspective on topics where they have special expertise. SAC meetings will be open to the public, and a schedule will be posted in advance. Agendas and meetings notes will be made available for public review and comment.

- Interested candidates shall be vetted through an application process
- County Staff shall be available as a resource to each SAC
- The ethnic and minority composition of the Committees shall reflect the

demographics of the residents of the Region.

- The composition of the Committee for each region will include a minimum of nine members, and a maximum of fifteen members, and of the members, at least two-thirds shall be residents of that region. Each SAC shall include one resident from each councilmanic district included in the Region Planning area, who is recommended to the County Executive by the County Councilmember from the councilmanic district. Within these parameters, committee members may include:

Long-time resident property owner/renter (over 20 years)	Recent resident property owner/renter (less than 10 years)	HOA or Civic Association Board Member
Local business representative	Home builder/real estate developer	Military, Department of Defense, or Other Relevant Government Agency or Contractor
Environmental organization	Community/social organization	Affordable Housing Advocate
Member from a Commercial or Maritime Association	Real Estate broker	Member of a School Organization
Young adult representative	Member of a Local Recreation Council or Group	Farming and Agriculture representative

Implementation Action Committees

The County intends to establish and support committees to monitor the progress of implementation of the Region Plans. The committees will help to ensure transparency and accountability. The committees will provide advice and guidance to the County on public outreach, implementation and performance monitoring related to Region Plans. For more information about the Region Plan process, please refer to Region Plans section in Volume II.

Overview of Concurrency Management Plan

Anne Arundel County Code (Article 18-2-104) requires the General Development Plan to include a Concurrency Management Plan. The purpose of the Concurrency Management Plan is to define level of service standards for certain public facilities, identify the capacity improvements needed for each of these facilities to accommodate existing and future development at the desired level of service, describe how development impacts on the specified facilities are measured and tracked, and to demonstrate how concurrency management planning informs the Capital Improvement Program and the Adequate Public Facilities Ordinance. The Concurrency Management Plan address the following:

- Fire and emergency medical services
- Public elementary and secondary schools
- Stormwater management facilities
- Public roads

For each of these public facilities, levels of service have been established and Capital Improvement Programs have been prepared to address existing deficiencies and support future growth. The Adequate Public Facilities Ordinance (Article 17-5) requires that the development review process for subdivisions and site development plans include assessment of impacts of the development relative to the level of service for each of these public facilities. Applicants are required to pay impact fees and fund or construct improvements to mitigate development impacts that cause the public facilities to drop below their level of service standards or to pay fees in lieu of the improvements. Capital Improvement Programs are designed to reduce existing deficiencies that prevent these facilities from attaining the desired level of service and to make improvements.

The full Concurrency Management Plan is provided in Volume II of Plan2040.

Implementation Plan

The successful implementation of Plan2040 depends on a coordinated and collaborative effort of multiple parties, including the County Administration and multiple departments, the County Council, various advisory boards or commissions, and the Plan2040 Implementation Action Committee. Plan2040 consists of a coordinated set of goals, policies, and strategies for decision-making that will guide future growth and development in the County.

- **Goals** represent the desired outcome of a future condition; the end state toward which the County aims. *These are represented by the dark gray rows in the matrix.*

- **Policies** are statements of intent upon which County decisions are evaluated. *These are represented by the light gray rows in the matrix.*

- **Strategies,** also called Implementing Strategies, are specific actions for further study and consideration by the County government to accomplish the Plan2040 goals and policies. *These are represented by the white rows in the matrix.*

Strategies are ideas for further consideration and study and not mandatory directives. Many of the strategies contained in the Plan will require changes to County Code prior to implementation. In each case, the responsible County departments will conduct a comprehensive analysis of the issue(s) to determine the best regulatory solution(s) prior to legislation being presented for consideration by the County Council.

Roles and Responsibilities

The roles and responsibilities of the key players in the implementation of Plan2040 are described below.

The County Executive is responsible for recommending the priorities among the goals, policies, implementing strategies, and timeframes in Plan2040. The County Executive is also responsible for recommending the budget resources that are needed for implementation.

The County Council is responsible for establishing the priorities among the goals, policies, and implementing strategies, and the time frames for accomplishing them. It is also responsible for ensuring that the budget resources needed for implementation are available, including capital and/or operating funds, staffing resources, and other programmatic needs. As the County's legislative body, the County Council adopts Plan2040, as well as the annual operating budgets for County departments, the Capital Program and Budget, and any legislation needed to implement Plan2040 goals, policies, and strategies. All plans, maps, and rules and regulations adopted or amended by the Planning and Zoning Officer are approved by ordinance of the County Council prior to taking effect as law.

The Planning Advisory Board (PAB) is responsible for advisory recommendations to the County Executive, the Planning and Zoning Officer, and the County Council relating to the master plans (including Plan2040), the zoning maps, and the rules and regulations relating to zoning. In addition, the PAB makes recommendations regarding the proposed Capital Budget and Program, as well as amendments to the approved Capital Budget and Program. The PAB also reviews the annual report on development measures and indicators that is submitted to the Maryland Department of Planning.

Multiple County departments and offices will be involved in the implementation of Plan2040 through a variety of methods. These methods include conducting or coordinating analysis, planning studies, and inventories; conducting public outreach and education; developing new master plans and updating existing ones; developing new program initiatives; evaluating specific strategies for consideration of legislative changes; and coordinating with the State and local jurisdictions.

An Implementation Action Committee will be established to monitor the progress of Plan2040. The Committee will help ensure transparency and accountability and will provide guidance to the County Executive, County Council, and County staff on the implementation of the strategies. It is anticipated that the Implementation Action Committee will meet at least once annually with the County Council prior to the Council's adoption of the Capital Budget and Program and the Current Expense Budget to offer their guidance and recommendation on budget matters necessary to carry out implementation activities.

Stakeholders will be active participants in the implementation of Plan2040.

The Implementation Plan matrix at the end of this section lists the Implementation Strategies supporting their respective Goals and Policies. The matrix identifies the lead departments responsible for implementation along with key supporting departments. Partnerships with Federal and State agencies, non-profit organizations, and others are key to successful implementation of Plan2040. To focus on the County's commitments, only the County department and agencies are listed in the table.

Measuring Our Success

The County is committed to measuring and tracking the performance of our local government. A performance measurement and tracking initiative has been established on the OpenArundel website to provide information to residents on the performance of County departments and the impact of County government on our communities. In alignment with that effort, progress on achieving the goals of Plan2040 will also be measured and tracked on a regular basis. Consistent monitoring will help ensure accountability for implementing Plan2040. It will enable the County Council, County Departments, and the public to understand the County's progress towards meeting the Plan 2040 vision and goals and assess the plan's effectiveness. Two types of measurements will be tracked: annual monitoring of plan implementation, and four-year performance monitoring.

Annual Monitoring

Annual monitoring will provide an accountability framework for reporting progress on implementation of the Plan2040 strategies. These are specific actions that collectively will lead toward achievement of the goals and policies. Annual compilation of this information will promote inter-departmental coordination as each department shares and can view the progress made on the strategies. It also demonstrates clearly to elected officials and the public that their local government is following through on the commitments made in Plan2040. The Office of Planning and Zoning will take the lead in coordinating the Plan2040 annual monitoring report.

The Plan2040 monitoring report will complement the annual land use measures and indicators report that Anne Arundel County currently prepares as required by Maryland State law. The measures and indicators report provides summary information on land development in the County including:

- Amendments to the zoning map
- Statistics on the amount of residential and commercial development permitted within and outside of Priority Funding Areas

Four-Year Performance Measures

The performance measures report analyzes the County's progress toward meeting the Plan 2040 goals and policies in four-year intervals. This analysis will include evaluation of the effectiveness of the strategies in achieving the desired outcomes of the goals and policies. To the extent possible, the performance measures are quantified so that trends can be statistically analyzed. Qualitative measures will be used if there is no clear, reliable quantitative metric. The performance measures report will inform minor plan amendments and modifications that may be needed to achieve the Plan2040 goals.

The annual monitoring reports and four-year performance measures report will also provide a foundation of information to support the next update of the General Development Plan.

Acronyms

County Departments are listed in the Implementation Plan matrix by the following acronyms:

AACC	Anne Arundel Community College
AACPS	Anne Arundel County Public Schools
AAEDC	Anne Arundel Economic Development Corporation
ACDS	Arundel Community Development Services
AAWDC	Anne Arundel Workforce Development Corporation
CEO	County Executive's Office
DOAD	Department of Aging and Disabilities
DOH	Department of Health
DRP	Department of Recreation and Parks
DRP-AG	Department of Recreation and Parks Agriculture and Woodlands Preservation
DPW	Department of Public Works
DPW-BWPR	Department of Public Works, Bureau of Watershed Protection and Restoration
DPW-WMS	Department of Public Works, Waste Management Services
FD	Fire Department
I&P	Department of Inspections and Permits
LIB	Anne Arundel County Public Library
OCS	Office of Central Services
OEM	Office of Emergency Management
OOT	Office of Transportation
OPZ	Office of Planning and Zoning
PD	Police Department
REAL	Office of Central Services, Real Estate Division
SCD	Soil Conservation District

Implementation Plan Matrix

Planning for the Natural Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Goal NE1: Preserve, enhance, and restore sensitive areas, including habitats of rare, threatened, and endangered species, streams, floodplains, tidal and non-tidal wetlands, bogs, shorelines, steep slopes, and all applicable buffers.	OPZ	DPW-BWPR, I&P		Acres of sensitive areas impacted by permitted development / year and acres of habitat restoration.
Policy NE1.1: Protect the natural role that environmental features provide to reduce stormwater runoff impacts, improve water quality, and enhance wildlife habitat by increasing and tracking the protections afforded during the development process.	OPZ	I&P		Acres of sensitive areas impacted by permitted development / year
a. Add a category to the Natural Features section of Article 17 that addresses the habitat of rare, threatened, and endangered species.	OPZ	I&P	Short Term	Status of update to Article 17
b. As a first step in the development application process, require an existing conditions plan that graphically depicts a site's existing conditions that includes field-delineated and identified environmental features, provides a narrative description of the environmental features, and contributes to the establishment of a limit of disturbance for the project.	OPZ	I&P	Short Term / Ongoing	Demonstrate natural resource inventory made a requirement.
c. Identify ephemeral streams or areas of potential ephemeral streams and analyze the need for disturbance prohibitions or other regulatory measures.	OPZ	I&P	Short Term / Ongoing	Document evaluation of stream buffer requirements and any changes adopted.
d. Where an existing buffer around a stream or wetland is not currently vegetated, revise the landscape manual to require native plantings within the buffer for new and redevelopment projects.	I&P	OPZ	Short Term / Ongoing	Demonstrate landscape manual updated
e. Collect and report losses and gains in natural features from development and redevelopment projects.	OPZ	OPZ	Short Term / Ongoing	Report on impacts to natural features (annual basis)
f. Provide a natural features map for public consumption, and update the map periodically to reflect changes.	OPZ	DPW-BWPR	Short Term / Ongoing	Publish map and updates
g. Revise the County's Open Space (OS) Zoning District to separate active recreation uses from conservation uses.	OPZ	DRP, DPW-BWPR	Short Term	Document zoning ordinance changed.
Policy NE1.2: Protect environmentally sensitive areas in the County's Critical Areas.	OPZ	I&P		Status of update of Critical Area Program

Implementation Plan Matrix

Planning for the Natural Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
a. Create a County Habitat Protection Program in accordance with guidance provided in COMAR Sec. 27.01.09.	OPZ	I&P	Short Term	Status of Habitat Protection Program
b. Complete a comprehensive update of the County's Critical Areas Program and amend relevant sections of Articles 17 and 18 of the County Code to implement recommendations.	OPZ	I&P	Short Term	Status of amendments to Articles 17 and 18
c. Update the Habitat Assessment Manual guidance document for use in review of development applications in the Critical Area.	OPZ	I&P	Short Term	Status of update of manual
Policy NE1.3: Protect, enhance, and create living shorelines and nearshore habitat.	I&P, DPW-BWPR	OPZ		Net change in shoreline armoring. Linear feet of 'living shorelines' constructed.
a. Minimize tidal wetland and beach habitat loss by protecting existing natural shorelines through enforcement of Critical Area buffer requirements.	I&P	OPZ	Ongoing	Quantify permitted wetland and shoreline alterations (number and linear feet).
b. Expand the list of stormwater best management practices eligible for tax incentives to include living shorelines.	I&P	DPW, OPZ	Short Term	Demonstrate incentives established.
c. Establish performance zoning criteria in Articles 17 and 18 for the protection of natural features, including maximum impervious surface limitations and minimum landscape surface or open space requirements for each zoning district.	OPZ	DRP, DPW	Short Term	Status of reforms to County Code.
d. Require all shoreline restoration projects on County-owned properties to utilize living shoreline restoration techniques where feasible. Require designs take into account projections for sea level rise.	DPW	DRP, DPW-BWPR	Short Term / Ongoing	Demonstrate shoreline projects used stated techniques.
e. Coordinate education and outreach for waterfront property owners and homeowners associations on shoreline restoration. Work with landowners and key environmental groups to identify appropriate, site-specific stabilization techniques to preserve shoreline. Direct landowners to existing funding sources and resources, including the County's Emergent Marsh Grass Program.	DPW-BWPR	DRP, OPZ	Short Term / Ongoing	Demonstrate assistance program established.

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	**Performance Measures**
Policy NE1.4: Protect unique environmental features and habitats including the Jabez Branch, Magothy Bog Complex, and other features or areas identified by the State or the County.	OPZ	DPW		Acres of protected land in these areas (acquisition, easement or regulatory protection)
a. Identify other unique environmental features and habitats and consider County code changes to offer additional protections for these areas.	OPZ	DPW-BWPR	Ongoing	Demonstrate sensitive areas identified.
b. Protect fishery habitat by initiating a cooperative effort with the Maryland Department of Natural Resources to establish "Fisheries Habitat Protection Zones."	OPZ	DPW-BWPR	Ongoing	Demonstrate fisheries habitat protection zones created.
c. Adopt an overlay zone with special provisions to protect natural features in the Jabez Branch watershed.	OPZ	I&P, DPW-BWPR	Long Term	Status of legislation
Policy NE1.5: Reduce the use of pesticides that are known to impact wildlife habitat, human health, and water quality.	OPZ			Concentrations of pesticides in surface water.
a. Prohibit the use of potentially harmful pesticides on all County-owned, managed, or controlled properties. Coordinate with the agricultural community and environmental groups to develop policies for farmers leasing County land for agriculture.	OCS	I&P, DPW-BWPR, DRP, AAEDC	Short Term	Status of policy or ordinance to prohibit certain pesticides.
b. Consider an ordinance prohibiting the use of cosmetic pesticides for lawn care.	SCD	I&P, DPW-BWPR, DRP, AAEDC	Short Term	Status of ordinance to prohibit certain uses of pesticides.
c. Support the County's participation in the Bee City, USA program, which recognizes jurisdictions with pollinator protections, including pesticide prohibitions.	AAEDC	I&P, DPW-BWPR, DRP, AAEDC	Short Term	Status of membership in program.
Goal NE2: Retain existing forest cover, increase forest replanting efforts and increase urban tree canopy.				
Policy NE2.1: Expand the amount of forest and tree canopy cover across all watersheds.	OPZ	I&P, DRP		Forest cover in County or permitted acres of removal

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	**Performance Measures**
a. Track the amount of forested acres preserved, planted and cleared during the development process and activities exempt from the forest conservation law and report status of tree planting and forest conservation accomplished through county and state funded land preservation programs annually.	OPZ	I&P	Ongoing	Annual reports.
b. Periodically conduct a total tree canopy survey and report status of tree canopy losses and gains.	I&P	OPZ, DRP	Ongoing	Completion of surveys.
c. Facilitate the creation of forest mitigation banks by implementing a streamlined forest mitigation bank approval process to offset losses from development projects.	OPZ	I&P	Ongoing	Number of forest mitigation banks and their status.
d. Increase mitigation requirements for projects that clear forest above the forest conservation ordinance's conservation thresholds, and prioritize mitigation onsite or within the same watershed.	OPZ	I&P	Short Term	Adoption of changed text of Forest Conservation Ordinance.
e. To the extent feasible, require no net forest or tree canopy loss for County projects.	OPZ	I&P	Ongoing	Status of policy. Track compliance of projects with policy.
f. Ensure that all County Departments are educated about forest conservation policies and are conducting their roles and responsibilities with forest conservation as a priority.	OPZ	I&P	Ongoing	Number of education trainings / participation.
g. Fund a robust community-based urban tree planting effort so planting trees becomes standard practice by communities and residents across the County. Ensure the program actively addresses a lack of tree canopy in underserved communities and results in a more equitable distribution of tree canopy throughout the County.	OPZ	I&P	Ongoing	Funding amount for tree planting program. Acres of trees planted.
h. Evaluate and consider adoption of a tree canopy ordinance that prioritizes areas with high impervious surface coverage.	I&P	OPZ, DPW-BWPR	Mid Term	Status of study and legislation.
i. Conduct a study to explore urban heat islands and tree canopy in low-income and underserved communities.	I&P	OPZ, BWPR, DOH	Long Term	Status of study

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	
Goals, Policies, & Strategies	Lead	Support		Performance Measures
Policy NE2.2: Develop, establish and implement a Forestry Management Program.	I&P	DPW-BWPR, DRP		Funding and staff level of program
a. Maintain the viability of the County's forested lands through invasive species control.	I&P	DPW-BWPR, DRP	Ongoing	Track acres of land where invasive species control conducted.
b. Increase resources for existing County reforestation program and investigate changes geared to smaller parcels and with less restrictive qualifying requirements than the existing program.	I&P	DPW-BWPR	Mid Term	Funding level for reforestation program and acres planted.
c. Create a Countywide woodland conservation plan that would establish priority retention and afforestation areas.	I&P	DPW-BWPR, DRP, OPZ	Mid Term	Status and adoption of woodland conservation plan.
Goal NE3: Expand, enhance and continue to protect the County's greenways, open space, rural areas and the Priority Preservation Area.	OPZ	DRP, I&P, DPW		Acres of protected land in County
Policy NE3.1: Increase the amount of protected land in the County.	DRP, OPZ, DPW-BWPR	I&P, DPW		Acres of protected land in County
a. Update the County's 2002 Greenways Master Plan to refine the data and analyses using more current technology. Include contiguous tracts of forest greater than 75 acres and, to the extent feasible, priority retention areas listed in the Forest Conservation Ordinance, trails, agricultural easements, historic and cultural resources, all other environmental features that are protected under Article 17 of the County Code. Include contiguous corridors connecting these features.	OPZ	DRP, DPW-BWPR	Short Term	Adoption of updated Greenways Master Plan.
b. Develop a comprehensive land preservation strategy that focuses on preserving ecologically sensitive areas, prioritizes properties for preservation, and includes funding recommendations such as credits for carbon offsets and ecosystem services.	DRP, OPZ, DPW-BWPR	I&P	Short Term	Completion of land preservation strategy.

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	
Goals, Policies, & Strategies	Lead	Support		Performance Measures
c. Develop acquisition priorities consistent with land and forest conservation goals in the GDP, Region Plans, the greenways plan, watershed studies and subwatershed priorities for preservation. Allow for the incorporation of other environmentally valuable areas into acquisition priorities.	DRP, OPZ, DPW-BWPR	I&P	Short Term	Documentation of priorities.
d. Acquire 750 acres of additional land for greenways, parks, and open space as recommended in the Land Preservation Recreation and Parks Plan (2017). Add a project line in the Capital Budget for the specific purpose of land conservation based on acquisition priorities.	DRP	OPZ, DPW-BWPR	Short - Mid Term	Acres of land acquired.
e. Target flood-prone properties, including non-tidal wetlands, and areas at risk from sea level rise as priorities for easement or fee simple acquisition.	DRP, OPZ, DPW-BWPR	I&P, DPW	Ongoing	Acres of flood prone properties that have been acquired or have new easements
f. Promote the permanent protection of sensitive areas, agricultural land, forest land and stream buffers through the Agricultural and Woodland Preservation Program.	DRP	OPZ, DPW-BWPR	Ongoing	Acres of land protected through the program
g. Develop a method for identifying, tracking and inspecting all protected lands throughout the County, including those protected through private means (e.g. private land trust easements).	DRP, OPZ, DPW-BWPR	I&P	Mid Term / Ongoing	Establishment of tracking method. Map of protected lands.
h. Educate the public about what is being done to increase the amount of protected land in the County and about how they can support such efforts.	DRP, OPZ, DPW-BWPR	I&P	Ongoing	Track education programs, number of participants / web visits
i. Consider a land protection program that quantifies and values ecosystem services and compensates landowners to protect their land.	DRP	OPZ	Long Term	Status of evaluation and implementation of program
Policy NE3.2: Continue expanding the network of protected corridors of woodlands and open space as set forth in the Greenways Master Plan.	DRP, OPZ	DPW-BWPR, I&P		Acres of protected land in Greenway

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	Performance Measures
a. Explore innovative alternatives and tools to achieve land, forest, and agricultural conservation goals, including public-private partnerships seeking to offset carbon emissions or reduce carbon.	DRP, OPZ	DPW-BWPR, I&P	Ongoing	List of alternatives/tools
b. Evaluate and adopt relevant and effective programs to enhance land conservation efforts including, if recommended, new tax incentives to permanently protect lands.	DRP, OPZ	DPW-BWPR, I&P	Mid Term	Evaluation of land conservation programs. Demonstrate implementation of recommendations.
c. Inventory County properties and identify those providing ecosystem services (stormwater management, Forest Interior Dwelling Species habitat, etc.). Place these properties in permanent County ownership and document ecosystem services and other value for future reference.	DRP, OPZ	DPW-BWPR, I&P	Mid Term	Inventory completed. Map produced.
d. Include mapped greenways in the areas listed as priority retention areas in the County's Forest Conservation Ordinance.	OPZ	DRP, DPW-BWPR, I&P	Short Term	Status of amendment of ordinance.
Policy NE3.3: Preserve 80 percent of undeveloped land within the Priority Preservation Area through protective easements in order to meet the State's PPA protection goal.	DRP		Ongoing	Percent of undeveloped land within the Priority Preservation Area preserved through protective easements
a. Continue to pursue State certification of the agricultural land preservation program.	DRP		Ongoing (with recertification required at 5-year intervals)	Maintenance of certification
b. Continue to utilize various County and State easement acquisition programs and explore additional funding resources to encourage protection of the PPA.	DRP		Ongoing	Number of County/State easements acquired and acres preserved

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	Performance Measures
c. Work with local land trusts and nonprofit organizations to increase their role in preserving land in the PPA and disseminating information about associated tax credits.	DRP		Ongoing	Track number of partners, outcomes of partnerships (number of private easements acquired), information and materials distributed
d. Conduct a detailed development capacity analysis to determine the number of individual properties within the PPA that have remaining development rights to sell and that are eligible to participate in an existing agricultural preservation program and evaluate potential expansion of the PPA boundary in other rural areas of the County.	OPZ	DRP	Short Term	Completion of analysis
e. Update program regulations for the Agriculture and Woodland Preservation Program to correct outdated Code references, and to revise the permitted uses within the Agricultural and Woodland Preservation Program to include accessory uses on minimal acreage that will not interfere with farming operations, as well as other rural economy uses.	DRP	OPZ	Mid Term	Status of reforms to Code
f. Revise the Preservation Easement Purchase Priority Rating System to grant extra points to properties located in the Priority Preservation Area.	DRP		Mid Term	Status of reforms to Preservation Easement Purchase Priority Rating System
g. Coordinate with the Office of Planning and Zoning to track and report acreage lost to development and acreage preserved within the Priority Preservation Area on an annual basis.	DRP	OPZ	Ongoing	Annual report on acreage lost to development and acreage preserved within the PPA
h. Continue partnering with Arundel Ag to provide marketing and outreach assistance within the Priority Preservation Area.	DRP	AAEDC	Ongoing	Track marketing efforts (contacts, successes, collateral materials, etc)

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	Performance Measures
i. Research the possibility of revising the County District program to allow for the tax credit to continue on easement properties in alignment with the timeframe of the easement.	DRP		Mid Term	Status and conclusion of research
Goal NE4: Improve and protect surface water quality by reducing impacts from stormwater runoff, wastewater discharge, and septic systems.				Biological Monitoring Reports
Policy NE4.1: Achieve or exceed Federal and State mandated water quality standards.				Percentage of streams that meet water quality standards
a. Integrate land use planning and water resource protection through the preservation of lands adjacent to water resources, protection of lands adjacent to water resources on development sites, and the implementation of stormwater practices to protect downstream water resources.	OPZ	DPW-BWPR, I&P, DRP	Ongoing	Inclusion of water resource protection considerations in Region Plans.
b. Maintain a proactive ecological monitoring program to assess the effectiveness of stormwater management practices and watershed restoration actions and track progress toward meeting water quality standards.	DPW-BWPR		Ongoing	Demonstrate that monitoring program being conducted.
c. Support agricultural landowners to implement Best Management Practices (BMPs) to protect soil and water quality.	SCD		Ongoing	Number of BMPs implemented/acres treated
d. Implement a new process for the transfer of responsibility for maintaining stormwater Best Management Practices (BMPs) from developers to Homeowner Associations that considers associated costs and expertise necessary for long-term maintenance of BMPs.	DPW	OPZ, I&P	Mid Term	Status of development and implementation of process.
e. Work with local watershed and other environmental organizations to monitor and restore local water quality.	DPW-BWPR		Ongoing	Track number of water quality monitoring stations and events, and number of restoration projects
Policy NE4.2: Promote development/redevelopment policies that lead to a reduction of impervious surfaces.	OPZ	AAEDC		Status of incentives and track change in impervious surface limits in each zoning district.

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	Performance Measures
a. Review development/redevelopment policies governing impervious surface limits in each zoning district.	OPZ	I&P	Short Term	Status of development policies
b. Create incentives to reduce impervious surface on development/redevelopment sites.	OPZ	I&P	Short Term	Status of development incentives
c. Require projects on County land to utilize pervious materials to the maximum extent practicable, including, but not limited to green roofs and pervious pavement.	DPW	OPZ, I&P	Mid Term	Track use of pervious materials on projects on County lands
Policy NE4.3: Reduce total nutrient loads from onsite septic systems and small community-based systems (also known as "minor systems").	DPW	DOH		Track number of septics converted to sewer and number of septic systems upgraded.
a. Implement the recommendations from the Septic Task Force final report to address onsite wastewater management problem areas.	DPW	DOH	Ongoing	Track implementation of Septic Task Force recommendations.
b. Evaluate methods to assist communities with reducing nutrient loads from minor treatment systems and implement where feasible.	DPW		Short Term	Completion of study. Implementation of recommendations.
c. Evaluate the impact of increasing precipitation events and sea level rise on septic system function and develop strategies to ensure adequate percolation and functionality.	DOH	DPW	Mid Term	Study of climate change and septic systems. Recommendations from study.
d. Implement the recommendations from the Septic Task Force final report to improve the County's petition process for connecting to public sewer.	DPW	DOH, OPZ, I&P	Short Term	Report on the improvements to the County's petition process.
e. Encourage and evaluate potential incentives for upgrading all existing septic systems to Best Available Technology.	DOH	DPW	Mid Term	Number of septic systems upgraded.

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	**Performance Measures**
f. Develop a program to ensure individual septic systems and denitrification systems are properly maintained by homeowners.	DOH		Mid Term	Development of program. Metrics of tracking maintenance.
Policy NE4.4: Reduce sediment pollution from active construction sites.	I&P			Reduced number of construction stormwater permit violations.
a. Conduct a comprehensive review of permit, inspection, and enforcement procedures for erosion and sediment control and long-term stormwater management. Develop recommendations to improve procedures.	I&P	OPZ	Short Term	Status of procedures review and recommendations.
b. Implement regular inspection staff information sharing to identify problem sites/issues and contractors for progressive enforcement action and/or policy/code revisions.	I&P		Ongoing	Track meetings and information sharing activities
c. Increase the treatment requirements for active construction sites to account for precipitation changes as a result of climate change.	I&P	OPZ, DPW	Short Term	Status of update of stormwater requirements.
d. Work with stakeholders, including Maryland Department of the Environment, to review and update existing standards and techniques for sediment and erosion control design, construction, and maintenance.	I&P	OPZ, DPW	Short Term	Status of update of stormwater requirements.
e. Create an easy-to-use water quality complaint application and educate residents and watershed organizations on how to report potential violations.	I&P	OPZ	Short Term	Status of application development.
Policy NE4.5: Implement efficient and effective stormwater management best management practice (BMP) design and maintenance review and improve BMP education and awareness.	I&P			Percent of development projects that comply with stormwater quality standards.
a. Improve education and communication between engineers, contractors, inspectors, and local community based experts in the field by creating a feedback loop to bring knowledge into design and review that will ensure projects are comprehensive, resilient and sustainable designs and construction / maintenance challenges are proactively solved.	I&P	DPW	Short Term	Track education and information sharing activities.

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10;	
Goals, Policies, & Strategies	Lead	Support	long 10+ yrs)	**Performance Measures**
b. Update the Anne Arundel County Stormwater Management Practices and Procedures Manual with the latest science, rainfall data, water quality, and peak-flow requirements in recognition of precipitation changes related to climate change.	I&P	DPW-BWPR	Short Term	Status of manual update.
c. Consider changes to the stormwater management design standards to store greater storm volumes on site to protect downstream properties and water resources in a changing climate.	I&P	DPW-BWPR	Short Term	Status of manual update.
d. Work with stakeholders, internal and external to improve BMP education, outreach and training opportunities.	I&P	DPW-BWPR	Ongoing	Track education and training activities.
Policy NE4.6: Provide the highest level of economically achievable wastewater treatment at all County Water Reclamation Facilities in order to reduce pollutant loads to water bodies.	DPW			Maintain 100% compliance with nutrient load limits.
a. Meet or exceed Enhanced Nutrient Removal Permit Requirements at Water Reclamation Facilities.	DPW		Short Term	Monitoring reports of discharge.
b. Explore alternative treatment methods and technologies to further reduce nutrient loads from Water Reclamation Facilities.	DPW		Short Term	Review of alternatives.
Policy NE4.7: Adjust current stormwater fees to encourage reduction of large areas of impervious surface.	DPW	OPZ, I&P	Short Term	Reduction of large areas of impervious surface
Goal NE5: Ensure the safe and adequate supply of groundwater resources and wastewater treatment services for current and future generations.	DPW			Capacity of water source and wastewater treatment plants.
Policy NE5.1: Encourage water conservation and protection of the County's groundwater resources.	DPW			Total water production at County public water facilities. Compliance with Groundwater Appropriation Permit

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	
Goals, Policies, & Strategies	Lead	Support		Performance Measures
a. Continue to participate in regional planning efforts to monitor and protect groundwater resources that serve the County.	DPW		Ongoing	Status of participation.
b. Continue to assess and address water quality problem areas identified in the Master Plan for Water Supply and Sewerage Systems.	DPW		Ongoing	Monitoring and list actions.
c. Work with internal and external stakeholders to improve water conservation education for residents.	DPW		Ongoing	Number of materials and outreach activities.
d. Evaluate options to ensure the long-term sustainability of County's groundwater supply.	DPW		Ongoing	Status of evaluation.
e. Invest in new technologies to improve productivity, reliability, and security of the public water system.	DPW		Ongoing	Track projects and investment.
f. Encourage, or when possible require, the abandonment of shallow, unconfined water wells to be redrilled by current regulations when a well system fails.	DPW		Ongoing	Track projects and investment.
g. Perform a comprehensive review of regulations pertaining to groundwater quality coordinated across County agencies. Identify and implement key changes to improve groundwater quality protections.	DPW	OPZ, I&P	Mid Term	Status of review of regulations.
Policy NE5.2: Ensure adequate capacity at the County's Water Reclamation Facilities to treat existing and projected wastewater flows outlined in the Master Plan for Water Supply and Sewerage Systems.	DPW			Capacity of Water Reclamation Facility
a. Continue to evaluate alternatives at Water Reclamation Facilities that will redirect existing and future flows to service areas where facility sites can best support future upgrades and meet capacity demands and permit requirements.	DPW		Ongoing	Describe status.
b. Reduce the amount of water unnecessarily entering Water Reclamation Facilities by continuing efforts to identify and reduce infiltration and inflow in the County's wastewater system.	DPW		Ongoing	Describe status.
c. Invest in new technologies to improve productivity, reliability, and security of the wastewater system.	DPW		Ongoing	Track projects and investment.
Policy NE5.3: Develop a long-term public water and sewer infrastructure replacement program.	DPW			Budget and Capital Improvement Program

Implementation Plan Matrix

Planning for the Natural Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	
Goals, Policies, & Strategies	Lead	Support		Performance Measures
a. Develop infrastructure replacement schedules and upgrade Capital Improvement Program projects to meet life cycle needs.	DPW		Short Term	Status of Capital Improvement Program
b. Evaluate and address the impacts of sea level rise and climate variability on the County's water and sewer infrastructure and future needs.	DPW		Short Term	Develop list of actions to address impacts. Status of implementation of listed actions.
Goal NE6: Create resilient, environmentally-sound and sustainable communities.	OPZ			
Policy NE6.1: Improve interdepartmental coordination to establish consistent environmental data in order to maximize the success of sustainable and resilient policies.	OPZ	I&P, DPW		
a. Evaluate options for establishing a Department of the Environment and Sustainability to be a resource for consistent, holistic data for all departments.	CEO	OPZ, DPW, I&P	Short Term	Status of potential new department.
b. Modernize County codes and evaluate procedures and practices to facilitate comprehensive, coordinated environmental review among all departments.	OPZ	I&P, DPW	Short Term	Status of code and procedures update.
c. Utilize geodatabases as a common baseline of environmental data to facilitate decision making across land use departments.	OPZ	I&P, DPW	Short Term	Status of use of geodatabases.
d. Institutionalize climate change resiliency planning and implementation across County agencies.	OPZ	I&P, DPW, OEM	Short Term	Status of climate plans and implementation.
e. Continue to pursue innovative funding sources.	OPZ	I&P, DPW	Ongoing	Track application and success in obtaining Federal and State grants.
Policy NE6.2: Improve communications and outreach with County Residents to engage and educate regarding sustainable and resilient policies.	OPZ	CEO		
a. Expand public-facing Geographic Information Systems to educate and engage stakeholders.	OPZ		Short Term	Status of public GIS tools.

Implementation Plan Matrix Planning for the Built Environment	Responsible Departments		Timeframe	Performance Measures
Goals, Policies, & Strategies	Lead	Support	(short 0-5; mid 5-10; long 10+ yrs)	
Goal BE1: Align development regulations and review practices with Plan2040, that recognizes the importance of the County's environmental features; limitations on infrastructure; and the desire to focus development, redevelopment and revitalization in the Targeted Development, Redevelopment and Revitalization Policy Areas; enhance quality of life; and protect and enhance neighborhoods.	OPZ	I&P, DPW, OOT, DRP		Status of reforms to County Code and development review procedures
Policy BE1.1: Update the County Code to facilitate implementation of the Planned Land Use and Development Policy Areas maps.	OPZ	I&P		Status of reforms to County Code
a. Holistically review and amend the County's Subdivision and Development Code (Article 17) and the Zoning Code (Article 18) to: i. Facilitate the implementation of the GDP, ii. Eliminate conflicts within the County Codes, iii. Address issues and conflicts between the County Codes and the intent of the Plan2040. Amendments should consider:	OPZ	I&P	Short Term	Status of reforms to County Code (Articles 17 and 18)
1. Including a Statement of Intent at the beginning of Article 17 and Article 18 to give weight to the goals, policies, and strategies of the County's General Development Plan (GDP) by emphasizing the purpose of these codes in implementing the GDP and promoting the health, safety and welfare of the residents of the County.				
2. Adding a Purpose and Intent Statement for each of the zoning district definitions.				
3. Revising the uses permitted for each zoning district to ensure consistency and compatibility with each district's purpose in relation to the corresponding planned land use descriptions as detailed in the GDP.				
4. Evaluating and revising the bulk regulations for the RA zoning district with the intent of permitting no more than one dwelling unit per 20 gross acres. The revisions should also be consistent with the intent of the State's Environmental Code for Growth Tiers.				

Implementation Plan Matrix Planning for the Built Environment	Responsible Departments		Timeframe	Performance Measures
Goals, Policies, & Strategies	Lead	Support	(short 0-5; mid 5-10; long 10+ yrs)	
5. Reviewing and revising the requirements for Mixed-Use Districts, including those for provision of a combination of uses, consideration of distance to uses, scale, design guidelines and connectivity between uses.				
6. Evaluating the effectiveness of the County's Small Business zoning district at fulfilling its purpose of permitting businesses in residential structures in transition areas; and revising the County Code as needed.				
7. Providing streamlined review of development applications within the County's Targeted Development, Redevelopment and Revitalization Policy Areas.				
8. Revising cluster subdivision provisions in County Code to more effectively protect open space and environmental features.				
9. Review the Planned Unit Development requirements, including a study of appropriate zoning districts. Review and improve Codes as necessary with the intent that this type of development should be consistent with the GDP, encourage development that is imaginative and innovative and offers a variety of dwelling unit types, densities, and site arrangements with well-integrated community facilities and services.				
10. Removing residential uses as permitted or conditional uses in the Commercial zoning districts unless the zoning district is within a Targeted Development, Redevelopment or Revitalization Policy Area.				
11. Revising the R5 zoning District to provide bulk regulations for townhomes to be compatible with scale and character of single family residences or permit townhouses by Special Exception only.				
12. Reviewing the Special Exception requirements in Article 18 for assisted living facilities that further considers minimum lot size, location, setbacks heights and density within residential districts for the purpose of compatibility within established communities.				
13. Upon approval of the update to the 2002 Greenways Master Plan, revising Article 17 to ensure protection of County designated greenways.				

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
14. Consider adding language in Articles 17 and 18 that the Planning and Zoning Officer must advise the County Council whether a text amendment is consistent with the GDP when the Council considers a text amendment.				
15. Revising the BWI Mixed-Use Overlay Area boundaries and code provisions to reflect the intent of the Development Policy Areas.				
16. Revising the boundaries of the BWI / Fort Meade Growth Area Map adopted by Bill 55-16 and provisions within Article 18 to reflect the intent of the Development Policy Area Map.				
17. Exploring and developing additional innovative tools such as overlay zones, form-based codes, and transit supportive design guidelines to implement the Development Policy Areas; and provide flexibility and incentives such as density bonuses in the County's Targeted Development, Redevelopment and Revitalization Development Policy Areas.				
18. Expanding the sections of the County Code that will limit the types of modification permitted under Article 17-2-108(a).				
Policy BE1.2: - Support the intent of Plan2040 by consistent implementation of the County Code.	OPZ	I&P, DPW, OOT, DRP		Status of reforms to development review procedures
a. Develop a set of criteria or standards to be used in determining whether a Modification request would nullify the intent and purpose of the GDP, Article 17 or Article 18 of County Code.	OPZ	I&P	Short Term	Status of reforms to Modifications criteria
b. Develop and maintain standardized training materials for onboarding new staff and implement a continuing education program for all staff.	OPZ	I&P, DPW, OOT, DRP	Short Term	Status of training materials and number of trainings provided and percentage of review staff that have participated.
c. Develop up-to-date, internal, and public-facing graphics that outline and clarify the standard development application review procedures.	OPZ	I&P	Short Term	Status of development of flow charts

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
d. Migrate paper-based historic files to electronic media to ensure the transfer and integrity of institutional knowledge.	OPZ	I&P	Short Term	Status of transfer of paper files to electronic (percentage)
e. Build and strengthen relationships between agencies tasked with implementing local, State, and Federal regulations with particular attention to coordination between OPZ, OOT and DPW to ensure consistent and coordinated development review.	OPZ	I&P	Ongoing	N/A
f. Improve the permit intake system to ensure all relevant agencies are included in the review process.	I&P	OPZ	Short Term	Status of reforms to permit intake system
g. Create a more comprehensive Countywide agency review for proposed Capital projects.	OPZ	I&P, DPW, OOT, DRP	Short Term	Status of reforms to review process for proposed Capital projects.
Policy BE1.3 The County will provide adequate public schools, roads and other infrastructure facilities in a timely manner and encourage sustainable growth and development practices that enhance the quality of life and general health, safety and welfare of its residents.	OPZ	AACPS, DPW	Short Term	Creation of a Growth Management and Infrastructure Policy
a. Conduct a fiscal impact analysis that will consider the impacts of Plan2040. Primary consideration should be given to impacts of the adopted Land Use Plan; population, employment and housing projections by Region; transportation and necessary infrastructure improvements; and COVID-19-related impacts. The net fiscal impact should be determined for each Region Planning Area so that adjustments can be made during the Region Planning process.	OPZ	AACPS, DPW	Short Term	Status of study
b. Conduct an impact fee study that will determine the development and redevelopment-related costs to construct infrastructure, review the current school, transportation and public facility impact fee districts, review the current impact fee ordinance, develop applicable development impact fees, and recommend impact fee district boundary changes and Code changes.	OPZ	AACPS, DPW	Short Term	Status of study

Implementation Plan Matrix **Planning for the Built Environment**	Responsible Departments		Timeframe	Performance Measures
Goals, Policies, & Strategies	Lead	Support	(short 0-5; mid 5-10; long 10+ yrs)	
c. Update the County's development impact fees and relative sections of Article 17 based on the impact fee study for the purpose of re-establishing a predictable, equitable, and efficient way of assessing the impact of growth on the County's infrastructure.	OPZ	AACPS, DPW	Short Term	Status of impact fee update
d. Update the growth management program that will focus on recognizing the diverse development patterns within the County and their impacts on infrastructure; balancing the multiple County priorities such as affordable housing, economic development and community equity; and facilitating sustainable development in a well-managed, orderly manner based on its most current land use plan. This tool should help to ensure that development and redevelopment occurs in the location, form and amount defined in each of the Region Plans.	OPZ	AACPS, DPW	Short Term	Status of program update
e. Consistent with a recommendation from the Schools Adequate Public Facilities subgroup, update the current adequate public facilities ordinance for schools using the 2020 Montgomery County, MD Growth and Infrastructure Policy for Schools as a model.	OPZ	AACPS, DPW	Short Term	Status of code update
1. Conduct a thorough data-driven analysis and stakeholder-informed approach to determine the shortcomings and assist in the update of the current adequate public facilities ordinance for schools;				
2. Identify impacts to the school system based on housing growth and redevelopment trends, housing type, home ownership turnover, and student generation rates and cycles;				
3. Balance the fee and tax structure that funds school construction and renovation at the State and local levels;				
i. Consider linking school impact fees to geographic areas based on growth patterns; and				
ii. Evaluate the use of demand pricing tied to school utilization rates.				

Implementation Plan Matrix **Planning for the Built Environment**	Responsible Departments		Timeframe	Performance Measures
Goals, Policies, & Strategies	Lead	Support	(short 0-5; mid 5-10; long 10+ yrs)	
4. Update the current adequate public facilities ordinance for transportation in accordance with future recommendations from the Transportation Adequate Public Facilities subgroup.				
5. Invest in current management and tracking systems to better measure impacts of development, monitor growth and aid the County's ability to deliver its services.				
Policy BE1.4: Collaborate in County, City and regional planning activities to enhance coordination and implementation of land use, environment, conservation, infrastructure, economic development and community facility policies, programs, and projects.	OPZ	I&P, DPW, OOT, DRP, AAEDC		Status of reforms to development review procedures
a. Continue and improve collaborative efforts between County and State agencies, the City of Annapolis and neighboring jurisdictions to coordinate planning efforts in land use, development, transportation systems, and protection of environmental resources.	OPZ	OOT, DPW	Ongoing	Participation in meetings and information sharing with partner agencies
b. Continue to participate in the Baltimore Metropolitan Council and initiate a more formal relationship with the Washington Metropolitan Council of Governments, in leadership and in working committees to coordinate effective regional approaches to land use, transportation, housing, and environmental protection.	OPZ	OOT	Ongoing	Participation in Baltimore Metropolitan Council and Washington Metropolitan Council of Governments
Policy BE1.5: Encourage use of vacant or underutilized County-owned surplus properties to support environmental conservation and community benefit.	REAL	AACPS, DRP, DPW, OPZ		Track number, acres, and use of surplus properties
a. Continue to review all County, Board of Education, and State surplus properties in accordance with Plan2040, Region Plans, Greenways Plan, and other adopted plans and implementing programs to determine if there is a current or long range need to retain the property for conservation, afforestation (including to meet offsite forest conservation ordinance requirements), public use (such as open space or recreational uses), or for other uses (such as development of affordable housing).	REAL	AACPS, DRP, DPW, OPZ, ACDS		Review of surplus properties

Implementation Plan Matrix Planning for the Built Environment	Responsible Departments		Timeframe	Performance Measures
Goals, Policies, & Strategies	Lead	Support	(short 0-5; mid 5-10; long 10+ yrs)	
b. Continue keeping local land trusts informed of surplus properties in environmentally sensitive areas.	REAL	DRP, OPZ		Track information sharing efforts
Goal BE2: Preserve the agricultural and rural character of the County's Rural and Agricultural Policy Area.	OPZ	DRP, I&P, DPW, OOT		
Policy BE2.1: Maintain limited development patterns compatible with and intrinsic to the rural parts of the County by using the Rural and Agricultural land use designation as the primary planning mechanism for preserving the character of the County's Rural and Agricultural Policy Area. Limit development to rural densities beyond the boundary of County's public sewer service area.	OPZ	DRP, I&P, DPW, OOT		Development in Rural and Agricultural Policy Area (number of units, acres, density)
a. Maintain the Rural Agricultural (RA) and Rural Low Density (RLD) Zoning districts as the primary implementation strategy for the Rural and Agricultural Development Policy Area. Do not support upzoning of properties that are not consistent with the most current adopted Land Use Plan.	OPZ		Ongoing	Number of properties and acres of land upzoned from RA and RLD to higher density/intensity zones
b. Consider the historic development patterns such as cross-road communities and encourage these patterns to be respected.	OPZ	DRP, I&P, DPW, OOT	Ongoing	
c. Revise zoning and development provisions as needed to ensure development is compatible with rural character. During the Region Planning process, consider the guidelines developed in the South County Small Area Plan.	OPZ	DRP, I&P, DPW, OOT	Short Term	Status of reforms to County Code (Articles 17 and 18)
d. Consider additional updates to the zoning ordinance to enable diversification of on-farm activities that are accessory to the principal use, so that farms and farmers may continue thriving in a changing economy.	OPZ	DRP, AAEDC	Short Term	Status of reforms to County Code (Articles 17 and 18)
e. Continue to consider and evaluate the recommendations of the Agriculture, Farming and Agritourism Commission to promote, coordinate, develop, further and establish agriculture, farming and agritourism in the County for implementation.	OPZ	DRP, AAEDC	Ongoing	Status of evaluation of Commission recommendations; status of implementation of Commission recommendations when evaluation indicates implementation is advisable.

Implementation Plan Matrix Planning for the Built Environment	Responsible Departments		Timeframe	Performance Measures
Goals, Policies, & Strategies	Lead	Support	(short 0-5; mid 5-10; long 10+ yrs)	
Goal BE3: Preserve and strengthen the County's existing and historic communities by encouraging resident participation in the planning processes, with particular emphasis on involvement of historically underrepresented and marginalized communities.	OPZ	DPW, DRP, I&P, OOT		Status of reforms to development review procedures
Policy BE3.1: Recognize existing communities within each Region Planning Areas to better implement specific local strategies within these areas.	OPZ			Status of adoption of Region Plans
a. Improve community input into the planning and development processes by reviewing and revising the community meeting and input process for development applications.	OPZ		Short Term	Status of reforms to community meetings for development review
b. Ensure each community is represented during the Region Planning process.	OPZ		Short Term	Statistics on public engagement in region plans, including demographics
c. Identify the character of each community in terms of environmental and historic resources, unique features, types of uses, densities, specific land use and development issues to address.	OPZ		Short Term	Status of analyses in Region Plans
d. Explore and identify funding possibilities for improvements to address community problems and priorities to improve livability.	OPZ	DPW, DRP		Track identified and funded improvements
e. Revise the County Code as necessary to remove regulatory barriers that inhibit improvements within communities or specific neighborhoods.	OPZ	I&P	Short Term	Status of reforms to County Code (Articles 17 and 18)
f. After the 2020 Census data is available, prepare updated population and household forecasts to better assess needs of the communities.	OPZ		Short Term	Updated population and household forecasts
g. Ensure infill and redevelopment in the County's Neighborhood Preservation Policy Area complements or blends with the existing built and planned character of the area and the cultural and environmental heritage of the area.	OPZ		Ongoing	Track development patterns, number of units and location
h. Provide the communities with data-driven impact analysis of regional land use and transportation policies.	OPZ	OOT	Ongoing	Publication of reports

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Policy BE3.2: *Ensure infill development and redevelopment in existing residential neighborhoods are compatible in scale, use, form and intensity with the surrounding neighborhood character.*	OPZ	I&P		Status of reforms to County Code
a. Strengthen the subdivision, development and zoning regulations to ensure high-quality new development and redevelopment in established communities.	OPZ	I&P	Short Term	Status of reforms to County Code (Articles 17 and 18)
b. Use the Region Plan process to explore the need for additional tools to guide neighborhood development, such as area design guidelines, form-based code overlays, or urban design standards.	OPZ	I&P	Short Term	Status of Region Plans
Goal BE4: Support quality of life and economic vitality in County Peninsula Policy Areas, while preserving the environmentally sensitive areas.	OPZ	I&P, DRP, DPW		Acres of land protected and acres of environmentally sensitive areas impacted.
Policy BE4.1: *Prioritize protection of sensitive environmental features on County peninsulas during long range planning efforts.*	OPZ	I&P, DRP, DPW		Status of reforms to County Code
a. Through the Region Planning process, identify sensitive environmental features and preserve them through regulatory tools, acquisition, or partnership with private land trusts or other agencies.	OPZ	DRP, DPW-BWPR	Short Term	Status of analyses in Region Plans
b. Consider vulnerability to sea level rise, coastal flooding and nuisance flooding during land use, development and zoning processes. Consider expansion of the Critical Area to include these areas.	OPZ	I&P, DPW	Ongoing	Status of development of tools and procedures to analyze sea level rise and flooding in review processes.
c. Reduce residential densities on peninsulas where appropriate through the land use and zoning process. Do not support upzoning of residential densities that are inconsistent with the most current adopted Land Use Plan.	OPZ		Ongoing	Track number and acres of zoning changes
Policy BE4.2: *Ensure the maritime industry remains a viable driver of economic growth and stability in the Peninsula Policy Areas.*	OPZ	DPW-BWPR, OOT		Number of active marinas in Anne Arundel County
a. Retain the Maritime land use and designation and the appropriate Maritime zoning district of the existing marinas.	OPZ		Ongoing	Track number and acres of zoning changes

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
b. Analyze small-scale non-conforming marinas in residential areas to determine whether a new zoning district and requirements should be established that are more compatible with the surrounding community.	OPZ		Short Term	Status of analyses in Region Plans
c. Review Maritime use requirements to ensure environmental protection, adaptability to sea level rise, and adequacy of transportation infrastructure.	OPZ	DPW-BWPR, OOT	Short Term	Status of review
d. Ensure that the maritime industry is represented during the Region Planning process.	OPZ		Short Term	Track participation of maritime industry in Region Plans
Policy BE4.3: *Improve the adequacy and safety of critical transportation corridors in Peninsula Policy Areas.*	DPW, OOT	OPZ		Track transportation improvement projects in Peninsula Policy Areas.
a. Identify and invest in solutions to relieve congestion and enhance safety on peninsula corridor roadways.	DPW, OOT	OPZ	Short Term	Track proposed roadway projects
b. Develop comprehensive action plans and provide resources for management and/or evacuation of vulnerable peninsula areas during emergency events.	OEM	DPW, OOT, OPZ	Mid Term	Status of emergency response plans
Goal BE5: Focus and encourage carefully planned and high quality development, redevelopment and revitalization in the Targeted Development, Redevelopment and Revitalization Policy Areas while meeting environmental requirements.	OPZ	I&P		Status of reforms to County Code
Policy BE5.1: *Align zoning and development regulations in the Targeted Development, Redevelopment and Revitalization Policy Areas to encourage private sector development and redevelopment that enhances surrounding community character.*	OPZ	I&P		Status of reforms to County Code
a. Adopt zoning and development tools tailored to the distinct Targeted Development, Redevelopment, and Revitalization Policy Areas that promote high quality design that supports walking, biking, and transit.	OPZ	I&P	Short Term	Status of reforms to County Code (Articles 17 and 18)

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
b. Expand incentives to encourage business and employment growth in Targeted Development, Redevelopment and Revitalization Policy Areas, such as density bonuses, impact and connection fee reductions, increased design flexibility and other regulatory incentives.	AAEDC	OPZ	Short Term	Number and type of incentives and level of funding
c. Review land use during the Region Plan process in the Targeted Development, Redevelopment and Revitalization Development Policy Areas and modify as appropriate to support housing needs, economic development and job creation. Comprehensive zoning for these areas should be consistent with the adopted land use plan.	OPZ		Short Term	Status of Region Plans
d. Evaluate options to support provisions of structured parking to promote efficient land use and vibrant development in Targeted Development, Redevelopment, and Revitalization Areas.	OPZ	AAEDC	Short Term	Status of review/reforms
e. Review zoning designations in Targeted Development, Redevelopment, and Revitalization Areas to facilitate quality development.	OPZ	AAEDC, I&P	Short Term	Status of review/reforms
Policy BE5.2: Ensure that adequate capacity exists prior to or concurrently with development through Adequate Public Facilities Ordinance requirements and prioritizing necessary capital investments and infrastructure improvements to support development in the Town Center, Critical Economic and Transit-Oriented Policy Areas.	OPZ	AACPS, OOT, DPW, FD		Level of service for public facilities covered in APFO
a. Prioritize the Capital Program to provide public amenities within Targeted Development, Redevelopment, and Revitalization areas.	DPW	DRP	Ongoing	Track capital projects in Targeted Development and Revitalization Areas

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
b. Update the Adequate Public Facilities Ordinance to improve its effectiveness in ensuring public services and infrastructure are provided to support development and redevelopment. In particular, develop a new Growth and Infrastructure Policy based on Montgomery County's Growth and Infrastructure Policy which uses data-driven analysis to identify impacts to the school system based on housing growth and redevelopment trends, housing type, home ownership turnover, and student generation rates and cycles. In addition, consider a comprehensive transportation review to ensure multimodal capacity for development.	OPZ	AACPS, OOT, DPW, FD	Short Term	Status of APFO reforms
c. Identify key capital improvement projects for each of the Targeted Development, Redevelopment, and Revitalization Policy Areas to promote and facilitate economic and residential development and redevelopment, specifically within the center. Identify and coordinate capital improvement projects with County agencies and key stakeholders.	OPZ	AACPS, OOT, DPW, FD	Ongoing	Track capital projects in Targeted Development and Revitalization Areas
d. Utilize financial and regulatory incentives and development agreements to encourage growth in Targeted Development, Redevelopment, and Revitalization Policy Areas, and evaluate the use of incentives, such as density enhancements, impact and connection fee abatement, reduction in setback requirements, height bonuses, and FAR increases.	OPZ	AAEDC	Ongoing	Number and financial value of incentives and agreements utilized in Targeted Development and Revitalization Areas
e. Provide safe bicycle and pedestrian connections within and to Targeted Development, Redevelopment, and Revitalization Policy Areas.	DPW, OOT	OPZ	Ongoing	Track pedestrian and bicycle access projects in Targeted Development and Revitalization Areas
f. Provide public transportation connections within and to Targeted Development, Redevelopment and Revitalization Policy Areas.	OOT	OPZ	Ongoing	Track public transportation service levels in Targeted Development and Revitalization Areas

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Goal BE6: Promote and facilitate economic growth and job creation within Critical Economic Development Policy Areas.	OPZ	AAEDC		Investment and job creation in Critical Economic Development Policy Areas
Policy BE6.1: Retain appropriately zoned land in the Critical Economic Development Policy Area to meet the County's projected economic development needs.	OPZ	AAEDC		Track number and acres of zoning changes
a. Coordinate with Anne Arundel Economic Development Corporation to anticipate the County, regional and national economic trends and land use demands. Consider changes to the land use plan and comprehensive zoning changes within the Critical Economic Development Policy Area to meet these demands.	OPZ	AAEDC	Ongoing	Preparation of employment projections and land demand
Policy BE6.2: Provide clear regulatory standards and a flexible process that supports high-quality design and appropriately scaled development incentives to promote development of major economic drivers, regional destinations, employment centers, and support businesses and services within a built environment that enhances community quality and sustainability.	OPZ			Status of reforms to County Code
a. Revise County zoning and development regulations to encourage high-quality development that promotes walking, biking, and transit and reduces the need for variances and modifications to accommodate growth of employment centers.	OPZ	I&P	Short Term	Status of reforms to County Code (Articles 17 and 18)
b. Develop strong multimodal links between employment centers, community attractions and transit-oriented areas.	OOT, DPW	OPZ	Ongoing	Track public transportation service levels in Targeted Development and Revitalization Areas
c. Invest in reliable transit services for major destinations.	OOT, DPW	OPZ	Ongoing	Track public transportation service levels in Targeted Development and Revitalization Areas

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
d. Implement identified roadway improvements to ensure adequate capacity for economic drivers.	OOT, DPW	OPZ	Ongoing	Track proposed roadway projects
Goal BE7: Promote vibrant, high-quality development in Town Centers that provides opportunities to live, work, learn, and play without daily use of a car.	OPZ	OOT, DPW, DRP, I&P		Track number of projects, residential units, square feet of development, and public and private investment in Town Centers
Policy BE7.1: Provide clear regulatory standards with flexibility to support high-quality design and incentives scaled to promote mixed-use development and redevelopment; and provide people-centered amenities and a built environment that will enhance community quality and sustainability.	OPZ	OOT, DPW, DRP, I&P		Status of reforms to County Code
a. With local input, update, and implement recommendations of the Odenton and Parole Town Center Plans.	OPZ	OOT, DPW, DRP	Short Term / Ongoing	Status of Odenton and Parole Town Center Plans
b. With local input, develop and implement a Town Center Plan for Glen Burnie.	OPZ	OOT, DPW, DRP	Mid Term	Status of Glen Burnie Town Center Plan
c. Revise the County Code to include Town Center development regulations that promote a high-quality urban community with civic amenities.	OPZ	I&P	Short Term / Ongoing	Status of reforms to County Code (Articles 17 and 18)
d. Incorporate transportation studies into Town Center planning to develop strong multimodal links within Town Centers and among employment centers, community attractions and transit-oriented areas.	OOT, DPW	OPZ	Ongoing	Track public transportation service levels in Town Centers
e. Develop and implement Design Guidelines to promote quality design and a sense of place in Town Centers.	OPZ	I&P	Short Term	Status of design guidelines
f. Through the Region Planning process, evaluate the extent of land included in Town Center land use designations to accommodate the County's forecasted development needs.	OPZ		Mid Term	Inclusion of Evaluation in Region Plans

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Goal BE8: Encourage hubs of limited commercial and community services for rural or suburban area residents in locations where such uses exist or have traditionally existed.	OPZ			Track number of projects, residential units, square feet of development, and public and private investment in Village Centers
Policy BE8.1: Provide a development framework and incentives to encourage a mix of commercial, service and residential uses within Village Centers that are compatible with the scale and character of the surrounding community. Integrate people-centered amenities and multimodal connectivity to surrounding residential neighborhoods.	OPZ			Status of reforms to County Code
a. With local input, develop and implement a sector plan for each Village Center.	OPZ			Status of Village Center Plans
b. Revise the County Code to include development regulations that enable the development of a mixed-use, suburban or rural Village Center and amenities.	OPZ	I&P		Status of reforms to County Code (Articles 17 and 18)
c. Through the Region Planning process, evaluate the extent of land included in Village Center land use designations to accommodate the County's forecasted development needs.	OPZ		Mid Term	Inclusion of Evaluation in Region Plans
Goal BE9: Provide a high-quality mix of employment, residential, commercial and service uses near existing or funded transit stations.	OPZ	OOT, DPW, I&P		Track number of projects, residential units, square feet of development, and public and private investment in Transit Station Areas
Policy BE9.1: Encourage and facilitate mixed-use development and redevelopment around transit that is compatible with the surrounding community and provides connections to employment centers, community attractions and residential areas.	OPZ	OOT, DPW, I&P		Status of reforms to County Code
a. With local input, develop and implement a master plan for transit station areas.	OPZ	OOT, DPW, DRP	Long Term	Status of Transit Station Area Plans

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
b. Revise zoning and development regulations to promote transit-oriented development.	OPZ	OOT, DPW, I&P	Short Term	Status of reforms to County Code (Articles 17 and 18)
c. Invest in transportation links between transit-oriented areas and regional destinations.	OOT, DPW	OPZ	Ongoing	Track public transportation service levels in Transit Station Areas
d. Encourage the redevelopment of surface parking lots at high-use transit facilities to parking structures or mixed-use development containing structured parking to support higher utilization and more efficient use of land.	OPZ	OOT, DPW	Ongoing	Status of parking structure projects near transit stations
Goal BE10: Relieve traffic congestion and improve mobility options and safety in the Critical Corridor Policy Areas.	OPZ, OOT	DPW, I&P		Track public and private investment in the Policy Area
Policy BE10.1: Reduce traffic congestion, provide adequate infrastructure and reliable multimodal connections, and improve safety in Critical Corridor Policy Areas.	OPZ, OOT	DPW, I&P		Number and type of transportation improvements
a. Prioritize transportation improvements in Critical Corridor Policy Areas to reduce traffic congestion and improve safety.	OPZ, OOT	AAEDC	Mid Term	Number and type of transportation improvements
b. With stakeholder input, develop and implement plans to identify critical mobility connections, safety challenges, and provide tailored multimodal solutions along each identified corridor.	OPZ, OOT	DPW, I&P	Long Term	Status of plans
c. Proactively coordinate with the State of Maryland on transportation improvements related to State highways.	OOT	OPZ	Ongoing	N/A
d. Develop an access management strategy for Critical Corridor Policy Areas. Consider such actions as access consolidation, building a well-connected local road network, parallel local roadways, and commercial site interconnections.	OOT	OPZ	Mid Term	Status of access management strategy

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Policy BE10.2: Promote redevelopment of underutilized or distressed properties in the Critical Corridor Policy Areas that provide multimodal transportation solutions for the existing communities.	OPZ	AAEDC	Ongoing	Number of properties redeveloped
a. Explore new mechanisms to encourage redevelopment of underutilized and distressed properties that will be equally accessible to commuters and neighborhood residents using a variety of transportation options.	OPZ	AAEDC	Ongoing	Status of reforms
b. With local input, develop and implement master plans that coordinate redevelopment opportunities and transportation improvements.	OPZ, OOT	DPW, I&P	Ongoing	Status of Plans
Policy BE10.3: Within critical corridor areas, consider incentives for projects that provide contributions to public transportation infrastructure, such as transit stations and pedestrian and bicycle facilities.	OPZ, OOT	DPW	Ongoing	Status of evaluation
Goal BE11: Provide for a variety of housing types and designs to allow all residents housing choices at different stages of life and at all income levels.	OPZ, ACDS			Percent of County residents considered 'rent burdened'
Policy BE11.1: Ensure the quality of the County's existing housing stock is maintained.	OPZ, ACDS			Number of code enforcement actions per year
a. Provide for enhanced code enforcement to prevent and eliminate nuisance properties.	OPZ, I&P, DOH		Ongoing	Number of code enforcement cases resolved per year and/or number of staff in code enforcement
b. Support Arundel Community Development Services programs to provide assistance for home maintenance and repair.	ACDS		Ongoing	ACDS quantify number of home projects and financial value of improvements
Policy BE11.2: Review zoning and development regulations and amend to allow for a variety of residential forms, densities and sizes in stable communities throughout the County.				Status of reforms to County Code

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
a. Study the potential for new forms of housing, or additional areas for certain housing forms, in residential or mixed-use zoning categories. Potential forms may include duplexes or triplexes, "tiny house" forms, shared housing, cottage houses, or accessory dwelling units (ADU's) such as garage apartments or in-law suites.	OPZ	I&P	Short Term	Status of study
b. Where appropriate, amend zoning and development regulations to allow additional residential forms and housing densities, with strong provisions to ensure compatibility with the surrounding built character.	OPZ	I&P	Short Term	Status of reforms to County Code (Articles 17 and 18)
c. Work with developers to provide the full spectrum of rental and ownership housing choices for all incomes, ages, and abilities, especially in areas designated for increased density and revitalization.	OPZ	AAEDC	Ongoing	Percent of County residents considered 'rent-burdened'
d. Make necessary Code revisions to allow development of accessory dwelling units (ADU's) for existing and new single-family dwellings. Consider incentives for new housing developments as well as explore opportunities to promote ADU construction for existing homes.				
Policy BE11.3: Expand the supply of housing for senior adults by facilitating opportunities to age in place and create senior-friendly communities across the County.				Number of senior housing units that includes type and location
a. Facilitate the private sector's development of a range of housing options for seniors near transportation, medical, and recreational amenities. Prioritize sites with redevelopment potential for options such as assisted living facilities, retirement communities, affordable independent living communities, and continuing care communities.	DOAD	AAEDC	Ongoing	Number of affordable units constructed
b. Expand and improve programs and facilities available to the senior population and senior communities, including transit options, recreational facilities and programs, and activity centers.	DOAD	OOT, DRP	Ongoing	Number of expanded and new programs and facilities for seniors

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Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
c. Support resources and partnerships to help senior homeowners obtain services related to home repair, maintenance, renovation and modifications.	DOAD	ACDS	Ongoing	Number of projects and funding for senior homeowner programs
Goal BE12: Ensure the County's workforce, elderly and other vulnerable populations have access to an adequate supply of housing in a variety of neighborhoods that is affordable for a range of income levels. Particular attention should be given to meeting the needs of renter households earning 60% and below of the Area Median Income (AMI) and homebuyer households earning below 120% AMI.				Percent of County residents considered 'rent burdened'
Policy BE12.1: Increase the supply of affordable housing units throughout the County, especially in Communities of Opportunity, without further concentrating affordable units in areas of older housing stock and high concentrations of low- to moderate-income households.				Number of private sector senior developments that include housing type, location and number of affordable units constructed
a. Ensure that there is an appropriate amount of multifamily land inventory within Communities of Opportunity in the County that could accommodate workforce and affordable housing needs.	OPZ	ACDS	Ongoing	Acres of land in Communities of Opportunity where zoning allows affordable multifamily housing units
b. Review County surplus land not intended for resource conservation for the feasibility of development of affordable housing.	REAL	OPZ, DRP	Short Term	Status
c. Explore and develop a program to reduce development review fees, water and sewer capital connection fees and some or all impact fees for affordable housing projects.	OPZ	I&P	Short Term	Status of fee waivers
d. Allow affordable housing projects to vest for school capacity earlier than at sketch plan or preliminary plan.	OPZ	ACDS	Short Term	Status of code revisions relative to affordable housing and school capacity.

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Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
e. Continue to prioritize the use of Federal HOME funds and County general funds for low interest loans to experienced affordable housing developers to support rental housing for families in Communities of Opportunity. Loans should be secured by long-term liens ensuring units remain affordable for at least 40 years.	ACDS		Ongoing	Amount and number of loans issued.
f. Continue to utilize a "Payment-in-lieu of Taxes" program to support the production of affordable rental housing through the reduction of property taxes. PILOT agreements must be approved on a project-to-project basis by the County Council.	ACDS		Ongoing	Status of PILOT
g. Develop a long-term affordable housing strategy and set specific goals for the number of residential units needed.	ACDS	OPZ	Short Term	Completion of strategy plan
h. Implement inclusionary housing programs, such as a moderately-priced dwelling unit program.	ACDS	OPZ	Short Term	Status of County code updates
i. Evaluate the feasibility of adaptive reuse of commercial buildings, such as motels and former retail centers, for affordable housing.	ACDS	OPZ	Ongoing	Number of buildings evaluated and adaptively reused
j. Conduct a study to examine whether low-income communities and communities of color experience disproportionate impacts from proximity to industrial and other inharmonious land uses. The findings of the study should be used to minimize future community health impacts.	OPZ	DOH	Long Term	Status of study
k. Establish an interagency workgroup to coordinate a comprehensive approach to policies and programs related to affordable housing.	ACDS	OPZ, I&P, OOT	Short Term	Activity of workgroup
Policy BE12.2: Retain and improve the County's existing supply of affordable housing, and create opportunities to provide additional affordable housing inventory in conjunction with redevelopment and revitalization projects.	ACDS			Number of rehabilitation projects funded by County programs

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Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
a. Promote the use of Federal HOME funds to provide low interest loans to experienced affordable housing developers of redevelopment projects; preserve affordability through long-term liens ensuring units remain affordable for 40 years.	ACDS		Ongoing	Amount and number of loans issued.
b. Support the Housing Commission's efforts to convert and rehabilitate existing public housing communities, while expanding the net number of units within these communities where opportunities exist, especially if a greater mix of incomes can be achieved.	ACDS		Ongoing	Status of rehabilitation projects and number of units.
c. Continue to invest funding and resources toward residential property rehabilitation programs, particularly in the Brooklyn Heights, Arundel Village, Spring Meadows, Stillmeadow, and Orchards at Severn communities.	ACDS		Ongoing	Number of rehabilitation projects and amount of funds
d. Examine the potential use of a land trust or land bank to facilitate reinvestment and retention of affordable housing stock.	ACDS		Short Term	Status of land trust/land bank
e. Conduct periodic inventories of vacant and neglected residential properties in declining communities; use this information to avoid further decline and reverse the trend through neighborhood stabilization strategies.	ACDS	OPZ	Ongoing	Status of inventory
f. Examine the potential of a vacant property receivership program and streamlined Code enforcement procedures to address non-compliant, vacant properties by moving them to an entity with the ability to rehabilitate and market them.	OPZ	ACDS	Short Term	Status of development / adoption of receivership program.
g. Leverage Federal and State funds to preserve and create affordable units and group homes for people with special needs.	ACDS		Ongoing	Amount of funds and number of units created
h. Explore feasibility of ensuring tenants' first right of refusal.	ACDS	OPZ	Mid Term	Status of study
Policy BE12.3: Maintain and increase support for very low-income families to afford rental units.				Amount of funding
a. Continue to leverage Federal HOME dollars and Continuum of Care funds with local County dollars to maintain and expand new tenant based rental subsidy programs.	ACDS		Ongoing	Amount of funding

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Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
b. Establish a Community Reinvestment fund in the County's Capital Budget and Program that can fund predevelopment costs such as engineering, architecture, planning, and feasibility analysis related to redevelopment and revitalization projects in designated revitalization areas.	ACDS		Mid Term	Amount of funding
Policy BE12.4: Continue programs and initiatives that ensure residents' access to affordable housing opportunities.				Status of programs.
a. Fund a program that will be available to low-and moderate-income households with disabilities to make accessibility modifications to rental and homeownership units.	OPZ	ACDS	Ongoing	Status of program. Funding level.
b. Support partnerships to develop affordable housing for older adults and persons with special needs so they can live independently.	DOAD	ACDS	Ongoing	Description of partnerships
c. Support a suite of counseling programs that helps residents achieve financial stability, whether they are without homes, renters, aspiring homebuyers or current homebuyers struggling to pay their mortgage. Utilize County funds to support financial literacy counseling, first time homebuyer education, and foreclosure prevention counseling.	ACDS		Ongoing	Number of participants in programs
d. Support first-time homebuyer programs that will help moderate income buyers, especially minorities and other protected classes, purchase homes they can afford.	ACDS		Ongoing	Number of participants and funding.
Policy BE12.5: Sustain and expand available resources to fund both supply side and demand side strategies.				Amount of funding for programs
a. Create an Affordable Housing Trust Fund through the identification of a dedicated revenue funding stream.	ACDS		Short Term	Status of Trust Fund and funding balance
b. Continue to invest County general funds into affordable housing initiatives.	ACDS		Ongoing	Amount of funding
c. Promote greater use of Commercial Revitalization Tax Credits and flexible uses in Revitalization Districts to allow for inclusion of affordable housing where appropriate in these districts.	OPZ	ACDS	Ongoing	Number of projects/housing units supported by the tax credit program

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Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
d. Develop additional financial incentives for the provision of affordable housing, such as streamlined regulatory processes, tax credits, density bonuses, or public/private partnerships.	OPZ	ACDS	Short Term	Status of incentives
Goal BE13: Revitalize and stabilize existing communities in order to preserve physical character, capitalize on investments and infrastructure, strengthen and beautify neighborhoods, and create economically, socially, and environmentally sustainable communities.	OPZ	AAEDC, OOT, DPW		
Policy BE13.1: Focus investments toward revitalization in designated Sustainable Communities, Commercial Revitalization Areas, and other redevelopment sites.	OPZ	AAEDC, OOT, DPW		Number of housing units and square feet of commercial development constructed in Sustainable Communities and CRAs
a. Conduct targeted redevelopment studies for key opportunity sites. The studies should include an assessment of the market potential of the area, community engagement with property owners and local stakeholders, and development of short and long-term redevelopment and revitalization concepts for the study area.	OPZ	AAEDC	Ongoing	Number of studies completed
b. Establish a Community Reinvestment fund in the County's Capital Budget and Program that can fund predevelopment costs such as engineering, architecture, planning, and feasibility analysis related to redevelopment and revitalization projects in designated revitalization areas.	AAEDC	OPZ	Ongoing	Status of fund
c. Utilize State funding and technical assistance programs that are available for revitalization projects in Sustainable Communities, such as the Community Legacy, Strategic Demolition Fund, Operating Assistance Grant, Community Safety and Enhancement, Sidewalk Retrofit programs and other grant programs as appropriate.	ACDS, OPZ	AAEDC, OOT, DPW	Ongoing	Number and amount of State grants obtained for Sustainable Communities and CRAs
Policy BE13.2: Update the zoning and development codes to create better tools for the type of development that the County wants to promote – redevelopment, adaptive reuse, infill, and mixed-use.	OPZ	AAEDC, I&P		Status of reforms to County Code

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Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
a. Evaluate the use of overlays, and form based ordinances for select areas as tools for facilitating redevelopment and revitalization.	OPZ	I&P	Short Term	Status of evaluation
b. Update the Commercial Revitalization Overlay zoning districts by evaluating the continuing needs in the current districts, as well as considering establishing new districts.	OPZ	AAEDC	Short Term	Status of Commercial Revitalization Overlay zone
c. Consider whether different types or categories of Commercial Revitalization overlays should be established in the zoning ordinance, with development allowances and incentives tailored to each specific category (for example, some categories could be: main street corridor, community retail corridor, general commercial corridor, suburban shopping mall, etc.).	OPZ	AAEDC	Short Term	Status of evaluation
d. Evaluate and make adjustments to mixed-use zoning districts to create additional flexibility needed for redevelopment projects.	OPZ	AAEDC	Short Term	Status of evaluation
e. Promote high-quality design in revitalization areas through use of urban design standards and guidelines that support walking, biking, and transit.	OPZ	AAEDC	Short Term	Status of design standards / guidelines
f. Retain an independent consultant to review redevelopment zoning code barriers.	OPZ	AAEDC, I&P	Short Term	Consultant Report
Policy BE13.3: Facilitate, encourage, and incentivize redevelopment and revitalization of underutilized properties, particularly older and declining commercial and industrial properties.	OPZ	AAEDC		Track number of projects, residential units, and commercial and industrial sq.ft on redevelopment sites.
a. Identify development regulations that make redevelopment difficult to accomplish and develop alternatives to reduce these barriers.	OPZ	I&P, AAEDC	Short Term	Status of reforms to County Code
b. Identify opportunities for increased use of public-private partnerships in implementing redevelopment projects.	AAEDC	OPZ	Ongoing	Track public-private partnerships

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Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
c. Create a Redevelopment Advisory Group composed of county agency employees and private sector experts such as: Office of Planning and Zoning, Commercial Real Estate, Commercial and Residential Developers, including Developers with redevelopment experience.	OPZ	AAEDC	Short Term	Status Update
d. Retain an independent consultant to evaluate or perform a development capacity analysis.	OPZ	AAEDC	Short Term	Consultant Report
e. Create a new section within the Office of Planning and Zoning dedicated to the review of redevelopment projects.	OPZ		Short Term	Status Update
Policy BE13.4: Adopt land use policies and plans that prioritize and incentivize redevelopment and revitalization of grayfields and brownfields properties over new greenfields development.	OPZ	AAEDC		Number and acres of grayfield and brownfield properties redeveloped
a. Limit expansion of new commercial zoning outside of existing commercial corridors and hubs and planned mixed-use centers to encourage redevelopment and full utilization of existing commercial properties.	OPZ		Ongoing	Track zoning changes
b. Conduct regular market assessments to evaluate the changing retail and employment markets and provide justification of any increases in commercial land inventory.	OPZ	AAEDC	Ongoing	Completion of market assessments
c. Explore and develop a program to reduce development review fees, water and sewer capital connection fees and some or all impact fees for redevelopment and revitalization projects within grayfield or brownfield sites.	OPZ	I&P, AAEDC	Short Term	Status of fee reduction effort
Policy BE13.5: Ensure that State investments are strategically aligned with the County's priorities to support and prioritize redevelopment and revitalization projects and programs.	OOT, OPZ	DPW		Amount of State funding obtained to support redevelopment in Sustainable Communities and CRAs
a. In the County's annual MDOT Priority Letter, give weight to State funding requests for planning, feasibility, capital improvements, and infrastructure in targeted revitalization and redevelopment areas.	OOT	DPW, OPZ	Ongoing	Status of MDOT Priority Letter

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Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
b. Assess whether any of the older commercial districts in the County would be eligible for and would benefit from participation in the Maryland Main Street Program, and if so apply for State designation.	OPZ	AAEDC	Short Term	Status of Main Street Program designations
Policy BE13.6: Encourage redevelopment of greyfields and brownfields properties through incentives, regulatory relief, and use of streamlined review processes. Consider flexibility in the mix of uses, as appropriate, to meet community needs.	OPZ	AAEDC	Ongoing	Status of evaluation.
Goal BE14: Protect and preserve the significant historic and archaeological resources and cultural heritage of the County; and promote public awareness of the County's history and the stewardship of historic assets.	OPZ			
Policy BE14.1: Develop and strengthen planning and protection measures for historic and archaeological resources and incorporate historic preservation effectively into planning and policy decision-making.	OPZ	DPW, DRP, AAEDC, OOT		Combination of the following measures
a. Develop and adopt a Cultural and Historical Preservation Master Plan for the County.	OPZ		Mid Term	Status of master plan
b. Improve the basis for decisions affecting historic places by increasing communication, planning, and coordination among County entities.	OPZ	DPW, DRP, AAEDC, OOT	Ongoing	N/A
c. Update existing Cultural Resources Code provisions to strengthen protective measures and to reflect best preservation practices.	OPZ		Short Term	Status of reforms to County Code
d. Establish innovative planning tools, such as historic overlay zoning, to encourage preservation and better protect historic resources.	OPZ		Short Term	Status of reforms to County Code
e. Pursue participation in Maryland's Certified Local Government (CLG) program.	OPZ		Mid Term	CLG status
Policy BE14.2: Increase awareness, understanding, and appreciation of the County's historic, archaeological, and cultural resources and their preservation among residents of the County.	OPZ			Combination of the following measures
a. Develop and engage in archaeological and heritage education programs that foster community pride, good citizenship, and stewardship of the County's cultural resources.	OPZ		Ongoing	Number of programs and participants

Implementation Plan Matrix Planning for the Built Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
Goals, Policies, & Strategies	Lead	Support		
b. Partner with local organizations to promote cultural heritage tourism.	OPZ		Ongoing	CLG status
c. Maximize use of volunteers to assist with cultural resources research and site documentation.	OPZ		Ongoing	Number of volunteers and hours
d. Expand the use of the County's website for educational purposes and to promote preservation and archaeological programs.	OPZ		Ongoing	Status of website
e. Continue to maintain and update the County's inventory of significant historic resources as well as the database of historic cemeteries.	OPZ		Ongoing	Status of inventory
f. Develop marketing and recognition programs, like a historic landmark signage program to elevate the profile of the County's cultural resources.	OPZ		Ongoing	Status of marketing and recognition programs
Policy BE14.3: Promote the stewardship of historic resources and County-owned archaeological collections, and encourage the adaptive re-use of historic properties and the preservation of historic and cultural landscapes.	OPZ	REAL, DPW, DRP, OOT		Combination of the following measures
a. Continue to partner with other County entities to practice good stewardship of the historic resources under County ownership.	OPZ	REAL, DPW, DRP, OOT	Ongoing	N/A
b. Incorporate historic preservation objectives in community revitalization, sustainability initiatives, and economic development efforts, including expanding workforce housing using historic buildings.	OPZ	REAL, ACDS	Ongoing	N/A
c. Promote the County's Historic Preservation Tax Credit, but pursue additional incentives, like a local preservation grant fund to better assist owners of historic resources in their preservation efforts.	OPZ		Ongoing	Use of tax credit (number of projects and funding amount)
d. Assess and review the existing Scenic and Historic Roads program and code; improve coordination with other County agencies to ensure protection of key historic vistas and streetscapes.	OPZ	OOT, DPW	Mid Term	Status of review of program
e. Invest in the County's Archaeology Lab and curation facilities, and its professional staff to ensure that the County complies with accepted State and Federal standards.	OPZ		Ongoing	Track investments in Archaeology Lab

Implementation Plan Matrix Planning for the Built Environment	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
Goals, Policies, & Strategies	Lead	Support		
Goal BE15: Provide a well-maintained multimodal transportation network that is safe, efficient, environmentally sensitive, and provides practical and reliable transportation choices and connections for all users.	DPW, OOT			Status of programs.
Policy BE15.1: Provide a safe transportation system, including by adopting Vision Zero principles, with a goal of eliminating preventable deaths and injuries.	DPW, OOT	PD		Numbers of vehicle occupant, bicycle, and pedestrian fatalities and serious injuries per year
a. Make engineering improvements to identified roadways such as reducing speeds, posting warnings of hazards, fixing blind spots and dangerous intersections and improving street lighting.	DPW	OOT	Ongoing	Track safety improvements implemented per year
b. Promote educational activities through the Safe Routes to Schools Program.	OOT	AACPS, DPW	Ongoing	Track educational activities
c. Enforce traffic laws with an emphasis on combating speeding and aggressive and impaired driving.	PD		Ongoing	Track enforcement statistics
d. Emphasize pedestrian safety and multimodal access over traffic speed and maximum vehicle access points in transportation-land use planning and development review.	OOT	OPZ, I&P	Ongoing	N/A
Policy BE15.2: Provide practical and reliable transportation choices and connections for County residents, especially for vulnerable populations.	DPW, OOT			Travel time reliability on roadways. On-time performance of locally-operated transit services.
a. Implement Transportation Systems Management and Operations (TSMO) strategies as appropriate.	DPW	OOT	Ongoing	Track implementation of actions.
1. Review the use of High Occupancy Vehicle (HOV) lanes to provide travel time savings to commuters who carpool, vanpool and transit users on high-speed limited access roadways.	DPW	OOT	Ongoing	

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Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
2. Review the use of ramp metering to regulate the rate of vehicles entering a freeway to ensure that flow along the mainline is not overly interrupted and that capacity does not become oversaturated.	DPW	OOT	Ongoing	
3. Use hard shoulder running (part-time shoulder use) to address roadway capacity issues during peak hours.	DPW	OOT	Ongoing	
4. Implement reversible lanes to facilitate traffic flow in the peak directions.	DPW	OOT	Ongoing	
5. Use adaptive traffic signals that respond to real-time traffic conditions.	DPW	OOT	Ongoing	
6. Manage access to road network by eliminating curb cuts and restricting left-turn lanes where appropriate.	OOT, OPZ, I&P	DPW	Ongoing	
7. Eliminate cul-de-sacs and dead-ends where connections could be made to form a full street grid and connections between adjacent parcels. Where vehicular connections are not feasible, implement bicycle/pedestrian connections.	OOT, OPZ, I&P	DPW	Ongoing	
8. Improve walkability and bicycle access to reduce the need for short vehicle trips.	OOT, OPZ, I&P	DPW, I&P	Ongoing	
b. Increase options for non-single occupancy vehicle mode share for commuter trips to and from Town Centers.	OOT	DPW, OPZ	Ongoing	Single occupant vehicle mode share in Town Centers
c. Designate future connections between arterials roads to provide redundancy in the local street network.	OOT	DPW	Ongoing	Status of designation of connections
d. Enhance Community Walkability.	OOT, OPZ	DPW, I&P	Ongoing	Track implementation of actions.
1. Establish a Safe Routes to Schools Coordinator who is charged with bringing together all relevant agencies necessary for deployment.	OOT, AACPS	DPW, OPZ	Ongoing	
2. Target annual sidewalk construction budget requests (and annual requests to MDOT SHA) to close gaps in the pedestrian network.	OOT	DPW, OPZ	Ongoing	

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Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
3. Improve roadway crossings within one mile of elementary schools.	OOT, AACPS	AACPS, DPW, OPZ	Ongoing	
4. Continue to update the County road codes standards and specifications in accordance with the County's Complete Streets policy.	OOT, DPW, OPZ		Ongoing	
e. Continue to implement a county-wide bicycle network that includes low-stress bicycle network features where physically and economically feasible.	OOT	DPW, OPZ	Ongoing	Percentage of network connected through low-stress network protected bicycle lanes, shared-use paths, and other conditions
1. Identify opportunities to provide on-street bicycle facilities that connect to trails, transit routes and community facilities. Use routine roadway maintenance to expand the bicycle network and increase safety for other modes of mobility.	OOT	DPW, OPZ	Ongoing	
2. Identify and mark "last-mile" on-street connections to key community destinations which can be reached via a low stress roadway to the existing shared-use path. As future shared-use paths are constructed, include "last-mile" on-street network connections.	OOT	DPW, OPZ	Ongoing	
3. Work with the Maryland Department of Transportation State Highway Administration to identify the disconnected segments of on-street bicycle facilities.	OOT	DPW, OPZ	Ongoing	
f. Advance a new model for Transit in the County.	OOT		Ongoing	Countywide non-single occupant vehicle moe share for commute trips
1. Improve transportation system reliability through monitoring of roadway performance and on-time management of locally-operated transit services.	OOT		Ongoing	
2. Improve reliability and weekday service frequency for all services currently provided.	OOT		Ongoing	
3. Establish Deviated Fixed Routes where appropriate.	OOT		Ongoing	

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Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
4. Explore expansion of the BWI Airport Shuttle route to a higher frequency for employers that are within a mile of the transit area.	OOT		Ongoing	
5. Develop and improve quality transfer points where multiple transit routes intersect.	OOT		Ongoing	
6. Expand commuter bus service from the County and the region.	OOT		Ongoing	
7. Add park-and-ride lots to support this service.	OOT		Ongoing	
8. Coordinate capital projects between the County and surrounding jurisdictions.	DPW	OOT, OPZ	Ongoing	
g. Site new public facilities, especially schools, senior centers and libraries with respect to access by pedestrians. Update facility design policies to reflect pedestrian access and safety.	AACPS, REAL, LIB, DOAD	OOT, OPZ	Ongoing	Status of facility design policies update.
h. Adhere to Town Center Plans and other County development plans that require bicycle and pedestrian improvements; prioritize the use of the Bicycle, Pedestrian and Transit Fee-in-Lieu Fund to close gaps in the network in the County's Targeted Development, Redevelopment, and Revitalization Policy Areas. Consider other strategies to encourage bicycle/pedestrian-friendly development, including elimination of parking minimums.	OOT, OPZ	DPW, I&P	Ongoing	Track use of Fee-in-Lieu Fund
Policy BE15.3: Provide a transportation network that is environmentally sensitive and resilient.	DPW, OOT			Combination of the following measures
a. Design infrastructure that is more resilient to impacts of climate change, such as flooding along coastal areas and the inundation of low-lying areas.	OOT	DPW, I&P, OPZ	Ongoing	Track implementation of actions.
b. Identify at-risk roads, bridges and other infrastructure that are, or will be, vulnerable to flooding in the future and plan for appropriate maintenance and post-event recovery.	DPW	OOT	Ongoing	Status of identification of at-risk facilities and plans for maintenance and recovery

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
c. Prepare for Automated and Connected Vehicles and other evolving transportation technologies that will have a positive impact on air quality.	OOT	DPW ,OPZ	Ongoing	Report on policies and actions to support Automated and Connected Vehicles
Policy BE15.4: Ensure transportation facilities and networks are consistently well-maintained.	DPW, OOT			Combination of the following measures
a. Develop and maintain a sidewalk and shared use path condition database.	OOT	DPW, OPZ, OIT	Short Term	Percent of miles of sidewalk and shared used paths in good condition
b. Continue on-going maintenance program of roadways.	DPW	OOT	Ongoing	Percent of roadway lane miles in good condition
c. Coordinate with State and local agencies to ensure adequate funding for maintaining quality transit facilities.	OOT		Ongoing	Average age of County-owned transit fleet
d. Use maintenance work as opportunities to implement facility and technology upgrades.	DPW	OOT	Ongoing	N/A
Goal BE 16: Increase the County's resilience to future changes in climate and reduce emissions of greenhouse gases.	CEO, DPW, OPZ	OOT, I&P, DOH, OEM		
Policy BE 16.1. Establish systems in the County government to integrate climate change considerations across County functions.	CEO, DPW, OPZ	OOT, I&P, DOH, OEM		Status of integration of climate considerations into County programs and plans
a. Develop and implement a Climate Action Plan for Anne Arundel County that includes an evaluation of greenhouse gas emissions and will provide detailed recommended actions to address adaptation and mitigation actions.	CEO, DPW, OPZ	OOT, I&P, DOH, OEM	Short Term	Status of Climate Action Plan
b. Establish a cross-department project team to manage implementation of recommended strategies and actions related to climate change.	CEO, DPW, OPZ	OOT, I&P, DOH, OEM	Short Term	Status of climate working group

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
c. Incorporate considerations of climate change, including sea level rise, into the County's adopted plans as necessary to ensure implementation. These plans could include the Water and Sewer Master Plan; Hazard Mitigation Plan; Land Preservation, Parks and Recreation Plan; and other plans as appropriate.	CEO, DPW, OPZ	OOT, I&P, DOH, OEM	Ongoing	Status of incorporating climate change considerations into County plans
Policy BE 16.2: Reduce greenhouse gas emissions (GHG) to support achievement of State of Maryland goal of reducing emissions by 40% from 2006 levels by 2030.	ACDS, I&P, OPZ	Central Services, DPW, OOT		Greenhouse gas emissions and reduction from baseline.
a. Update and implement recommended actions in the Anne Arundel County Implementation Plan for Achieving Energy Efficiency and Conservation which identify opportunities to reduce GHG emissions associated with County operations.	ACDS, Central Services	DPW	Short Term	Status of update and implementation of plan
b. Implement coordinated Land Use and Transportation Policies and Implementing Strategies that support energy efficiency, electric vehicles, reduced vehicle miles traveled, and multimodal transportation options.	OPZ, OOT	DPW	Ongoing	Tracking implementation of referenced policies and strategies
c. Adopt latest versions of State and international building and energy codes with goals of achieving Net Zero Energy, Waste, and Water by 2040 for new construction and by 2050 for alterations of existing buildings.	I&P	OPZ	Mid Term	Status of adoption of building and energy codes
d. Provide incentives for the use of carbon-positive building materials in both new construction and alterations of existing buildings.	I&P	OPZ	Mid Term	Status of incentives (type and number of projects using them)
e. Research best practices for low carbon and climate resilient procurement practices and develop and execute a plan for incorporating relevant strategies into County procurement policies.	Central Services		Mid Term	Update of procurement policies
f. Transition County fleet vehicles to electric or low/no emission vehicles and support deployment of electric vehicle infrastructure in the County.	Central Services		Long Term	Percent of electric vehicles in County fleet
g. Partner with public and private entities to make investments to increase the number of electric vehicle charging stations in the County.	OOT	DPW	Short Term	Number of EV charging stations in the County

Implementation Plan Matrix
Planning for the Built Environment

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
h. Adopt changes to County Code, as needed, to support electrical vehicle charging stations and renewable energy systems in commercial and residential development and redevelopment projects.	I&P	OOT, OPZ	Short Term	Status of Code updates
Policy 16.3: Support transition to renewable energy sources.	ACDS, I&P, OPZ	Central Services, DPW, OOT		Greenhouse gas emissions and reduction from baseline.
a. Update and implement recommended actions in the 2013 Anne Arundel County Implementation Plan for Achieving Energy Efficiency and Conservation which identify opportunities for renewable energy installations on County-owned properties.	ACDS	REAL, DPW	Short Term	Status of update and implementation of plan
b. Review and update if needed, the County zoning and development codes to support development of renewable energy sources.	OPZ	I&P	Short Term	Status of update to Article 17 and 18 of County Code
c. Promote renewable energy projects on landfills and brownfields, and limit conversion of agricultural and forested land to renewable energy sites.	DPW, OPZ	REAL	Ongoing	Number of renewable energy projects on brownfields and landfills.
Goal BE 17: Reduce Noise Pollution.				
Policy BE17.1: Limit future residential and other noise-sensitive land uses in areas exposed to higher levels of noise. When this is not possible, use innovative techniques to reduce the noise impact to acceptable standards.	OPZ	DPW, OOT	Mid Term	Status of reforms to County Code
a. Amend the County's noise ordinance to incorporate the authority given to the County by the State of enforcing noise standards and regulations.	OPZ	DPW, OOT	Mid Term	Status of reforms to County Code
b. Assess current noise regulations, evaluate existing highway noise buffers and consider buffers or additional roads, airports, and railways.	OPZ	DPW, OOT	Mid Term	Status of reforms to County Code
c. Amend the County Code to include the State's noise standards and regulations.	OPZ	DPW, OOT	Mid Term	Status of reforms to County Code

Implementation Plan Matrix
Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Goal HC1: The County's community facilities and services will meet the needs of all residents.	Central Services	OPZ and relevant department for each facility		Tracked within goals for individual programs below (schools, libraries, etc.)
Policy HC1.1: Prioritize deficiencies and capitalize on opportunities for shared use in the renovation and construction of community facilities.	Central Services	OPZ and relevant department for each facility		Tracked within goals for individual programs below (schools, libraries, etc.)
a. Formalize a County committee or other coordinating mechanism that represents Departments that provide community facilities to review and coordinate future facility capital needs.	Central Services	OPZ and relevant department for each facility	Ongoing	Document if committee formed and framework/process for coordination established.
b. Study the feasibility of enhancing existing County assets rather than developing new assets and then implement the recommendations of the feasibility study.	Central Services	OPZ and relevant department for each facility	Ongoing	Completion of feasibility study. Implementation of recommendations.
c. Seek opportunities to co-locate community facilities to maximize efficiencies in providing service and reduce capital and operating costs.	Central Services	OPZ and relevant department for each facility	Ongoing	Track number of co-located community facilities renovated/constructed

Implementation Plan Matrix
Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
d. Acquire needed sites to accommodate new facilities, including reuse and/or adaptation of existing buildings.	Central Services	OPZ and relevant department for each facility	Ongoing	Inventory of sites identified and acquired.
e. Capitalize on opportunities for public-private partnerships for needed facilities where practical and economical.	Central Services	OPZ and relevant department for each facility	Ongoing	Track number of public-private partnerships pursued.
Policy HC1.2: Apply sustainable design principles in rehabilitation of existing facilities and creation of new community facilities.	Central Services	OPZ and relevant department for each facility		Tracked within goals for individual programs below (schools, libraries, etc.)
a. Use green building principles and resilient design strategies in the design, construction and operation of new and existing community facilities.	Central Services	OPZ and relevant department for each facility	Ongoing	Track number of projects with sustainable design principles
b. The design, location and timing of community facilities will be consistent with the County's Land Use Plan, support multimodal accessibility, and maximize the potential use for other purposes such as community meeting space and green infrastructure.	Central Services	OPZ and relevant department for each facility	Ongoing	Track projects relative to these criteria

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
Policy HC 1.3. Prioritize investing in community facilities and services to reduce inequalities in underserved areas and provide equal opportunities throughout the County.	Central Services	OPZ and relevant department for each facility		Tracked within goals for individual programs below (schools, libraries, etc.)
Goal HC2: Provide the highest quality education for all County residents and strive for equity among all schools.	AACPS	OPZ		School capacity.
Policy HC2.1: The capacity and utilization of school facilities will be adequate and equitable Countywide to provide a state-of-the art program and produce the highest academic achievements.	AACPS	OPZ		School capacity.
a. Continue to monitor school enrollment forecasts for changes in demographic and development trends, especially household size.	AACPS	OPZ	Ongoing	Forecasts and school utilization reports
b. Continue to address utilization rates at each of the schools through a combination of methods including redistricting; additions and renovations to existing schools; replacement of existing schools; and construction of new schools.	AACPS	OPZ	Ongoing	Reporting on actions taken to achieve appropriate utilization rates
c. Plan for and acquire new school sites in residential areas identified on the Planned Land Use Map and areas where residential is permitted by the Zoning Code.	AACPS	OPZ	Ongoing	Inventory of potential school sites. Number / map of acquisitions.
d. Evaluate and amend the County's Adequate Public Facilities Ordinance to ensure sufficient school capacity exists prior to new development approvals, including recognizing different student yield generation based on different housing types and innovative funding mechanisms.	AACPS	OPZ	Ongoing	Council approval of proposed APFO amendment.
e. Prioritize capital investments to reduce the achievement gap in schools in alignment with the Anne Arundel County Public Schools Strategic Plan.	AACPS	OPZ	Ongoing	Track project implementation and budget allocation relative to priorities in Strategic Plan.

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
Goal HC3: All County residents will have access to high-quality, lifelong learning opportunities that transform lives to ensure an engaged and inclusive society.	AACC			N/A
Policy HC3.1: Ensure that Anne Arundel Community College (AACC) remains a premier learning community for all ages and contributes to the ongoing health and economic vitality of the County.	AACC			N/A
a. Utilize sustainable building principles to support an engaging learning environment.	AACC		Ongoing	N/A
b. Ensure buildings and grounds convey an inviting and welcoming place that nurtures a sense of community for students, employees and County residents.	AACC		Ongoing	N/A
c. Address immediate and ongoing needs for additional flexible learning spaces, especially labs in health and life sciences, to meet the County's continual need for highly-trained health professionals.	AACC		Ongoing	N/A
d. Deploy information technology enhancements to address needs for state-of-the-industry instruction and student support services that provide greater access to higher education and training, and realize administrative efficiencies.	AACC		Ongoing	N/A
e. Support the AACC's ongoing commitment to equity and inclusion; and closing the equity gap by addressing transportation, financial and other challenges faced by low-income and underserved residents through public and private collaboration.	AACC		Ongoing	N/A
Goal HC4: Transform library facilities and services to maximize benefits (outcomes and effectiveness) for the County's communities.	LIB			0.5 gross square feet of library space per capita level of service measure
Policy HC4.1: Provide adequate library space for residents throughout the County.	LIB			0.5 gross square feet of library space per capita level of service measure

Implementation Plan Matrix
Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
a. Provide at least 0.55 gross square feet of library space per capita Countywide and at least 0.5 gross square feet in each of the four library regions.	LIB		Ongoing	Reporting on renovations, expansions, and new construction to meet standard.
Policy HC4.2: New facilities and renovations will uphold the Anne Arundel County Public Library brand.	LIB			Track number of renovation / construction projects and net promoter score
a. The design of new and renovated facilities should create libraries that are places for learning experiences beyond transactions, sustainable spaces for collaboration that can adapt to changing needs, centers for community engagement that bring people into welcoming spaces and are launch pads that support staff outreach and engagement with their communities and reflective of the character of individual neighborhoods.	LIB		Ongoing	Describe features and programs provided/ improved at libraries (on an annual basis)
b. Build or lease in innovative settings with multimodal accessibility and provide adaptable spaces and flexible approach to facility renovation.	LIB		Ongoing	Track number / location of library facilities.
c. Provide in-demand resources and programs, technology access, and branch, outreach, and mobile services.	LIB		Ongoing	Track number / list of new programs
d. Ensure library facilities reflect and enhance the community and anchor other public use or commercial spaces.	LIB		Ongoing	Track location of library facilities.
e. Build public and private sector partnerships by hosting programs and initiatives and collaborating to leverage strengths.			Ongoing	Number of partner events and programs
f. Design and construct new facilities and renovations to meet Leadership in Energy and Environmental Design (LEED) standards and include resident-participation where appropriate.	LIB		Ongoing	Number of building renovations and new construction that use LEED standards
Goal HC5: Provide services and opportunities for older adults, individuals with disabilities, caregivers and anyone wishing to plan for the future to lead healthy, independent and fulfilling lifestyles.	DOAD			Quantify number of programs and number of individuals served per year.

Implementation Plan Matrix
Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Policy HC5.1: Ensure access to affordable housing, transportation and socialization throughout the County to meet the needs of the growing population of older adults, individuals with disabilities and caregivers.	DOAD	ACDS, OOT, DRP		Quantify number of programs and number of individuals served by those particular programs. (Housing, Transportation, Senior Centers)
a. Develop and implement a strategic plan to determine the facilities and programs the Department of Aging and Disabilities will need to serve the increasing population of older adults and individuals with disabilities.	DOAD		Short Term	Completion of Strategic Plan
b. Collaborate with Arundel Community Development Services, Inc. to increase the availability of affordable housing and resources for aging in place for older adults, individuals with disabilities and caregivers.	DOAD	ACDS	Ongoing	Demonstrate collaboration and identify any projects or programs that resulted
c. Renovate existing senior centers and senior center programming and plan for new senior centers that will meet the needs, preferences, and diversity of the current and future generations of older adults.	DOAD		Ongoing	Number of renovations completed and programs updated
d. Enhance transportation options for older adults and individuals with disabilities. Continue to coordinate with the Office of Transportation for the expansion of demand response, paratransit, medical and senior center transportation options, and expansion of ADA compliant pedestrian facilities.	DOAD	OOT	Ongoing	Track number of mobility programs and number of rides provided
e. Collaborate with other County agencies and community organizations to expand socialization and recreation options for adults with disabilities ages 18-54.	DOAD	DRP	Ongoing	Report on efforts with partner organizations.
Goal HC6: Enhance accessibility of all programs, services, and activities offered by Anne Arundel County Government.				Budget investment to improve accessibility per year.
Policy HC6.1: Evaluate all County programs, services, activities, and facilities to ensure that Title II of the Americans with Disabilities Act (ADA) is met throughout Anne Arundel County Government.	REAL	DOAD		Number of ADA assessment completed and number of retrofits completed.

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
a. Update County policies and procedures based on the self-evaluation of the programs, services, and activities conducted in 2017-2018.	REAL	DOAD	Short Term	Update of policies and procedures.
b. Complete an architectural assessment of the ADA Accessibility of the 132 County buildings utilized most by the public.	REAL	DOAD	Short Term	Track number of ADA assessments conducted. Should be completed by end of June 2021
c. Complete a transition plan to reflect retrofitting existing County buildings to be accessible to everyone.	REAL	DOAD	Mid Term	Preparation of plan and tracking number of retrofits completed.
Policy HC6.2: Create a new ADA-accessible County government service center satellite location in West County, which would allow all West County residents more convenient access to in-person services and would facilitate greater public participation in public meetings.	REAL	DOAD	Mid Term	Identify a suitable location in West County and develop a budget and concept plan.
Goal HC7: Support diverse, flexible food models that provide healthy, culturally-relevant and sustainable food in every community.	DOH	DOAD, AAEDC, OPZ		% of County that meets criteria for access to healthy, affordable food.
Policy HC7.1: Improve access to healthy, culturally-relevant, sustainable and affordable food in every community.	DOH	DOAD, AAEDC, OPZ		% of County that meets criteria for access to healthy, affordable food.
a. Develop a food policy council (FPC) or multi-sector food coalition to facilitate coordination, communication, and collaboration among food system stakeholders within and outside of Anne Arundel County government.	DOH	DOAD, OPZ	Short Term	Establishment of council.
b. Support the viability of grocery stores, local farmers markets, food banks, community food kitchens and healthy food pantries for vulnerable populations.	DOH	AAEDC	Ongoing	Number of programs and resources provided.
c. Permit community or non-profit gardens to grow produce for consumption and sale on County or land trust property.	REAL	OPZ, DRP	Ongoing	Number of gardens on County property.

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
d. Ensure attention to the specific beliefs, culture, traditions, dietary habits and preferences of diverse communities.	DOH	AAEDC, ACDS, OPZ, DRP	Ongoing	N/A
e. Support a built environment that encourages walking, biking, and public transportation use to access healthy food, health care services, social services and employment opportunities where transportation is one of the main barriers to residents accessing health care services, and ensuring that there is an increase in timely access to areas of the County where there remains a shortage of appropriate health care services.	OPZ	OOT, DOH, DPW	Ongoing	Tracked through other Goals, Policies, and Strategies
f. Identify sustainable policy structures for Anne Arundel County to support healthy food access.	DOH		Short Term	Tracking of policy reforms
g. Ensure healthy food access in local organizations by establishing policies to improve the nutrition of food that organizations purchase to sell to employees and the community (children and adults) in retail outlets, such as vending machines, cafeterias and concession stands.	DOH		Short Term	Tracking adoption of policies.
Policy HC7.2: Provide resources for food insecure communities.	DOH, AACPS	DOAD, AAEDC		Funding for food programs.
a. Promote Anne Arundel County Public Schools free and reduced-priced meal programs including summer and mobile meals.	AACPS	DOAD, DOH	Ongoing	Track funding for free and reduced-price meal programs.
b. Promote food assistance and incentive programs that augment low-income households' food budgets as well as participation in Federal nutrition programs at Farmers Markets including Supplemental Nutrition Assistance Program (SNAP), Senior Farmers Market Nutrition Program (SFMNP), Women, Infants, and Children (WIC) Farmers Market Nutrition Program (FMNP) and WIC Fruit and Vegetable Checks (FVC).	DOH	AAEDC	Ongoing	Track funding for free and reduced-price meal programs.
Goal HC8: Provide a diverse range of accessible public recreational facilities to serve the needs of all County residents.	DRP			Park Access Analysis

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
Policy HC8.1: Recreation and parks facilities should be accessible to all residents and provide a variety of recreational opportunities.	DRP			Park Equity Analysis.
a. Complete a comprehensive Americans with Disabilities Act (ADA) self-assessment of County Parks to identify all ADA noncompliant areas within all parks and facilities (including but not limited to trails, buildings, and site amenities).	DRP	DOAD, Central Services	Short Term	Status of ADA assessment (complete assessment, then prioritize projects)
b. Once the ADA assessment is complete, prepare an implementation plan to provide facilities for all.	DRP	DOAD, Central Services	Short Term	Preparation of Implementation Plan. Status implementing recommendations.
c. The departments of Recreation and Parks, and Aging and Disabilities, and the Board of Education should continue to collaborate on the development and maximum utilization of indoor and outdoor space for leisure and recreational activities for all.	DRP	DOAD, AACPS	Ongoing	Track / demonstrate collaboration and identify any projects or programs that resulted
d. Develop a comprehensive Countywide Trails Plan that analyzes where there are deficiencies in the current existing and planned network with the intent of linking existing and future neighborhoods to community facilities, parks, points of interest, and major activity centers. This Plan shall include a comprehensive network of off-road bicycle, pedestrian, and recreation trails in the southern half of the County.	OOT, OPZ	DPW, DRP	Short Term	Completion of Trails Plan and gap analysis.
e. Evaluate the design standards for neighborhood parks.	DRP	DPW	Short Term	Status of evaluation of design standards
Policy HC8.2: Improve and expand recreational opportunities for all communities to have proximity to facilities and programs.				Location and acres of land acquired and development projects completed (Active parks and natural areas).

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
a. Promote connectivity to existing and/or planned recreational spaces through the subdivision and site development process.	OPZ	I&P, DRP, OOT	Ongoing	Status of any changes to Article 17 (Subdivision and Development) code and/or review process.
b. Assess current and future needs for local community centers. Include an evaluation of needs identified in the Region Area Plans, as well as other areas that may be underserved with regard to multipurpose community space. Review opportunities for collaboration with the Board of Education for combining school usage with new multi-purpose centers.	DRP	AACPS, DOAD	Short Term	Completion of community center needs and opportunities evaluation
c. Acquire approximately 315 additional acres of land for active recreation projects, targeting the land acquisition recommendations based on the Access and Equity Assessments in the Land Preservation, Parks and Recreation Plan. Continue to acquire additional land to be used for parks, open space, trails and greenway preservation.	DRP	DPW, Office of Law	Short - Mid Term	Track acres of active park acquisition and location (map)
d. Upgrade existing parks and develop new parks in accordance with the Land Preservation, Parks, and Recreation Plan and with new initiatives identified in the Department of Recreation and Parks Capital Improvement Program.	DPR	DPW	Ongoing	Track status of park renovation and development projects per CIP (number, cost, and which ones implemented)
e. Continue to use Program Open Space and other State and Federal grant programs as available to implement these projects.	DPR		Ongoing	Track amount of Program Open Space and other grant funds obtained. (Potentially in one annual report on park and open space acquisition)
f. Develop new and upgrade existing parks and recreation facilities in underserved areas based on the Access and Equity Analyses in the Land Preservation, Parks and Recreation Plan.	DPR	DPW	Ongoing	Track status of park improvement projects (number, cost, and which ones implemented)

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments — Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
g. Evaluate active recreation area requirements.	OPZ	I&P, DRP	Short Term	Status of evaluation of requirements
h. Review the fee structure for County park and facilities to ensure accessibility for all.	DPR		Short Term	Status of fee structure.
Goal HC9: Efficiently manage, reduce and recycle residential solid waste.				Recycling amount (tons). Total amount of material handled.
Policy HC9.1: Optimize recycling programs, systems and outreach with a clear priority toward promoting, reducing reusing and recycling residential discards over land disposal.				Recycling amount (tons). Total amount of material handled.
a. Continue the multi-faceted strategy involving the education and promotion of source reduction, reuse and recycling within the County, conveying the importance as it relates to the preservation of natural resources and the County's Millersville Landfill.	DPW-WMS		Ongoing	Track education efforts (number of publications, number of presentations). Reported monthly for ArundelStat
b. Continue to explore and research emerging markets for recyclable materials not currently accepted within existing programs and expand programs as new markets are identified.	DPW-WMS		Ongoing	Report on new opportunities and additional materials accepted for recycling.
c. Convene a Citizen's Recycling Advisory Committee to help guide program offerings and investments.	DPW-WMS		Ongoing	Establishment of committee
d. Implement programs to maximize the efficiency of existing systems as well as support new systems to meet future demands.	DPW-WMS		Ongoing	Identify programs and measure efficiency
Policy HC9.2: Maximize the life expectancy of the Millersville Landfill and delay replacement long into the future.				Volume of waste entering Millersville Landfill and remaining capacity (annual basis). Extension of lifespan

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments — Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
a. Update and implement a strategic plan to maximize the lifespan of the Millersville Landfill. Complete an annual report with capacity analysis and remaining life projection for the Millersville Landfill.	DPW-WMS		Ongoing	Update and demonstrate implementation of Strategic Plan in annual report.
c. Amend the Ten-Year Solid Waste Management Plan.	DPW-WMS		Short Term	Completion of Solid Waste Management Plan update
d. Reduce, reuse and recycle solid waste in accordance with the current industry practices and approved programs of the County.	DPW-WMS		Ongoing	Completion of Solid Waste Management Plan update
e. Continue to promote and expand recovery of recyclables at the landfill and recycling centers to the maximum extent practicable.	DPW-WMS		Ongoing	Tons of recycled material
f. Expand the food scrap collection program to all three residential drop-off facilities.	DPW-WMS		Short Term	Status of food scrap collection program
g. Offer a fee-based commercial recycling program to small businesses each year.	DPW-WMS		Ongoing	Status of fee-based commercial recycling program.
h. Maximize waste diversion to out-of-County facilities.	DPW-WMS		Ongoing	Tons of waste diverted to out-of-County facilities
i. For future undeveloped disposal areas, evaluate new engineering technologies and operational techniques that could lead to expanded capacity and prolonged site life.	DPW-WMS	DPW-Bureau of Engineering	Ongoing	Status of techniques
j. Explore opportunities to address solid waste disposal and recycling needs on a regional basis thereby realizing the benefit of the economies of scale. Participate in a regional recycling facility planning study with the Northeast Maryland Waste Disposal Authority and partner jurisdictions.	DPW-WMS		Ongoing	Participation in regional meetings
k. Amend the Zoning Code to expand recycling requirements to additional uses, facilitate opening of new recycling businesses in the County, and enhance the local market demand for recyclable material.	OPZ	DPW-WMS	Short Term	Status of zoning code amendment.

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
Policy HC9.3: Encourage County residents to recycle all that the program allows through curbside collection and drop-off options available at County recycling centers and the Landfill.	DPW-WMS			Number of homes participating in curbside collection. Number of collection facility visits.
a. Maintain programs that promote waste reduction, reuse, and recycling over disposal.	DPW-WMS		Ongoing	Report on programs (status, staffing, funding level, etc).
b. Continue to implement a Countywide outreach campaign designed to educate and motivate residents to recycle all accepted materials within the program in order to achieve maximum capture rate of acceptable items while minimizing contamination caused by the inclusion of non-conforming materials. Expand programs as they become available and feasible.	DPW-WMS		Ongoing	Track education efforts (number of publications and presentations, visits to website, etc)
c. Evaluate the service delivery system on a regular basis to ensure that recycling opportunities are convenient, provided in an efficient manner and hold a higher priority than disposal.	DPW-WMS		Ongoing	Completion of evaluation (report)
d. Provide full-service solid waste and recycling acceptance facilities sufficient to meet present and future demands.	DPW-WMS	DPW-Bureau of Engineering	Ongoing	Completion of evaluation of demand and capacity (report)
e. Set user fees commensurate with services; the Solid Waste Enterprise is required to be self-supporting.	DPW-WMS		Ongoing	Changes in user fees.
Policy HC9.4: Former landfill sites and adjacent properties should be redeveloped with compatible land uses.	DPW-WMS	AAEDC, OPZ, Central Services		Track projects on former landfills. Demonstrate implementation of closure plans.
a. Encourage development of appropriate passive uses at closed landfill sites such as solar photovoltaic generation projects, or new projects to recover or transform collected wastes.	DPW-WMS	AAEDC, OPZ, Central Services	Ongoing	Track number of solar generation and similar projects.

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments Lead	Support	Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
b. Maintain a "good neighbor" relationship with residents in the immediate vicinity of County solid waste and recycling acceptance facilities, and provide world-class post closure care of these facilities.	DPW-WMS	OPZ	Ongoing	Track newsletters to facility neighbors
Goal HC10: Provide a high-level of emergency medical care, fire protection, police protection, emergency management and an all hazards response to all residents and visitors of the County, including a comprehensive evacuation plan with adequate evacuation shelters.	OEM, PD, FD			Response times
Policy HC10.1: Ensure appropriate levels of staffing and resources arrive within accepted response times to all calls for service. Seek all feasible means of increasing efficiency while addressing budget limitations.	OEM, PD, FD			Response times
a. Develop a comprehensive long range plan to address public safety staffing needs; and fire and/or EMS station and police station locations based upon response data. Coordinate the planning with appropriate County agencies.	OEM, PD, FD		Short Term	Completion of plans
b. Increase Police Department authorized sworn staffing positions that considers the calculated needs of operational positions, medical not-operational positions, non-medical, not-operational positions and the annual average separation rate.	PD		Short Term	Track staffing (number, projected need, tenure, turnover, etc)
c. Consolidate the Fire and Police 911/dispatch centers and headquarters buildings in order to modernize, improve efficiencies and reduce dispatch times. Identify and develop this future facility.	PD, FD	OIT	Mid Term	Status of consolidation.
d. Design and construct needed Police Department facilities including Evidence and Forensic Science facility, Special Operations Training and Storage Complex, renovations/relocation of the Northern and Western District Police Stations, and a fifth/Central District Police Station.	PD	OPZ, REAL	Short - Mid Term	Status of facilities projects.
f. Provide additional public shelters for emergencies and disasters over the next 20 years. Through this process, the County will identify means to provide backup power for existing warming and cooling centers and additional shelters.	OEM	PD, FD, OPZ, REAL	Long Term	Track number and location of shelters.

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Policy HC10.2: Ensure that the training needs of both the career and volunteer fire, emergency medical service and police personnel are met to enable them to efficiently prevent, react, and respond to emergencies or man-made or natural disasters.	PD, FD, OEM			Number of trainings provided per staff/volunteer
a. Recruit and retain highly qualified volunteers and professionals. Hire civilian employees for specific jobs so that uniformed personnel can be reassigned to non-administrative or non-support assignments.	PD, FD, OEM		Ongoing	Track recruitment and staffing (number, projected need, tenure, turnover, etc)
b. Plan for the construction of a modern training facility that reflects the needs of modern fire and emergency medical services.	FD	OPZ, REAL	Short Term	Status of site identification, acquisition of property, and development of new training facility.
c. Continue to promote integrated emergency management among all County agencies through the Emergency Operations Plan, and ensure that all agencies coordinate their infrastructure and facility planning programs with OEM.	OEM	All Depts	Ongoing	Demonstrate coordination (meetings of committee, plans, projects, etc.)
Policy HC10.3: Promote fire safety and police protection services and awareness through code enforcement, fire investigation and public education.	PD, FD, OEM			Percentage of Fire Marshal Office Priority and Frequency fire inspections conducted per year.
a. Expand code enforcement, fire investigation and public education capabilities by increasing the number of persons assigned to those functions.	PD, FD, OEM	OPZ, I&P	Short Term	Full time employees in given capacities
Policy HC 10.4: Increase preparedness for weather-related emergencies including extended heat waves, urban and coastal flooding, and drought.	OEM			Report on actions conducted.
a. Implement Natural Hazard Mitigation Plan recommendations including actions to address future risks of extended heat waves, flooding, and drought.	OEM	DPW, I&P, OPZ	Short - Mid Term	Status of implementation of plan recommendations
b. Partner with State agencies and non-profit organizations to increase public education on risks of climate change, response and resilience to weather related emergencies.	OEM	OPZ	Ongoing	Track education activities

Implementation Plan Matrix

Planning for Healthy Communities

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
c. Work with the local community network to assist vulnerable communities in developing action plans and improving emergency preparedness at the community level. In addition to planning for catastrophic events, promote awareness and preparedness for the longer term or more permanent impacts of sea level rise.	OEM	OPZ, DPW	Ongoing	Tracking outreach and planning with local communities.

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Goal HE1: Promote economic development that supports smart growth and provides opportunities for all County residents.	AAEDC	OPZ		Employment and development/ redevelopment square feet relative to Development Policy Areas
Policy HE1.1: Prepare and implement an economic development strategy that promotes recovery from the COVID-19 crisis.	AAEDC	OPZ		Preparation of economic development strategy
a. Collaborate with private, non-profit, and public sector partners to prepare a coordinated County-wide economic strategy with an emphasis on recovery from COVID-19 and resilience to future crises.	AAEDC	OPZ	Short Term	Preparation of strategic plan
b. Collaborate with regional partners to develop and implement a coordinated regional approach to economic recovery and resilience.	AAEDC	OPZ	Short Term	Preparation of strategic plan
Policy HE1.2: Promote development and redevelopment in Targeted Development, Redevelopment and Revitalization Policy Areas.	AAEDC	OPZ		Employment and development/ redevelopment square feet relative to Development Policy Areas
a. Use incentives, such as financing tools and/or an expedited review process to encourage new development and redevelopment to locate in Targeted Development, Redevelopment and Revitalization Policy Areas, especially in Town Centers, or properties located in Transit-Oriented Policy Areas.	AAEDC	OPZ	Short Term	Number of project and amounts of incentives provided per year.
b. Strengthen marketing programs to attract developers and businesses to targeted areas, including preparing a comprehensive inventory of available sites, incentives, and amenities.	AAEDC		Ongoing	Creation of inventory
c. Prioritize the Capital Program to promote adequate public facilities and infrastructure necessary to support development and redevelopment in Targeted Development, Redevelopment and Revitalization Policy Areas.	OOT and DPW	AAEDC, OPZ	Ongoing	Number of capital projects (and $) funded in targeted growth areas

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
d. Develop additional legal and financial tools that provide future development guarantees in return for substantial private investments in necessary infrastructure in the County's Capital Program.	AAEDC	DPW, OPZ	Ongoing	List of legal and financial tools.
e. Consider the use of Special Tax Districts for Targeted Development, Redevelopment and Revitalization Policy Areas as applicable, to provide a special fund and dedicated revenue source for public infrastructure needs and amenities.	DPW	OPZ, AAEDC	Mid Term	Completion of study of Special Tax Districts. Formation of any Special Tax Districts.
f. Study the feasibility of establishing a Redevelopment Authority to facilitate revitalization and redevelopment of specific parcels, areas, or structures, and implement recommendations of study.	AAEDC	OPZ	Mid Term	Status of Redevelopment Authority (studied, created, operational)
Policy HE1.3: Promote redevelopment of brownfields sites to provide economic, community, and environmental benefits.	AAEDC	OPZ		Brownfield redevelopment statistics (number of sites and acres of property cleaned up/redeveloped)
a. Maintain an inventory of brownfield sites and provide financial incentives through Maryland Department of the Environment to leverage private sector investment. Actively market sites as redevelopment opportunities.	AAEDC	OPZ	Ongoing	Creation of inventory. Report on marketing efforts (number of leads, successes, etc).
b. Monitor the status of the closed U.S. Army Depot facility in North County, the DC Children's Center site adjacent to Fort George G. Meade, the David Taylor Naval Research Center in Annapolis, and the Crownsville Hospital. Work with State and/or Federal officials, the administration and the community to identify suitable redevelopment opportunities as the sites become available.	AAEDC	OPZ	Ongoing	Report on status of brownfield sites.
Goal HE2: Attract, retain, and expand upon the diversity of businesses and industries that will provide jobs, income and a tax base that is sustainable and meets the needs of all residents.	AAEDC	OPZ		Job growth per sector
Policy HE2.1: Actively promote retention and expansion of existing businesses through financial assistance, employee training and other incentives.	AAEDC	OPZ		Job growth per sector

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
a. Partner with Anne Arundel Workforce Development Corporation (AAWDC) and Anne Arundel Community College as well as State and regional partners to address the workforce development needs of the existing business community and to provide training programs in the field of science, technology, aerospace/defense and other areas to address global market needs.	AAEDC	AAWDC, AACC	Ongoing	Number and type of workforce development programs
b. Work with local employers to provide job training and readiness programs as well as support services such as childcare and transportation to ensure residents can take advantage of employment opportunities in the County.	AAWDC	AAEDC, AACC	Ongoing	Number and type of programs and services
c. Continue to provide business financing assistance through the Anne Arundel Economic Development Corporation (AAEDC), Maryland Department of Commerce, and Department of Housing and Community Development.	AAEDC		Ongoing	Number and amount of financial assistance projects
d. Integrate public and private resources to promote business growth and expansion in the County.	AAEDC		Ongoing	Public and private capital leveraged
e. Design culturally appropriate workforce development programs that are accessible and effectively engage diverse populations.	AAWDC	AAEDC, AACC	Ongoing	Qualitative review of programs
Policy HE2.2: Focus efforts for expansion of businesses and industries in Targeted Development, Redevelopment and Revitalization Policy Areas as well as in areas with existing or funded transit facilities.	AAEDC	OPZ		Employment and development/ redevelopment square feet relative to Development Policy Areas
a. Work with partners at the Department of Commerce and other agencies to market resources and attract private sector companies to locate in the County.	AAEDC		Ongoing	Track marketing efforts (contacts, successes, collateral materials, etc)
b. Focus economic development efforts toward development of the Odenton Town Center (OTC) as a premier transit-oriented center in accordance with the goals and vision of the OTC Master Plan.	AAEDC	OPZ, OOT	Ongoing	Track marketing efforts (contacts, successes, collateral materials, etc)

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
c. Support economic development in Parole and Glen Burnie in accordance with their Town Center Master Plans and redevelopment strategies.	AAEDC	OPZ	Ongoing	Track marketing efforts (contacts, successes, collateral materials, etc)
d. Support community revitalization efforts in designated Sustainable Communities and Commercial Revitalization Areas.	AAEDC	OPZ	Ongoing	Track marketing efforts (contacts, successes, collateral materials, etc)
e. Assist private developers in attracting high-quality businesses to new and developing mixed-use centers in the County.	AAEDC	OPZ	Ongoing	Track marketing efforts (contacts, successes, collateral materials, etc)
Policy HE2.3: Retain appropriately zoned land for industrial and commercial office uses to maintain a balanced tax base and meet current employment projections, including new Cyber/ Information Technology-related job growth.	OPZ	AAEDC		Acres of vacant and underutilized commercial and industrial land relative to projected demand
a. Identify opportunities for additional industrial sites, particularly for new defense industry and research facilities, located in close proximity to major roadways and other multimodal transportation assets.	AAEDC	OPZ, OOT	Ongoing	Inventory of opportunity sites.
Policy HE2.4: Increase opportunities for business innovation and entrepreneurship, with focused initiatives for women and minority-owned businesses.	AAEDC			Track number of start ups and small businesses assisted by AAEDC and their success rate/ performance.
a. Inventory and coordinate business support services available in Anne Arundel County and provide services and support, such as assistance with business plans and small business financing, to the entrepreneurial, small and minority business community, including the development of a comprehensive resource guide.	AAEDC	AAWDC	Ongoing	Track assistance provided (number of businesses supported, number of business plans, etc.)

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
b. Develop culturally appropriate programs including documentation in other languages to ensure that residents with limited English proficiency have a working knowledge of and access to all the resources offered by AAEDC and AAWDC.	AAEDC	AAWDC	Short Term	Status of multi-language materials (number, type, distribution, etc)
Policy HE2.5: Continue to develop Arundel Ag, the agricultural economic development and marketing program within the Anne Arundel Economic Development Corporation, and develop a comprehensive strategy to facilitate sustainable agriculture in the County.	AAEDC	OPZ	Ongoing	Measures of agricultural economy (total production value, number of jobs, number of farms, number of ag processors, and acres of farmland)
a. Continue to promote traditional rural economy land uses such as the equine industry, agriculture, vineyards, community gardens, and heritage tourism in designated rural areas.	AAEDC	DRP, OPZ	Ongoing	Track promotion efforts (contacts, successes, collateral materials, etc)
b. Focus efforts on supporting new and evolving agricultural uses such as wineries, farm breweries, agritourism, urban agriculture, and value-added processing. Assist the County land use agencies in developing farm friendly regulations that balance public safety.	AAEDC	DRP, OPZ	Ongoing	Status of regulatory reforms to support new and evolving agriculture uses.
c. Enhance Arundel Ag's continued efforts to market local agriculture throughout the County and to provide technical assistance to farmers and producers.	AAEDC		Ongoing	Track marketing efforts and technical assistance provided (contacts, successes, collateral materials, etc)
d. Complete development of a comprehensive resource guide to help farmers and producers access County services and local agencies that provide technical assistance to them or regulate their activities.	AAEDC		Short Term	Completion and maintenance of comprehensive resource guide, making guide available for use by agriculture community

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
e. Further develop youth agriculture education countywide, including supporting the Maryland 4-H Youth Development program and FFA, and working to increase the number of schools offering agricultural education programs.	AAEDC		Short Term	Track number of agriculture education programs, number of youth participating in programs, number of events and campaigns
Policy HE2.6: Promote and sustain commercial fishing and maritime trades.	AAEDC	OPZ		Employment and economic impact of maritime trades sector
a. Continue to support the Maritime Industry Advisory Board convened by Anne Arundel Economic Development Corporation.	AAEDC		Ongoing	Track work and accomplishments of Advisory Board
b. Implement recommendations of the 2020 Maritime Economic Impact Study.	AAEDC		Mid Term	Completion of study. Track implementation of recommendations
c. Continue to work with maritime businesses to increase awareness and utilization of existing business development resources provided by AAEDC.	AAEDC		Ongoing	Track assistance provided (number of businesses supported, number of business plans, etc.)
d. Support the Anne Arundel County Maritime Advisory Board in developing a committee to supply permitting process guidance and resources to existing and potential maritime industry entities.	AAEDC		Ongoing	Development of committee, making resources available to maritime community
e. Develop a Maritime Workforce Training and Education facility on Anne Arundel Community College's (AACC's) Arnold campus, with eventual inclusion in AACC's Clauson Center for Innovation and Skilled Trades, to support the county's maritime industry workforce needs through credit and noncredit skilled trades pathways.	AACC	AAEDC	Mid Term	Status of development of facility

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Goal HE3: Promote high-quality, coordinated development that supports the Fort George G. Meade area.	AAEDC	OPZ		Number of residential units and sq. ft. of commercial and industrial buildings constructed and track infrastructure improvement projects
Policy HE3.1: Promote transit-supportive development and redevelopment in the vicinity of Fort George G. Meade (Fort Meade), National Business Parkway and Annapolis Junction that is compatible with a military installation environment (including, but not limited to defense contracting offices and uses, variety of housing types, and adequate buffering) and supports the future growth potential of Fort Meade.	AAEDC	OPZ, DPW		Number of residential units and sq. ft. of commercial and industrial buildings constructed
a. Work cooperatively with Fort Meade and installation representatives to promote and support land development that aligns with the planned growth.	AAEDC	OPZ, DPW	Ongoing	Track promotion efforts (contacts, successes, collateral materials, etc)
b. Support infrastructure improvements in transportation, education, and housing, as well as revitalization in the communities adjacent to Fort Meade. Align improvements with the needs expressed by the Fort and its tenants since the Base Realignment and Closure process.	DPW	AACPS, OPZ, AAEDC, OOT	Ongoing	Quantify infrastructure investment in the 1/4 mile area surrounding the base
c. Work with our partners at the Fort Meade Alliance to ensure that the installation leadership has support from the business community. Partner with the private sector members to advocate for the appropriate level of resources to the Fort and its personnel.	AAEDC		Ongoing	Track promotion efforts (contacts, presentations, collateral materials, etc)
Goal HE4: Protect the future growth potential of Baltimore-Washington International Thurgood Marshall International Airport (BWI Airport).	AAEDC	OPZ		Development metrics around BWI such as: Number of projects, residential units, sq. ft. of commercial and industrial, number and cost of infrastructure improvements

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
Policy HE4.1: Promote development and redevelopment in the vicinity of BWI Airport that is compatible with the airport and will not restrict its future growth potential.	AAEDC			Development metrics around BWI such as: Number of projects, residential units, sq. ft. of commercial and industrial, number and cost of infrastructure improvements
a. Continue to work cooperatively with Maryland Aviation Administration to promote compatible land use development in proximity to BWI Airport.	OPZ	I&P	Ongoing	Demonstration for MAA review of development applications.
b. Work with adjacent property owners and developers to encourage Transit-Oriented Development that provides access to the multimodal transit systems in and around the BWI Airport (rail, plane, and bus).	AAEDC	OPZ	Ongoing	Track promotion efforts (contacts, successes, collateral materials, etc)
Goal HE5: Enhance commercial hubs and corridors to create thriving and attractive centers that serve both local communities and regional needs.				Investment (measured in dollars and square feet of development) in CRA and OZ
Policy HE5.1: Actively promote redevelopment in the County's designated Sustainable Communities and Commercial Revitalization Areas.				Investment (measured in dollars and square feet of development) in CRA and OZ
a. Monitor and recommend changes to the boundaries of existing Commercial Revitalization Areas. Identify additional commercial areas that should be designated as revitalization districts and incorporate them into the Zoning Ordinance.	OPZ	AAEDC	Short Term	Status of evaluation and modification of boundaries

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
b. Develop a work program between Office of Planning and Zoning (OPZ) and AAEDC to market redevelopment concepts and opportunity sites to attract redevelopment. Use OPZ's Urban Design Studies program and AAEDC's Business Corridor Investment Loan Program to develop concepts and design guidelines for designated revitalization areas, and incorporate design guidelines into the Commercial Revitalization legislation as needed.	AAEDC	OPZ	Short Term	Track number of design studies and follow on investments
c. Encourage the concept of 'sense of place' by promoting unique urban design features that reflect community character in revitalization areas.	OPZ	AAEDC	Ongoing	Status of design guidelines and implementation of urban design features in each revitalization area.
d. Promote the use of volunteer/community service projects to maintain cleanliness in commercial revitalization areas.	AAEDC	OPZ	Ongoing	Track number of projects and volunteers/hours
Policy HE5.2: Increase resources dedicated to County's designated Sustainable Communities and Commercial Revitalization Areas.	AAEDC	OPZ, DPW		Track number of staff and budget.
a. Make community infrastructure commitments such as streetscape improvements or parking.	OPZ	AAEDC		Track infrastructure projects in designated areas
b. Establish incentives to stimulate new investment in existing facilities.	AAEDC	OPZ	Short Term	Status of incentives
c. Create and implement real estate tools and incentives to assist in the consolidation of parcels for redevelopment projects.	OPZ	AAEDC	Short Term	Status of tools, metrics of their use (number of projects, dollars leveraged)
d. Increase staff and budgetary resources to implement the initiative.	OPZ	AAEDC		Track number of staff and budget
Goal HE6: Promote prudent use of mineral resources for economic use while maintaining the quality of life of surrounding residents.	OPZ			Number of active mineral extraction permits and status of reclamation plans
Policy HE6.1: Conserve mineral resources for future extraction.	OPZ			Acres of identified mineral resource lands

Implementation Plan Matrix
Planning for a Healthy Economy

Goals, Policies, & Strategies	Responsible Departments		Timeframe (short 0-5; mid 5-10; long 10+ yrs)	Performance Measures
	Lead	Support		
a. Inventory and map potential areas for future mineral extractions.	OPZ	DPW-BWPR	Short Term	Completion of inventory and map.
Policy HE6.2: Protect surrounding uses prior to, during and after mining of mineral resources.	OPZ			Status of recommended development regulation changes
a. Implement buffers to protect adjacent or nearby residential uses from mining activities.	OPZ		Short Term	Status of changes to zoning code / development regulations to implement buffers
b. Identify and evaluate inactive sand and gravel mines for reclamation and restoration, including wetlands mitigation sites, local/regional recreation facilities and regional storm water management sites.	OPZ	DPW-BWPR, DRP	Mid Term	Status of evaluation of sites

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