



# PlanHoward 2030

Howard County, Maryland

2014 Initial Review

# Acknowledgements

Executive	Allan H. Kittleman	County Executive	County Council	Mary Kay Sigaty, Chair	District 4
	Diane Wilson	Chief of Staff		Jon Weinstein, Vice Chair	District 1
	Jahantab Siddiqui	Deputy Chief of Staff		Dr. Calvin Ball, III	District 2
				Greg Fox	District 5
				Jen Terrasa	District 3

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## Participating Howard County Agencies

DCS	Department of Community Services
DFRS	Department of Fire and Rescue Services
DHCD	Department of Housing and Community Development
DILP	Department of Inspections, Licenses and Permits
DPW	Department of Public Works
DPZ	Department of Planning and Zoning
DRP	Department of Recreation and Parks
HCAC	Howard County Arts Council
HCC	Howard Community College
HCEDA	Howard County Economic Development Agency
HCHD	Howard County Health Department
HCLS	Howard County Library System
HCPSS	Howard County Public School System
HSCD	Howard Soil Conservation District
OB	Office of Budget
OS	Office of Sustainability
OT	Office of Transportation
Police	Police Department
UMD	University of Maryland

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## A Letter from the Planning Director

Dear Stakeholders,

The Department of Planning and Zoning (DPZ) is excited to present this Initial Report on the current progress to implement ***PlanHoward 2030***.

The Initial Review, as set forth under Policy 2.1, c., is intended to provide the County Council with an early snapshot of agency progress on the many Implementing Actions in the plan. Unlike the first Monitoring Report (anticipated three years after the adoption year of the plan), the Initial Review does not include the engagement module or the public hearings required for Monitoring Reports under Policy 2.1, b. and Policy 11.1, a.

The Initial Review is formatted as a supplement to the Policies and Implementation Actions Summary Matrix in Appendix A of ***PlanHoward 2030***. The original matrix identifies a recommended timeframe (short-, mid- and/or long-term) for each Implementing Action. The Initial Review includes a new column (far right) to identify the agencies working on implementing each Policy and a summary statement of their progress on each Action.

With 284 Implementing Actions requiring a progress statement, agencies crafted their responses to be as concise as well as complete as possible.

Following submittal of the Initial Review to the County Council, DPZ will begin the process of outreach to engage diverse stakeholder groups and of scheduling for the public process associated with the formulation of the first Monitoring Report. DPZ looks forward to the opportunity.

Thank you for your continued participation.

Sincerely,

A handwritten signature in black ink that reads "Marsha S. McLaughlin". The signature is written in a cursive, flowing style.

Marsha S. McLaughlin

Director

**SECTION I – INTRODUCTION**

**Chapter 1 – Quality of Life & Sustainability** (no policies and actions)

**Chapter 2 – Public Participation**

<b>Chapter 2 – Public Participation</b>	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
<b>Policy 2.1 – Promote dialog throughout development and implementation of <i>PlanHoward 2030</i> with a broad range of community participants including those groups who are underrepresented or are part of a special population.</b>			
a. <b>Involvement.</b> Engage the full spectrum of the County’s population in planning and implementing actions.		Ongoing	
b. <b>Monitoring.</b> Engage diverse stakeholder groups in the monitoring process with the first monitoring report due three years after plan adoption and the second monitoring report due five years after the first report.		Ongoing	
c. <b>Initial Review.</b> Prepare and present to the County Council an initial review of <i>PlanHoward 2030</i> by September 1, 2014.		Complete	

<b>INITIAL REVIEW</b>
<b>DPZ</b>
DPZ collaborated with the Ethnic Roundtable and is working with Howard County’s Commission on Disability Issues to build a contact list of Howard County’s many communities.
Reporting for this action item is anticipated after conclusion of the short-term time period (4 years).
Submission of this document completes this action.

**SECTION II – ENVIRONMENT**

**Chapter 3 – Environmental Protection**

<b>Chapter 3 – Environmental Protection</b>	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
<b>Policy 3.1 – Ensure the adequacy of wastewater treatment capacity.</b>			
a. <b>Plant Expansion and Upgrade.</b> Accommodate flows from projected growth in the Planned Service Area at the upgraded Little Patuxent Water Reclamation Plant.	✓		
b. <b>Flows and Nutrient Loads.</b> Require that properties added to the current Planned Service Area (PSA), large redevelopment sites within the PSA, and large sites with zoning intensification within the PSA minimize increases in flow and the nutrient concentration in flow sent to the wastewater treatment plants.	✓		

<b>INITIAL REVIEW</b>
<b>DPW</b>
<ul style="list-style-type: none"> <li>• OES/DPW installed solar and diesel backup systems to the plant to prevent overflows due to power outages.</li> <li>• Plant expansion is complete with the completion of the Enhanced Nutrient Removal system. No further expansions of the Little Patuxent Reclamation Plant are planned.</li> </ul>
<ul style="list-style-type: none"> <li>• County agencies planted over 45,000 trees from Jan 2010 to Sept 2014.</li> <li>• Pre-treatment systems will be considered for implementation to reduce nutrient concentrations.</li> </ul>

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

c. <b>Wastewater Reuse and Nutrient Trading.</b> Encourage the State to expand options for wastewater reuse and nutrient trading to reduce nutrient flows and help maintain the nutrient cap at the Little Patuxent Water Reclamation Plant and the Patapsco Waste Water Treatment Plant.	✓		
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- OS led Students Branching Out which involved 970 students in tree planting projects. OS/DRP distributed over 4,500 trees to County residents during 2010 Trees and 2010 More Trees.
- DPW is not only encouraging the State to expand options but to finalize existing draft regulations on reuse. County is awaiting refined guidelines on nutrient trading from State.

**Policy 3.2 – Reduce pollution loads to surface and groundwater.**

**DPW, OS**

a. <b>Stormwater Utility.</b> Institute a dedicated fund to ensure increased and sustained funding for stormwater and watershed management programs.		✓	
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County Council adopted CB8-2013 in order to enable a dedicated Watershed Protection and Restoration Fund.

b. <b>State Grant Funds.</b> Conduct public outreach and education to encourage use of State grant funds for septic system upgrades to nitrogen-reducing systems when the funds are available on a statewide basis.	✓		
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Howard County Health Department’s Well & Septic Program webpage contains a section entitled “Bay Restoration Fund” containing links to fact sheets and the MDE Bay Restoration website. Also, Health Department inspectors speak to homeowners on every septic system repair about the program and recommend installation of Best Available Technology (BAT) using Bay Restoration Fund grant money.

c. <b>Financial Incentives.</b> Provide financial incentives such as tax credits, low-interest loans, and grants to promote the use of nitrogen-reducing treatment for new and upgraded septic systems.		✓	
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Currently, financial assistance is available through the Health Department’s Bay Restoration Fund. New systems and upgrades to non-failing systems are a lower priority than failing systems. Howard County has been able to use the fund for some non-failing upgrades when money is available.

d. <b>Inspections and Maintenance.</b> Establish and maintain a long-term septic system inspection and maintenance infrastructure for nitrogen-reducing systems.		✓	
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Routine operation and maintenance inspections for BAT units are regulated by COMAR 26.04.02. MDE is currently developing a statewide database and inspection program. There are no immediate plans at Howard County Health Department to provide any additional routine operation and maintenance inspections.

e. <b>Nutrient Trading.</b> Explore the potential for cross-sector nutrient trading to utilize the most cost-effective nutrient reduction strategies.			✓
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Howard County is awaiting refined guidelines on nutrient trading from State.

**Policy 3.3 – Use watershed management plans to guide the protection and restoration of water resources.**

**DPW, OS, DPZ, DRP**

a. <b>Watershed Management Plans.</b> Prepare comprehensive watershed management plans for all watersheds, to set priorities and guide efforts to protect, restore, and improve the County’s water resources. Complete and update all watershed management plans on a regular cycle.	✓	✓	
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DPW/SWM prepares watershed management plans as part of National Pollutant Discharge Elimination System (NPDES) stormwater permit compliance.

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

<b>INITIAL REVIEW</b>
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b. <b>Forest Cover and Riparian Forest Buffers.</b> Establish and achieve measurable goals for forest cover and riparian forest buffers in all County watersheds.	✓	✓	
c. <b>Resident Participation.</b> Encourage active participation of individuals, businesses, and local community and environmental organizations in restoration activities.	Ongoing		
d. <b>Wetlands.</b> Develop a wetlands program to inventory, map, protect, and enhance wetland resources.	✓	✓	
e. <b>Dedicated Funding.</b> Institute a dedicated fund (often referred to as a stormwater utility) to ensure increased and sustained funding for the watershed management program.	✓		
f. <b>Grant and Cost-Share Opportunities.</b> Pursue Federal and State grant and cost-share opportunities to secure additional resources for restoration efforts. Apply jointly with community and environmental organizations, and with neighboring jurisdictions, as appropriate.	Ongoing		
<b>Policy 3.4 – Coordinate regional protection of water resources.</b>			
a. <b>Patuxent and Patapsco Rivers.</b> Coordinate and cooperate with other local, regional, and State agencies and organizations on joint watershed planning and management for the Patuxent and the Patapsco Rivers.	Ongoing		
b. <b>Patapsco Heritage Greenway.</b> Coordinate with Baltimore County to accomplish certification of the Patapsco Heritage Greenway.	Ongoing		

DRP plants approximately 18 acres of new forest each year focusing on increasing forest cover, planting riparian buffers. DPW/SWM also pursues opportunities to do riparian buffer and forest planting as part of their capital project tasks.
DRP works with individuals and communities through the Stream Releaf and Tree Canopy programs. DPW/SWM funds Watershed Enhancement grants for non-profit groups to perform restoration projects and public outreach.
Reporting for this action item is anticipated after conclusion of the short-term time period (4 years).
County Council adopted CB8-2013 in order to enable a dedicated Watershed Protection and Restoration Fund.
DRP and OS secured two grants to work with schools, homeowners and master gardeners in establishing riparian forest buffers, tree canopy. DPW pursues grants as part of National Pollutant Discharge Elimination System (NPDES) stormwater permit compliance to fund watershed restoration.
<b>DPZ</b>
Howard County is a member of the inter-jurisdictional Patuxent River Commission and the Patuxent Reservoirs Watershed Protection Group, and participates on the Patapsco Heritage Greenway. In 2014, the Howard County Council adopted an update to the Patuxent River Policy Plan.
County Council recognized the proposed Patapsco Heritage Greenway Management Plan via adoption of CR96-2009.

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

**Policy 3.5 – Promote individual environmental stewardship.**

<p>a. <b>Stewardship.</b> Conduct public outreach and education to encourage individuals and businesses both to be good stewards of their own property and participants in community environmental enhancement efforts.</p>	<p>Ongoing</p>
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**OS, DPW, DRP, HCEDA, HSCD**

- OS advises on the board of the Watershed Stewards Academy (WSA).
- OS coordinated projects to stencil 72 storm drains with Howard Community College (HCC) students and the Watershed Stewards Academy (WSA).
- OS coordinated stormwater video awareness projects, now posted on social media, with Howard Community College (HCC) and the Girl Scouts of Central Maryland.
- OS has spread water quality awareness through release and publicity of the stream mapper smart phone app. Usage of this app will be evaluated in December 2015.
- OS has participated in cooperation with the Howard County Conservancy and Watershed Steward’s Academy in educating Howard County Public School students in the Watershed Report Card program.
- OS prepared for participation in several outreach events including: Howard Community College Sustainability Day, Streams to Seas Festival at Robinson Nature Center, Howard Community College Middle School Stream Restoration Day, faculty speaking at the Watershed Stewards Academy, and a nature hike with the Columbia Families in Nature among others.
- OS produced a more user-accessible version of the Green Map to help Howard County residents connect with local environmental entities.
- OS created the 20 Minute Cleanup. Since 2010, over 6500 volunteers have removed litter from schools, parks and other properties.
- OS and DRP engage about 80 stream cleanup volunteers each year HCEDA hosted workshops with regional manufacturing institute on energy savings techniques for industry.
- HCEDA integrated Green Business Council into Howard Tech Council as new Sustainable Business Council.
- OS/DPW/SWM participates in the Watershed Stewards Academy and Howard County Legacy Leadership Institute for the Environment (HoLLIIE) programs.



POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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**INITIAL REVIEW**

<p>b. <b>Best Management Practices.</b> Expand current outreach and education efforts to promote and assist private property owners with the implementation of best management practices, including installing rain gardens and rain barrels, planting stream buffers, replacing lawn with native plants, increasing tree canopy, and limiting use of lawn chemicals.</p>	Ongoing		
<p>c. <b>Agriculture.</b> Encourage the agricultural community to work with local, State, and Federal agencies and programs to expand the use of best management practices on local farms.</p>	✓		
<b>Policy 3.6 – Safeguard the environmental integrity of the region’s reservoir systems.</b>			
<p>a. <b>Funding and Support.</b> Continue funding and support for implementation of the Baltimore Reservoirs Action Strategy and the Patuxent Reservoirs Priority Resource Protection Program.</p>		✓	
<b>Policy 3.7 – Secure better protection of environmental resources within new developments.</b>			
<p>a. <b>Streams, Wetlands, and Floodplains.</b> Evaluate the effectiveness of current regulations in protecting streams, wetlands, and floodplains.</p>	✓		

<ul style="list-style-type: none"> <li>• OS contributed to Watershed Steward’s Academy (WSA) residential stormwater assessments which help residents identify runoff sources and solutions on their properties.</li> <li>• OS distributed residential stormwater Best Management Practice financial incentive program (CleanScapes) to participating stakeholders throughout the community.</li> <li>• DRP works with landowners establishing stream buffers via Stream Relief Program and Tree Canopy programs.</li> <li>• County agencies and the Historic District Partnership support planning and implementation of green initiatives including stream cleanup and rain barrel installation.</li> <li>• DPW/SWM regularly meets with community groups and HOA’s to educate them on environmental matters including BMP’s and stewardship.</li> </ul>
<p>HSCD and HCEDA’s agriculture representative promote best management practices on land stewardship and environmental protection.</p>
<b>DPW, DPZ</b>
<p>Howard County continues support of Baltimore Reservoirs Protection Group and Patuxent Reservoirs Watershed Protection Group, recently renewing funding for Patuxent Reservoirs Watershed Agricultural Cost-Share Program.</p>
<b>DPZ</b>
<ul style="list-style-type: none"> <li>• Subdivision and Land Development Regulations (SLDR), § 16.115 prohibits grading, clearing or construction activity within 100 year floodplain areas. LDR § 16.116 prohibits grading, clearing or construction activity within 25 feet of wetlands and within 50, 75 or 100 feet of stream banks.</li> <li>• SLDR § 16.120(b)(4)(iii) provides an additional level of protection requiring a 35 foot residential structure setback from any environmental features or buffers (floodplain, streams, wetlands, 25% steep slopes and buffers).</li> <li>• SLDR § 16.116(a)(3) requires wetlands, streams and required buffers be located within required open space as an additional level of protection in residential subdivisions.</li> <li>• This action item will be re-evaluated in 2015 as part of Subdivision Regulation amendments.</li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<p>b. <b>Environmentally Sensitive Development.</b> Encourage more environmentally sensitive design in residential zoning districts other than the R-ED District. Promote the use of the neighborhood preservation parcel option, as well as the use of smaller, tightly clustered lots to limit site disturbance and maximize open space for natural resource protection.</p>	✓	✓	
<p>c. <b>Higher Intensity Development.</b> Institute development requirements and/or incentives for better resource protection in higher density residential projects and commercial, office, and manufacturing areas.</p>			✓
<b>Policy 3.8 – Improve stormwater management practices throughout the County to help restore and protect water resources.</b>			
<p>a. <b>Redevelopment.</b> Ensure redevelopment is designed and implemented to reduce storm water runoff rate, volume, and pollution to the maximum extent practicable.</p>	✓		
<p>b. <b>Incentives for Enhancements.</b> Create incentives for new development and redevelopment to provide on-site or off-site water quality enhancements that exceed minimum regulatory requirements.</p>		✓	

<ul style="list-style-type: none"> <li>• Five neighborhood preservation easements were created (subdivisions and/or new projects) preserving 8.8 acres of open space by utilizing density transfer option in the East.</li> <li>• This action item will be re-evaluated in 2015 as part of Subdivision Regulation amendments.</li> </ul>
<ul style="list-style-type: none"> <li>• Higher density development was examined and implemented with the 2013 Comprehensive Zoning Regulations to allow better resource protection in higher density residential projects in the following zoning districts: Residential-Historic-Environmental District (R-H-ED), Residential-Apartments (R-APT).</li> <li>• Protection of environmental and historic resources are achieved by minimizing site disturbance, directing development to most appropriate areas and away from sensitive environmental areas, through lot clustering, maximizing larger contiguous open space areas, using narrow road widths and short roads, and small lot sizes.</li> <li>• Open space requirements specified in the Subdivision Regulations for most districts can be re-evaluated in 2015 as part of Subdivision Regulation amendments.</li> </ul>
<b>DPZ</b>
<p>Design Manual Volume I, § 5.1.2. requires nonresidential disturbance over 5,000 square feet with existing impervious areas greater than 40% to provide storm water measures that meet the Maryland Department of the Environment (MDE) standards for redevelopment, which are designed both to improve water quality and to reduce runoff rates.</p>
<p>This action item will be re-evaluated in 2015 as part of Subdivision Regulation amendments.</p>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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Policy 3.9 – Increase collaboration between residents, businesses, nonprofit groups, and the County on implementing state-of-the art sustainability practices and techniques.			
<p>a. <b>Sustainability Center.</b> Consider developing an online center, associated with Green Central Station, which provides information about reducing the community's carbon footprint and about cost-effective green practices and products.</p>	✓		
<p>b. <b>Green Directory.</b> Work with the local business and nonprofit communities to instill sustainability principles in their products and services, and help them by promoting them in the Green Business Directory.</p>	✓		
<p>c. <b>Expanding Green Network.</b> Establish criteria for joining the Green Business Directory and Green Business Council; create incentives for joining. Promote membership and use of the Directory on Green Central Station.</p>	✓		
<p>d. <b>Education and Incentives.</b> Work with the financial and real estate communities to promote green buildings and neighborhoods, through education on environmental and financial benefits and incentives for residents implementing sustainable practices. Incorporate benefits of green technologies and ecosystem services into building and property values.</p>	✓		

OS
<ul style="list-style-type: none"> <li>• Green Central Station was remodeled into LiveGreenHoward.com and includes energy efficiency pages, a new Green Map with information about local environmental entities and events, as well as countless other green living tips.</li> <li>• The Watershed Protection and Restoration Fund launched CleanWaterHoward.com and provides many resources for residential and commercial stormwater practices.</li> </ul>
<p>OS works with over 100 Nonprofits through the Watershed Protection and Restoration Partnership Program, as well as local businesses looking to improve stormwater treatment onsite through the WPR Fee credit program. OS promoted local farms through Roving Radish and Farmers' Markets.</p>
<p>To avoid duplication of effort, the Green Business Council and Directory was removed from the website and OS redirected these efforts by coordinating with EDA and the Maryland Center for Entrepreneurship in the creation of the Conscious Venture Lab, which encourages companies to consider their impacts on all areas of society. OS also supports Maryland Green Registry and encourages building a Green Business Action Plan as described on LiveGreenHoward.com.</p>
<p>The first green neighborhoods are under construction in Howard County, and these offer opportunities to educate diverse parties about the benefits of sustainable practices.</p>

Chapter 4 – Resource Conservation	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
<b>Policy 4.1 – Promote additional agricultural preservation opportunities.</b>			
a. <b>Future Application Cycles.</b> Facilitate additional Agricultural Land Preservation Program application cycles and recruit owners of uncommitted land to preserve their farms.			✓
b. <b>Other Preservation Options.</b> Promote other preservation options such as the dedication of easements to the County through the subdivision process, the purchase of easements by the MALPF program, and the donation of easements to nonprofit land trusts.	✓	✓	
<b>Policy 4.2 – Enhance and expand the partnership between the ALPP, the EDA, the University of Maryland, and the farming community to assist farmers as agriculture continues to evolve and diversify.</b>			
a. <b>Agricultural Working Group.</b> Establish a working group consisting of the ALPP, the EDA, the University of Maryland, and agricultural community representatives to advise DPZ on farming issues, such as expanded uses to enhance the farm economy.	✓		
b. <b>Assistance to Farmers.</b> Consider joint ALPP/EDA projects to educate new farmers about innovative products or practices and to encourage new farming ventures via technical assistance, agribusiness innovation grants, or other incentives.		✓	
c. <b>Marketing of Local Products.</b> Expand marketing efforts like the Farm-City Celebration, farmers markets, community supported agriculture, and other projects that focus on the benefits of local products and business opportunities.	✓		
d. <b>Monitoring and Stewardship of Easements.</b> Use the easement monitoring and inspection visits to identify issues of concern and offer assistance to easement holders.	✓		
e. <b>Training for Real Estate Professionals.</b> Educate real estate agents, appraisers, and others on the retained rights and market value implications of easement-restricted land.	✓		
f. <b>Agricultural Services Center.</b> Consider consolidating offices, services, and educational resources for the farming community in a single location.		✓	

INITIAL REVIEW
<b>DPZ</b>
An enhanced Agricultural Land Preservation Program (ALPP) application cycle launched in Spring 2013. As of July 2014, ALPP has acquired easements on 5 properties totaling 325 acres. Two additional easements on 140 acres are expected.
The first Maryland Agricultural Land Preservation Foundation (MALPF) easement in almost 10 years settled recently.
<b>DPZ, HCEDA, UMD</b>
HCEDA's agricultural working group has been established and meets twice a year or more often as the need arises.
HCEDA and the ALPP have collaborated on educational efforts such as the Annie's Project training protocol and the yearly Women in Ag conference. A new grant program to support innovative practices and diversified operations is jointly administered by the ALPP and HCEDA.
HCEDA has expanded marketing efforts for local products to middle school programs, Howard Community College, and development-oriented brochures. Additional marketing of local agricultural products has been through Roving Radish, Whole Foods, Wegmans, and the Food Policy Task Force.
DPZ initiated easement monitoring and inspection visits for stewardship programs ahead of schedule in Summer 2014.
This new initiative is currently scheduled to be on the DPZ departmental work program during the upcoming fiscal year.
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<b>Policy 4.3 – Educate rural residents about the County’s Right-to-Farm Law.</b>			
a. <b>Right-to-Farm Update.</b> Evaluate the clarity and effectiveness of current Right-to-Farm provisions with input from the farm community.	✓		
b. <b>Educational Materials.</b> Produce and distribute educational materials that bridge the gap between farm and nonfarm neighbors.	✓		
<b>Policy 4.4 – Require more robust separation between cluster lots and adjoining agricultural properties.</b>			
a. <b>Better Buffers.</b> Amend the Subdivision Regulations to require fencing, a landscape buffer, or a nonbuildable preservation parcel buffer between cluster lots and adjoining agricultural properties.	✓		
<b>Policy 4.5 - Refine the Rural Conservation (RC) and the Rural Residential (RR) zoning regulations to provide greater flexibility for the agricultural community, as well as appropriate protections for rural residents.</b>			
a. <b>Review of Permitted Uses.</b> Examine and amend where appropriate the list of accessory and conditional uses in the RC and RR districts, and refine uses and standards for approval.	✓		
b. <b>Use Designations.</b> Review use designations (permitted by right, by permit, and conditional) in each Rural West zoning district, and determine whether amendments are needed to make some uses less or more restrictive.	✓		

<b>DPZ</b>
County Council approved enhanced Right-to-Farm provisions with input by the farm community via adopted CB10-2013.
This new initiative is currently scheduled to be on the DPZ departmental work program during the upcoming fiscal year.
<b>DPZ</b>
<ul style="list-style-type: none"> <li>• SLDR § 16.126 promotes enhanced landscaped buffers between cluster lots and adjoining agricultural preservation properties; plan review practices recommend items such as fencing, berming, the preservation of hedgerows and existing forest stands, non-buildable preservation strips, and enhanced landscaping buffers between proposed cluster lots and adjoining agricultural properties.</li> <li>• This action item will be re-evaluated in 2015 as part of Subdivision Regulation amendments.</li> </ul>
<b>DPZ</b>
<ul style="list-style-type: none"> <li>• As part of 2013 Comprehensive Zoning, all conditional uses potentially available in the Rural Conservation (RC) and Rural Residential (RR) districts and the conditions were re-evaluated; definition of farming was expanded; and, new accessory uses were added in §104.0, 105.0</li> <li>• To specifically address permitted uses, accessory uses and conditional uses for properties with preservation easements, a new §106.1 was created within the ZR.</li> </ul>
<ul style="list-style-type: none"> <li>• As part of 2013 Comprehensive Zoning, agricultural uses with a farm permit were expanded to include Community Supported Agriculture (CSA), Food Hubs, and others.</li> <li>• A new district, Business Rural Crossroads (BRX), was created to allow for expansion of commercial enterprises near certain rural crossroads; permitted and accessory uses for districts in West were evaluated and adjusted.</li> <li>• County Council appointed a special task force to develop recommendations for wood waste recycling / composting.</li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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**INITIAL REVIEW**

<b>Policy 4.6 – Formalize a Green Infrastructure Network Plan in Howard County.</b>			
a. <b>Green Infrastructure Network.</b> Define, protect, and enhance a Green Infrastructure Network that includes and links the most ecologically significant natural areas in Howard County.	✓		
b. <b>Protection and Enhancement Strategy.</b> Develop a Green Infrastructure Protection and Enhancement Strategy that identifies property owner education, land management, preservation incentives, acquisition, and regulatory tools and also includes implementation priorities.	✓		
c. <b>Land Preservation, Recreation and Parks Plan.</b> Incorporate the Green Infrastructure Network into the Department of Recreation and Park's <i>Land Preservation, Recreation and Parks Plan</i> .	✓		

<b>DPZ, DRP</b>
DPZ completed the Green Infrastructure Network Plan in December 2012, and these plans are now available on the web at <a href="http://data.howardcountymd.gov/MapGallery.html">http://data.howardcountymd.gov/MapGallery.html</a> .
The Green Infrastructure Network Plan identifies protection and enhancement tools, along with implementation priorities. DPZ has hired a consultant to help develop property owner education and land management tools in FY15 including refining and selecting potential corridors, defining the overall network, developing habitat management plans, refining design standards for road crossings in the network.
County Council adopted the 2012 Land Preservation, Recreation and Parks Plan (LPRPP) which incorporates the Green Infrastructure Network via CR135-2012.

<b>Policy 4.7 – Continue to protect, restore, and expand forested lands.</b>	
a. <b>Forest Integrity.</b> Prioritize retention and reforestation areas, guide efforts to minimize forest fragmentation, and increase forest interior habitat.	Ongoing

<b>DPZ, DRP</b>
<ul style="list-style-type: none"> <li>● DRP plants approximately 18 acres of new forest each year focusing on minimizing forest fragmentation, planting riparian zones and increasing forest interior habitat.</li> <li>● DPZ plan review practices seek to maximize on-site forest retention areas, minimize forest fragmentation, and supplement areas with additional reforestation plantings to expand forest corridors, increase contiguous stands and to increase interior forest wildlife habitat areas.</li> <li>● SLDR § 16.117 requires projects to be designed in reasonable conformity to existing topography to minimize tree clearing of existing forest stands. § 16.1205 and 16.1206 prioritize forest retention and reforestation areas to protect 100 year flood plain, stream buffers, forested wetlands and buffers, steep slopes, and state champion and specimen trees (30-inch diameter). Additionally, critical habitat areas and forest corridors are examined for wildlife movement and, where practical, a minimum 300-foot wide forest corridor is sought.</li> </ul>

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

b. <b>Native and Invasive Exotic Plants.</b> Expand on current endorsements regarding the use of native plants and continue to discourage and prohibit the use of invasive exotic plants for landscape planting in new projects.	Ongoing		
c. <b>Deer Management.</b> Continue to expand a comprehensive deer management program.	Ongoing		
<b>Policy 4.8 – Expand our protection of rare, threatened, and endangered species.</b>			
a. <b>Habitat Information.</b> Work with the DNR to update information on rare, threatened, and endangered species habitat currently present within the County.		✓	
b. <b>Development Regulations.</b> Evaluate the effectiveness of current regulations on forest conservation, wetlands, stream buffers, and steep slopes and on criteria for open space acquisitions to enhance habitat protection. Refine the development regulations, where appropriate, to ensure habitat is included in protective easements or open space.	✓		
<b>Policy 4.9 – Balance the potential for mineral extraction with other land uses.</b>			
a. <b>Development Regulations.</b> Review current regulations to address mineral extraction operations and site reclamation.			✓
<b>Policy 4.10 – Expand on existing programs to enhance historic preservation and create an historic preservation plan.</b>			
a. <b>Historic Tax Credits.</b> Promote greater use of County historic tax credits for properties in local historic districts or listed on the Historic Sites Inventory.	✓		
b. <b>Programs and Laws.</b> Strengthen historic preservation programs and laws both to prevent demolition and incentivize restoration and adaptive reuse.	✓		

<ul style="list-style-type: none"> <li>Regulations and DPZ plan review practices restrict the planting of invasive plant species (such as Bradford Pears and Norway Maples) and disease-prone plants (such as Ash and Austrian Pine) while encouraging the planting of only native plant species as part of the best management practices for the Forest Conservation Program and required perimeter landscaping.</li> </ul>
<p>DRP is expanding the sharpshooting program both in material resources and sites under management. Continued increases in deer density, habitat damage and deer-human conflict, especially in the heavily developed metropolitan district, portend a continuing growth of this management program. However, the managed deer hunting program has less room for expansion in the future, due to the complexities of scale, site security, and available DRP resources.</p>
<b>DPZ, DRP</b>
<p>Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).</p>
<p>This action item will be re-evaluated in 2015 as part of Subdivision Regulation amendments.</p>
<b>DPZ</b>
<p>As part of 2013 Comprehensive Zoning, minor adjustments were made to approval conditions for existing Conditional Uses for <i>Quarries--or Rock, Stone and Sand Excavations</i> and for <i>Rubble Landfill and Land Clearing Debris Landfill Facilities</i>.</p>
<b>DPZ</b>
<p>DPZ is promoting and the 25% tax credits are being utilized, based on expanded outreach efforts by DPZ in Ellicott City.</p>
<p>County Council increased historic tax credits via CB36-2013.</p>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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c. <b>Historic Sites Inventory.</b> Continue to update the Historic Sites Inventory.	✓		
d. <b>Grants.</b> Apply for Maryland Historical Trust grants for documentation of archeological resources, museum collections, and oral histories.		✓	
e. <b>Potential New Districts.</b> Work with property owners regarding the merits of establishing new historic districts, where owners have expressed interest.			✓
f. <b>Main Street Program.</b> Explore establishing a Main Street program for Ellicott City.	✓		
g. <b>Historic Preservation Strategic Plan.</b> Work with historic preservation advocates and other stakeholder groups and create an historic preservation plan to broaden awareness of our heritage and encourage renovation and re-use of historic resources.	✓		
h. <b>Public Awareness.</b> Increase public awareness of historic preservation by expanding and promoting educational opportunities for residents to learn about the County's history and historic sites.		✓	
i. <b>Cemeteries.</b> Undertake outreach to historic cemetery owners regarding best practices for maintenance, restoration, and historic tax credit.	✓		
j. <b>Historic Ellicott City.</b> Promote, plan, and protect safe pedestrian access in the retail section of Historic Ellicott City.	Ongoing		

DPZ continues to review and update the County's Historic Sites Inventory including the addition of two newly approved National Register designations for Oakdale and Folly Quarter.
MHT grants are in review, as funds are limited. DPZ acquired \$50,000 façade improvements grant and \$100,000 street-scape grant via Community Legacy funding for Ellicott City.
Reporting for this action item is anticipated after conclusion of the long-term period.
<ul style="list-style-type: none"> <li>• HCEDA provided \$100,000 in funding, and Ellicott City Historic District Partnership hired Executive Director as part of participating in Maryland's Main Street Program.</li> <li>• County Council supported the application for Ellicott City to join MD Main Street Program via CR95-2014.</li> </ul>
County Council adopted Howard County's first Historic Preservation Plan, prepared by DPZ in conjunction with local historic preservation advocates, via adoption of CR27-2014.
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
<ul style="list-style-type: none"> <li>• County Council re-appointed the Cemetery Preservation Advisory Board membership via resolutions during 2013.</li> <li>• DPZ is overseeing Historic Cemetery Inventories being conducted in 2014 by Genealogical Society volunteers to document condition of sites.</li> <li>• DPZ created new brochure to educate cemetery owners on 25% tax credit and latest best management practices.</li> </ul>
<ul style="list-style-type: none"> <li>• DPZ and DPW are collaborating to install three new crosswalks in Historic Ellicott City downtown in 2014.</li> <li>• DPZ held a community planning charrette and engaged with the community to set priorities for capital projects.</li> </ul>



POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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INITIAL REVIEW
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Policy 4.11 – Review current conditions and regulations related to the County’s designated scenic roads.			
a. <b>Survey Update.</b> Conduct a survey of the roads currently on the scenic roads inventory to evaluate whether the roads still qualify for scenic road status.			✓
b. <b>Regulations Update.</b> Determine if amendments to the County Code and/or Design Manual could further enhance protections for scenic roads.			✓
Policy 4.12 – Develop an energy plan that prepares for different future energy scenarios, examines options for various kinds of future energy sustainability, promotes conservation and renewable resources, and sets targets to reduce greenhouse gases.			
a. <b>Education and Outreach.</b> Establish County policies and outreach efforts that educate communities about the potential for a changing relationship with energy resources.			✓
b. <b>Regulations Review.</b> Review County development regulations that promote more compact, complete communities through design for comparison with the “What if?” scenarios in this section.		✓	
c. <b>Scenario Study.</b> Investigate development regulations and infrastructure policies related to future energy options, such as implementing localized community-based power generation and alternative energy sources.	Ongoing		
d. <b>Climate Action Plan.</b> Implement the County’s 2010 Climate Action Plan (referenced in Chapters 1, 3, and 12), which relates to future energy technology, such as wind, solar, geothermal, and other renewable sources.	Ongoing		
e. <b>Business Partnering.</b> Work closely with businesses and nonprofits to address their energy supply planning and potential infrastructure needs.			✓
f. <b>Extensive Greening.</b> Continue to enhance the County’s facilities and fleet energy portfolio based on various energy sources and availability scenarios.	Ongoing		
g. <b>Market Demand.</b> Explore evolving energy markets, plus options for enabling “smart grid” technologies, which reveal new opportunities to create, store, consume, and invest in energy commodities and related assets.			✓

DPZ
Reporting for this action item is anticipated after conclusion of the long-term period.
Reporting for this action item is anticipated after conclusion of the long-term period.
OS
Reporting for this action item is anticipated after conclusion of the long-term period.
Reporting for this action item is anticipated after conclusion of the mid-term period.
OS successfully promoted the use of renewable energy through the renewable energy tax credit program. Further recommendations for these programs are under evaluation.
OS is updating the Climate Action Plan to reflect policies implemented to date, such as energy performance contracting, and provide recommendations for moving forward.
Reporting for this action item is anticipated after conclusion of the long-term period.
The County added to its renewable energy portfolio with the addition of a solar energy project at the Water Reclamation Plant.
Reporting for this action item is anticipated after conclusion of the long-term period.

Chapter 5 – Economic Development

Chapter 5 – Economic Development	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW	
<b>Policy 5.1 – Identify, develop, implement and refine a comprehensive program to foster a diversified economy and encourage innovation and entrepreneurship.</b>				<b>HCEDA</b>	
a. <b>Fort Meade Economic and Job Growth.</b> Focus on the anticipated growth due to BRAC, Cyber Command, NSA, and other planned expansions to capture new growth.	Ongoing			HCEDA conducted major marketing with Cyber Community, incorporated Fort Meade Regional Growth Management Committee (RGMC)/ Base Realignment and Closure (BRAC) operation into HCEDA, and developed a Technical Transfer Agreement with the National Security Agency (NSA).	
b. <b>Branding.</b> Develop and implement a comprehensive branding effort for Howard County to establish a distinct and readily identifiable research and technology brand in the global marketplace as a “top global tech center.”	✓			HCEDA launched the <i>Cyber Central</i> branding initiative for Howard County at the Global Cyber Conference.	
c. <b>Entrepreneurship.</b> Develop a comprehensive strategy to enable entrepreneurs to be creative, grow their businesses, and access capital.	[none selected in ENRCB26-2012]			HCEDA has expanded programs and consulting services to reach a growing client base at the Maryland Center for Entrepreneurship (MCE). HCEDA awarded fund manager status for Small and Minority Business Loan Funds.	
d. <b>Downtown Columbia Revitalization.</b> Implement the <i>Downtown Columbia Plan</i> to create a vibrant, mixed-use urban center for Howard County. This walkable, livable, revitalized Downtown will create a needed urban anchor that will attract and retain the creative class, and will advance the rebranding of Howard County for the 21st century.	Ongoing			HCEDA renewed marketing strategies and efforts with the Howard Hugh’s Corporation (HHC) and incorporated the Downtown Columbia Manager position into HCEDA.	
e. <b>Renewed Approach to Route 1 and Existing Business Parks.</b> Address the demand for business growth in the Baltimore-Washington Corridor, despite the declining availability of greenfield development sites, through new redevelopment strategies.	Ongoing			HCEDA joined with DPZ to initiate implementation of the Route 1 Tax Credits and Grant Program for Revitalization.	
f. <b>Funding for Transportation.</b> Expand multimodal transportation options and connectivity to ensure an adequate workforce for Howard County employers and to maintain quality of life.	✓			HCEDA continues to advocate for transportation options that address local workforce needs.	
g. <b>Workforce Development Strategy.</b> Ensure an adequate, trained workforce is available to meet the need for service, entry level, and highly skilled workers through the provision of P-20 education, lifelong learning, diverse housing, commuting and transportation, health care, and benefits costs.			✓	HCEDA coordinated Health IT Cluster <i>EARN</i> Training Grant Award to Howard Community College from Maryland State’s Department of Labor, Licensing and Regulation (DLLR).	
h. <b>Existing Businesses.</b> Continue to support and address the needs of existing businesses.	Ongoing			HCEDA initiated VOLT Loan Fund for small businesses and \$100K grant support for Route 1 Corridor and for Ellicott City.	

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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Policy 5.2 – Establish Howard County as a leader in 21st century entrepreneurship, information technology, and cyber security.			
a. <b>Marketing.</b> Create a development and marketing program to attract prime information technology and cyber businesses, as well as the critical skilled workforce.	✓		
b. <b>Infrastructure Capacity.</b> Define broadband, mobile communications, and utility infrastructure requirements, and ensure that service capacity and quality are available.	✓	✓	
c. <b>Innovation.</b> Develop programs and facilities to promote a new culture of entrepreneurship and innovation. Encourage the creation of technology-driven entrepreneurial businesses.	Ongoing		
d. <b>Education.</b> Work with local businesses to identify the need for leading programs in science, technology, engineering, and math (STEM) in the public schools, Howard Community College, and branch campuses of leading Maryland Universities. Increase participation by minorities, women, and individuals with disabilities.	Ongoing		

HCEDA
HCEDA implemented the Howard County <i>Cyber Central</i> branding initiative. HCEDA is mounting a major marketing campaign for the Inter-County Broadband Network (ICBN) as a local business incentive.
HCEDA initiated marketing arm for Inter-County Broadband Network (ICBN) with Howard County business community.
HCEDA leads by continuous improvement of programs, service and financing tools at the Maryland Center for Entrepreneurship (MCE), including technology transfer agreements with Applied Physics Laboratory (APL) and the National Security Administration (NSA) and the creation of the 3-D Laboratory.
HCEDA's Howard Tech Council is coordinating with Applied Physics Laboratory, Chamber of Commerce, Howard County Public School System, and Howard County Library System to amplify the <i>Howard S.T.E.A.M. Ahead</i> initiative.

Policy 5.3 – Promote future energy and green industries.			
a. <b>Differentiation.</b> Integrate forward-thinking energy and resource use into the County's economic development agenda, particularly considering green infrastructure and transportation solutions that differentiate the County from neighboring jurisdictions.	✓		
b. <b>Management.</b> Explore evolving energy markets, plus options for enabling developing technologies, which reveal new opportunities to create, store, consume, and invest in energy commodities and related assets.		✓	

OS, HCEDA
<ul style="list-style-type: none"> <li>• OS coordinated with the Columbia Association and Howard Community College to build a well-distributed infrastructure of electric vehicle charging stations.</li> <li>• OS plans on adding to the 11 County stations already available to the public.</li> <li>• HCEDA Industrial/Commercial Construction Projects focus on LEED Certification, and HCEDA's outreach initiative with BGE on green products adoption is planned for Fall 2014.</li> </ul>
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<p>c. <b>Commercial Opportunities.</b> Identify and promote green technologies and associated business opportunities.</p>	✓		
<p>d. <b>Incentivizing Sustainability.</b> Create incentives to attract new businesses demonstrating sustainable practices or developing sustainable technologies, materials, and products.</p>		✓	

- OS was involved in the establishment of the Green Building Council, now restructured in to the Conscious Venture Lab (CVL). CVL is a business accelerator program aimed at developing sustainability practices within the management of a business.
  - HCEDA provides pertinent information to clients on green techniques for energy savings.
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- Howard County offers tax credits to new construction and existing buildings with LEED platinum, gold, or silver certification.
  - A variety of energy and environmental savings are being incorporated into industrial and commercial offerings.

<b>Policy 5.4 – Enhance the Route 1 Corridor revitalization strategy to recognize the distinct character and market potential of diverse corridor segments, and the potential at various intersections, crossings, and nodes for additional retail, restaurant, and employment development as identified in the 2011 Route 1 Market Analysis.</b>
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<b>DPZ</b>
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<p>a. <b>Opportunities.</b> Focus planning efforts to maximize development potential in four types of land-use opportunity areas: redevelopment of high-visibility employment areas; greenfield development of high-visibility employment areas; major industrial park development; and mixed-use opportunity sites.</p>	✓		
<p>b. <b>Zoning Review.</b> Evaluate the efficacy of existing Route 1 zoning districts (CE, CAC, TOD); consider more flexibility, especially regarding commercial uses. Reduce strip commercial development along Route 1 frontage by directing retail uses to retail centers and mixed use developments and by directing truck-oriented uses, uses that require outdoor storage, and most auto-oriented retail uses such as gasoline service stations, automobile repair facilities and similar uses to parts of the corridor not fronting on Route 1 and not near residential areas. Revise zoning as needed to ensure the County vision is achieved.</p>	✓		
<p>c. <b>Residential Expansion and Preservation of Land for Employment and Industrial Use.</b> Accommodate residential development in key nodes in the Route 1 Corridor so that it does not erode opportunities to preserve or redevelop employment and industrial areas.</p>	✓		

As part of 2013 Comprehensive Zoning, Commercial Redevelopment (CR) Overlay district was created / assigned to properties with significant redevelopment potential; the provisions of Continuing Light Industrial (CLI) overlay were expanded to better accommodate the conversion of non-conforming uses to permitted uses; and, a number of properties were rezoned to Transit Oriented Development (TOD) to facilitate their consolidation and redevelopment.

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As part of 2013 Comprehensive Zoning, permitted uses, setbacks and amenity area requirements in the Corridor Employment (CE), Corridor Activity Center (CAC) and Transit Oriented Development (TOD) zones were modified and expanded; outdoor storage was addressed for CE; minimum residential density requirement was added to TOD; and, Commercial Redevelopment (CR) overlay district was created / assigned to properties with significant redevelopment potential.

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As part of 2013 Comprehensive Zoning, properties were rezoned to Transit Oriented Development (TOD) to facilitate their consolidation and redevelopment as mixed-use communities. Properties where commercial redevelopment

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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d. <b>Refine the Vision.</b> Clarify residential and nonresidential land use goals as a framework for evaluating future proposals.	✓		
e. <b>Transportation.</b> Develop transit and road improvement solutions including bicycle and pedestrian accessibility to promote connectivity and support revitalization of the Route 1 Corridor.	✓		
<b>Policies 5.5 – Proactively consider innovative tools to enhance the Route 1 Corridor’s competitiveness, attract and retain businesses, and maximize redevelopment opportunities.</b>			
a. <b>Economic Growth.</b> Focus incentives on opportunity sites within the Route 1 Corridor and on key industry market sectors with strong growth potential in Howard County.		✓	
b. <b>Beneficial Projects.</b> Adopt a tiered incentive program that provides benefits commensurate with the proposed project’s potential benefit to the County.		✓	
c. <b>Nodes.</b> Develop plans for key opportunity areas that allow for significant future intensification, while maximizing current and intermediate development potential and protecting industrially zoned land.		✓	
d. <b>Land Assembly.</b> Encourage land assembly to prevent piecemeal redevelopment and facilitate projects that are integral to the County’s long-term development strategy.		✓	
e. <b>Partnering.</b> Evaluate specific scenarios where the County might benefit from engaging in public/private development partnerships, including opportunities for nonprofits.		✓	
f. <b>Transportation.</b> Promote, plan, and protect bicycle, pedestrian, and transit access in the Corridor.	Ongoing		

<p>would be desirable were designated with the new CR overlay zoning. Also, a Bus Rapid Transit (BRT) study of the Route 1 Corridor may identify additional nodes for transit-oriented development and redevelopment projects.</p>
<p>As part of 2013 Comprehensive Zoning, the priority locations for commercial redevelopment, mixed use activity and residential development were re-examined.</p>
<ul style="list-style-type: none"> <li>• DPZ is working SHA to consider reconfiguring US 1 at the County line to include bike lanes and sidewalks.</li> <li>• DPZ is working with SHA to coordinate bike lanes, sidewalks, and ADA compliance in private developments.</li> <li>• DPZ is working with SHA to coordinate ADA-compliant bus stop improvements as part of both private and public sector road and property development.</li> <li>• DPZ has initiated a Bus Rapid Transit (BRT) study along US1 to investigate scenarios for development along US1.</li> </ul>
<b>HCEDA, DPZ</b>
<p>HCEDA joined with DPZ to establish \$100,000.00 grant fund for Route 1 beautification to work in conjunction with the Route 1 Tax Credit Program.</p>
<p>Tiered project incentives are in place, which are determined by job creation, capital investment and County benefits.</p>
<p>Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).</p>
<p>HCEDA is working now with DPZ and local brokers to analyze options and initiate clean-up and redevelopment.</p>
<p>HCEDA and DRP are exploring public private partnerships.</p>
<p>HCEDA continues planning efforts towards improved access with DPZ and the newly created Office of Transportation.</p>

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

INITIAL REVIEW
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Policy 5.6 – Plan for Class A office, industrial, and mixed-use redevelopment of commercial properties within the Snowden River Parkway area and of commercial and industrial properties in the Snowden-GE area where appropriate.			
a. <b>Plan for Coordinated Redevelopment.</b> Work with Snowden River Parkway and east Columbia Village Center property owners, as well as other community stakeholders to evaluate market conditions and redevelopment options to determine how to best position redevelopment of different parts of the Snowden River Parkway Area in relation to redevelopment of the Village Centers.		✓	
b. <b>Partner on Implementation.</b> Consider establishing a partnership or special servicing district to promote and manage redevelopment.		✓	
c. <b>Differentiate when Planning.</b> Distinguish among the sections along Snowden River Parkway that exhibit different characteristics and merit different treatment.	Ongoing		
Policy 5.7 – Plan for future transportation services and facilities that connect Downtown Columbia, the Snowden River Parkway area, Gateway, and Route 1 to regional connections to Baltimore, Washington, and Fort Meade.			
a. <b>Connect Development Nodes.</b> Study the feasibility of regional Bus Rapid Transit (BRT), as well as enhanced local bus service between major business and residential nodes from Downtown Columbia through the Snowden River Parkway area, Gateway Business Park, and the Route 1 corridor to Fort Meade and Odenton in Anne Arundel County. If viable, take action to secure existing CSX rail spur ROW.		✓	
b. <b>Make More Connections.</b> Study the feasibility and cost-benefits of a new roadway connection crossing I-95 between US 1 and Gateway Business Park.	✓		
c. <b>Alternative Modes of Transportation.</b> Study the feasibility of alternative modes of transportation, including facilities for bicyclists and pedestrians, to connect Downtown Columbia, the Snowden River Parkway Area, Gateway, Route 1, and other major business and residential nodes in and near the County.	[none selected in ENRCB26-2012]		
d. <b>Transportation Management Associations.</b> Evaluate the utility and benefit of developing transportation management associations.	Ongoing		

DPZ
<ul style="list-style-type: none"> <li>• HCEDA partnered with DPZ and CA on the NT Columbia Market Study as a preliminary step to understand market potential and redevelopment options and to evaluate Snowden River Parkway and Village Centers.</li> <li>• Identifying an urgent need, Howard County is purchasing the Long Reach Village Center (LRVC) and will work with stakeholders on a plan for redevelopment.</li> </ul>
DPZ and HCEDA are working now to analyze options.
New Town workgroup anticipated to evaluate zoning and other potential tools in 2015.
DPZ
Consultants evaluated a proposed Bus Rapid Transit (BRT) network to determine which routes are most viable given proposed services and ridership forecasts. The ridership forecast model suggests that two BRT routes, US 29 and Broken Land Parkway, are viable and should be targeted for further study (currently underway) and implementation.
The BRT study and also identified possible bike and pedestrian connections using railroad rights-of-way, but road crossings have not yet been evaluated.
The bike plan is nearly completed and the pedestrian plan is underway. Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
The County continues to participate in the reverse commute program and BWI partnership while evaluating effectiveness.

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

**INITIAL REVIEW**

Policy 5.8 – Continue to enhance the vitality and redevelopment of Columbia’s Village Centers.			
a. <b>Strengthen Village Centers.</b> Encourage Village Center property owners, Village Boards, and residents to develop and implement plans for enhancing or redeveloping older Village Centers to maintain them as attractive focal points for the villages.	Ongoing		
b. <b>Market Analysis.</b> Collaborate with the Columbia Association to undertake market assessments to assist in repositioning older centers in relation to each other, Downtown Columbia, and other competing commercial centers.	Ongoing		
c. <b>Connect Commercial Centers.</b> Plan for future transportation connections, including bicycle, pedestrian, and transit, among and between Village Centers and other commercial centers.	Ongoing		
Policy 5.9 – Continue to enhance the vitality of the Route 40 Corridor.			
a. <b>Enhance Route 40.</b> Encourage commercial renovation and, where appropriate mixed-use redevelopment by promoting collaboration between owners and neighbors to create attractive focal points that serve the community.	Ongoing		
Policy 5.10 – Expand programs to support and enhance agribusiness.			
a. <b>Training.</b> Promote County and regional training programs for existing and new farmers to enhance critical business skills.	✓		
b. <b>Diversification.</b> Use Agricultural Land Preservation Program funds to offer matching grants for farms to diversify their agriculture operations through agribusiness innovations.	✓	✓	
c. <b>Mentoring.</b> Create a mentoring program that will connect the younger generation of farmers with experienced farmers and also with farmers who may have property but no one to farm it.	✓		
d. <b>New Leaders.</b> Establish an agricultural leadership program for middle / high school students to teach a broad range of skills both specific to agriculture and also general skills such as team building and public speaking. Work with the Howard County public schools to introduce elements of agricultural education back into the public school curriculum.	✓	✓	

DPZ
Nearly all village boards have formulated plans for their village centers. Identifying an urgent need, Howard County is purchasing the Long Reach Village Center (LRVC) and will work with stakeholders on a plan for redevelopment.
NT Columbia Market Analysis was collaboratively undertaken by CA, HCEDA and DPZ. A final report is in preparation by the consultant and is expected to be available in Fall 2014.
<ul style="list-style-type: none"> <li>OT continues to plan for connections to and from village centers by including centers as critical elements in the bicycle master plan and the pedestrian plan update.</li> <li>OT continues to evaluate existing transit route structures to improve access and mobility to village centers.</li> <li>DPZ continues to work with Howard Hughes to assure the development of a high-quality Multi-Use Pathway.</li> </ul>
DPZ
DPZ completed two Route 40 median projects with the goal of enhancing intersections. A third project is currently in the planning with construction expected within current fiscal year.
DPZ, HCEDA
Training is ongoing, and HCEDA is adding new programs for the farm community as needs arise.
To date, eight grants have been awarded with seven grants receiving matching funds from State MARBIDCO.
Work is in progress as HCEDA works to identify available land and mentors.
HCEDA is now working with Howard County Public School System to establish a program in the 2016-2017 school year.

Chapter 6 - Growth	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW	
<b>Policy 6.1 – Maintain adequate facilities and services to accommodate growth.</b>				<b>DPZ, HCPSS</b>	
a. <b>Limited Planned Service Area Expansion.</b> Zoning requirements for approved PSA expansions should include a development proposal that is consistent with the General Plan and establishes a transition that is compatible with and enhances surrounding communities and provides an environmental benefit.	Ongoing			There have been no Planned Service Area for Water and Sewer expansions since the adoption of <i>PlanHoward 2030</i> .	
b. <b>Place Types and Tiers.</b> Obtain State concurrence on <i>PlanHoward 2030</i> place designations and tiers in accordance with <i>PlanMaryland</i> 's final criteria and procedures and the Sustainable Growth and Agricultural Preservation Act, on or before December 31, 2012.	✓			CB-1-2013 adopted Growth Tiers via an amendment to <i>PlanHoward 2030</i> . MDP confirmed tiers satisfy Sustainable Growth and Agricultural Preservation Act (SB 236).	
c. <b>Revise APF Regulations.</b> Amend the current Adequate Public Facilities regulations to reduce allocation categories and reflect designated places.	✓			The APFO regulations have been revised reducing the allocation categories and reflecting the designated places.	
d. <b>APF Housing Allocations.</b> Incorporate the <i>PlanHoward 2030</i> housing forecasts into the Adequate Public Facilities Housing Allocation Chart.	✓			<i>PlanHoward 2030</i> housing unit forecasts have been incorporated into the adopted Housing Allocation charts.	
e. <b>Zoning.</b> Reduce competition for land resources by promoting more compact development in appropriate growth and revitalization areas.	✓			<ul style="list-style-type: none"> <li>• CB36-2012 created a new Community Enhancement Floating (CEF) zoning district to encourage creative and innovative commercial, mixed-use or residential projects.</li> <li>• As part of 2013 Comprehensive Zoning, several new zoning districts were created (e.g. CR and R-APT) to permit well-designed, higher-intensity redevelopment.</li> </ul>	
f. <b>Density Exchange Option.</b> Review and, as appropriate, amend the density exchange provisions of the DEO zoning district during the Comprehensive Zoning process to help mitigate subdivision restrictions.	✓			Density exchange option provisions are being used to help mitigate Maryland SB 236 restrictions of major subdivisions.	
g. <b>Targeted Funding.</b> Optimize the use of State and County infrastructure funding and program resources targeted to County-designated place types, with particular emphasis on targeted growth and revitalization areas.		✓		Reporting for this action item is anticipated after the conclusion of the mid-term period. The second monitoring report is due after the completion of the mid-term time period	
h. <b>Schools.</b> Make efficient use of existing school capacity avoiding unnecessary capital outlays.	Ongoing			HCPSS has redistricted since adoption of <i>PlanHoward 2030</i> for efficient use of existing schools. A total of 4,326 students were moved with 75% being relocated to existing schools. In 2011, prior to redistricting efforts, 51% of students were in schools which met BOE target of 90-110% utilization. For the school year beginning in the fall of 2014, 64% of students will be in schools that meet this target. This was accomplished with only a 4% increase in capacity.	



POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<b>Policy 6.2 – Ensure that the County’s needs for land for government facilities and land preservation are met in light of competing needs for housing and economic development.</b>			
a. <b>Infrastructure Concurrency.</b> Determine the amount and location of land needed for future schools and other facilities, including park and green infrastructure preservation priorities.	✓		
b. <b>Capital Improvements Master Plan.</b> Implement land acquisition priorities and funding via the ten-year <i>Capital Improvement Master Plan</i> .	✓		
c. <b>Connectivity.</b> Ensure that planning for government and public school facilities should incorporate consideration of transportation connectivity and access for pedestrians, bicyclists, and individuals with disabilities.	Ongoing		
<b>Policy 6.3 – Use <i>PlanHoward 2030</i> job and housing forecasts to guide County, regional, and State agency decision making regarding infrastructure and services.</b>			
a. <b>Baltimore Metropolitan Council.</b> Incorporate <i>PlanHoward 2030</i> housing, population, and job forecasts into the Baltimore Metropolitan Council’s official regional forecasts.	✓		
b. <b>Monitoring.</b> Monitor the amount, type, and location of actual housing, population, and job growth for comparison with <i>PlanHoward 2030</i> forecasts.	Ongoing		
<b>Policy 6.4 – Ensure that the County continues to capture future job and business growth opportunities.</b>			
a. <b>Economic Development.</b> Partner with the Economic Development Authority to develop County policies and programs to implement the County’s Strategic Plan for Economic Development.	✓		
b. <b>Zoning Regulations.</b> Update zoning and other regulations to address the evolving commercial and industrial markets and development trends.	✓		
c. <b>Commercially and Industrially Zoned Properties.</b> Establish policies to protect and promote commercially and industrially zoned land for future job and business growth opportunities.	Ongoing		

<b>HCPSS, DPZ</b>
Howard County government is working in collaboration with HCPSS for future land acquisition including joint use options.
DPZ works in conjunction with the Office of Budget and DPW to determine land needs and priorities for the capital budget.
DPZ is in the process of completing a draft bike plan (Bike Howard); a pedestrian plan update is currently underway and will be completed by the Office of Transportation.
<b>DPZ</b>
DPZ annually provides these as part of Baltimore Metropolitan Council (BMC) Cooperative Forecasting Process.
DPZ researches, compiles, and publishes this information annually in Development Monitoring System (DMS) Reports.
<b>HCEDA, DPZ</b>
HCEDA and DPZ meets regularly to coordinate initiatives including Route 1 property renovation incentives, the NT Columbia Market Study, Ellicott City Main Street program, and fast-tracking for priority economic development projects.
As part of 2013 Comprehensive Zoning, DPZ worked with HCEDA to identify priority locations for non-residential development and refine certain commercial and industrial regulations based on current development demands, such as Flex Space, to better accommodate current use patterns.
As part of 2013 Comprehensive Zoning, some properties were rezoned to permit non-residential development. In the Route 1 corridor, properties with significant redevelopment potential, situated in targeted locations, were rezoned with CR overlay. In the West, properties in proximity to certain rural crossroads were rezoned with BRX overlay to allow for the expansion of existing, local commercial businesses.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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**INITIAL REVIEW**

Policy 6.5 – Plan well designed and complete communities through the Comprehensive Zoning process.			
<p>a. <b>Zoning Regulations.</b> Revise the Zoning Regulations to better promote compact redevelopment and appropriate infill including consideration of connectivity and safe routes to school.</p>	✓		
<p>b. <b>Development Opportunities.</b> Designate appropriate additional areas within the County's Priority Funding Area for well-designed, compact development in order to accommodate future job and housing growth.</p>	✓		
<p>c. <b>Planned Unit Development.</b> Consider Planned Unit Development (PUD) zoning to allow increased flexibility for unique, well-designed, site-specific developments, which provide benefits and protections to surrounding communities.</p>	✓		
<p>d. <b>Compact Development.</b> Encourage compact development with adequate green spaces and connectivity within and between developments which provide residents with a high quality of life and allows residents to take advantage of the benefits of the compact development.</p>	Ongoing		

DPZ
<ul style="list-style-type: none"> <li>• CB36-2012 created a new Community Enhancement Floating (CEF) zoning district to facilitate creative and innovative development of properties based on site-specific criteria to be approved by the Zoning Board.</li> <li>• As part of 2013 Comprehensive Zoning, several new zoning districts were created (e.g. CR and R-APT) to permit well-designed, higher-intensity redevelopment.</li> <li>• Additionally, in the Zoning Regulations, requirements for amenity areas and pedestrian/bicycle connections were strengthened, and adjustments were made to the Neighborhood Preservation Density Option to facilitate for historic preservation in the East.</li> </ul>
<p>As part of 2013 Comprehensive Zoning, a number of properties were rezoned in order to permit their consolidation and redevelopment as mixed-use sites.</p>
<p>CB36-2012 created a new Community Enhancement Floating (CEF) zoning district to encourage creative and innovative commercial, mixed-use or residential projects, based on site-specific criteria approved by the Zoning Board. Such developments are required to be compatible with, and to enhance, existing communities where they will be located.</p>
<ul style="list-style-type: none"> <li>• As part of 2013 Comprehensive Zoning, regulations were revised to strengthen requirements for amenity areas, recreational spaces, and pedestrian/bicycle connections.</li> <li>• The Green Neighborhoods Program promotes compact development, connectivity to existing resources and neighborhoods, and protection of green spaces.</li> </ul>

Chapter 7 - Transportation	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW
<b>Policy 7.1 – Increase public awareness of the relationship between personal vehicle miles traveled and highway congestion, air quality, greenhouse gases, and energy independence, as well as how more compact growth patterns and alternate modes of travel can help achieve a sustainable and more environmentally and personally healthy balance.</b>				<b>OS, OT</b>
a. <b>Green Website.</b> Update the County’s website that is devoted to providing information to consumers designed to help make Howard County greener, healthier, and sustainable, to address transportation’s role in achieving a healthy community. Include emissions calculators and other tools residents can use to measure greenhouse gas savings, map walking or biking distances, organize ridesharing, and access car sharing.	✓			<ul style="list-style-type: none"> <li>• Green Central Station was updated to LiveGreenHoward.com and reorganized to be more user friendly. Transportation and other pages on LiveGreenHoward.com include these resources and a Green Map, as well as serving as an additional way to bring the public to the transportation sites.</li> <li>• Updating Howard Commuter solutions website with new information on ride sharing options.</li> </ul>
b. <b>Awareness.</b> Expand resident and business awareness and use of alternative transportation modes, including transit, carpooling, walking, and cycling.	✓			<ul style="list-style-type: none"> <li>• Updated website with expanded information re: rideshare, bike share, commuter bus, RTA information, TRIP</li> <li>• Created social media accounts (Facebook and Twitter)</li> <li>• Creating employer packets to expand awareness at businesses that already employ carpoolers, as well as those in targeted industries (e.g. hospitality, apartment complexes) that may not have traditional commuters</li> <li>• Continuing to organize Bike to Work Days with growing number of participants</li> </ul>
c. <b>Safe Routes.</b> Expand, support and promote programs, such as the Safe Routes to School Program, that will enable communities to make walking and bicycling to school a safe and routine activity. Safe routes to school should also be part of the capital and development planning process.	Ongoing			<ul style="list-style-type: none"> <li>• Continuing to organize Bike to Work Days with growing number of participants</li> <li>• Schools continue to organize bike to school events on a school by school basis</li> <li>• Continuing to coordinate with HCPSS to develop gaps and issues in school access routes and bus stops</li> </ul>
<b>Policy 7.2 – Coordinate State, regional, and local planning and implementation for critical improvements and new transportation facilities based on evaluation of options using a wide range of performance, health, environmental, and financial criteria.</b>				<b>DPZ, OT</b>
a. <b>Key Projects.</b> Refine transportation plans and fund the County’s share of projects as identified in: Key Transportation Improvements Anticipated by 2025 (Map 7-1); Key Transportation Improvements Anticipated by 2035 (Map 7-2); Road, Bicycle and Pedestrian Improvements (Figure 7-3); and Transit Priorities (Figure 7-4).	Ongoing			DPZ continues to refine and prioritize projects as part of the Maryland Department of Transportation’s (MDOT) Consolidated Transportation Plan (CTP) and Baltimore Regional Transportation Board’s (BRTB) Long Range Plan.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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b. <b>Regional Cooperation.</b> Engage in State and regional discussions to develop solutions to transportation funding shortfalls.	✓		
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<b>Policy 7.3 – Prioritize and pursue cost-effective, long-term capacity improvements to the road and highway network to support future growth in accordance with place type designations.</b>
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a. <b>Capital Planning.</b> Use Howard County’s Capital Improvement Master Plan to provide predictable funding for the County’s highest priority road projects.	✓		
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b. <b>Adequate Public Facilities Regulations.</b> Evaluate adequate public facilities (APF) regulations to determine the merit of adding alternative modes of travel as well as whether the APF road excise tax amount is appropriate and whether a portion of it should be used for safety, transit, bicycle, or pedestrian improvements.		✓	
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c. <b>Targeted, Strategic Investments.</b> Evaluate new and innovative approaches to maximize the use of highway investments such as High Occupancy Vehicle (HOV) lanes and/or express toll lanes, focus road improvements to support existing communities and future growth areas, and limit rural road improvements to safety, rather than capacity improvements.	Ongoing		
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<b>Policy 7.4 – Enhance the accessibility and quality of existing and future transit services.</b>
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a. <b>Transit Operations Facility.</b> Develop a transit operations facility to reduce costs by centralizing fleet maintenance and opening competitive bidding to additional transit service operators.	✓		
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b. <b>Howard Transit.</b> Maximize efficiency of Howard Transit and HT Ride operations via route alignment and paratransit taxi services, paying particular attention to improving access to government facilities and health and human service locations.	Ongoing		
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- DPZ and OT continue to dialog with MDOT and BMC on analysis of long range transportation funding options.
- OT and regional partners have established the Regional Transportation Agency of Central Maryland to lower costs and improve transit service.

<b>DPZ</b>
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DPZ, DPW and OT meet regularly with SHA to monitor and discuss progress on priority road projects.

Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).

DPZ and OT are evaluating new and innovative approaches to support growth and change of new and existing communities as part of the Baltimore Regional Transportation Board’s (BRTB) Long Range Plan.

<b>OT</b>
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Transit operations facility is under construction with an expected opening date in November 2014.

- Implemented taxi program to lower costs of paratransit program.
- Implemented Interactive Voice Response system, a trip and scheduling reminder system.
- Developed major improvements at 24 bus stops, including building sidewalk connections, crosswalks, curb ramps, landing pads, installing trash cans and other rider amenities, including adding or replacing 22 shelters.
- Continuing to enhance coordination with Citizens Services.
- Continuing route enhancements to improve service on a route-by-route basis and by geographic areas.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<p>c. <b>Regional Transit.</b> Expand and maximize the efficiency, investment and connectivity of mid-corridor regional transit with Anne Arundel County, Baltimore County, Montgomery County, Prince George's County, the City of Laurel, and Fort Meade, as well as connectivity with Baltimore and Washington regional transit service.</p>	Ongoing			<ul style="list-style-type: none"> <li>• Established Regional Transportation Agency of Central Maryland resulting in lower costs and improved transit service</li> <li>• Completed phase 1 of BRT sensitivity study</li> <li>• Developing phase 2 of BRT sensitivity study, including coordination with regional partners</li> <li>• Participating in Maximize 2040, the regional long-range transportation plan</li> <li>• Continue to coordinate with regional partners, including MARC, Anne Arundel County, WMATA, City of Laurel on a range of regional transit issues</li> <li>• Developed new number bus route naming system, aligned with regional naming conventions</li> <li>• Initiated conversations with regional partners to develop a unified regional transit plan</li> <li>• Developed on-call consultant contract as part of BMC regional to conduct analysis of potential regional transit improvements</li> <li>• Initiated planning activities for new routes to residential / commercial centers to regional transit lines and hubs</li> </ul>
<p>d. <b>Multijurisdictional Agencies.</b> Evaluate potential and, if advantageous, establish a new multijurisdictional agency for the administration and operation of public transportation services that would improve the efficiency and effectiveness of regional transit services, improving connectivity and coordination among public and private providers and maximizing the use of federal, state and local funding.</p>	Ongoing			<p>Established the Regional Transportation Agency of Central Maryland, July 1, 2014, merging transit services from Anne Arundel County, City of Laurel, Northern Prince's Georges County and Howard County.</p>
<p>e. <b>Service Frequency.</b> Enhance Howard Transit by implementing half-hour service frequencies, increasing connectivity to other Baltimore-Washington regional transportation facilities (MARC, park-and-ride, pedestrian and bicycle facilities, and Transportation Demand Management initiatives), and instituting other service improvements identified in the <i>Transit Development Plan</i>.</p>	✓	✓		<ul style="list-style-type: none"> <li>• Higher levels of service have been initiated for select MARC lines</li> <li>• As of July 1, 2014 headways on route 406 (former Red Route) reduced to 30 minutes</li> <li>• Continuing route enhancements to improve service on a route-by-route basis and by geographic areas</li> <li>• Initiated planning activities for new routes to connect residential/commercial centers to regional transit lines and hubs</li> </ul>
<p>f. <b>Land Use Decisions.</b> Establish and enhance policies and regulations that integrate land use decisions with connectivity and transportation accessibility.</p>	Ongoing			<p>DPZ will evaluate options to strengthen land use and transit connections after the bike plan, pedestrian plan, and Bus Rapid Transit (BRT) study are completed.</p>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<b>Policy 7.5 – Utilize regional studies to develop an effective plan for significantly expanded regional transit service.</b>			
a. <b>Corridor Evaluation.</b> Evaluate existing and potential transit corridors for future ridership, transit mode options, and cost-effectiveness in order to prioritize public investment within transit corridors.	✓		
b. <b>Rights-of-Way.</b> Preserve transit rights-of-way within existing and potential transit corridors.	✓	✓	
c. <b>Transit Nodes.</b> Identify locations within the Growth and Revitalization areas for more detailed planning for the development of transit-supportive densities and land uses, as well as pedestrian and bicycle connectivity.	✓		
d. <b>Compact Development.</b> Adopt land use policies and regulations to promote compact development patterns that support transit demand through sufficient densities and interconnected street and pedestrian networks.		✓	
e. <b>Downtown Columbia.</b> Work with the Downtown Columbia Partnership to develop the Downtown Columbia Transportation Demand Management Plan, multimodal transit facility and circulator.	Ongoing		
f. <b>Baltimore Metropolitan Council.</b> Cooperate with the Baltimore Metropolitan Council (BMC) to develop a new regional transit study.	✓	✓	

<b>DPZ, OT</b>
Transit corridors will be evaluated as part of the Bus Rapid Transit (BRT) study and ongoing transit planning.
Identified rights of way in Bus Rapid Transit (BRT) studies and Baltimore Regional Transportation Board Long Range Plan. A future phase of BRT study will refine right of way analyses.
Identified potential locations for transit nodes during Bus Rapid Transit (BRT) studies. Existing locations are identified as part of the bicycle master plan.
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
The Downtown Columbia Partnership has been formed and initial discussion of Transportation Demand Management, circulator and transit facility has occurred.
BMC developed an on-call consultant contract to conduct analysis of potential regional transit improvements.

<b>Policy 7.6 – Reduce highway congestion, energy consumption, and greenhouse gases by increasing the number of residents using alternate modes of transportation.</b>			
a. <b>Bicycle Master Plan.</b> Develop a Bicycle Master Plan that defines priority projects and identifies those that can be integrated with pedestrian improvements and transit facilities. Establish an implementation schedule and identify funding.	✓		
b. <b>Pedestrian Master Plan.</b> Assess progress and refine priorities of the existing Pedestrian Master Plan.		✓	
c. <b>Bus Stops.</b> Expand the study of bus stop infrastructure needs to identify gaps in bicycle and pedestrian connections between bus stops and surrounding destinations.	✓	✓	

<b>DPZ, OT</b>
Completed the draft bicycle master plan that provides short-, mid- and long-term priority projects, identifies an implementation schedule and funding mechanisms.
Initiated pedestrian plan data collection and site survey work
<ul style="list-style-type: none"> <li>• Adding ramps and sidewalks at bus stops to improve ADA compliance and improve access to stops as funds become available.</li> <li>• Gap analysis of bus stops and routes to identify gaps is underway and will be integrated into pedestrian plan.</li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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d. <b>Evaluate Alternative Mobility Options.</b> Evaluate the options to meet the needs of seniors and people with disabilities.	✓		
e. <b>Complete Streets.</b> Promote complete streets by amending the Design Manual for road improvements to address bus stops and transit shelters, as well as pedestrian pathways, crossings, and bicycle improvements.	Ongoing		
f. <b>Capital Projects.</b> Establish an interdepartmental team including the Howard County Office of Transportation, Department of Planning and Zoning, Department of Public Works, and Department of Recreation and Parks to prioritize and coordinate implementation of the Bicycle and Pedestrian Master Plans through both capital projects and review of private sector development plans.	✓		
g. <b>Public Outreach.</b> Develop strategies to promote public awareness and use of alternative travel modes for work, errands, and recreation.		✓	

Survey of bus stops and routes to identify ADA related gaps is underway and will be integrated into pedestrian plan. Continuing to improve mobility options using the taxi program
Continuing discussion regarding road improvements relationships to pedestrian and bike transportation. Design Manual revisions will be proposed after bike plan and ped plan are completed.
Ongoing project coordination and initiating activities to establish the interdepartmental team.
<ul style="list-style-type: none"> <li>• Updating Howard Commuter Solutions website with expanded information re: rideshare, bike share, commuter bus, RTA information, TRIP</li> <li>• Creating social media accounts (Facebook and Twitter)</li> <li>• Creating employer packets to expand awareness at businesses that already employ carpoolers, as well as those in targeted industries (e.g. hospitality, apartment complexes) that may not have traditional commuters</li> </ul>

Policy 7.7 – Reduce highway congestion, energy consumption, and greenhouse gases.			
a. <b>Ride Sharing.</b> Promote car share and bike share systems, HOV programs, and expanded park and ride lots.	Ongoing		
b. <b>TDM Program.</b> Study and develop the Downtown Columbia Transportation Demand Management Plan as well as additional TDM programs as mechanisms to mitigate traffic/congestion impacts and expand transit services.		✓	
c. <b>Data Sharing.</b> Investigate sharing of bus location data generated by Howard Transit for potential use by independent software developers to promote transit and transit alternatives.	✓		

OT, DPZ
<ul style="list-style-type: none"> <li>• Updating Howard Commuter solutions website with new and updated information on ride sharing options</li> <li>• Initiating program to market ride sharing programs to select markets and geographic areas</li> </ul>
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
Implemented the use of General Transit Feed Specification (GTFS) data to provide cross platform coordination between the County and independent software developers.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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d. <b>Innovative Technologies.</b> Leverage the County's investment in the intra-County broadband network to develop a Howard County traffic control center to monitor traffic conditions and coordinate with Maryland State Highway Administration traffic control.		✓	✓
e. <b>Alternative Modes of Transportation.</b> Make pedestrian, bicycle, and transit modes of transportation attractive and viable options.	Ongoing		

Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
<ul style="list-style-type: none"> <li>• Continuing to prioritize and work with DPW/SHA on bike, pedestrian and alternative modes of transit as attractive and viable options.</li> <li>• Continuing to develop, complete and update functional master plans, including the bicycle master plan, bike share study, pedestrian master plan and long range transit studies.</li> </ul>



Chapter 8 – Public Facilities and Services

Chapter 8 – Public Facilities and Services	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW	
<b>Policy 8.1 – Refine the Capital Improvement Master Plan process by further strengthening the project evaluation criteria, the prioritization process, and the project implementation phasing schedule.</b>				OB, DPZ, DPW	
a. <b>Agency Master Plans.</b> Direct County agencies to regularly update facility master plans that include maintenance and systemic renovations, as well as new or expanded facilities.	✓			Agency Master Plans continue to be reviewed and updated on a regular basis.	
b. <b>Capital Budget Review Committee.</b> Continue to strengthen the interagency review committee’s assessments to assist in setting capital project priorities, phasing, and funding strategies.	✓			The Committee meets each fall to review new and existing capital projects and to assign a priority ranking to each project and then makes recommendations to the County Executive about which projects should be funded.	
c. <b>State Funds.</b> Explore how under <i>PlanMaryland</i> , State agency funds and programs can be targeted to priority projects within designated Growth and Revitalization areas and Existing Communities.	✓			Maryland Sustainable Communities applications approved and status successfully achieved for both Ellicott City and N. Laurel - Savage Area Sustainable Communities.	
d. <b>Innovative Funding.</b> Identify new or creative funding sources and methods such as public-private partnerships.	✓			In pursuit of this goal the County recently began a Master Lease program to fund short-term capital projects and continues to evaluate projects to see if they are eligible or appropriate for Public Private Partnership Agreements.	
e. <b>Transportation Planning.</b> When evaluating new facilities and capital projects, consider transportation infrastructure, including availability of public transit, and opportunities for bicycle and pedestrian access.	Ongoing			DPZ/OT continuing to evaluate both private and public development and encourage projects for transit, pedestrian and cycling connections and access as part of the	

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

**Policy 8.2 – Continue to lead by example in further reducing Howard County Government’s environmental impacts and incorporating green building practices into new and renovated public facilities.**

<p>a. <b>Enhance Sustainability.</b> Expand the use of cost-effective, resource-conserving green technologies in new and renovated County facilities.</p>	<p>Ongoing</p>
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**OS, DPW, OT**

- OS teamed with Facilities to train personnel regarding the operation and maintenance of LEED buildings. Team is currently evaluating four County LEED buildings for LEED Existing Building Operation and Maintenance.
- Implemented comprehensive energy improvement with contractor ESG or by ourselves on over 15 major buildings since 2009 in areas of lighting, HVAC, building envelope, transformers, green roof, solar, etc., which were subsequently recognized and rewarded by BGE with rebate for over \$354,000, which directly offset the operational cost via bill credit. We have helped prepare an additional contract with ESG to make energy upgrades at another 68 county buildings.
- Teaming with Bureau of Environmental Service in 2009, Facilities has been implementing a lamp and ballast recycling program covering all buildings under Facilities.
- Standardized County florescent lamp, greener 1.3 mg Hg, the lowest in the industry, more energy efficient only 25 W ( compared to T8 32W and T12 40W)
- Strictly implemented ozone depleting refrigerant measures such as for R22 per EPA regulations
- Implemented ban on unit heater in office via HR policy thru employee manual
- Due to our consistent effort, comparing to year 2012 over year 2007, Howard County Government achieved reduction of electricity consumption by 14.5% per independent consultant CH2M.
- More LEED certified buildings were built with direct design involvement of Facilities such as Howard Building, Robinson Nature Center, Savage Fire Station and New Miller Library
- Howard County eliminated florescent lamp T12 two years ahead of Federal mandated deadline.

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

b. <b>Monitoring.</b> Monitor County buildings and vehicles to document environment, health, and safety benefits, as well as cost-effectiveness.	Ongoing
c. <b>Public Outreach and Education.</b> Communicate the monitoring data and results of demonstration projects to the public.	Ongoing
d. <b>Multimodal Transportation Strategies.</b> Promote and implement strategies to enable access to government facilities via bicycle, pedestrian and transit.	Ongoing

- DPW teamed with IT department, we have installed over 40 sub-meters to monitor electricity usage in real time, which enhanced both quality control and capability to tackle cost effective energy usage.
  - Implemented utility management software EnergyCAP, which armed each department with information at fingertip on how much we spend, and where we are comparing to others and our past, where could the direction if we want to improve and cut cost.
  - Invested heavily in building automation control system and its integration effort.
  - Expanded our Facility Management software ASSET to streamline the from request, work order assignment
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- OS managed a County-wide employee-volunteer energy team that conducted activities at different County facilities to raise awareness regarding energy conservation.
  - County agencies are part of Climate Action Plan Team.
  - Public education about green design features is part of obtaining LEED silver certification at some County projects.
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- OT is continuing to comment on private and public site and transportation improvement plans to improve access to government facilities.
  - OT facilitates the bike plan and pedestrian plan which target access to government facilities as priorities.

Policy 8.3 – Use the operating budget process to optimize public services and use of funds.	
a. <b>Ongoing Management.</b> Continue to provide high-quality services to the County’s residents and businesses while maintaining fiscally-prudent budget assumptions.	Ongoing
b. <b>Regular Review.</b> Direct County agencies to continue their annual review of services and service delivery to address evolving needs and changing demographics.	Ongoing

**OB**

Office of Budget continues to monitor the service level of departments and continues to perform an annual Spending Affordability process using a committee and public and private officials in insure that the County remains within affordability levels.

The County continues review and began a master plan process for services/facilities to meet the needs of seniors.

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

**INITIAL REVIEW**

Policy 8.4 – Ensure the adequacy of water and sewer services.			
a. <b>Wastewater Treatment Plant Capacity.</b> Monitor flows to the Little Patuxent Water Reclamation Plant to ensure sufficient capacity for projected growth in the Planned Service Area.	Ongoing		
b. <b>Master Plan for Water and Sewerage.</b> Identify capital project priorities for capacity expansion and systemic renovations, as well as innovative approaches to reduce water consumption and recycle treated waste water.	Ongoing		
Policy 8.5 – Continue to invest in multimodal transportation infrastructure to enhance mobility and access to diverse transportation options.			
a. <b>Road Improvements.</b> Continue to use APF-generated excise tax revenues to leverage State and Federal funding for highway capacity improvements. Consider legislation to allow use for other transportation modes.	Ongoing		
b. <b>Transit Development Program.</b> Update the County's Transit Development Program every five years to evaluate and prioritize Howard Transit improvements, as well as connections to regional transit.		✓	
c. <b>Innovative Transit Funding.</b> Explore additional public and private funding sources to expand and improve the quality of fixed-route and paratransit service.	✓		
d. <b>Pedestrian and Bicycle Connections.</b> Implement priority pedestrian and bicycle improvement projects and, whenever possible, include as part of road construction or maintenance projects.	Ongoing		
Policy 8.6 – Provide for environmentally sound and cost-effective solid waste management.			
a. <b>Promote Solid Waste Reduction.</b> Continue to expand programs for solid waste reduction, reuse, recycling, and composting. Expand recycling programs to include additional materials as technologies and markets become available, including the possibility of recovery of items from the landfill.	Ongoing		
b. <b>Plan for Future Capacity.</b> Ensure that the County has reliable options for solid waste processing and disposal that allow sufficient lead time for planning and construction of a new cell at the Alpha Ridge Landfill or other new facilities, or for instituting new programs.	Ongoing		

DPW
The Little Patuxent Plant increased capacity from 25 million gallons per day to 28.5 million gallons per day without an increase in nutrient loads.
DPW will continue to look for opportunities to recycle treated waste water. Systemic improvements will consist of improving the capacity of the collection system.
DPW, DPZ, OT
Use of road excise tax revenues for other transportation modes should be a part of APF regulations in the future.
Initiated conversations with regional partners to develop a unified regional transit plan.
<ul style="list-style-type: none"> <li>• Obtained CMAQ grants to fund the purchase of seven buses and sedans</li> <li>• Obtained grant to fund the purchase and design of three electric buses</li> </ul>
Continuing to coordinate and include pedestrian improvements as part of road projects, including road resurfacing projects.
DPW
In recent years, DPW expanded recycling programs to include new materials such as electronics, Styrofoam, mattresses, and carpets. The food scrap composting program continues to expand for residents at the curb side and in the county schools. Council Bill 2-2014 increases residential access to recycling for apartment and condos. Zero waste activities are being advanced.
DPW maintains long-term waste export contracts that allow sufficient lead time to design/construct or implement new export agreements.

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

Policy 8.7 – Identify and fund the most cost-effective strategies for Watershed Implementation Plan execution.			
a. <b>Funding.</b> Evaluate options and adopt a dedicated funding mechanism.	✓	✓	
b. <b>Best Management Practices.</b> Monitor and evaluate the cost-effectiveness of diverse best management practices to maximize nutrient reduction from the funds expended.	Ongoing		
Policy 8.8 – Optimize planning and use of available funds to ensure school facilities continue to support high-quality school programs.			
a. <b>Accuracy of Enrollment Projections.</b> Continue to collaborate with the Public School System to improve enrollment projections by refining the methodology for assessing the varying impacts of growth and neighborhood population cycles on individual schools.	Ongoing		
b. <b>Maximize Use of Existing School Facilities.</b> Balance enrollment between under- and over-capacity schools by redistricting or alternative strategies to encourage full use of schools that have additional capacity.	Ongoing		
c. <b>Minimize New School Construction.</b> Accommodate the projected enrollments by using modular classrooms and additions whenever possible.	Ongoing		
d. <b>Land Bank.</b> Acquire additional sites inside the PFA to hold in reserve if needed for future school construction. Consider more urban school prototypes to reduce land acquisition requirements.	Ongoing		
e. <b>Fund Maintenance, Renovation, and Program Initiatives.</b> Provide sufficient funding to maintain and renovate school facilities and to allow program initiatives that will sustain and enhance the quality of the Public School System.	Ongoing		
Policy 8.9 – Continue to support Howard Community College’s expanding ability to provide higher education for County residents and workers.			
a. <b>Expansion of Howard Community College.</b> Continue the County’s commitment to fund expansion to accommodate enrollment and program growth. Support HCC in obtaining funds from the State or other sources.	Ongoing		
b. <b>Workforce Training.</b> Continue to work with the Economic Development Authority, the private sector, and other institutions of higher education to meet workforce development and retraining needs, especially in science and technology-related fields.	Ongoing		

DPW, OS
County Council adopted CB8-2013 in order to enable a dedicated Watershed Protection and Restoration Fund.
OS reviews and incorporates findings from the Chesapeake Bay Program expert research panels and the Chesapeake Stormwater Network on best management practices.
HCPSS, DPZ
DPZ collaboration with the HCPSS is continuous. Enrollment projection accuracy is reported annually. Detailed reports are available from HCPSS.
HCPSS approved three redistricting efforts balancing school enrollments. Detailed reports are available from the HCPSS.
HCPSS utilizes modular classrooms where new capital projects are not possible. Detailed reports are available from the HCPSS.
Three land acquisitions occurred in the past three years.
Systemic renovations are included in the capital budget. Detailed reports are available from the HCPSS.
HCC, HCEDA
In partnership with Howard Community College, The Workforce Investment Board, Howard Technology Council and the E-Health Industry Cluster, secured state funding through the Maryland Department Labor Licensing and Regulation (DLLR) for worker training.
HCEDA continues its partnership with Howard Community College to focus curricula on Health and Cyber Industries.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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c. <b>Community Cultural Enrichment.</b> Continue to expand noncredit course offerings and cultural programs that promote lifelong learning and enhance community life.	Ongoing		
<b>Policy 8.10 – Enhance residents’ access to high quality library resources.</b>			
a. <b>Master Plan.</b> Evaluate the need for additional library capacity to serve planned population and program growth, considering the impact of the Internet and other digital access to information. Provide necessary expansion via additions or new facilities within the Planned Service Area.		✓	
b. <b>Libraries as Educational and Community Focal Points.</b> Enhance the design of existing and any future libraries to both optimize the delivery of service at each library branch and help create a civic focal point. Where feasible, integrate libraries with other complementary public or private facilities.	Ongoing		
<b>Policy 8.11 – Ensure County residents and visitors have access to a wide variety of arts and cultural programs; cultivate artists; and develop creative workforce.</b>			
a. <b>Arts Council.</b> Continue to support the operations and programs of the Arts Council through financial and in-kind resources and services.	Ongoing		
b. <b>Community Service Partnership.</b> Continue to utilize the Community Service Partnership with the Howard County Arts Council to distribute public funds to local and regional arts organizations through competitive grant programs and to manage art facilities.	Ongoing		
c. <b>Business Partnerships.</b> Encourage partnerships between the arts community and the Howard County Economic Development Authority, Howard County Tourism, and private and business sectors to increase awareness of the value of the arts and provide creative funding to support programs and facilities.	Ongoing		
d. <b>Arts and Entertainment Districts.</b> Explore options to create one or more “Arts and Entertainment” districts in Howard County.		✓	

HCEDA provides referral to industry clients for Howard Community College for Non Credit/Certificate Training.
<b>HCLS</b>
Both a Library Facilities Master Plan and an updated Strategic Plan will be completed in FY15.
Savage Branch & STEM Education Center opened in July 2014; renovations to Central and East Columbia projected to begin in 2015; and, construction of a new Elkridge Branch projected to begin in FY15.
<b>HCAC</b>
<ul style="list-style-type: none"> <li>• Howard County Arts Council operates the Howard County Center for the Arts, a 27,000 square foot multi-purpose art center, which is open to the public 7 days a week.</li> <li>• The Center features two professional galleries, a community black box theatre, dance studio, large conference / workshop room; three classrooms; 14 visual artist studios; and four offices for arts organizations. In FY13, the Art Center served 40,550 visitors, 2,370 artists, and 2,198 children.</li> </ul>
This fiscal year, via the Community Service Partnership, the Howard County Arts Council awarded 70 grants to organizations totaling \$582,862 with grantees reporting attendance of 322,012.
Nearly 200 local businesses partnered with Howard County Arts Council to advance the arts in FY14.
Developed a Physical Campus Committee to explore the creation of an arts village at Long Reach Village Center; invited to serve on an Advisory Committee for the Inner Arbor Trust; and, serves on an Advisory Committee for Downtown Columbia Commission on Arts and Culture.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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e. <b>Support for Artists.</b> Increase opportunities for artists to live, work, learn, and present work in Howard County.	Ongoing		
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Provided opportunities for 5,155 artists through HCAC grant program; Provided opportunities for 2,370 artists at the Howard County Center for the Arts; Provided affordable studio space for 14 visual artists; office space 3 arts organizations and workshop space for 10 arts advancement organizations. Provided affordable theater, rehearsal, dance studio, and meeting space for nearly 50 arts organizations. (FY13)

f. <b>Development.</b> Include art or arts spaces in new public construction when appropriate.		✓	✓
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- Placed 12 sculptures as 12 sites (both public and private) for 12 months.
- Worked with DPZ to formalize Process to Verify Provision of the 1% Art Requirement for Downtown Revitalization.
- Worked with Kettler / Howard Hughes / Orchard Development to develop a Request for Qualifications for public art and served on the panel to select artist Mary Ann Mears for the Metropolitan project.
- Worked with GGP to develop RFQ for public art and facilitated the sale and commission of sculpture by Howard County artist Ed Kidera as well as facilitated the commission of the Pink Rabbit. (FY14)

<b>Policy 8.12 – Expand the County park system and recreational facilities.</b>
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<b>DRP</b>
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a. <b>Land Acquisition.</b> Establish acquisition goals for environmental conservation and active recreation in the 2012 update to the <i>Howard County Land Preservation and Recreation Plan</i> (LPRP). Accelerate land acquisition to meet long-term recreation needs while suitable sites are still available, particularly inside the Planned Service Area where population is greatest.	✓		
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The Department of Recreation and Parks (DRP) has acquired two parcels: the Drell Property consisting of 4 acres to be added to the Belmont Manor and Historic Park; and the Sullivan Property consisting of .952 acres to be added to the Kiwanis Wallas Park area. Additional sites continue to be evaluated within the Planned Services areas in keeping with the 2012 Howard County Land Preservation and Recreation and Parks Plan acquisition goals.

b. <b>Recreation Planning.</b> Update the LPRP regularly to establish countywide goals and priorities for development of facilities and recreation programs.	✓		✓
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- The LPRPP provides direction for the Department Divisions 5 year Strategic Plans and the Strategic Plans provide guidance for the Annual Goals and Objectives.
- Recreation Needs Assessments and Summative Evaluations are completed on a seasonal and annual basis to assist in strategic and program planning.

<b>POLICY AND ACTION ITEMS</b>	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

<b>Policy 8.13 – Enhance community recreational opportunities.</b>	
<p>a. <b>Cooperation with Howard County Public School System.</b> Continue to collaborate on the design, development, management, and maintenance of shared recreation facilities and programs on school sites.</p>	Ongoing
<p>b. <b>Coordinate the Columbia Association, Recreation Organizations, and Private Recreation Providers.</b> Expand partnerships with other recreation providers so that the Department of Recreation and Parks programs complement and support efforts by other providers. Provide information on opportunities available through other organizations. Encourage programming across all age groups and abilities.</p>	Ongoing

<b>DRP</b>
<ul style="list-style-type: none"> <li>• The Bureau Chief of Recreation and Admin Services maintains an open relationship with school facility and community outreach staff to collaborate on design, management and maintenance of Activity Rooms and Joint Use Agreements of school sites and facilities. This has been greatly enhanced by the joint use of the artificial turf fields at each high school.</li> <li>• Collaboration also involves the Superintendent of Park Operations to handle the day to day communication and permitting of the fields.</li> </ul>
<p>The DRP coordinates with CA on a variety of sports and special events such as July 4th. There have been increased communication related to aquatics, golf, tennis and dog parks as CA plans for the future and as programs coexist. DRP staff sit on a variety of Boards and as Liaisons such as The First Tee of HC, The Inner Harbor Trust, Columbia Festival of the Arts, Ellicott City Historical and Business Groups, Sports and Cultural Community Groups with extensive and leadership involvement. DRP accreditation also requires these actions to meet specific standards of excellence.</p>

<b>Policy 8.14 – Plan for Health and Human Services.</b>	
<p>a. <b>Comprehensive and Coordinated Health and Human Services Planning.</b> Continue to develop data-driven, measureable plans for both Health Services and Human Services. Plans should reflect comprehensive assessment of needs, resources, proposed actions, and implementation strategies with a clear identification of priorities, partner roles, and funding mechanisms.</p>	Ongoing

<b>DCS, HCHD</b>
<ul style="list-style-type: none"> <li>• Department of Citizen Services (DCS), through its Office on Aging, has undertaken development of a Master Plan for the Aging Population. The project was launched in April, 2014; it includes: <ul style="list-style-type: none"> <li>– An analysis of the current usage of Office on Aging services; completed in June 2014.</li> <li>– A community-wide survey to better understand the anticipated needs of those age 45 and older. (to be completed by July 2014)</li> <li>– Development of a “preferred future” for older adult services, which will create the framework for the Master Plan. (to be completed Aug, 2014)</li> <li>– A Master Plan, to be completed by December, 2014, that will provide a blueprint for the development of future services for older adults.</li> </ul> </li> </ul>



POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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- Howard County C Department (HCHD) and partners will conduct the second biennial Health Assessment Survey in the summer of 2014. Data will be analyzed and used to identify health needs, gaps in services, and potential interventions. (The first biennial Health Survey, conducted in 2012, was the most in-depth survey to ever examine the health and health needs of Howard County residents. Surveyors questioned over 2,000 residents, in English and Spanish, about their diet, exercise, access to doctors and dentists, health care coverage, drinking, smoking and other behaviors.)
- HCHD's Local Health Improvement Coalition (LHIC) established three priority areas: 1) increase access to care; 2) enable people of all ages to achieve and maintain a healthy weight through healthy eating and physical activity; and 3) expand access to behavioral health resources and reduce behavioral health emergencies. Comprised of 60 partners, the LHIC continues to work through strategies and action steps to meet these goals. It collects and analyzes health data from a variety of sources to identify HC health disparities, gaps in services, areas of need. A strategic planning process to identify goals for the next 2 years was started in FY14.
- HCHD is undergoing a strategic planning process which will include a comprehensive community health needs assessment in FY15.

<p>b. <b>Capacity Building.</b> Continue to build positive, collaborative relationships with the Horizon Foundation, Association of Community Services, United Way, the Columbia Foundation, and other capacity-building organizations, as well as the business community, as essential resources for achieving health and human services goals.</p>		Ongoing	
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- OS collaborated with both the Horizon Foundation and the United Way of Central Maryland through its Roving Radish program - bringing fresh food to more people. The Horizon Foundation also played a large role on the Howard County Food Policy Task Force, as did the Community Action Council and Maryland Hunger Solutions
- DCS, Leadership Howard County, ACS, HCEDA, Horizon Foundation, Community Foundation, and the Volunteer Center worked together to create a directory of capacity building resources for nonprofits; it is hosted on the Volunteer Center's website.
- DCS created a new one-time grant opportunity for FY15 within the Community Service Partnership (CSP) program to support nonprofit capacity building projects such as technology enhancements and strategic planning.

<b>POLICY AND ACTION ITEMS</b>	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

<b>INITIAL REVIEW</b>
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- HCHD collaborates with Horizon Foundation, Healthy Howard Inc., United Way, FIRN, ACS, Columbia Association, PATH, and other local organizations, to increase awareness and advocate for underserved populations. Identification of resources and funding opportunities are explored through this collaboration.

<b>Policy 8.15 – Enhance the delivery and accessibility of health and human services.</b>
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<b>DCS, HCHD</b>
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<p>a. <b>Access to Information.</b> Enhance access to data and information technology to facilitate program coordination and strengthen health and human service delivery systems.</p>	Ongoing
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- DCS is developing the Howard County Provider Information Network (HC Pin), to connect service providers via a “virtual community.” The site will enable members to push out information, post documents, and engage in group discussions. Launch date expected to be in Fall 2014, in time to support the next round of health care enrollment.
- In FY15, DCS is piloting the use of the web-based Results Scorecard with six CSP grantees, as a tool for monitoring and reporting program performance. The ease and effectiveness of the Scorecard will be evaluated in January, 2015, to determine value of expanding use to additional grantees.
- Data quality within the County’s Homeless Management Information System (HMIS) has continued to improve, providing DCS and partner agencies with the ability to better understand our homeless population. DCS’ HMIS Administrator now provides each partner agency with a monthly “report card” that reflects the accuracy and timeliness of their data reporting.
- HCHD will implement an electronic health record system in the summer of 2014.
- The LHIC collects, analyzes and distributes county level health data to partners and stakeholders to identify and problem areas and develop an improvement plan.

<p>b. <b>Partnerships for Health and Human Services Delivery.</b> Continue to expand partnerships among government, business, and nonprofit sectors, including faith-based nonprofit organizations, to coordinate health and human services delivery.</p>	Ongoing
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- OS worked closely with Bridgeway Community Church, Wegmans, the Horizon Foundation, United Way of Central Maryland, Howard County Detention Center, and our farming community to deliver over 2,000 meal kits to vulnerable populations through the Roving Radish.
- The Coordinated System of Homeless Services (CSHS) now has 14 public and private partners and continues to add partners to end homelessness in Howard County.

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

**INITIAL REVIEW**

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- In October, 2013, Howard County Executive Ken Ulman launched Stand Up HoCo, a community-based campaign designed to prevent bullying and to redefine it as an issue that requires a coordinated community response. Over 250 sites, including government, nonprofit, and faith groups, have been incorporated into the online reporting system. The Local Children’s Board, which includes government agencies, community members and child advocates, is overseeing implementation of the program.
- The Board to Promote Self-Sufficiency has embraced the Bridges Out of Poverty framework as a focus for its work. Two community-wide trainings have been held, in July 2013 and June 2014, which were both hosted by churches. Six different organizations, including government, nonprofit, and faith groups, have hosted seven Getting Ahead groups for people in poverty; with 75 graduates to-date. In FY15, the BPSS plans to expand the number of Getting Ahead groups, utilize the feedback from graduates to recommend system improvements, and explore ways to support Getting Ahead graduates on their journey to self-sufficiency.
- The County’s Early Childhood Advisory Council was created in response to the MD State Department of Education’s Race to the Top- Early Learning Challenge. With over 30 mandated members from the County’s Early Childhood Community, it focuses on ensuring that all Howard County children have access to high quality early learning and development programs; promoting family engagement and developing resources to ensure that all of our children enter school healthy and ready to learn. The Facilitation Team, which is responsible for overall oversight of the Council and reporting on-going progress to MSDE, includes DCS, HCPSS, the HC Library System, and The Judy Center.
- DCS, in partnership with HCHD, Howard County General Hospital, Family and Children’s Services, DSS and HCPSS has convened a home visiting workgroup to discuss program priorities, target population, referral processes and program outcomes. The group is looking at ways to improve outreach to families, limit duplication of service, and ensure that families are served by the most appropriate program.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<p>c. <b>Co-location of Services.</b> Establish multiservice centers, where feasible, in prominent, transit-accessible locations. These centers should be used as focal points for the distribution of health and human services.</p>	<p>Ongoing</p>

- HCHD partners with Howard County General Hospital, HC Department of Social Services, Howard County Public School System, Howard County Government, FIRN, PATH, Horizon Foundation, Healthy Howard Inc., and other community based organizations to identify needed health services, coordinate services to develop a more cost effective delivery system.
  - With FY15 funding from the CSP program, FIRN is developing a new community-based information and assistance initiative to provide foreign born members of the community easier access to services.
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- With funding from DCS and the Horizon Foundation, ACS undertook a study to determine the feasibility of creating a nonprofit center in Howard County that would offer a “one-stop shop” of services for low income and foreign born residents. Conducted by the Nonprofit Centers Network, national experts in the development of shared spaces, the feasibility study found significant interest in co-location and estimated the need for approximately 20,000 – 25,000 square feet. The planning committee, which includes DCS, Horizon Foundation, ACS, United Way, and the Community Foundation will utilize the study’s recommendations to develop a business plan in order to pursue project funding.
  - The MultiService Center, in North Laurel, has continued to increase the range of services provided. It proved to be an ideal site for the first Getting Ahead group, because key services were so readily available to the participants.
  - HCHD and Healthy Howard Inc. are co-located at two sites: Ascend One Building in Columbia and North Laurel Community Center. Plans for Mental Health Authority to co-locate with Ascend One are in discussion.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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Policy 8.16 – Minimize loss of life, loss of property, and injury due to fire or medical emergencies.			
<p>a. <b>Fire Stations.</b> Construct and staff the new and replacement fire stations in the current Capital Improvement Program (Waterloo, Elkridge, and Banneker). Renovate and rehabilitate existing fire stations as appropriate to ensure the continued provision of efficient service.</p>	✓	✓	
<p>b. <b>Underground Cisterns.</b> Continue to construct underground cisterns to support fire suppression in the Rural West.</p>	✓	✓	
<p>c. <b>Fire and Rescue Vehicles.</b> Provide funding to replace fire and rescue vehicles when needed.</p>	Ongoing		

DFRS
<p>In 2014 DFRS broke ground on a new station in Elkridge along Montgomery Road. The 33,757-square-foot building will built on a 7.56 acre-site selected following a deployment study of community density, risk and travel times. It will be staffed by career and volunteer personnel under a Joint Use Agreement. This relocated station is in addition to the recently relocated station in Savage in 2013, a new station in Glenwood in 2012, and a planned new station in Waterloo.</p>
<p>Funding has been dedicated to allow for the installation of approximately eight 30,000 gallon cisterns per year for the last several fiscal years. A total of 17 are installed and operational as of September 2014, with 8 more planned in FY15. These cisterns have been used to mitigate several barn fires and significant house fires in recent years.</p> <p>Additionally, the Department had a number of dry hydrants associated with natural water sources drought-certified in 2014. Together with new stations, the implementation of a this program was a key factor in achievement of a greatly improved Public Protection Classification (PPC) rating in 2012 for all property within five road miles of a station in the non-hydranted area of the county. This rating is a significant element in calculating property insurance premiums.</p>
<p>The Department deferred most vehicle replacement and equipment upgrades in FY10 and FY11 as part of necessary cost reductions. Funding was transitioned to the Operating Budget in FY14. In FY15, the Department will pilot the lease of one replacement engine and ambulance through the County's Master Lease Program as a means to reduce, plan for and manage annual costs.</p>

<b>POLICY AND ACTION ITEMS</b>	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

<b>INITIAL REVIEW</b>
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<b>Policy 8.17 – Enhance Police protection.</b>			
a. <b>Organizational and Facility Assessment.</b> Evaluate the options for organizing Police functions and the need for a new central district to develop a plan for new or modified Police Department facilities.	✓		
b. <b>Adequate Resources.</b> Ensure the Police Department has adequate staff and equipment based on levels of crime and demand for services.	Ongoing		
c. <b>Community Policing and Youth Programs.</b> Enhance and expand focus on community policing programs that allow police officers to work in partnership with communities to solve crimes and work proactively with schools.	Ongoing		
<b>Policy 8.18 – Continue to invest judiciously to maintain and enhance County facilities.</b>			
a. <b>Funding Priorities.</b> Use the Capital Improvement Program to evaluate and prioritize County investments in technology upgrades and systemic renovation for County offices and other facilities.	Ongoing		
b. <b>Community Revitalization.</b> Continue to invest in renovation of community infrastructure as well as catalytic community revitalization projects, seeking grants and public-private partnerships whenever possible.	Ongoing		

<b>Police</b>
The Police Department continues to work with DPW on capital projects and other possibilities as County renovation projects are completed. The FY15 budget includes \$100,000.00 to conduct site exploration for a third district police station.
As an accredited police department, a manpower analysis is conducted every three years to determine the appropriate staffing and equipment needs. The next analysis will be completed in September 2014.
During FY15, the Operations Command will re-evaluate the delivery of crime prevention services and community outreach with a focus on enhancing training and raising awareness in regards to traditional crime prevention concepts
<b>OB</b>
In the past several years the County has created and funded several capital projects for both physical and technology infrastructure maintenance and improvement.
DPZ is currently developing a draft small area plan for the Southeast community (N. Laurel-Savage), and the County continues to evaluate projects to see if they are appropriate for public-private partnerships.

Chapter 9 - Housing	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW
<p><b>Policy 9.1 – Increase public awareness of how combined housing and transportation costs affect housing affordability, traffic patterns, resource consumption, and pollution, to promote support for compact, mixed income, and mixed-use communities that meet the diverse housing needs.</b></p>				<p>DHCD</p>
<p>a. <b>Education on Housing Costs.</b> Utilize diverse strategies such as collaboration with the Board of Realtors, nonprofits, and business groups to educate residents, policy makers, and housing advocates on affordability/value of location efficiency.</p>	<p>Ongoing</p>			<ul style="list-style-type: none"> <li>● Monthly Homebuyer Education Certificate Workshops</li> <li>● Quarterly MIHU Renter and Homebuyer Workshops</li> <li>● Annual Housing Fair with over 50 vendors and up to 29 education sessions about 1st time homebuyer, qualifying for a mortgage, insurance, inspections, fair housing, landlord-tenant requirements, down payment and closing costs assistance, the MIHU Program, credit, settlement, energy efficiency in the home, healthy housing, emergency preparedness, employment opportunities and housing stabilization services. Some classes also taught in Chin and Spanish.</li> <li>● Annual Housing Matters Mini Fair with up to 12 vendors and 12 education sessions about 1st time homebuyer, qualifying for a mortgage, insurance, inspections, fair housing, landlord-tenant requirements, lease compliance, down payment/closing costs assistance, MIHU Program, credit, settlement, energy efficiency, transportation and health insurance. One class taught Spanish.</li> <li>● Annual Mortgage Late? Don't Wait! Foreclosure Event</li> <li>● Presentations to local community groups upon request (e.g., Howard County Autism Society)</li> <li>● Bi-Annual Landlord-Tenant Essentials</li> <li>● Annual HCAR Fair Housing Training</li> <li>● SDLP &amp; Homeownership Programs Training for Lenders</li> <li>● Regional Mortgage Brokers Training</li> <li>● Regional Fair Housing Training for Government Officials</li> <li>● Annual MD Youth Partners for Change Presentation – Howard County (Glenelg) &amp; Baltimore City (Booker T. Washington) public schools education partnership for students</li> <li>● Inaugural Health Connection Now Healthy Howard Door to Health Program Fair</li> <li>● Annual 50+ Expo</li> <li>● Annual North Laurel-Savage Multi-Service Center Community Fair</li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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**INITIAL REVIEW**

<p>b. <b>Location Efficient Mortgages.</b> Expand advocacy for location-efficient mortgages to continue to increase the number of households that qualify for homeownership.</p>	Ongoing

- Annual Money Matters Financial Literacy Event
  - Presentation to the County Council about Fair Housing in Howard County with the Regional Fair Housing Group
  - Invitation to Howard County industry professionals to participate in Regional Fair Housing focus groups.
  - Annual Leadership Howard County graduation activity
  - Assistance in planning & inviting to Howard County industry professionals to participate in a Inclusionary Zoning Tour
  - Hosting property tours for local community groups (e.g., Oakland Mills Village), bankers, other government offices (SAMSHA & Montgomery County Housing Opportunities Commission, local non-profits (Leadership Howard County) and advocates (regional & local)
- 
- Regional Mortgage Brokers Training
  - SDLP & Homeownership Programs Training for Lenders
  - Will continue to meet with and educate lenders about serving low-to-moderate income buyers as well as partnering with affordable homeownership programs.

**Policy 9.2 – Expand full-spectrum housing for residents at diverse income levels and life stages, and for individuals with disabilities, by encouraging high quality, mixed income, multigenerational, well designed, and sustainable communities.**

**DHCD, DPZ**

<p>a. <b>Range of Affordable Options.</b> Continue to expand current options for full-spectrum, affordable housing through affordable housing requirements in additional zoning districts; increased regulatory flexibility to provide low and middle alternatives to moderate income housing; institution of density or other incentives; use of fee-in-lieu option; accessory apartments; establishment of public, private, and nonprofit partnerships; and promotion of business community support for workforce housing.</p>	Ongoing
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- Ongoing MIHU Program expansion:
- CB-34 will give developers the option of providing a mix of low as well as moderate income housing.
  - CB-35 in conjunction with the new Comprehensive Rezoning Plan requires new single family detached developments to provide 10% of the homes as MIHUs and allows each developer compliance options including fee in lieu. The fees collected will contribute to affordable housing programs
- Acquisition:
- Purchased 8-acre parcel to construct 35 permanent housing units (small efficiency apartments) for chronically homeless and a co-located new Day Resource Center.
  - Purchased The Verona at Oakland Mills, a market rate community with moderate rents to preserve a local affordable housing option



POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW
				<ul style="list-style-type: none"> <li>• Entered into a partnership known as the Bridges Alliance. Howard County Housing (HCH – DHCD and the Housing Commission), will acquire and rehabilitate units that will be leased to Bridges who will rent the units to local families that are homeless or at risk of being homeless.</li> <li>• Assist Downtown Columbia Housing Foundation to create affordable housing options in the new downtown.</li> <li>• Launched a new Housing Repair Program to assist local homeowners with affordable housing repairs.</li> <li>• Lease-Purchase Program being created to offer rent to own options to moderate income buyers with credit challenges and to help stabilize at risk condominium communities</li> <li>• In partnership with private organizations, continue to construct or significantly rehabilitate housing for persons with disabilities – 12 since 2003 with one pending</li> </ul> <p>Other Pending Developments: Burgess Mill Station Phase 2; Cottages at Greenwood 2 – Greenwood Village</p>
<p>b. <b>Diverse Rental Opportunities.</b> Work with developers to provide increased full-spectrum rental choice for all incomes, ages, and abilities throughout Howard County, especially in areas designated for increased density and revitalization.</p>		Ongoing		<ul style="list-style-type: none"> <li>• CB-35 which allows each developer alternative compliance options including fee in lieu. Fees that will contribute to affordable housing programs</li> <li>• Applied for and have been award both EmPower Clean and MEA grants to evaluate the energy efficiency of scattered site units and to implement energy efficient upgrades as needed.</li> <li>• Active member of the MD Affordable Housing Coalition which was successful in securing millions to funding the Rental Housing Works Program and the RAD Initiative. Both of which have an impact on local projects.</li> <li>• Obtained an A+ Standard and Poors rating which bolsters the Housing Commissions financial viability overall but especially the ability to issue bonds that are used to support acquisition activity.</li> <li>• Maintained a favorable Dun &amp; Bradstreet rating, a credit agency that rates the financial viability of businesses. This information is accessed when HCH applies for grants, loans, lines of credit, etc.</li> <li>• Continue to issue PILOTS to assist developers minimize and/or reduce the cost of creating affordable housing.</li> <li>• Forging partnerships with banks and housing funders to support the Lease Purchase Program, Healthy Neighborhoods Initiative &amp; Housing Repair Program.</li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW
<p><b>c. Redevelop Older and Affordable Housing.</b> Expand zoning or other financial incentives to redevelop older, lower income housing into full-spectrum mixed income, sustainable communities and make the communities accessible to individuals with disabilities.</p>		Ongoing		<ul style="list-style-type: none"> <li>• Redeveloped: <ul style="list-style-type: none"> <li>- Guilford Gardens into Monarch Mills</li> <li>- Hilltop into Burgess Mill Station</li> </ul> </li> <li>• Relocated to affordable, decent, safe and stable housing opportunities: <ul style="list-style-type: none"> <li>- Beechcrest Mobile Home Park</li> </ul> </li> <li>• Significantly rehabilitated: <ul style="list-style-type: none"> <li>- Morningside Park</li> <li>- Public Housing Units</li> <li>- Partial renovations and/or system updates: <ul style="list-style-type: none"> <li>- Orchard Crossing</li> <li>- Scattered site units</li> </ul> </li> </ul> </li> <li>• Competed and was awarded Neighborhood Stabilization Funds that were used to purchase homes in local communities destabilized by foreclosure.</li> <li>• Funding the new Acquisition Rehabilitation Program which is acquiring units for the Bridges Alliance</li> <li>• Will continue to explore options to propose legislation and programs that promote development incentives and density bonuses.</li> </ul>
<p><b>d. Expanded Funding Sources.</b> Pursue additional funding to enable DHCD to continue expanding supplies of affordable housing for low and moderate income households, seniors, and persons with disabilities.</p>		Ongoing		<ul style="list-style-type: none"> <li>• Rental Housing Works through MD-DHCD</li> <li>• New ability to issue bonds</li> <li>• Ranked on Standard &amp; Poor's to increase financial credibility</li> <li>• Forging partnerships with banks and housing funders to support the Lease Purchase Program, Healthy Neighborhoods Initiative &amp; Housing Repair Program.</li> </ul>
<p><b>e. Transportation Connections.</b> Consider and include transportation in all planning and renovations.</p>		Ongoing		<ul style="list-style-type: none"> <li>• Participation in the MTA Bus Network Improvement Project (BNIP) to lobby for increased service to Howard County.</li> <li>• Participation in regional exchange with MDOT and MTA, via the Regional Fair Housing Group &amp; the Opportunity Collaborative</li> <li>• Work with local transportation Administrator John Powell as prescribed by the Analysis of Impediments.</li> </ul>

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

Policy 9.3 – Expand innovative programs to enable existing housing to meet full spectrum housing needs and housing needs of individuals with disabilities.			
a. <b>Education and Outreach.</b> Continue DHCD and DCS efforts to educate home seekers on existing affordable housing programs, Fair Housing law, location efficient mortgage concepts, and mortgage and lending requirements that assist with decision making on home rental or purchase.	Ongoing		
b. <b>Preservation of Existing Units.</b> Evaluate legislation to create a “right of first offer” for the County when rental projects are being converted into condominiums to allow for preservation of affordable units.	✓		
c. <b>Protection during Conversions.</b> Expand existing protections for low income and senior renters and renters with disabilities in buildings undergoing condominium conversions.		✓	
d. <b>Condominium Financing.</b> Evaluate the effects of condominium fee delinquency on the availability of mortgages and home prices to determine an appropriate response.	✓		
e. <b>Existing Homes.</b> Continue to pursue programs to support use of existing, older homes as another means of addressing affordable housing needs. Facilitate the participation of nonprofits in efforts to promote full-spectrum housing.	Ongoing		

DHCD, DCS
<p>See 9.1 a., and additionally:</p> <ul style="list-style-type: none"> <li>• Hosted an Economic Recovery &amp; Homeownership Series, a three part workshop free and open to the public.</li> <li>• Distributing new Owner Guide upon request</li> <li>• Distribute Tenant-Renter Resource Guide created by Leadership Howard County 2012 Class</li> <li>• New Tenant Guide in draft form</li> <li>• Lending Guide for Homeowners being drafted</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to explore legislative options for right of first offer for local rental projects.</li> <li>• Continue to position organization to be notified of local government and private for sale rental communities</li> </ul>
<ul style="list-style-type: none"> <li>• Accepted HUD contract to perform Opt-Out services for the Chatham Gardens conversion of project base unit residents to Housing Choice Voucher Program participants &amp; the upcoming Deep Run conversion to do the same.</li> <li>• Performing Beechcrest relocation according to uniform relocation law to eliminate a blighted community occupied by vulnerable residents.</li> </ul>
<ul style="list-style-type: none"> <li>• Hosted Condominium Foreclosure sessions in partnership with the Community Associations Institute</li> <li>• Work with condominium association attorneys and Councilman Ball on CB-10 (2012). The Bill empowers the County to reject a license application or even cancel an existing license if the homeowner is at least 60 days delinquent in paying the association assessments</li> </ul>
<ul style="list-style-type: none"> <li>• Ongoing acquisition of foreclosed &amp; older homes for use as affordable homeownership and rental opportunities including Neighborhood Conservation Initiative (sale), HCH Acquisition Rehabilitation Program (sale), pending launch of a new Lease Purchase Program (rent to own) and partnership with Bridges Alliance to acquire homes to master lease to BRIDGES for use as low-income rentals.</li> </ul> <p>(Continued)</p>

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

**INITIAL REVIEW**

<b>Policy 9.4 – Expand housing to accommodate the County’s senior population who prefer to age in place and people with special needs.</b>	
a. <b>Universal Design.</b> Expand partnerships with public, private, and nonprofit organizations to assist senior citizens and residents with special needs by universal design renovations.	Ongoing
b. <b>Promoting Self-Sufficiency.</b> Enhance the development of personal service and home maintenance businesses to promote self-sufficiency for those choosing to age in place.	Ongoing
c. <b>Increasing Awareness.</b> Expand outreach to senior citizens and residents with disabilities to increase awareness of existing County, nonprofit, and business services.	Ongoing
d. <b>Transportation and Transit.</b> Incorporate transportation options.	Ongoing
<b>Policy 9.5 – Support the efforts of County agencies, nonprofits, and other organizations to prevent temporary and chronic homelessness.</b>	
a. <b>Partnering.</b> Continue to partner with public, private, and nonprofit organizations on key actions to implement the <i>Plan to End Homelessness</i> .	Ongoing

<ul style="list-style-type: none"> <li>• Healthy Neighborhoods Program idea in planning stages. Program will address the financial support of older communities and homes to promote community stabilization and to attract new residents.</li> <li>• Launched Housing Repair Program</li> </ul>
<b>DHCD, DPZ</b>
<ul style="list-style-type: none"> <li>• History of participation in the Rebuilding Together Program</li> <li>• Launch of the Housing Repair Program</li> <li>• Healthy Neighborhoods Program idea in planning stages.</li> </ul>
<ul style="list-style-type: none"> <li>• Working with DPZ, DCS, and HCEDA is envisioned as a future step to identify potential approaches and strategies.</li> </ul>
<ul style="list-style-type: none"> <li>• Working with DPZ, DCS, and HCEDA is envisioned as a future step to identify potential approaches and strategies.</li> </ul>
<ul style="list-style-type: none"> <li>• Work with local transportation Administrator John Powell as prescribed by the Analysis of Impediments.</li> </ul>
<b>DHCD, DCS</b>
<p>The Coordinated System of Homeless Services (CSHS) has 14 public and private partners that have coordinated their efforts and resources to end homelessness in Howard County. Through a single point of entry into the CSHS, the Grassroots Crisis Intervention Hotline receives homeless crisis calls, assesses the crisis and problem solves with callers. Those callers that are in need of intensive supports and additional resources to solve their crisis are referred to case management until they are stably housed. The Homeless Management Information System links partners in the System, promoting coordination to serve clients effectively and informing resource allocation through data collection at each stage.</p> <p>See 9.5.c for actions specific to addressing housing needs.</p> <ul style="list-style-type: none"> <li>• Active member of the Board to Promote Self-Sufficiency which oversees the Coordinated System of Homeless Services.</li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<p>b. <b>Annual Review.</b> Charge the Board to Promote Self-Sufficiency to annually review the <i>Plan to End Homelessness</i> and make recommendations for funding and implementation of targeted initiatives.</p>	Ongoing
<p>c. <b>Housing Needs.</b> Partner with DHCD, DCS, and others to address the transitional housing needs of homeless individuals and families challenged by chronic disabilities, health, mental health, and substance abuse.</p>	Ongoing

<ul style="list-style-type: none"> <li>• Active member of the Reentry Council to address issues of the currently incarcerated and released ex-offenders, including homelessness.</li> <li>• Integrated a Mini Multi-Service Center into the 2014 Come Home to Howard County Housing Fair to promote available housing stability services.</li> <li>• Member of Homeless Committee responsible for creating Homeless Subsidy Stability Program policy and procedure.</li> <li>• Current manager of all operational aspects of the Homeless Subsidy Stability Program for chronically homeless, low-income residents.</li> <li>• Current manager of all operational aspects of the McKinney-Vento, Supportive Housing Program for chronically homeless residents with disabilities. Contracted Volunteers of America to operate project.</li> <li>• Project lead for the current small efficiency apartment and new co-located Day Resource Center project. Recruitment of Volunteers of America to operate project.</li> <li>• Current limited, set-aside commitment for qualified homeless residents, when funds are available, as identified by homeless service providers</li> </ul>
<p>The BPSS formed an Evaluation and Resource Allocation (ERA) Committee, which meets monthly to review the County's data on homelessness, evaluate system efforts to end homelessness, and provide recommendations regarding funding proposals related to the Plan to End Homelessness.</p>
<ul style="list-style-type: none"> <li>• DCS and the Howard County Housing Commission created a local subsidy program, which prioritizes those homeless individuals and families deemed most vulnerable. Ten families, totally 23 individuals, were housed through the subsidy program in FY14. CSP funding will provide six additional subsidies in Fy15.</li> <li>• DCS has partnered with the United Way of Central MD to bring their Family Stability Initiative to Howard County. One project, started in FY14, targets families with school-aged children who are at imminent risk of becoming homeless, providing them with resources and support to maintain their housing. The second, funded in FY15, will provide "stepped down" housing support for ten previously homeless families.</li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW
				<ul style="list-style-type: none"> <li>• The development of the Small Efficiency Apartments, which will house 35 homeless individuals, is underway.</li> <li>• Ongoing acquisition of foreclosed &amp; older homes for use as affordable rental housing including the partnership with the Bridges Alliance.</li> <li>• Contracted with Volunteers of America to provide case management services for McKinney-Vento Supportive Housing Program participants.</li> <li>• Management of the HOPWA Program in partnership with Baltimore City and the Howard County Health Department</li> <li>• New construction and renovation projects for the disabled: <ul style="list-style-type: none"> <li>- ARC in 2003 for \$41,775 for rehabilitation of 5 homes;</li> <li>- Bright Plume in 2009 for \$170,035 CDBG Funds for rehabilitation of 1 home;</li> <li>- Cedar Lane in 2009 - \$12,000 HOME for rehabilitation of 1 home serving 3 customers;</li> <li>- Cloudburst in 2007 - \$26,642 CDBG &amp; \$152,332 Loan for rehabilitation of 1 home serving 3 customers;</li> <li>- Dovecoat in 2010 - \$70,662 HOME Funds for rehabilitation for 1 home for 3 customers;</li> <li>- Flight Fleather in 2009 - \$50,000 HOME Funds for rehabilitation of 1 home serving 3 customers;</li> <li>- Graeloch in 2010 - \$70,000 CDBG Funds for rehabilitation of 1 home;</li> <li>- Moving Water Lane in 2010 - \$80,000 HOME for rehabilitation of 1 home for 3 customers;</li> <li>- Torrent Row in 2009 - \$420,911 HOME Funds for new construction of 1 home serving 4 customers;</li> <li>- Supportive Living in 2005 - \$16,125 Emergency Loan for 1 home;</li> <li>- Wye Avenue in 2012 - \$398,000 HOME Funds for new construction of 2 homes serving 7 customers;</li> <li>- Donald Avenue in 2013 - \$400,000 HOME Funds for 2 new construction homes serving 7 customers; and</li> <li>- Way Station - pending project for 1 home</li> </ul> </li> </ul>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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Policy 9.6 – Promote design innovation for all housing types, utilizing cost-effective sustainability principles, to meet the housing and transportation needs of the County’s diverse households.			
a. <b>Universal Design Options.</b> Promote the creation of additional housing developments with universal design features by incentivizing innovative and replicable design and building practices through the use of expedited review and permitting, density bonuses, property tax credits, fee reductions, grants, revolving loans, or marketing assistance as well as the creative use of mixed income developments.		✓	
b. <b>Recognize Innovations.</b> Continue to recognize and highlight design innovation in high quality, cost-effective, sustainable, mixed income and multigenerational housing.	✓		
c. <b>Design Review.</b> Include innovative affordable housing concepts and guidelines in the documents used by the Design Advisory Panel in its review of projects.		✓	
d. <b>Healthy Housing.</b> Identify policies that promote affordable, safe, and healthy housing for residents.	Ongoing		

DHCD, DCS, DPZ
<ul style="list-style-type: none"> <li>• Development of the Cottages at Greenwood an affordable, sustainable and universally designed homeownership community, and allowing one of the homes to remain vacant and open to the public for education purposes.</li> </ul>
<ul style="list-style-type: none"> <li>• Development innovation recognized and implemented as evidenced in the following, award winning construction projects: Ellicott Gardens, Monarch Mills, Burgess Mill Station &amp; Cottages at Greenwood.</li> <li>• Structural &amp; energy efficient renovations performed at the following communities: Morningside Park, Public Housing, Scattered Sites &amp; Orchard Crossing.</li> </ul>
<ul style="list-style-type: none"> <li>• HCH recommends the following resource: 2012 Enterprise Green Communities Single and Multifamily Universal Design Specifications (<a href="#">website</a>) and (<a href="#">pdf file</a>)</li> </ul>
<ul style="list-style-type: none"> <li>• Award winning Healthy Housing Program</li> <li>• Smoke-free policy at Commission-owned properties.</li> <li>• Participation in the creation of a county-wide proposed smoke free multi-unit housing policy draft.</li> <li>• Assist the Health Department in completing an upcoming smoke free survey at two communities – Ellicott Terrace &amp; Harper’s Choice.</li> <li>• Perform criminal background checks prior to approving rental assistance and consult with HCPD as needed.</li> <li>• Creating mixed-income communities to guarantee the availability of affordable units, while ensuring community financial viability.</li> <li>• Consistent use of permanently affordable covenants on homeownership opportunities to ensure a growing, rotating homeownership portfolio.</li> <li>• Implementation of compliance tools to ensure compliance with local, state and federal programs such as the MIHU Program, CDBG, HOME and Section 3.</li> <li>• Continue to explore sanctions that can be implemented for noncompliance with local programs.</li> <li>• Continue to enforce existing compliance rules.</li> </ul>

Chapter 10 – Community Design	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs	INITIAL REVIEW	
<b>Policy 10.1 – Protect and enhance established communities through compatible infill, sustainability improvements, and strategic public infrastructure investments.</b>				<b>DPW, DPZ</b>	
a. <b>Infrastructure Maintenance.</b> Identify and set priorities for aging infrastructure that requires maintenance or replacement.	Ongoing			Infrastructure maintenance and replacement is monitored and reported on by DPW on a regular, ongoing basis.	
b. <b>Infrastructure Gaps.</b> Expand existing infrastructure for older communities that were constructed under prior regulations, so these communities could benefit from additional improvements such as storm drains and sidewalks. Enhance connectivity in accordance with Bicycle and Pedestrian Master Plans.	Ongoing			<ul style="list-style-type: none"> <li>• SLDR § 16.134 requires sidewalk and pathway extensions and connections by new development.</li> <li>• DPZ and OT are completing a bike plan (Bike Howard); a pedestrian plan update is currently underway and will be completed by the Office of Transportation.</li> </ul>	
c. <b>Environmental Enhancement.</b> Expand environmental remediation to address storm water management, stream bank erosion, and buffer conservation.	Ongoing			The Capital Improvements Program and implementation of the Watershed Protection and Restoration Fund Program and the Restoring the Environment and Developing Youth – READY program provide for stream restoration, storm water management retrofits, and new environmental site design solutions such as rain gardens and bio-retention facilities.	
d. <b>Flexible Infill.</b> Consider zoning modifications that would provide more flexibility in order to allow limited, compatible infill that enhances an existing community.	✓			<ul style="list-style-type: none"> <li>• SLDR § 16.127 addresses residential infill projects to create compatibility with existing neighborhoods through design standards such as residential unit types, house sizes, enhanced landscape buffering, increased setbacks, protection of historic structures and settings, use of berms, walls or fences to protect privacy.</li> <li>• The 2013 Comprehensive Zoning process addressed residential neighborhood infill by limiting the reduction of R-20 and R-12 residential zoning district lots sizes to achieve compatibility with existing communities.</li> <li>• CB36-2012 created a new Community Enhancement Floating (CEF) zoning district to provide flexibility to propose creative and innovative community-benefitting infill development.</li> </ul>	
<b>Policy 10.2 – Focus growth in Downtown Columbia, Route 1 and Route 40 Corridors, and some Columbia Village Centers, as well as some older commercial or industrial areas which have redevelopment potential.</b>				<b>DPZ</b>	
a. <b>Monitor Redevelopment.</b> Monitor and, as needed, refine the redevelopment goals and strategies for Route 1, Route 40, Downtown, and Columbia Village Centers.		✓		Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).	



POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+ yrs

**INITIAL REVIEW**

b. <b>Other Opportunities.</b> Identify other older commercial or industrial areas such as the Snowden River Parkway area that are expected to have redevelopment potential by 2030. Determine redevelopment goals and implementing actions.		✓	✓
c. <b>Comprehensive Review of NT Zoning.</b> Revise the NT Zoning Regulations to provide clear criteria for redevelopment of older residential, commercial, or industrial areas outside of Downtown Columbia or the Village Centers.	Ongoing		
d. <b>Incentives and Tools.</b> Identify redevelopment tools that may be of assistance in Howard County, such as incentives to maintain and renovate vacant or obsolete commercial properties.	Ongoing		
e. <b>Leveraging Investment.</b> Prioritize and leverage public and private investment to achieve revitalization goals.	✓		

<ul style="list-style-type: none"> <li>• Columbia Market Study and BRT planning undertaken to provide background predictability assessments.</li> <li>• Reporting is after conclusion of mid-term period (8 years).</li> </ul>
NT Columbia Market Analysis initiated this process and was collaboratively undertaken by CA, HCEDA and DPZ. A final report is in preparation by the consultant and is expected to be available in Fall 2014. Future efforts will utilize the study.
County Council adopted CB9-2014 to create the US Route 1 Commercial Property Tax Credit Program in April 2014.
Reporting for this action item is anticipated after conclusion of the short-term time period (4 years).

**Policy 10.3 – Enhance the County’s existing high quality of life and sustainability through community-based planning and design for both Existing Communities and areas designated for Growth and Revitalization.**

**DPZ**

a. <b>Community Planning.</b> Expand the range and scope of community planning to identify facilities, services, transportation options, environmental enhancements, arts and cultural opportunities, or other amenities that would create more complete communities and reflect community diversity.	✓	✓	
b. <b>Sustainable Communities Program.</b> Utilize community plans to guide public and private investment strategies and regulatory change. Seek State designation as Sustainable Communities, if State programs would be helpful.		✓	
c. <b>Healthy Communities.</b> Identify priority health issues that can be addressed through community design and consider health in the design and implementation of community planning efforts.	[none selected in ENRCB26-2012]		
d. <b>New Tools.</b> Develop additional zoning and finance tools to continue to promote and expand complete communities and context sensitive design solutions.		✓	
e. <b>Review Process.</b> Review and update County development regulations to address changes in demographics and markets and to improve design quality.	✓		

Southeast Area Plan is in progress. The Elkridge area is anticipated to be the next community under consideration for a small area planning initiative.
Maryland Sustainable Communities applications approved and status successfully achieved for both Ellicott City and N. Laurel - Savage Area Sustainable Communities.
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
Comprehensive Zoning adopted in July 2013 with creation of four new zoning districts plus CEF in April 2012.
<ul style="list-style-type: none"> <li>• County Council adopted CB32-2013, which completed the Comprehensive Zoning legislative process in July 2013.</li> <li>• Review of New Town regulations anticipated in 2015.</li> </ul>

**Policy 10.4 – Review and update all County development regulations to respond to County General Plan development goals and changing market conditions, and to improve the efficiency of the County’s review process.**

**DPZ**

a. <b>Zoning Regulation Review.</b> Develop Zoning Regulations that better address infill and redevelopment goals and issues.	✓		
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During 2013 a number of regulatory changes were made to better address infill and redevelopment goals.
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POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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**INITIAL REVIEW**

<p>b. <b>Streamlining Processes.</b> Amend development regulations and manuals to streamline the review process to the maximum extent possible.</p>	✓		
<p>c. <b>Updated Conditional Use Regulations.</b> Review and, as appropriate, amend the County's conditional use regulations to reflect updated land use policies. The regulations should reflect current best practices and policies to minimize the impact of development on the environment. For example, the regulations regarding gasoline service stations need to reflect changes in the gasoline industry in the last decade and the challenges of blight and environmental mitigation required for redevelopment of abandoned gasoline stations.</p>	[none selected in ENRCB26-2012]		
<b>Policy 10.5 – Adjust County funding programs to reflect community investment needs and partnership opportunities.</b>			
<p>a. <b>Community Plans.</b> Refine the County's capital budget process using place types, geographic planning areas, and priorities established by community-based plans.</p>	✓	✓	
<p>b. <b>Sustainable Communities.</b> Seek State support through its Sustainable Communities program by developing action plans for identified areas and convening community work groups to guide planning and implementation.</p>	✓	✓	
<b>Policy 10.6 – Improve the competitiveness and design of commercial areas.</b>			
<p>a. <b>No Extension of Commercial Strips.</b> Reaffirm the policy of past General Plans to not extend strip commercial development into residential areas along major roads beyond their present limits or allow new areas of strip centers on these roads unless there are adjacent strip centers on both sides.</p>	Ongoing		

<p>Most prominent among these changes are the following:</p> <ul style="list-style-type: none"> <li>• New limitations on the permitted lot sizes and lot yield for neighborhood infill developments in R-20 or R-12 districts.</li> <li>• New CEF district to allow innovative development based on site-specific criteria approved by the Zoning Board.</li> <li>• New CR overlay to promote commercial redevelopment of targeted properties within the Route 1 corridor.</li> <li>• New and strengthened requirements for amenity areas, recreational spaces, and pedestrian/bicycle connections within many of the residential and mixed-use zones.</li> </ul>
<p>As part of 2013 Comprehensive Zoning, Council reviewed all zoning and approved appropriate changes. Review and update of Subdivision Regulations are anticipated in 2015.</p>
<p>As part of 2013 Comprehensive Zoning, the general criteria for conditional uses were expanded. New criteria address such areas as impacts to environmentally sensitive areas. Also, conditions for approval for each individual conditional use category were revised to ensure consistency with current policies, development trends, and standards.</p>
<b>OB, DPZ</b>
<ul style="list-style-type: none"> <li>• Southeast Area Plan is in progress. The Elkridge area is anticipated to be the next community under consideration for a small area planning initiative. Long Reach Village Center will also involve a community planning exercise.</li> <li>• Additional plans and integration into budget process to be reported at end of mid-term.</li> </ul>
<p>Maryland Sustainable Communities applications approved and status successfully achieved for both Ellicott City and N. Laurel - Savage Area Sustainable Communities.</p>
<b>DILP, DPZ</b>
<p>As part of 2013 Comprehensive Zoning, Council reviewed all zoning and approved appropriate changes.</p>

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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b. <b>Older Commercial Properties.</b> Promote renovation or redevelopment of older commercial centers, particularly those showing indications of decline. Develop strategies to encourage older commercial centers to become stronger community focal points through design improvements and renovation.		✓	
c. <b>Building Design.</b> Adopt standards that require commercial structures to be in scale with adjacent residences and to enhance design by articulating facades and roof lines. Require all façades that are visible from surrounding roads or properties to be similar to the front façade. Prohibit the use of blank rear or side walls in visible locations.		✓	
d. <b>Parking Design.</b> Discourage large parking lots in locations that dominate the public image of the site along main roads. Increase the requirements for internal parking lot landscaping to visually break up large lots, provide more shade, and improve the pedestrian environment.	✓		
e. <b>Pedestrian Improvements.</b> Install sidewalks along roads that provide access to commercial centers and connect store entrances to street crossings and transit stops for increased pedestrian safety and convenience. Consider the needs of seniors and individuals with disabilities in locating transit stops to offer greater accessibility. Adopt standards that encourage provision of pedestrian-scale spaces, such as landscaped plazas and sitting areas.			✓
f. <b>Sign Code.</b> Review the County Sign Code for possible revisions to commercial signs.			✓
g. <b>Design Advisory Panel.</b> Explore an expanded role for the Design Advisory Panel (DAP) to include other commercial areas of the County, which, like the Route 1 and Route 40 Corridors, exhibit the need for improved design and would benefit from the adoption of appropriate design manuals or guidelines for the DAP to utilize in its reviews.	Ongoing		
<b>Policy 10.7 – Improve the functioning and design of rural commercial crossroads.</b>			
a. <b>Commercial Crossroads Plans.</b> Identify and prioritize areas in the West that would benefit from planning activities that assess business and community needs and determine strategies to support the economic function and design of rural commercial crossroads.	Ongoing		

Comprehensive Zoning adopted in July 2013 with creation of four new zoning districts plus CEF in April 2012.
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
Reporting for this action item is anticipated after conclusion of the short-term time period (4 years).
<ul style="list-style-type: none"> <li>• Pedestrian plan underway and pedestrian improvements required of new development inside the PFA.</li> <li>• Landscaped plazas and sitting areas required in Downtown Columbia, mixed-use zones and CEF.</li> <li>• Reporting for this action item is anticipated after conclusion of the long-term period.</li> </ul>
Reporting for this action item is anticipated after conclusion of the long-term period.
<ul style="list-style-type: none"> <li>• In 2014, DAP review was added for projects located in the new BRX, CEF, CR, R-APT, and R-H-ED zoning districts.</li> <li>• As new design guidelines are crafted for various areas, review by Design Advisory Panel will be proposed for acceptance by the County Council as a method for guideline implementation.</li> </ul>
<b>DPZ</b>
As part of 2013 Comprehensive Zoning, there is now potential for new BRX zoning districts to be requested and approved in Dayton, Highland, Lisbon, and Glenwood Rural Crossroads.

**SECTION V – ACTION!**

**Chapter 11 – Implementation**

<b>Chapter 11 – Implementation</b>	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
<b>Policy 11.1 – Monitor progress in implementing <i>PlanHoward 2030</i> policies and actions.</b>			
a. <b>PlanHoward 2030 Monitoring Report.</b> Publish the reports required by Policy 2.1. Present the reports to the Planning Board and the County Council in public meetings for their recommendations and public comment.		✓	
b. <b>State-Required Indicators.</b> Include General Plan related, State-required indicators in the annual Development Monitoring System report.	Ongoing		

<b>INITIAL REVIEW</b>
<b>DPZ</b>
Reporting for this action item is anticipated after conclusion of the mid-term time period (8 years).
State indicators (Fig. 11-1) were first incorporated into the DMS in 2011 and are provided on an annual basis to MDP.

**Chapter 12 - Stewardship**

<b>Chapter 12 – Stewardship</b>	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
<b>Policy 12.1 – Howard County Government will continue to lead by example as a good steward of the shared resources within the community and the region.</b>			
a. <b>Regional Collaboration.</b> Monitor regional efforts to conserve or restore environmental quality (i.e. air, land, water), while expanding all efforts to protect water and air quality and natural resources. Participate in regional efforts to promote methods of transportation that preserve and protect the environment.	Ongoing		
b. <b>Continuous Innovation.</b> Implement new strategies for improving the efficiency and sustainability of County services provided to the community.	Ongoing		

<b>INITIAL REVIEW</b>
<b>OS</b>
OS participates in and coordinates with numerous regional groups that deal with monitoring and sustainability efforts, including Baltimore Urban Waters Program, Maryland Water Monitoring Council, Baltimore Metropolitan Council, Maryland Municipal Stormwater Association, Hopkins Center for a Livable Future, University of Maryland, SeaGrant, Alliance for the Chesapeake Bay, Chesapeake Bay Trust, Farm Bureau, Horizon Foundation, Economic Development Authority, Howard Community College, Patapsco Heritage Greenway, Northeast Waste Disposal Authority, MWCOG, etc.
OS worked to install electric vehicle charging stations at several County buildings in 2014. A new CleanWaterHoward.com website was created to help the public better understand the Watershed Protection and Restoration Fee and how their money is being spent.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<p>c. <b>New Opportunities.</b> Identify additional solutions to assist County businesses and residents in implementing new, more sustainable technologies.</p>	Ongoing		
<p>d. <b>Reducing GHGs.</b> Continue to reduce greenhouse gas emissions through an expanding focus on energy, mass transit, bicycle, and pedestrian initiatives.</p>	Ongoing		
<p>e. <b>Enhanced Recycling.</b> Continue to look for additional ways to increase donation, recycling, and food waste collections to expand the County's progress in these areas.</p>	Ongoing		
<p>f. <b>Commercial Options.</b> Consider reexamination of business recycling as an option for business and apartments in Howard County, if found to be cost-effective and efficient.</p>		✓	
<p>g. <b>Fiscal Responsibility.</b> Continue to respect taxpayers' contributions by using public funds efficiently and effectively.</p>	Ongoing		

<ul style="list-style-type: none"> <li>• OS works with other County Departments to pilot many stormwater and energy programs and projects, and shares the data and information with businesses and residents.</li> <li>• OS oversees credit and reimbursement programs for new stormwater facilities installed on commercial and residential properties.</li> </ul>
<ul style="list-style-type: none"> <li>• The second phase of the energy performance contract (EPC) is currently being implemented, and will reduce energy usage and greenhouse gas emissions. In addition, OS actively seeks opportunities to incorporate renewable energy in to County operations, such as the recent completion of the solar energy project at the Water Reclamation Plant to reduce greenhouse gas emissions.</li> <li>• OS is currently updating the Climate Action Plan to determine further strategies for greenhouse gas reductions.</li> </ul>
<ul style="list-style-type: none"> <li>• OS works with DPW to explore and implement new recycling efforts and improve efficiency of current efforts.</li> <li>• DPW expanded food scraps collection and composting services to three collection routes with roughly 15,000 residences eligible for weekly, curbside pick-up.</li> </ul>
<p>This action will be re-evaluated in the Mid-term cycle in coordination with DPW.</p>
<ul style="list-style-type: none"> <li>• OS uses funds whenever reasonable to leverage additional grant money so OS is not using only tax or fee money on projects.</li> <li>• CleanWaterHoward.com is increasing the transparency of Watershed Protection and Restoration Fee money being spent on stormwater projects through the online projects map and financial reporting.</li> <li>• The Watershed Protection and Restoration Fee includes programs for both residential and commercial to return money to properties installing practices that assist the County in treating stormwater.</li> </ul>

POLICY AND ACTION ITEMS	Short	Mid	Long
	0-3 yrs	4-7 yrs	8+yrs

<b>INITIAL REVIEW</b>
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Policy 12.2 – Engage all members of the County’s socially and economically diverse community and highlight stewardship goals specific to the unique situations of each audience and community group.	
a. <b>Multicultural Outreach.</b> Continue to provide targeted outreach to minority populations, as well as multilingual outreach materials and approaches.	Ongoing
b. <b>Cross-Jurisdictional Outreach.</b> Increase partnering efforts with public, private, and nonprofit communities to expand and coordinate all messages regarding sustainability efforts with a focus on outreach to immediately adjacent, neighboring jurisdictions.	Ongoing
c. <b>Expanded Programming.</b> Expand on current offerings and programs to provide more sustainability workshops and speaker series for individuals, businesses, and nonprofits.	Ongoing
d. <b>Youth Leaders.</b> Continue to create public and private opportunities for young people to engage in sustainability efforts.	Ongoing

OS
<ul style="list-style-type: none"> <li>• The updated Live Green Howard website included a language translator to reach new populations. OS continues to look for ways to reach new groups through outreach efforts.</li> <li>• The updated Live Green Howard website included a language translator to reach new populations. OS continues to look for ways to reach new groups through outreach efforts.</li> </ul>
OS regularly discusses and coordinates with neighboring jurisdictions to send a coordinated message on sustainability efforts, including the OS Director serving on the BMC Regional Sustainability Directors group.
OS coordinates with nonprofits and local environmental groups to hold workshops and host speakers whenever possible for outreach and information sharing. OS host a calendar of events on our LiveGreenHoward.com website to promote workshops, speakers and sustainability activities.
OS supports the READY (Restoring the Environment and Developing Youth) program that provides jobs to youth installing stormwater facilities. OS frequently works with school classes and clubs on sustainability efforts, including various partnerships with HCC, managing the storm drain stenciling programs with schools, and working with Howard County Conservancy to include the Stream mAPPer in the Watershed Report Card. OS often hosts and assists interns and graduate students on various projects.

POLICY AND ACTION ITEMS	Short 0-3 yrs	Mid 4-7 yrs	Long 8+yrs
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<b>INITIAL REVIEW</b>
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<b>Policy 12.3 – Increase currently successful, collaborative efforts between residents, businesses, nonprofit groups, and the County to continue implementing state-of-the art, cost-effective, sustainability practices and techniques.</b>			
a. <b>Networking.</b> Expand networking and resource sharing for businesses and nonprofits, such as expanding networking opportunities at GreenFest, through the Green Business Council, and via the Office of Environmental Sustainability.	Ongoing		
b. <b>Demonstration Projects.</b> Increase demonstration sites and provide tours throughout the County of various techniques for living more sustainably, such as rain water reuse, alternative energy, and protection of natural resources and habitat areas.	Ongoing		
c. <b>Public Education Resources.</b> Expand work with schools and educational centers to incorporate case studies and demonstration projects into curricula and lessons.	Ongoing		
d. <b>Ongoing Advancement.</b> Revise regulations, such as Green Building Legislation, and implement new cost-effective requirements in order to maintain cutting-edge sustainability standards.		✓	✓

OS
OS works with the GreenFest committee to explore new networking opportunities and ways to bring in new vendors. OS supports local networking requests and events.
The new CleanWaterHoward.com website includes a project map with a sampling of stormwater projects. LiveGreenHoward.com features information about the County's sustainability accomplishments, including demonstration projects and a Green Map of local environmental sites. OS develops signage and provides tours of sustainability features installed throughout the County and encourages residents to explore using the online Green Map.
OS staff frequently provides presentations, workshops, and webinars to schools, including HCC, as well as provide resources for lessons and school yard projects (tree plantings, rain garden installations, Watershed Report Card, general Earth Day, sustainability awareness, etc.).
This action will be re-evaluated in the Mid-term cycle.

