

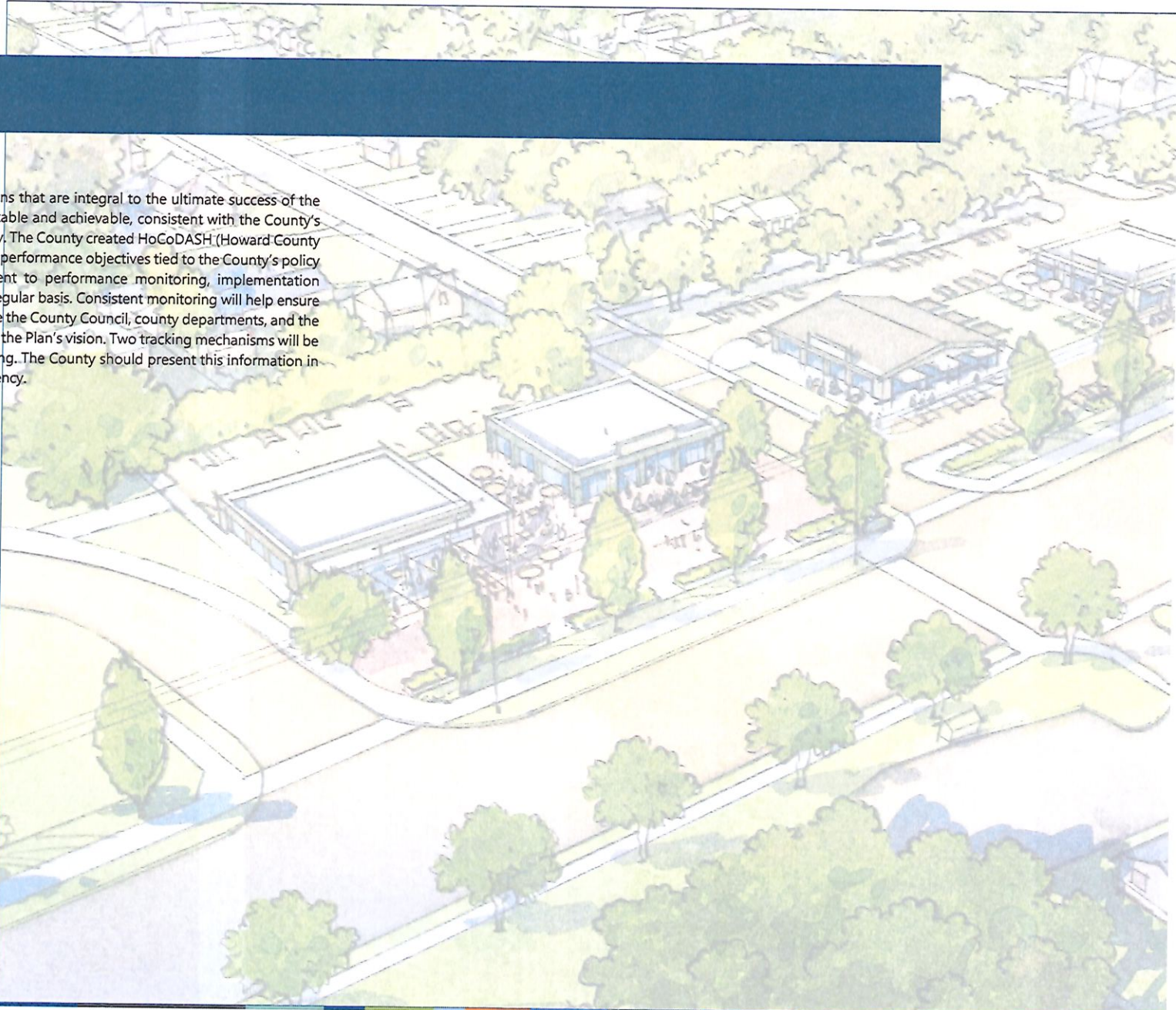


# chapter 11 Implementation



# Implementation

HoCo By Design identifies policies and implementing actions that are integral to the ultimate success of the General Plan. Further, HoCo By Design strives to be predictable and achievable, consistent with the County's desire to measure, monitor, and track county service delivery. The County created HoCoDASH (Howard County Data Analytics and Statistics Hub), a website that showcases performance objectives tied to the County's policy priorities, in 2019. To align with the County's commitment to performance monitoring, implementation progress on HoCo By Design's policies will be tracked on a regular basis. Consistent monitoring will help ensure accountability for implementing HoCo By Design and enable the County Council, county departments, and the public to understand the County's progress toward meeting the Plan's vision. Two tracking mechanisms will be used: annual reporting and five-year performance monitoring. The County should present this information in an accessible and user-friendly format to increase transparency.



# Maryland's 12 planning Visions

In 2009, the State of Maryland created 12 Planning Visions (Md. Code Ann., Land Use § 1-201) to reflect ongoing aspirations for growth and development. These visions are intended to address quality of life, sustainability, public participation, growth areas, community design, transportation, infrastructure, economic development, housing, resource conservation, stewardship, environmental protections, and implementation approaches. The 12 Visions are included and intertwined throughout HoCo by Design and they will be advanced through the implementation of the Plan's policy framework.

The 12 Planning Visions are further outlined below, and contained within corresponding chapters in HoCo by Design.

- 1. Quality of Life and Sustainability:** A high quality of life is achieved through universal stewardship of the land, water, and air resulting in sustainable communities and protection of the environment. [See the Ecological Health chapter to learn how HoCo By Design addresses sustainability.](#)
- 2. Public Participation:** Residents are active partners in the planning and implementation of community initiatives and are sensitive to their responsibilities in achieving community goals. [Refer to the Introduction and the HoCo By Design Engagement Summary to understand how the HoCo By Design process engaged the community.](#) Further, public engagement is recommended to continue in future plans, and is specifically described in the County in Motion chapter (regarding the countywide transportation plan), the Supporting Infrastructure chapter (regarding equity in capital planning), and the Focus Areas appendix (regarding the Gateway master plan).
- 3. Growth Areas:** Growth is concentrated in existing population and business centers, growth areas adjacent to these centers, or strategically selected new centers. [See the Growth and Conservation Framework chapter to learn about HoCo By Design's strategy for growth and conservation.](#)
- 4. Community Design:** Compact, mixed-use, walkable design consistent with existing community character and located near available or planned transit options is encouraged to ensure efficient use of land and transportation resources and preservation and enhancement of natural systems, open spaces, recreational areas, and historical, cultural, and archaeological resources. [Refer to the Quality By Design chapter and Character Areas appendix to see how HoCo By Design addresses community design.](#)
- 5. Infrastructure:** Growth areas have the water resources and infrastructure to accommodate population and business expansion in an orderly, efficient, and environmentally-sustainable manner. [See the Supporting Infrastructure chapter to understand HoCo By Design's approach to infrastructure.](#)
- 6. Transportation:** A well-maintained, multi-modal transportation system facilitates the safe, convenient, affordable, and efficient movement of people, goods, and services within and between population and business centers. [Refer to the County in Motion chapter to learn about HoCo By Design's plans for transportation.](#)
- 7. Housing:** A range of housing densities, types, and sizes provides residential options for residents of all ages and incomes. [See the Dynamic Neighborhoods chapter to understand how HoCo By Design proposes a wide range of housing options.](#)



- 8. Economic Development:** Economic development and natural resource-based businesses that promote employment opportunities for all income levels within the capacity of the State's natural resources, public services, and public facilities are encouraged. [Refer to the Economic Prosperity chapter to learn how HoCo By Design addresses economic development.](#)
- 9. Environmental Protection:** Land and water resources, including the Chesapeake and coastal bays, are carefully managed to restore and maintain healthy air and water, natural systems, and living resources. [See the Ecological Health chapter and Technical Appendix A: Environment to understand HoCo By Design's approach to environmental protection.](#)
- 10. Resource Conservation:** Waterways, forests, agricultural areas, open space, natural systems, and scenic areas are conserved. [Refer to the Ecological Health chapter to learn how HoCo By Design addresses resource conservation.](#)
- 11. Stewardship:** Government, business entities, and residents are responsible for the creation of sustainable communities by collaborating to balance efficient growth with resource protection. [Refer to the Ecological Health chapter to understand how HoCo By Design approaches stewardship.](#)
- 12. Implementation:** Strategies, policies, programs, and funding for growth and development, resource conservation, infrastructure, and transportation are integrated across the local, regional, state, and interstate levels to achieve these visions. [See the Implementation chapter for HoCo By Design's approach to implementation.](#)

The State has also passed legislation that requires several elements be included in a General Plan. For charter counties like Howard, these include: a development regulations element (addressed in the Growth and Conservation Framework and the Managing Growth chapters), a housing element (addressed in the Dynamic Neighborhoods chapter), a sensitive areas element (addressed in the Ecological Health chapter), a transportation element (addressed in the County in Motion chapter), a water resources element (addressed in the Ecological Health and Supporting Infrastructure chapters and Technical Appendix A: Environment), a mineral resources element (addressed in the Ecological Health chapter), and a goals and objectives element (addressed via policies and recommendations across the entire document).

# County's Library of plans

The General Plan is part of a library of documents prepared by the County to guide future growth, development, and conservation efforts. The General Plan offers the broadest policy guidance, while other plans, programs, and regulations delve into specifics. HoCo By Design policies and actions include guidelines for the functional implementation plans, which should be incorporated as each plan is updated.

## Capital Improvement Program

The County's Capital Improvement Program (CIP) establishes a guide for future financial decision-making, annual budgeting, and the coordination of major public investments in the County's infrastructure. The CIP is intended to reflect the requirements of the General Plan and supporting master plans for Howard County's schools, public facilities, water and sewer needs, solid waste removal, human services, education, libraries, police and fire services, and parks and recreation.

## Adequate Public Facilities Ordinance

Howard County's Adequate Public Facilities Ordinance (APFO) provides a growth management process to enable the County to provide adequate public roads, schools, and other facilities in a timely manner and achieve General Plan growth objectives. The process is designed to direct growth to areas where adequate infrastructure exists and/or pace growth to allow for requisite infrastructure.

## Zoning Regulations

The County's Zoning Regulations implement recommendations in the General Plan using detailed definitions, rules, and standards. The regulations divide the County into various zoning districts, each of which has certain requirements that govern the development and use of land within the district.

## Subdivision and Land Development Regulations

The County's Subdivision and Land Development Regulations establish rules and requirements for the subdivision and development of land. They include standards for the design and layout of streets, blocks, lots, open space, utilities, and easements. Final subdivision plans and site development plans prepared under the subdivision regulations establish the exact location and boundaries for streets, lots, and open space in a new development. The subdivision regulations also include design guidelines and requirements for the protection of environmental features and forest resources.

## Historic District Guidelines

The County's historic district guidelines establish standards for construction, alteration, reconstruction, moving, and demolition of structures within the County's designated historic districts. The guidelines aim to preserve the heritage of the County by safeguarding structures and districts that contain important cultural, economic, environmental, archaeological, social, political, or architectural significance to increase property values in these areas and promote the use of historic resources by County residents.

## Master Plan for Water and Sewerage

The County's Master Plan for Water and Sewerage provides standards and regulations to assist in the planning, design, and construction of the facilities needed to meet water and sewer demand and capacity for a 25-year timeframe. The document's goal is to further the health and welfare of those living in Howard County through the supply of water and sewer facilities to accommodate future growth. A framework for scheduling and prioritizing projects is provided in the master plan.

## Green Infrastructure Network Plan

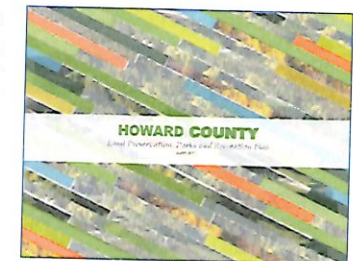
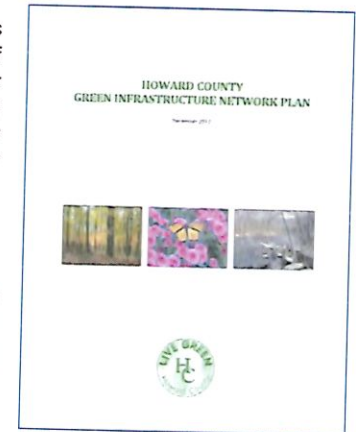
The County's Green Infrastructure Network Plan defines a network of the most ecologically significant natural areas in Howard County. The plan sets implementation priorities to protect and enhance the network by integrating consideration of the network in County planning processes and providing incentives for private stewardship.

## Land Preservation, Parks, and Recreation Plan

The County's Land Preservation, Parks, and Recreation Plan provides a comprehensive framework for the creation of a parks and recreation system: amenities, programs, health and wellness events, resiliency measures for both natural and human systems, environmental and ecological health initiatives, and cultural and historic heritage actions. The plan recommends open space requirements for private property, prioritizes acquisition of lands targeted for parks and trails, improves bike and trail connections, and creates stronger connections to open shared spaces and schools in Howard County.

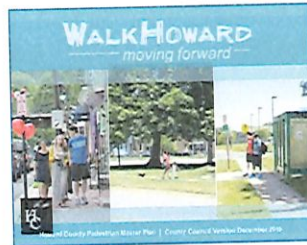
## Transit Development Plan

The Howard County Transit Development Plan (TDP) is a five-year plan to guide the management of existing transit service, organizational improvements, customer service, and service expansion. The 2018 TDP focused on service and frequency expansions, supported by a transit budget of \$16 million in FY 2022, of which Howard County funds 75%.



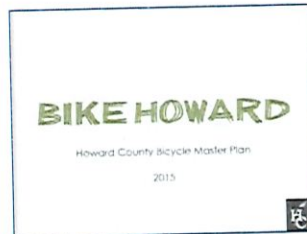
## WalkHoward

WalkHoward, approved in 2020 and updated approximately every five years, focuses on creating a stronger, safer, and more convenient pedestrian network in Howard County, which allows residents and visitors of all abilities access transit, schools, trails, parks, and recreational opportunities. This can be accomplished by filling in existing gaps in infrastructure, meeting or exceeding Americans with Disabilities Act requirements, and enhancing existing facilities in the current network.



## BikeHoward

The County's BikeHoward Plan, updated approximately every five years, focuses on creating an inclusive bicycle-friendly community supported by networks and infrastructure to access schools, work, and recreation. The goal of the document is to create a framework for a bicycle network that is seamless transitions and provides for safety for all users using education programs, updates to infrastructure and land use policies, and coordination with the State of Maryland.



## Strategic Road Safety Plan

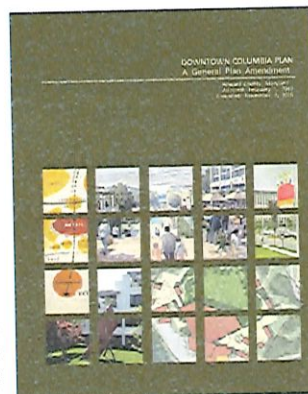
The Howard County Strategic Road Safety Plan serves as a roadmap to guide County policies and actions to reduce the number of traffic-related crashes, injuries, and fatalities using a comprehensive and strategic approach based on the four E's of traffic safety: Engineering, Enforcement, Education, and Emergency Medical Services. The plan also aligns with the State of Maryland's Strategic Highway Safety Plan in an effort to reach zero traffic fatalities.

## Complete Streets Policy

The County's Complete Streets Policy provides goals, strategies, policies, standards, and actions to incorporate complete streets into the County's land use and transportation plans, and establish priority projects based upon annual performance measures.

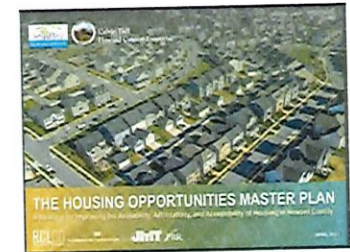
## Downtown Columbia Plan

The Downtown Columbia Plan provides a master plan to reinvest in the Town Center consistent with James Rouse's four original principles for Columbia. The document provides goals and guidance on neighborhood character, shared spaces, commercial development, housing diversity, urban design, parks and open spaces, green technologies and sustainable design, conservation and restoration, and balancing and phasing growth through housing, redevelopment opportunities, and transit integration. The Downtown Columbia Plan is incorporated by reference in HoCo By Design.



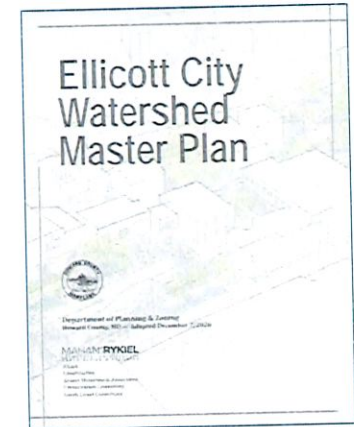
## Housing Opportunities Master Plan

Howard County's Housing Opportunities Master Plan (HOMP) is focused on housing programs, regulations, and policies in Howard County that help assess existing conditions, identify opportunities for new and preserved housing, and provide options for residents in all socio-economic segments. Land use decisions and policies directly influence the provision and availability of housing types and locations in the County. The HOMP guides decisions and provides metrics and timelines to measure success of meeting the plan's goals.



## Ellicott City Watershed Master Plan

As part of the General Plan, the Ellicott City Watershed Master Plan provides policies and implementing actions for protecting and enhancing flood-impacted Ellicott City and the surrounding Tiber Branch Watershed. To accomplish this protection and enhancement, the plan integrates strategies for community character and placemaking, flood mitigation, environmental sustainability, economic development, and transportation and parking. Strategies are then illustrated through options for specific geographic areas. The plan is guided by and builds upon the Ellicott City Safe and Sound Plan. Like the Downtown Columbia Plan, the Ellicott City Watershed Master Plan is incorporated by reference in HoCo By Design.



## Design Manuals

The Route 1 Manual (2009), Route 40 Design Manual (2010), and Clarksville Pike Streetscape Plan and Design Guidelines (2016) include recommendations to guide design in these three corridors, and are used by the Howard County Design Advisory Panel (DAP) in reviewing applications for new developments and redevelopments.



## Climate Action and Resiliency Plan

The Climate Action and Resiliency Plan includes strategies, actions, and recommendations to address the impacts of climate change, make the County a model for energy independence, and enhance resilience to future environmental challenges, with a particular focus on underserved communities.

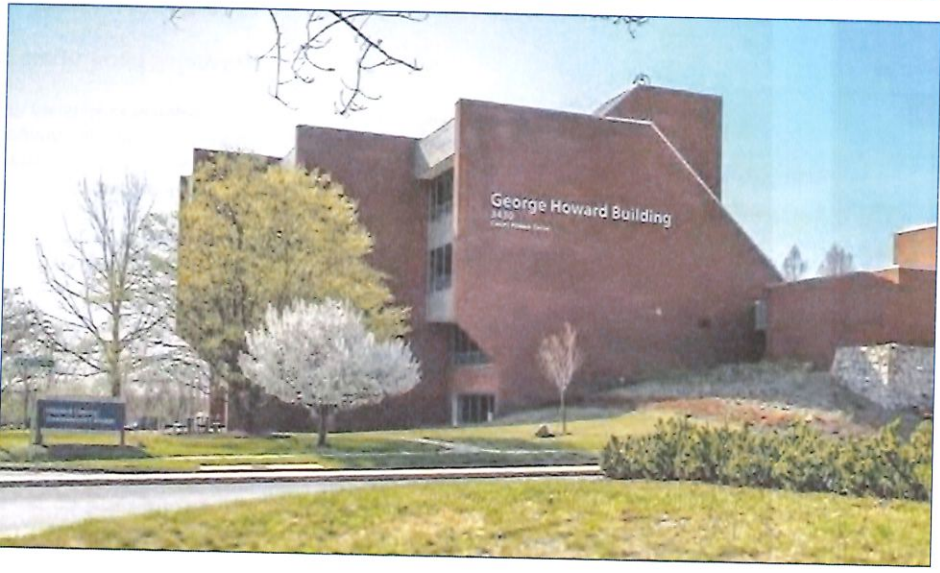
# Reporting

## Annual Reporting

HoCo By Design will expand on the County's Development Monitoring System (DMS) report to include metrics on growth and conservation, as envisioned in the Plan. Yearly compilation of this information will demonstrate the County's commitment to growth and conservation, as outlined in HoCo By Design, and will meet state and local reporting requirements.

**Development Monitoring System (dms)**

State law enacted in 2009, known collectively as the Smart, Green, and Growing legislation, requires that local jurisdictions report on development activity, comment on consistency with state and local smart growth goals, track defined measures and indicators, and report on adequate public facility ordinance restrictions in priority funding areas (and the resolution of such restrictions).



## Mid-Cycle Performance Reporting

Plan monitoring will also include a five-year, mid-cycle, performance measures report to analyze the County's implementation progress. This analysis will evaluate progress made advancing the Plan's policies, with particular attention to those that advance equity and inclusion. The Department of Planning and Zoning (DPZ) will prepare a progress summary report on years 2023–2028 and include the following, pursuant to the Maryland land use code (Section 1.207(c)(6)):

- Development trends contained in the previous four annual reports filed during the period covered by the narrative
- The status of General Plan implementation tools, such as comprehensive rezoning, to carry out the provisions of HoCo By Design
- Identification of any significant changes to existing programs, zoning, regulations, financing programs, or state requirements that will be necessary to achieve the vision and policies of the General Plan during the remaining planning timeframe
- Identification of any barriers, such as laws, regulations, requirements, or market conditions, that have impeded implementation
- Future land use challenges and issues
- A summary of all amendments to the General Plan

Five years after HoCo By Design's adoption, DPZ will transmit the report to the County Council and the State of Maryland, and will make the report available to the public on the General Plan webpage. The report will cover a review of the last four annual reports since the adoption of the Plan.

## Updating HoCo By Design

An update to the General Plan should occur every ten years to recognize rapidly changing technologies, new market and economic development realities, or other opportunities when they present themselves. Some parts of HoCo By Design—such as the vision—may remain consistent. Other parts of the document—such as the organizational framework, character areas, or policies and implementing actions—may require updates within the ten-year cycle as conditions change.





# HOCO BY DESIGN

Every Voice, One Vision

Howard County's General Plan

## Implementation Matrix

The following implementation matrix will be used to track implementation progress in the mid-cycle reporting, which will include the accomplishments year-to-year for the General Plan. The matrix lists policies and implementing actions as presented in HoCo By Design. For each implementing action, the matrix includes a lead agency along with other supporting agencies responsible for implementation and a timeframe for completing the action. The County will partner with federal and state agencies, nonprofit organizations, and other private partners and individual property owners (not listed in the County matrix below) to implement HoCo By Design.

### Roles and Responsibilities

County departments and offices are directly involved with the implementation of HoCo By Design in the following ways: conducting or coordinating analysis and planning studies, developing functional plans, and updating existing ones; developing new program initiatives; evaluating legislative changes; preparing budget requests; and coordinating with the State and other local jurisdictions.

### Acronyms

County departments and partner agencies are listed in the implementation matrix by the following acronyms:

DPZ:	Department of Planning and Zoning
DPW:	Department of Public Works
OOT:	Office of Transportation
DHCD:	Department of Housing and Community Development
DRP:	Department of Recreation and Parks
HCEDA:	Howard County Economic Development Authority
OCS:	Office of Community Sustainability
DCRS:	Department of Community Resources and Services
DILP:	Department of Inspections, Licenses, and Permits
HCHD:	Health Department
OEM:	Office of Emergency Management
DFRS:	Department of Fire and Rescue Services
HCPD:	Police Department
OOB:	Office of Budget
OOP:	Office of Purchasing
DTCS:	Department of Technology and Communication Services
OOL:	Office of Law
OWD:	Office of Workforce Development
OHRE:	Office of Human Rights and Equity
HCPSS:	Howard County Public School System
HCLS:	Howard County Library System
HCC:	Howard Community College
HSCD:	Howard Soil Conservation District
HCHC:	Howard County Housing Commission

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>GCF-1 - Provide limited and predictable Planned Service Area expansions.</b>		
1. Planned Service Area expansions should include a development proposal that is consistent with the General Plan.	DPZ	Ongoing
2. Any Planned Service Area expansion shall establish a transition that is compatible with and enhances surrounding communities, and provides an environmental benefit.	DPZ	Ongoing
3. Any Planned Service Area expansion shall meet the criteria above.	DPZ	Ongoing
<b>EH-1 - Continue to support the County's ecological health.</b>		
1. Integrate the goals of protecting and restoring the County's ecological health when updating county programs, <u>regulations</u> and policies.	OCS DPZ DPW DRP HCHD	Mid-Term
2. Ensure adequate funding for programs and measures to protect and restore the County's ecological health, <u>track outcomes of these investments, and provide necessary maintenance and enforcement.</u>	OCS DRP DPW HSCD Elected Officials OOB	Ongoing
3. Create a dedicated funding source, as was done for the Agricultural Land Preservation Program, for environmental programs.	DPZ OCS Elected Officials OOB	Mid-Term
4. Establish a natural resource protection goal for the County and each major watershed to help protect biodiversity and mitigate climate change.	OCS DPZ DRP	Mid-Term
5. <u>Develop open space percentage requirements for activity centers.</u>	OCS DPZ DRP	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EH-2 - Seek to integrate climate change mitigation and adaptation goals as specified in the <u>Howard County Climate Action and Resiliency Plan, or the most recently adopted Plan, into all county programs, projects and policies, and regulations.</u></b>		
1. Ensure the Howard County Climate Action Plan <u>and Resiliency</u> update continues to maximize opportunities to mitigate and adapt to climate change with clear goals and strategies, <u>and that County Departments' policies are aligned with the plan's goals and strategies.</u>	OCS	Mid-Term
2. Evaluate and enhance opportunities where needed for climate change mitigation and adaptation measures in the Subdivision and Land Development Regulations and Zoning Regulations, such as <u>redevelopment in mixed use activity centers</u> , natural resource protection, and the provision of renewable energy.	DPZ OCS	Ongoing
3. Enhance county design requirements for county infrastructure and public and private buildings, to ensure these structures will be resilient under projected future weather patterns and minimize resource consumption.	DPW DILP OCS DPZ Private Partners	Ongoing
4. <u>Review and update county Adopt the most current standards of the International Green Construction Code Green Building requirements- and review and update county Green Building requirements</u> for opportunities to enhance the sustainability of public and private buildings.	DILP DPW DPZ OCS Private Partners	Mid-Term
5. Identify and ensure economically-vulnerable communities, businesses, and households have the resources necessary for mitigation and adaptation measures.	DCRS OEM OHRE OCS DPW HCHD HCEDA	Ongoing



Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+)
<b>EH-3 - Ensure the Subdivision and Land Development Regulations and Zoning Regulations provide adequate protection for sensitive environmental resources within new development and redevelopment.</b>		
1. Evaluate and enhance protections, including sediment and erosion control, where needed for sensitive environmental resources, such as water resources, steep slopes, and rare, threatened, and endangered species, in the Subdivision and Land Development Regulations.	DPZ HSCD	Mid-Term
2. Explore whether cluster development may also be appropriate in other residential zoning districts during the zoning regulation update process.	DPZ	Mid-Term
3. <u>Explore the creation of alternative or flexible development standards that would result in more site-sensitive and enhanced site design outcomes during the zoning regulation update process, including criteria for determining eligibility for utilization of alternative standards.</u>	DPZ OCS	Mid-Term
4. <u>Explore housing development patterns that enhance opportunities for preservation while reducing emissions that contribute to climate change.</u>		
<b>EH-4 - Incentivize additional resource protection and restoration measures within new development and redevelopment. Incentivize additional resource protection and restoration measures within new development and redevelopment.</b>		
1. <u>Consider increased use of a density exchange overlay district, in both the West and the East, to protect sensitive resources in areas with unique conditions or resources. Consider increased use of a density exchange overlay district, in both the West and the East, to protect sensitive resources in areas with unique conditions or resources.</u>	DPZ DPZ	Mid-Term Mid-Term
2. <u>Consider incentives to encourage environmental protection and restoration when properties are developed or redeveloped, such as tax credits, density bonuses, housing allocations, and public-private partnerships. Consider incentives to encourage environmental protection and restoration when properties are developed or redeveloped, such as tax credits, density bonuses, housing allocations, and public-private partnerships.</u>	DPZ HCEDA Private-Partners DPZ HCEDA Private-Partners	Mid-Term Mid-Term
3. <u>Evaluate and strengthen the Green Neighborhood Program to ensure adequate incentives will increase program use and incorporate new options, such as increased moderate-income housing units.</u>	DPZ DILP OCS	Mid-Term

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EH-5 - Evaluate and improve stormwater management requirements to enhance climate change resilience.</b>		
1. Conduct a flooding vulnerability assessment to determine which watersheds are susceptible to chronic flooding under current and expected future precipitation patterns.	DPW	Ongoing
2. Update stormwater management design standards to address current and expected future precipitation patterns. Consider adding quantity management requirements, including management for short-duration, high-intensity storms in vulnerable watersheds. <u>Incentivize existing commercial centers to provide stormwater management systems consistent with present standards.</u>	DPZ DPW OCS	Mid-Term
3. <del>Evaluate opportunities to further reduce</del> <u>Reduce</u> stormwater runoff and pollutant loadings when redevelopment occurs <u>and incorporate water quantity management practices throughout the County.</u>	DPZ DPW OCS	Mid-Term
4. <del>Continue to use</del> <u>Increase use of</u> a nature-based or green stormwater infrastructure approach (bioretention, swales) in combination with a built or gray infrastructure approach (pipes, ponds) to address flood mitigation and adaptation, to maximize ecological benefits.	DPW DPZ OCS Private Partners	Ongoing
5. Evaluate alternatives for improving, enforcing, and funding long-term inspection and maintenance of stormwater management facilities, particularly those facilities located on private residential lots.	DPW Private Partners	Mid-Term
6. <del>Ensure that redevelopment, at a minimum, meets new development stormwater requirements and address watershed health, flood risks, and other environmental concerns. Encourage redevelopment to meet new development stormwater management requirements to the maximum extent possible and address watershed health, flood risks and other environmental concerns.</del>	DPW DPZ OCS Private Partners	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EH-6 - Expand the use of watershed management plans to provide a comprehensive framework for protecting and restoring natural resources.</b>		
1. Expand the scope of watershed management plans to set priorities and guide efforts to protect, restore, and improve the County's environmental resources.	DPW DPZ	Mid-Term
2. Continue to 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.	DPZ DPW OCS HSCD HCHD	Ongoing
3. Ensure the Watershed Protection and Restoration Fund has adequate funding to meet National Pollutant Discharge Elimination System stormwater permit requirements and for proactive resource management.	DPW OCS Elected Officials OOB	Ongoing
4. Continue to 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.	DPW OCS DRP	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EH-7 - Expand native tree canopy and forest cover in the County and manage forests to ensure long-term health and sustainability, addressing threats from invasive species, overpopulation of deer, and climate change.</b>		
1. Monitor implementation of the recently updated Forest Conservation Act and modify the Act as necessary to ensure adequate protection of forest resources.	DPZ OCS DRP	Ongoing
2. Update countywide forest cover data on a regular basis to help assess changes in forest cover and manage forest resources over time.	OCS DPZ	Mid-Term
3. Establish and achieve measurable goals for tree canopy, forest cover, and riparian forest buffers in all county watersheds.	OCS DRP DPW DPZ	Mid-Term
4. Prioritize economically-vulnerable communities for native tree plantings to mitigate heat island impacts.	DRP DPW OCS DPZ	Ongoing
5. Continue and expand forest management, including invasive species removal, on county properties to ensure long-term health and sustainability of the forest.	DRP	Ongoing
6. Continue and expand outreach and technical assistance to private forest landowners for forest management to ensure the long-term health and sustainability of the forest.	OCS DRP DPZ	Ongoing
7. Continue and expand implementation of the county Deer Management Program and develop safe strategies for deer management in residential and recreational areas.	DRP	Ongoing

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EH-8 - Expand implementation of the Green Infrastructure Network Plan.</b>		
1. Integrate the Green Infrastructure Network Plan implementation actions into the relevant county plans and programs.	DPZ DRP OCS DPW	Ongoing
2. Consider use of an overlay zoning district or other regulatory measures to target resource protection measures for the Green Infrastructure Network.	DPZ	Mid-Term
3. Establish an easement or land purchase program to protect uncommitted parcels within the Green Infrastructure Network.	DPZ OCS	Mid-Term
4. Amend county design standards for roads, bridges, and culverts to facilitate safe passage for wildlife at county road crossings within the Green Infrastructure Network.	DPZ OCS DPW DOT	Mid-Term
5. Conduct studies of existing resource conditions and wildlife use within the network to enhance management of the Green Infrastructure Network.	DPZ OCS	Long-Term
6. Consider expansion of the Green Infrastructure Network to include smaller habitat areas that provide 'stepping stones' to the primary network.	DPZ OCS	Mid-Term
<b>EH-9 - Continue to promote agricultural land preservation, recognizing that uncommitted land in the Rural West is a diminishing resource.</b>		
1. Build on the successes of the Agricultural Land Preservation Program (ALPP) and continue acquiring land through the ALPP.	DPZ OCS	Ongoing
2. Continue to promote other land preservation options, such as the dedication of easements to the County through the subdivision process, the purchase of easements by the Maryland Agricultural Land Preservation Foundation program, and the donation of easements to nonprofit land trusts.	DPZ	Ongoing
3. Continue to implement the Agricultural Land Preservation Program easement stewardship activities to monitor compliance.	DPZ OCS	Ongoing
4. <u>Evaluate strategies to identify, expand and preserve agricultural land uses within the Public Planned Service Area, to include a review of regulations specific to agricultural use and preservation.</u>	DPZ	Ongoing
<b>EH-10 - Expand the scope of potential uses of the Agricultural Land Preservation Program Fund. Expand the scope of potential uses of the Agricultural Land Preservation Program Fund to support traditional agriculture and expand agribusiness opportunities for existing and future farmers.</b>		
1. Work with various stakeholders to identify areas <del>for the most appropriate and effective potential uses of the fund, including support for environmental programs in which the fund can be most effective in supporting the overall health of agriculture land along with the overall industry and businesses,</del> while ensuring continued funding of the ALPP.	DPZ OCS	Mid-Term

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EH-11 - Encourage individual environmental stewardship in daily activities on private and public property.</b>		
1. The County should continue to provide leadership by incorporating environmentally sensitive site development and property management practices on county properties.	DPW DRP DPZ OCS	Ongoing
2. Continue existing and expand current outreach programs to promote and assist private property owners with the implementation of stewardship practices.	OCS DRP HSCD Private Property Owners	Ongoing
3. Increase opportunities for student participation in environmental outreach and education and stewardship practices on school properties.	HCPSS HSCD OCS DRP	Ongoing
<b>EH-12 - Commit to and support the County's designation as a Bee City USA.</b>		
1. Integrate pollinator-friendly practices into county policies, programs, and capital projects.	OCS DRP DPW DPZ	Mid-Term
2. Incorporate improvements to the County's pest management policies and practices as they relate to pollinator conservation.	OCS DRP	Ongoing
3. Develop and implement a program to create and enhance pollinator-friendly habitat on public and private land.	OCS DRP Private Partners	Mid-Term
<b>EH-13 - Continue to balance the potential for mineral resource extraction with other land uses.</b>		
1. <del>Continue to allow mineral resource extraction as a conditional use in the Zoning Regulations in appropriate locations.</del>	DPZ	Ongoing
2. <del>Explore opportunities for the future reuses of quarry sites.</del>	DPZ	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>CIM-1 - Maintain transportation system assets to ensure the viability of the system and safety of users.</b>		
1. Develop and regularly update a risk-based asset inventory and management program for all transportation assets and ensure adequate maintenance funding.	OOT DPW	Mid-Term
2. Closely coordinate system maintenance activities with utilities and private development to minimize future roadway damage.	OOT Private Partners	Ongoing
3. Develop fiscally unconstrained plans for each asset class to communicate the deferred maintenance needs and a pipeline of unfunded projects for consideration.	DPW	Ongoing
4. Consider equity emphasis areas in the prioritization of maintenance needs.	OOT DPW	Ongoing
<b>CIM-2 - Design and operate an equitable transportation system that prevents and mitigates the most severe types of crashes for motorists, transit riders, bicyclists, and pedestrians.</b>		
1. Prioritize and fund measures outlined in the Strategic Road Safety Plan using a safe system approach to focus education, enforcement, and engineering efforts and investments.	OOT DPW Elected Officials OOB	Mid-Term
2. Advance the Complete Streets Policy by updating the Subdivision and Land Development Regulations to provide accommodations and <u>improve- favor land use and development that improves</u> safety, particularly for pedestrians and bicyclists who are the most vulnerable roadway users.	OOT DPZ DPW	Ongoing
3. Execute the priorities of WalkHoward and BikeHoward through dedicated funding in the capital budget and efficient project delivery.	OOT Elected Officials OOB	Ongoing
4. Ensure that all transportation capital projects include review of potential safety improvements during the project scoping process.	OOT DPW	Ongoing
<u>5. Pursue State-enabling legislation to allow well-signed, stationary speed cameras and other road safety mechanisms in school walk zones.</u>	OOT DPW	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>CIM-3 - Make the transportation system equitable, close mobility gaps, and improve access to jobs, health care, education, and social services.</b>		
1. Continue to monitor system performance, gather input from current riders, and allocate existing resources to maximize ridership and enhance service for current public transit riders.	OOT	Ongoing
2. <u>Ensure investments in the Regional Transportation Agency system balance improving service frequencies and adding new routes to unserved areas with transit-supportive land use.</u>	OOT	Ongoing
3. <del>Continue to Provide</del> support <u>and enhance</u> community-based mobility programs <del>and non-governmental organizations that serve seniors for</del> and people with disabilities.	DCRS OOT	Ongoing
4. Explore flexible transit routing, mobility as a service, and other micro-mobility concepts to provide efficient and economic transit service in lower-density areas of the County. <u>Consider subsidies for income-qualified residents to use existing rideshare programs.</u>	OOT	Mid-Term
<b>CIM-4 - Leverage Howard County's position in the Baltimore and Washington regions to advance transportation projects and policies with regional and local impacts, including focusing efforts on governance, accountability, funding policies, and strategies to address unmet transportation service needs.</b>		
1. Continue to engage in regional discussions regarding state and federal investment in regional transit systems to ensure funding and support for Howard County projects, meet the County's goals to enhance and improve access to regional job centers, and maintain the County's position as an attractive location to live and work.	OOT DPW Elected Officials OOB	Ongoing
2. Continue to support the collaborative efforts to improve the Regional Transportation Agency of Central Maryland.	OOT	Ongoing
3. Continue to partner with Montgomery County and the Maryland Department of Transportation to extend the Flash Bus Rapid Transit Service to Howard County.	OOT	Mid-Term
4. Support and partner with Maryland Department of Transportation and other regional organizations to expand service and improve reliability on the Camden Commuter Rail Line <u>and improve transit connections from Howard County to existing Penn Commuter Rail Line Stations.</u>	OOT	Mid-Term
5. Continue to engage and participate in regional and state planning and coordination activities to ensure the needs of freight and goods movements are considered and supported.	OOT	Ongoing
6. <u>Continue to engage with neighboring, regional and state partners to support and advance regional high-quality connections articulated in local and regional functional plans.</u>	OOT DPW DRP	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>CIM-5 - Deliver transportation system improvements that support efforts to reduce reliance on automobile trips, improve air quality, and give people cost-effective and sustainable choices on how they get to work, home, school, and play.</b>		
1. Construct and enhance transportation facilities to increase connections across Howard County and support the goals of WalkHoward, BikeHoward, and the Complete Streets Policy, with a focus on the equity goals outlined in the Complete Streets Policy.	OOT DPW	Ongoing
2. Continue to plan and implement projects that enhance transportation connections to regional job centers and high-quality transit.	DPZ OOT	Ongoing
3. <u>Sustain Review</u> and expand efforts to develop and implement Transportation Demand Management programs (such as car share, bikeshare, and shared e-scooter systems; telecommute policies; and vanpools) and expand Park and Ride lots, where appropriate. <u>Improve the reporting process for outcomes and goals.</u>	OOT DPW	Ongoing
4. Continue to plan and coordinate investments with the Howard County Public School System to increase safe routes to schools, enhance access to the local transit system, reduce demand for <u>hazard-based</u> school bus service, and decrease driving to school. <u>Assess walking routes for safety and equity.</u>	OOT DPW HCPSS	Ongoing
5. Partner with the Maryland Department of Transportation to align commuter bus routes and funding priorities with current and expected travel patterns and complementary regional public transit initiatives.	OOT	Ongoing
6. Continue to work with federal, state, and regional partners on preliminary studies for high-quality connections.	OOT	Ongoing
7. <u>Implement Development Regulations that require site plans that allow access to buildings by transit, bicycle, walking and micro mobility services.</u>	DPZ OOT	Mid-Term
8. <u>Work with State and Regional Agencies to develop reliable and sustainable methods to measure bike and pedestrian activity.</u>	OOT	Mid-Term
9. <u>Require safe, non-automobile pathways that connect buildings within commercial and office complexes as well as activity centers to support "park once" behavior.</u>	OOT DPW	Ongoing
10. <u>Consider more funding for electric school buses.</u>	HCPSS	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>CIM-6 - Focus on improvements to the transportation system that improve travel reliability.</b>		
1. Evaluate the use of Transportation Systems Management and Operations concepts to manage the County's road system.	OOT DPW	Mid-Term
2. Develop real-time traffic monitoring and coordinate transportation and emergency resources to address non-recurring congestion due to weather and crashes on the local and regional transportation system.	OOT OEM DPW	Mid-Term
3. Focus on operations at key intersections while ensuring improved safety for bicycle and pedestrian movements.	DPW OOT	Mid-Term
4. Optimize signal timing and phasing at key intersections in coordination with efforts to improve pedestrian and bicycle movements and safety, and coordinate signals in major commute corridors during peak time periods.	DPW OOT	Mid-Term
5. Increase street connections in key locations that provide more route choices to system users.	OOT DPW	Mid-Term
6. Develop access management approaches through updates to the Zoning Regulations and the Subdivision and Land Development Regulations, design approvals, and coordination with the Maryland Department of Transportation State Highway Administration.	DPZ OOT	Long-Term
<b>CIM-7 - Refine processes and policies to deliver transportation improvements strategically, efficiently, and equitably.</b>		
1. Review existing rules, policies, processes, and procurement procedures to identify opportunities to accelerate the planning, design, permitting, or construction of new and equitable transportation projects, including the recommendations from the Capital Improvement Program study.	OOT DPW	Mid-Term
2. Identify opportunities to minimize the time needed to acquire right-of-way for planning road, sidewalk, or bicycle projects while respecting the rights of private property owners. Alternatively, reevaluate the scope of projects earlier in the planning process if it is determined that there is strong opposition to land acquisition.	OOT DPW Private Property Owners	Ongoing
3. Implement contracting methods that shorten construction activities for a project, including, but not limited to, design-build provisions for small projects like sidewalks or intersection improvements, contracts that share risk with contractors and support flexible project phasing for larger projects, and incentives for early project completion.	DPW OOT OOP	Long-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>CIM-8 - Actively plan for and evaluate the impact of technology and climate change on the transportation system.</b>		
1. Evaluate and update parking and land development requirements to reflect greater use of mobility and delivery as service models.	DPZ OOT	Mid-Term
2. Amend design standards and asset management approaches to ensure resilience.	DPW OOT DPZ	Mid-Term
3. <u>Support Require Encourage</u> the installation of electric vehicle vehicles (EV), such as electric cars, cars and electric bikes, and charging stations in private and public space, with particular attention to shared parking lots to ensure they are EV ready by including connections and infrastructure.	DPW OCS OOT Private Partners	Ongoing
4. Evaluate and address the potential impact of electric vehicle charging stations on electric power requirements.	DPW OOT OCS	Long-Term
5. Participate in regional and state coordination efforts to ensure federal and state regulations on connected and autonomous vehicles account for vulnerable road users such as pedestrians and cyclists.	OOT	Ongoing
<b>CIM-9 - Support efforts to improve air quality with an emphasis on communities and populations most threatened by high levels of pollution.</b>		
1. Develop land use and environmental policy strategies that reduce the impact of diesel particulate matter in communities adjacent to industrial areas.	OCS OOT	Long-Term
2. Develop a plan to <del>to</del> and transition the County's fleet (including school buses and contracted services) to low/no emission vehicles.	OOT OCS	Mid-Term
3. Continue to invest in increasing public transit frequency and walking and cycling infrastructure to support both a more equitable transportation system and shifts away from automobiles to non-automobile modes.	OOT	Ongoing
4. Consider targeted financial incentives to property owners and companies that deploy electric vehicle charging infrastructure, idle reduction technology, and other technologies that capture or mitigate diesel emissions at the source.	OOT OCS Private Property Owners	Mid-Term
5. Consider a subsidy program to support low emission vehicles, bicycles, and scooters in traditionally underserved communities.	OOT	Long-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>CIM-10 - Advance transportation planning and transportation investments to support an economically and environmentally sustainable transportation system that moves people safely and efficiently throughout the County and supports the land use and equity goals in HoCo By Design, including its emphasis on mixed-use activity centers. Similarly, advance land use patterns and individual site development that support an economically and environmentally sustainable transportation system.</b>		
1. Develop a countywide transportation plan and conduct a focused transportation study for each activity center in the Route 1 Corridor.	OOT DPW	Mid-Term
2. Continue to use the Functional Road Classification Map to guide the design, capacity, and function of roads as they are built or improved.	DPW OOT DPZ	Ongoing
3. Implement HoCo By Design's recommendations for transit service through future transit service functional plans or master plans.	OOT DPZ	Long-Term
4. Continue to implement recommendations from WalkHoward and BikeHoward as methods to advance the broad concepts and recommendations in the General Plan.	OOT	Ongoing
5. Ensure the Design Manual is consistent with the General Plan as part of the regular update process for the Design Manual.	OOT	Long-Term
6. <u>Advance the Complete Streets Policy by updating the Subdivision and Land Development Regulations to favor land use patterns and individual site development that supports an economically and environmentally sustainable transportation system.</u>	OOT	Long-Term
<b>EP-1 - Retain and expand the use of industrial land to support employment opportunities that pay a living wage.</b>		
1. As part of the Zoning Regulations update, consider protective measures to ensure an adequate long-term supply of industrial land, such as additional requirements or impact statements for rezoning industrial land, zoning that discourages incompatible uses in heavy industrial areas, heavy buffer requirements for non-industrial users locating near heavy industrial land, or industrial overlay zoning for prime industrial land.	DPZ	Mid-Term
2. Determine how compatible uses can co-locate in designated Industrial Mixed-Use character areas to support industrial operations and create an active sense of place.	DPZ	Long-Term
3. Prioritize for retention industrial land that is uniquely accessible to regional highways for continued industrial use.	DPZ	Mid-Term
4. During the Zoning Regulations update or via Zoning Amendments, favorably consider context-sensitive industrial uses along the Interstate 70 corridor.	DPZ	Mid-Term
<b>EP-2 - Ensure redevelopment is consistent with the character of industrial areas.</b>		
1. Update the Route 1 Design Manual to include Industrial Mixed-Use character areas and incorporate buffers between redevelopment areas and industrial areas.	DPZ	Long-Term

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EP-3 - Support and diversify the local job market to maximize opportunities to grow regional employment.</b>		
1. Develop tools and strategies to support long-term job diversity initiatives, emerging industries, and job opportunities accessible to a variety of skill and educational levels.	HCEDA	Mid-Term
2. Promote green industries by creating incentives to attract new businesses demonstrating sustainable practices or developing sustainable technologies, materials, and products.	HCEDA	Mid-Term
3. Support new investment and job creation in emerging markets, especially those that reveal new opportunities for renewable energy and green technologies, including but not limited to solar arrays and canopies.	HCEDA	Long-Term

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EP-4 - Create job opportunities through new mixed-use activity centers that serve as destinations and include a mix of uses that compliment and support one another and improve the jobs-housing balance.</b>		
<del>1. Revise the Zoning Regulations, Subdivision and Land Development Regulations, and other land use regulations and guidelines to ensure that mixed-use activity centers incorporate an array of housing types (possibly including goals for a specific percentage mix of housing types), walkable neighborhoods, open space, and compatible transitions between neighboring uses.</del>	DPZ	Mid-Term
2. <u>1.</u> Allow <u>sufficient densities redevelopment</u> in activity centers through the Zoning Regulations to make a wide range of uses economically viable. <u>Encourage densities sufficient to support Require village activity center redevelopment to provide</u> convenience retail and other local-serving amenities at the neighborhood level.	DPZ	Mid-Term
3. <u>2.</u> Plan for future transportation connections, including bicycle, pedestrian, and transit, among and between activity centers and other commercial centers.	DPZ OOT	Ongoing
4. <u>3.</u> Ensure that growth management tools consider the need for housing growth that keeps pace with employment growth in addition to infrastructure demands.	DPZ	Ongoing
5. <u>4.</u> Develop a master plan for Gateway that describes the area's desired future mix of uses, open space network, development phasing and intensity, building height range, and infrastructure approach. Build upon the general considerations included in the HoCo By Design Focus Areas technical appendix.	DPZ	Mid-Term
<del>6. Create opportunities to house the County's essential workers, including teachers, healthcare workers, and public safety personnel.</del>	DHCD DPZ Non-profit sector Private Partners	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EP-5 - Seek opportunities to encourage and support the arts and cultural initiatives for residents, businesses and visitors that reflect and celebrate Howard County's diverse population and are safe and accessible to people of all abilities.</b>		
1. Encourage inclusive opportunities for the arts, cultural expression, and entertainment in new and existing activity centers through integration of public art, cultural amenities, public gathering space, and an activated public realm.	DPZ Private Partners	Ongoing
2. Explore incentives to support the expansion of arts and entertainment uses in Ellicott City, including <del>3. Re-explore</del> establishing an Arts and Entertainment (A&E) District Designation for Main Street Ellicott City as part of a creative places initiative, once additional arts and entertainment uses open.	DPW	Mid-Term
4. <del>3.</del> Ensure that the Downtown Columbia Plan's vision for the arts continues to be implemented.	DPZ DRP DPW	Ongoing
<del>5. Continue to integrate the arts into revitalization efforts at Long Reach Village Center. 5. Continue to integrate the arts into revitalization efforts at Long Reach Village Center.</del>	DPW DPZ	Ongoing
<del>6-4-6.</del> Continue to support the goals of the Howard County Arts Council and Howard County Tourism Council to benefit residents, businesses, and tourists into the future.	Elected Officials OOB	Ongoing
<del>7. Continue to ensure arts and craftsmanship are an integral part of Savage revitalization and explore incentives to support their expansion, especially through the sustainable communities program.</del>	DPZ Elected Officials Non Profit Partner Private Partners	Ongoing
<b>EP-6 - Monitor economic disruptors, such as new technologies, autonomous vehicles, telework- ing, and e-commerce, and employ adaptive and innovative strategies to meet emerging economic shifts.</b>		
1. Assess and adapt the Zoning Regulations to provide greater flexibility under broader use categories and respond to changing industries and technologies.	DPZ HCEDA OOT	Mid-Term
2. Continue to intentionally grow jobs in the manufacturing, warehouse, distribution, and logistics industries in response to last- mile distribution demand, new machinery, innovation practices, and other automated processes.	HCEDA	Long-Term
3. Consider reduced parking ratios for commercial uses if the adoption of <del>autonomous vehicles, other new technologies, or shifts in behavior lead leading</del> to reduced parking demand over the Plan's 20-year timeframe.	DPZ OOT	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EP-7 - Support an educated and skilled workforce with specific attention and resources devoted to breaking barriers to employment and education while achieving greater racial and social inclusion in the workplace.</b>		
1. Increase job training, internships, and job placement to overcome barriers to employment and achieve greater racial and social inclusion in the workforce.	HCEDA OWD	Mid-Term
2. Partner with organizations that specialize in workforce development to help those experiencing multiple barriers to employment access education, apprenticeship programs, and training opportunities aligned with in-demand local workforce needs.	HCEDA OWD	Long-Term
3. Ensure job training programs support skills that provide living wages.	HCEDA OWD	Ongoing
4. Communicate the available jobs in the region and identify the skills workers need to be successful.	HCEDA OWD	Mid-Term
5. Invest in reliable affordable broadband to ensure that lower-income residents have equal access to education and employment opportunities.	DTCS Private Partners	Mid-Term
<b>EP-8 - Encourage a business climate that supports growth of and opportunities for small and diverse businesses, and values cultural diversity and inclusion.</b>		
1. Continue to create strategies and prioritize assistance programs to support local, small, and diverse businesses, such as apprenticeship programs.	HCEDA	Ongoing
2. Support small business districts and main streets by creating vibrant spaces through the integration of design, public art, an inviting public realm, historic preservation, cultural spaces, and areas for event programming.	DPZ DRP DPW	Ongoing
3. Explore and encourage creative uses of commercial space, such as maker spaces, coworking facilities, food halls, community kitchens, and other models, that allow the community to share resources.	HCEDA DPW DPZ	Ongoing
4. Continue business support programs through a partnership between the Howard County Economic Development Authority, Ellicott City Partnership, and the Maryland Small Business Development Center.	HCEDA	Ongoing
5. Through adaptive reuse and redevelopment, <del>particularly within village centers, particularly within village centers,</del> provide opportunities for varying sizes of retail, restaurant, and service uses. Smaller spaces could provide opportunities for small start-ups, micro-retail, and food hall type uses.	DPZ HCEDA DPW	Ongoing



**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EP-9 - Promote and support modern farming initiatives that reflect the changing needs and economic drivers of agriculture in Howard County.</b>		
1. Support development of appropriately equipped and licensed commercial processing and kitchen facilities that can accommodate various agricultural and food processing needs for farmers and entrepreneurs.	OCS HCEDA	Mid-Term
2. Continue and expand business development services that can position agricultural enterprises for growth, innovation, and diversification.	HCEDA OCS	Ongoing
3. Improve opportunities for the growth of e-commerce and last-mile delivery infrastructure, including integration of technological advances in customer delivery.	HCEDA OCS OOT	Long-term
4. Encourage and enhance agricultural opportunities in the eastern portion of the County.	OCS HCEDA DPZ	Mid-Term
5. Enhance and expand the partnership between the Agricultural Land Preservation Program, the Howard County Economic Development Authority, the University of Maryland, and the farming community to assist farmers as agriculture continues to evolve and diversify.	HCEDA OCS DPZ Private Partners	Ongoing
6. Consider consolidating offices, services, and educational resources <u>for supporting the farming-agriculture community in a single location to better coordinate marketing and other programs, and support operators when interacting with government agencies. Ideally these functions would be physically located in the west in a location that also hosts the public for programs and activities to learn about and promote agriculture.</u>	OCS HCEDA	Long-Term
7. <u>Complete an Agriculture Master Plan within three years from the adoption of HoCo By Design. The Plan should be focused on how to best position Howard County's agriculture industry to compete, grow and prosper. The effort should include a combination of local stakeholders and experts along with external experts.</u>	HCEDA DPZ	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EP-10 - Continue and enhance established technical and funding efforts to support the farming community.</b>		
1. Continue funding for the Howard Soil Conservation District to assist farmers with design and installation of best management practices (BMPs).	DPZ DPW OCS Elected Officials	Ongoing
2. Consider expanding County assistance to fill gaps in cost share programs for agricultural BMPs.	HCEDA OCS	Mid-Term
3. Continue the Howard County Economic Development Authority's Agricultural Marketing Program, including its Agricultural Innovation Grants, business planning, and other financial and technical assistance.	HCEDA DPZ	Ongoing
4. Expand the Agricultural Innovation Grants by allocating additional resources and creating opportunities for urban agriculture endeavors in the East.	HCEDA DPZ OCS	Long-term
5. <u>Recognize the Agriculture Land Preservation and Promotion Fund as a funding source not only for acquisition of easements, but for the promotion and backing of the industry and operating businesses in accordance with applicable laws.</u>	HCEDA	Ongoing
<b>EP-11 - Support and encourage beginning farmers to build a diverse farming community.</b>		
1. Support the development of new and continue ongoing agricultural education initiatives that encourage students from a variety of backgrounds to consider agriculture as a career choice.	HCEDA	Mid-Term
2. Consider establishing a financing program to help farmers purchase farmland.	HCEDA	Mid-Term
3. Establish a grant program for beginning farmers.	HCEDA OCS	Mid-Term
4. Consider leasing county-owned land for start-up agricultural businesses.	DPW HCEDA DPZ DRP	Mid-Term
5. Consider creating a program to loan or share farm equipment.	HCEDA	Mid-Term
6. Enhance availability and access to community gardens <u>that can be used by beginning farmers.</u>	DRP OCS DPZ	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>EP-12 - Reduce regulatory barriers to diversified agricultural operations in both the Rural West and the East.</b>		
1. Update the Zoning Regulations and other policies to promote agricultural expansion and diversification, especially for on-farm processing and other agribusiness opportunities.	DPZ OCS HCEDA	Mid-Term
2. Work with agricultural and community stakeholders to review and update the Zoning Regulations and other regulations to create more opportunities for agritourism.	DPZ OCS HCEDA DILP HCHD	Mid-Term
3. Reduce barriers to the burgeoning demand for on-farm breweries, wineries, cideries, meaderies, <del>and</del> distilleries, <u>farm stays, event venues, and other agritourism uses.</u>	DPZ OCS HCHD HCEDA	Mid-Term
<b>EP-13 - Review transportation planning and road development and maintenance standards to reduce transportation barriers to farming.</b>		
1. Improve rural road conditions by increasing overhead tree clearance and addressing passage at narrow bridges.	DPW OOT	Long-term
2. Reduce conflict between recreational, residential, commercial, and agricultural road uses.	OOT DPW	Long-term
<b>EP-14 - Continue to balance the potential for mineral resource extraction with other land uses.</b>		
1. <u>Continue to allow mineral resource extraction as a conditional use in the Zoning Regulations in appropriate locations.</u>	DPZ	Ongoing
2. <u>Explore opportunities for the future reuse of quarry sites.</u>	DPZ	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-1 - Increase opportunities for missing middle housing through the creation and use of zoning tools and incentives.</b>		
1. Evaluate conditions where duplex and multiplex homes can be compatible with existing neighborhoods and permitted by-right in a greater number of residential and mixed-use zoning districts.	DPZ	Mid-Term
2. <del>Identify and eliminate</del> <u>Consider eliminating</u> barriers in the Zoning Regulations and Subdivision and Land Development Regulations to housing stock diversification. Ensure that bulk regulations are realistic for these housing types <del>and do not preclude their potential on existing lots.</del>	DPZ	Mid-Term
3. <del>Expand</del> <u>Consider expanding</u> the types of housing allowed in the Zoning Regulations and Subdivision and Land Development Regulations to include missing middle housing types, such as stacked townhomes, cottage clusters, and multiplexes, and consider appropriate parking requirements for these housing	DPZ	Mid-Term
4. Evaluate <del>and establish</del> one or more the following zoning tools and incentives as potential opportunities to create missing middle housing: <ul style="list-style-type: none"> <li>a. Zoning overlays or floating zones that could be applied to activity centers, transportation corridors, or other areas that are appropriate for this housing type.</li> <li>b. Smaller lot sizes (lot width and lot area).</li> <li>c. Density-based tools such as transfer of development rights or density bonuses.</li> <li>d. Tax incentives for developers and/or land owners.</li> <li>e. Flexible development standards such as maximum building size or lot coverage.</li> </ul>	DPZ	Mid-Term
5. Establish regulations that disperse missing middle homes throughout the County so that neighborhoods contain a proportionate mix of different housing types and can balance other infrastructure needs.	DPZ DHCD	Mid-Term
6. Explore opportunities to work with public and private partners to build missing middle housing demonstration projects or provide models and designs for these housing types.	HCHC DHCD DPZ	Mid-Term

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-2 - Allow attached and detached accessory dwelling units (ADUs) on a variety of single-family attached and single-family detached lots that meet specific site development criteria in residential zoning districts.</b>		
1. Establish <del>Explore</del> a clear, predictable process and location-specific criteria for ADUs <del>so they do not adversely impact older neighborhoods lacking sufficient infrastructure, including but not limited to, consideration of lot coverage, lot size setbacks, and other bulk regulations, stormwater management, and parking.</del>	DPZ	Mid-Term
2. <del>Revise</del> <u>Consider revising</u> the Zoning Regulations and Subdivision and Land Development Regulations to allow attached and detached ADUs that meet pre-determined location and site criteria. Provide parking requirements as needed.	DPZ DHCD	Mid-Term
3. Establish a clear definition of ADUs in the updated Zoning Regulations.	DPZ	Mid-Term
4. Direct the Adequate Public Facilities Ordinance (APFO) task force to develop recommendations as to the applicability of APFO to accessory dwelling unit creation or construction.	DPZ DHCD	Mid-Term
<b>DN-3 4 - Future activity centers—as identified on the Future Land Use Map (FLUM)—should include a unique mix of densities, uses, and building forms that provide diverse, accessible, and affordable housing options.</b>		
1. <del>Establish</del> <u>Consider establishing</u> a new mixed-density and mixed-use zoning district that encourages diverse housing types and creates opportunities for mixed-income neighborhoods <u>and more homeownership opportunities.</u>	DPZ	Mid-Term
2. Allow a vertical (a range of uses within one building) and horizontal (a range of uses within one complex or development site) mix of uses, including housing, employment, and open space, that encourage walkability and transit connections.	DPZ OOT	Mid-Term
3. <del>Incentivize</del> <u>Require incentivize</u> the production of <u>housing units affordable to low- and moderate-income households</u> <u>Low Income Housing Units (LIHU) and Disability Income Housing Units (DIHI)</u> <u>housing units affordable to low- and moderate-income households,</u> beyond what is currently required by the Moderate Income Housing Unit (MIHU) program.	DHCD DPZ Non-profit Partners	Ongoing
4. <del>Incentivize</del> <u>Require incentivize</u> the production of housing units that meet the needs of different levels of ability (like persons with disabilities) and other special needs households. Ensure that these units are both accessible and affordable.	DPZ DHCD Non-profit Partners	Ongoing
5. <u>Explore models of public-private partnerships that facilitate redevelopment of a mixed-use activity center with a mix of for-sale and rental housing.</u>	EDA DPZ	Mid-Term
6. <u>Consider establishing housing scenarios that support for-sale units to households making 60% or less of AMI that are financially feasible for the developers. Require mixed use and activity centers to reflect homeownership.</u>	DPZ	Ongoing

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-4 3 - Allow the development of small-scale missing middle housing and accessory dwelling units (ADUs) that respect are consistent with the character and integrity of their surroundings and, meet specific site conditions in single-family neighborhoods, and comply with all applicable APFO and parking requirements.</b>		
1. Establish design requirements, pattern book or character-based regulations for missing middle housing types and detached accessory dwelling units to ensure that new construction is consistent with the character of the surrounding existing housing.	DPZ	Long-term
2. Establish provisions in the regulations that include dimensional and design standards to ensure neighborhood compatibility, off-street parking requirements, minimum lot sizes, and other standards.	DPZ	Mid-Term
3. Explore zoning and other incentives for minor subdivisions that consist of missing middle housing types and explore form-based or character-based zoning for these types of residential infill developments.	DPZ	Mid-Term
4. Evaluate how accessory dwelling units and other types of new development could enhance or impact stormwater management practices.	DPZ DPW	Mid-Term
5. <u>Determine parking requirements for small scale missing middle housing and ADUs that accommodate increased occupancy and diffuse neighborhood conflicts.</u>	DPZ	Mid-Term

<b>DN-3 - Promote home ownership.</b>		
1. <u>Build on existing programs that are geared toward helping income-qualified buyers become homeowners.</u>	DHCD	Mid-Term
2. <u>Develop methods that encourage the development of ownership versus rental projects (for example, condominium versus apartment).</u>	DHCD DPZ	Mid-Term
3. <u>Expand public awareness of the various state, federal and local programs available to assist home buyers, along with the financial benefits of owning versus renting a home.</u>	DHCD Private partners Non-Profit Partners	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<p><del>DN-5 4. Increase the supply of for-sale and rental housing units in all new developments attainable to low- and moderate-income households and special needs households. Ensure that at least 25% of all net new for-sale and rental housing units should be available to households making less than 60% of AMI each year, and at least 10% of those are physically accessible for persons with disabilities.</del></p> <p><del>Increase the supply of for-sale and rental housing units in all new developments attainable to low- and moderate-income households and special needs households.</del></p>		
1. Reevaluate the County's inclusionary zoning policies to ensure they are meeting their intended objectives. Expand Moderate Income Housing Unit (MIHU) requirements in areas with a disproportionately lower share of housing options affordable to low- or moderate-income households.	DHCD DPZ	Mid-Term
2. Ensure that any corridor, neighborhood, redevelopment, or area plan includes clear policies for meeting <del>the 25% affordable housing goals requirement goals.</del>	DPZ DHCD	Long-term
3. Update MIHU rules and fee structures, with the goal of producing more units throughout the County that are integrated within communities. Seek opportunities to amend the Zoning Regulations to enable housing types more conducive to on-site MIHU provision across a broader area.	DHCD DPZ	Long-term
4. Establish a working group <del>that consists of members appointed by the County Executive and the County Council and is concurrent with the evaluation of APFO,</del> to evaluate the feasibility of a targeted incentive program for affordable and accessible housing, including: <ul style="list-style-type: none"> <li>a. The creation of a definition of affordable and accessible housing, including physical factors such as unit type, size, or physical accessibility design criteria; and/or income factors through tools such as deed restrictions.</li> <li>b. A zoning overlay targeting locations for affordable and accessible housing where there is limited existing supply of affordable and accessible units.</li> <li>c. Incentives related to development, such as density bonuses or relief to setback or other development standards.</li> <li>d. Incentives related to the development process, such as the creation of a specific housing allocation pool for affordable and/or accessible units, exemptions from school requirements in the Adequate Public Facilities Ordinance, <del>allowing affordable housing allocations to roll over from year to year, releasing allocations from their requirements to be either for ownership or rental after three years, or other means of reducing other regulatory barriers.</del></li> <li>e. <del>Incentives related to homeownership opportunities.</del></li> </ul>	DPZ DHCD Non-profit Partners	Mid-Term
<del>5. Implement a required minimum allocation of units for seniors and people with a disability in any development receiving an APFO waiver or a Payment in Lieu of Taxes, or other form of local funding.</del>	DPZ DHCD	<del>Mid-Term</del>
5. <del>Incentivize affordable for-sale housing opportunities in areas where low-income rental housing has become concentrated.</del>	DPZ DHCD	Long-term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<p><b>DN-6 5. - Provide various incentives that encourage the development of for-sale and rental housing units affordable to low- and moderate-income households and special needs households, and preserve the County's existing affordable housing inventory.</b></p>		
1. Continue to support the Housing Opportunities Trust Fund to expand the number of income-restricted rental and homeownership units produced. Explore the feasibility of establishing a dedicated funding source for this fund.	DHCD Elected Officials	Ongoing
2. Evaluate opportunities to co-locate income-restricted housing and community facilities on county-owned land.	DPW DPZ DHCD	Long-term
3. Establish criteria for flexible use and disposition of county real estate assets that are near amenities and would promote development of affordable missing middle and multi-family housing for low- and moderate-income households where appropriate.	DHCD HCHC DPW	Mid-Term
4. Offer additional incentives to encourage the production of more Moderate Income Housing Units than required, and/or deeper levels of income targeting in the form of Low Income Housing Units or Disability Income Housing Units.	DHCD DPZ Non-	Ongoing
5. Continue to provide and increase downpayment assistance funding to income-eligible households through the County's Settlement Downpayment Loan Program.	DHCD	Ongoing
6. <del>Explore ways to allow homeowners to in the County's moderate income home ownership program to realize market appreciation in their homes as a means to building generational wealth.</del>	DHCD	Ongoing
7. <del>Establish a goal of zero net loss of existing housing affordable to households with income below 60% of the area median income while adding new affordable units to the County's housing inventory.</del>	DHCD DPZ HCHC	<del>Mid-Term</del>
8. <del>Expand funding and partnerships for the a Live Where You Work program. Evaluate expanding the program for home ownership opportunities.</del>	DHCD EDA HCHC	<del>Mid-Term</del>

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-7 8. - Support the new development and redevelopment of multi-family communities to meet the County's current and future rental housing demands and ensure that resident displacement is minimized in redevelopment projects.</b>		
<del>1. Establish new locations and zoning districts as identified on the Future Land Use Map (FLUM) and defined in the character areas appendix for multi-family developments. Prioritize new locations for multi-family housing that are near transit and transit corridors.</del>	<del>DPZ</del>	<del>Mid-Term</del>
2. Support multi-family housing projects that serve a range of income levels and integrate traditional market rate housing with affordable housing opportunities.	DHCD DPZ	Ongoing
3. Ensure that redevelopment of age-restricted housing and housing for residents with disabilities preserves affordability of units for existing residents.	DHCD	Ongoing
4. Strive for a one-for-one replacement of affordable housing units when multi-family communities with affordable units are redeveloped.	HCHC DHCD Private Partners Non-profit Partners	Ongoing
<b>DN-8 9. - Create opportunities to increase the diversity of home choices in the Rural West, especially missing middle housing types, that preserve the character of the Rural West.</b>		
1. Allow Consider the development of accessory dwelling units that conform to specific design and site criteria.	DPZ	Mid-Term
2. Locate Explore locating missing middle housing typologies in the Rural Crossroads, where upper-story residential and small-scale residential infill opportunities exist. Use recommendations found in the Rural Crossroads section of the Focus Areas Technical Appendix for additional guidance.	DPZ	Mid-Term
3. Determine if there are strategic locations in the Rural West where it is feasible to accommodate increased housing development on shared or community well and shared or multi-use sewerage systems, while balancing other priorities such as environmental concerns, historical context, and agricultural preservation goals, while maintaining rural character.	DPZ DPW HCHD	Ongoing
4. Evaluate and amend Rural Conservation and Rural Residential Zoning District regulations to allow for duplex and multiplex housing types that fit within the existing neighborhood character.	DPZ	Mid-Term
5. Determine zoning, land development, and other code changes needed for small-scale, context-sensitive, multi-family or mixed-use development in the Rural West.	DPZ	Mid-Term
6. Evaluate and identify barriers to on-site tenant housing for the agricultural workforce.	DPZ	Long-term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-9 10. - Facilitate the use of shared and/or multi-use sewerage system technologies to create more diverse housing options in the Rural West.</b>		
1. Identify best practices for shared and/or multi-use sewerage systems and pursue state and local code changes necessary to facilitate their use.	DPZ DPW HCHD	Long-Term
2. Establish necessary management, operations, and maintenance structures to increase the use of shared and multi-use sewerage systems in the West.	DPW DPZ	Long-Term
3. Evaluate how accessory dwelling units may be able to safely connect to existing septic systems with capacity.	DPZ HCHD	Ongoing
<b>DN-10 11. - Establish policies, programs, and planning and zoning practices aimed at reducing farm-</b>		
1. Enhance farmer-resident relationships through expansion of educational programs that encourage farm visits and other activities to bridge the farming and non-farm communities and build understanding of allowable farm-related uses.	HCEDA OCS	Ongoing
2. Work with the agricultural and development community to evaluate, determine, and implement adequate landscape, screening, or other type of buffer requirement on new residential development abutting agricultural uses.	DPZ	Ongoing
3. Encourage use of the Maryland Agricultural Conflict Resolution Service or other conflict resolution programs to help address farmer-neighbor conflicts.	HCEDA OCS	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-11 - Provide a range of affordable, accessible, and adaptable housing options for older adults and persons with special needs.</b>		
1. Use zoning tools and incentives that increase the supply of missing middle housing and accessory dwelling units. <u>Require Use Zoning tools and incentives that increase the supply of missing middle housing and accessory dwelling units: affordable age-restricted housing units, missing middle housing and accessory dwelling units, as identified in Policy Statements DN-1 and DN-2, Statement DN-5, Statements DN-1 and DN-2.</u>	DPZ DHCD	Mid-Term
2. Provide flexibility in the Zoning Regulations and the Subdivision and Land Development Regulations for adult group homes/ communal living and for accessibility modifications for persons with disabilities who wish to live independently or older adults who wish to age in place or downsize and age in their community at affordable price points.	DPZ DILP	Mid-Term
3. Encourage Age-Restricted Adult Housing (ARAH) developments to build small- to medium-scale housing units to include apartments, condominiums, townhomes, and missing middle housing types that allow seniors to downsize and are affordable to low- and moderate-income households. Evaluate if current ARAH Zoning Regulations allow sufficient density increases to incentivize missing middle housing types, such as cottage clusters, duplexes, and multiplexes.	DPZ DHCD	Ongoing
4. Explore options for additional Continuing Care Retirement Communities in the County.	DPZ	Mid-Term
5. Update the County's Universal Design Guidelines to enhance the capacity for individuals to remain safe and independent in the community through universal design in construction.	DPZ	Mid-Term
6. Require builders and homeowners to follow, when practicable, adhere to the updated Universal Design Guidelines for new and rehabilitated, remodeled, or redesigned age-restricted housing.	DPZ	Mid-Term
<b>DN-12 - Create greater opportunities for multi-generational neighborhoods, especially in character areas identified as activity centers.</b>		
1. Design new activity centers to accommodate the needs of various ages, abilities, and life stages. Ensure design of neighborhoods and their amenities provide accessibility using universal design guidelines with sidewalks, wayfinding, and safe connections.	DPZ	Ongoing
2. Bring multi-modal transportation options to locations planned for new multi-generational neighborhoods.	OOT DPZ	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-13 - Preserve affordability of existing housing stock and create opportunities for context-sensitive infill development, especially in Preservation-Rivitalization Neighborhoods.</b>		
1. Identify neighborhoods and properties for preservation.	DPZ DHCD	Mid-Term
2. Continue to support the County's housing preservation programs, which are designed to preserve existing affordable housing and assist low- and moderate-income homeowners and renters to remain in their homes.	DHCD DPZ	Ongoing
3. Explore options and partnerships for an acquisition/rehabilitation program for older single-family homes, townhomes and condominiums that would support homeownership opportunities for moderate-income households.	DHCD	Ongoing
4. Encourage the development of missing middle housing types that conform to existing neighborhood character and contribute to the creation of mixed-income communities.	DPZ	Ongoing
5. Develop strategies for employing the right of first refusal policy to ensure no loss of affordable units when there are opportunities for redevelopment of multi-family properties.	DHCD	Mid-Term
<b>DN-14 - Support existing neighborhoods and improve community infrastructure and amenities as needed, especially in older or under-served neighborhoods and multi-family communities.</b>		
1. Assess existing community facilities and the neighborhoods that they serve, and upgrade or retrofit as needed to support changing neighborhood needs. Engage communities in the identification of neighborhood needs.	DPW	Ongoing
2. Identify older communities in need of a comprehensive revitalization strategy and work with those communities to develop revitalization plans to assist those communities.	DPZ	Long-term
3. Work with the multi-family rental community to understand the barriers to reporting and resolving issues related to multi-family property maintenance. <u>Expand our landlord-tenant division and the enforcement component to support the maintenance and revitalization of multi-family communities.</u>	DHCD DILP HCHC	Mid-Term
7. <u>During review of the building code update, consider local amendments that establish minimum building standards for the majority of new housing units as discussed in the Age Friendly Action Plan.</u>	DPZ	Mid-Term
8. <u>Ensure Universal Design Guidelines are utilized for at least 10% of all affordable units built. Evaluate incentives to achieve Universal Design Guideline utilization in at least 10% of all affordable units built.</u>	DPZ DILP DCRS	Mid-Term



**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>DN-15 - Increase access to and availability of affordable housing for people experiencing or threatened by homelessness in Howard County.</b>		
1. Seek out additional opportunities for partnerships on future housing developments to increase the number of homeless preference set-aside units developed in Howard County.	DCRS DHCD	Ongoing
2. Create awareness and advocacy around the needs of those experiencing homelessness whenever new housing developments are being planned and created.	DCRS DHCD	Ongoing
3. Evaluate the need for additional shelter/bed capacity, permanent supportive housing, and expanded public-private partnerships to address the needs of the County's chronically homeless and other individuals with special needs.	DCRS DHCD Private	Mid-Term
4. Explore opportunities for acquisition of blighted or under-utilized properties for the purposes of providing flexible shelter options and services for the homeless population.	DCRS DHCD	Ongoing
5. Seek opportunities to locate housing for the homeless or individuals with special needs in close proximity to jobs, amenities, and transportation connections <u>and ensure that the Zoning Regulations and the Subdivision and Land Development Regulations provide flexibility for these opportunities.</u>	DCRS DHCD DPZ	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>QBD-1 - Prioritize character and design in future development, recognizing variations in Howard County's unique areas.</b>		
1. Identify areas to investigate character-based zoning concepts and consider the use of pattern books, design guidelines and manuals, or a hybrid approach to establish an intended character and design elements for different character areas in Howard County.	DPZ	Mid-term
<del>2. Build on the 2018 Development Regulations Assessment to update the County's Zoning Regulations and Subdivision and Land Development Regulations and policies. Incorporate opportunities to codify current practices and create regulations and design standards for new developments, infill developments, and redevelopments.</del>	DPZ	Mid-Term
<del>3. 2. Evaluate the existing historic district zones and consider replacing them with new historic zoning district overlays or form-based districts.</del>	DPZ	Mid-Term
4. <del>3. Review the Design Advisory Panel (DAP) review areas and approved guidelines for updates. Consider whether the role of the DAP should be expanded to other areas within Howard County.</del>	DPZ	Long-term
<del>5. Revise the New Town Zoning District and investigate the use of enhanced design guidelines and character-based or form-based codes in Columbia: a. Build upon the preferred development types, patterns, intensities, and design elements described in HoCo By Design's Character Areas technical appendix. b. Take into consideration the design and planning principles illustrated in HoCo By Design's Focus Areas technical appendix. c. Explore rules and requirements for design review by the Design Advisory Panel, or a combination of staff and the DAP. d. Identify the appropriate purpose and timing of design review within the development review process.</del>	DPZ	Mid-Term
<del>4. Create a taskforce to determine how to preserve New Town's planned community framework, fixed densities, and existing character as defined through the master development plan while considering future redevelopment.</del>	DPZ	Mid-Term
4. Create a taskforce that is appointed by the County Council and the County Executive to determine evaluate and make recommendations on how to preserve carry forward New Town's planned community framework, fixed densities, and existing character as defined through the while considering future redevelopment.		

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>QBD-2 - Use the Future Land Use Map (FLUM) <u>may be used to guide</u> redevelopment in identified activity centers, which present opportunities for mixed-use development, mixed-income housing, small parks or community gathering spaces, increased stormwater management, and multi-modal transportation options.</b>		
1. <u>Use Consider using</u> the Future Land Use Map (FLUM) during the rezoning process to create activity centers consistent with the character area descriptions.	DPZ	Mid-Term
2. Assess existing Subdivision and Land Development Regulations, Zoning Regulations, and Design Advisory Panel design review policies for opportunities to create or strengthen regulations and design standards for activity center development/redevelopment. Evaluate potential standards for frontage design, main entrance location, and parking calculations. Incorporate accessibility by including standards and guidance to ensure there is direct access to the building from the street.	DPZ	Mid-Term
3. Review the Zoning Regulations and design manuals to identify ways to mitigate the impacts of auto-oriented uses and minimize negative impacts, including odor, noise, light, air pollution, and diesel emissions.	DPZ	Mid-Term
4. Ensure redevelopment of suburban shopping centers and office parks reduces impervious surface, increases <u>and sets percentages for</u> open space, and provides adequate stormwater management, where none or little existed before.	DPZ	Ongoing
5. Explore integrating additional environmentally sustainable design standards in future updates to the Zoning Regulations, site design requirements, and environmental programs to further green initiatives.	DPZ OCS DILP	Ongoing
6. When retrofitting shopping centers and business parks, investigate opportunities to create mixed-income housing for all residents. <u>Incentivize affordable housing that can be purchased by low and moderate income buyers.</u>	DPZ DHCD	Long-term
7. <u>Ensure better retail success in the Village Centers by initiating a new market study to update the 2014 study that will clearly identify supportable retail types and quantities at each center. Non-retail uses, including civic and cultural, should be included. This becomes a roadmap regarding support for and input into county and developer proposals.</u>	HCEDA DPZ Private Partners Columbia Assn.	Mid-Term

7. Identify potential opportunities to realize Ensure better retail success in the Village Centers by partnering to initiate a new market study to update the 2014 study that will clearly identify supportable retail types and quantities at each center. Non-retail uses, including civic and cultural, should be included. This becomes a roadmap regarding support for and input into county and developer proposals.

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>QBD-3 - Focus on creating active, walkable, and universally accessible public realms in all new development and redevelopment and include a broad range of community spaces, as appropriate to each character area.</b>		
1. Prioritize the orientation of <u>commercial</u> buildings toward the street in all new development and redevelopment to create more walkable places.	DPZ	Ongoing
2. Work with stakeholders and community members to incorporate policies for diverse and inclusive public art and cultural expression throughout the County. Identify potential partnerships for strengthening public art programs and art education opportunities.	DPZ	Long-term
3. Continue to work with stakeholders of all ages and abilities to identify strategies for universal access to employment centers, stores, parks, and recreation and community amenities.	OOT DRP DCRS DILP	Ongoing
4. Establish goals and guidelines for providing community open spaces and park spaces to create more equitable access across different neighborhoods in Howard County. Ideally, residents should have a variety of open space choices within walking or biking distance of their home.	DRP DPZ	Mid-Term
5. Evaluate the goals described in the Route 1 Manual, Route 40 Design Manual, Clarksville Pike Streetscape Plan and Design Guidelines, and Complete Streets Policy for updates and determine if there are items in these manuals that could be adapted more broadly within the County.	DPZ OOT	Mid-Term
6. Use a holistic approach to incorporating transportation infrastructure into the public realm that focuses on connections and universal user experience.	OOT DPW	Long-term



Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>QBD-4 - Develop context-sensitive design standards appropriate for various scales of infill development to effectively transition between larger developments and established uses, and to encourage compatibility of small-scale infill within established neighborhoods.</b>		
1. Explore the implementation of form-based or character-based districts and neighborhood compatibility standards that emphasize massing and form over use type.	DPZ	Mid-Term
2. Investigate programs to preserve the community character of older neighborhoods that are not currently designated as historic or do not yet meet criteria to be designated as such.	DPZ	Mid-Term
<del>3. Encourage infill housing typologies that create smaller more-affordable units, if they blend in with surrounding homes through context-sensitive design.</del>	<del>DPZ</del>	<del>Mid-Term</del>
<del>4. Review existing design manuals for updates to address contextual architecture design.</del>	<del>DPZ</del>	<del>Long-Term</del>
<del>5. Assess existing land use and zoning policies for opportunities to incorporate best practice placemaking and urban design principles that create transitions between land uses and between the built and natural environments.</del>	<del>DPZ</del>	<del>Mid-Term</del>
<del>6. Update the Landscape Manual to reflect current best practices, and to provide clear direction on buffers that address the scale and mass of new development abutting existing development.</del>	<del>DPZ DRP OCS</del>	<del>Mid-Term</del>
<del>5. Ensure that adequate parking exists for all infill developments.</del>	<del>DPZ</del>	<del>Ongoing</del>
<b>QBD-5 - Pursue new historic designations to protect and preserve historic communities and sites through the creation of new single site historic districts, new multiple site historic districts, conservation districts, or other types of designations for historic communities.</b>		
1. Research the various types of historic designations, beyond those currently used by Howard County.	DPZ	Long-Term
2. Provide outreach to the various communities to gauge their level of interest in historic designation options.	DPZ	Long-Term

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>QBD-6 - Strengthen existing historic preservation programs and initiatives in Howard County.</b>		
1. Complete the update of the Ellicott City Historic District Design Guidelines to create a user-friendly document that responds to changing technologies while maintaining the character of the District.	DPZ	Mid-Term
2. Update the Lawyers Hill Historic District Design Guidelines.	DPZ	Long-term
3. Evaluate ways to strengthen preservation and maintenance of historic properties outside of historic districts.	DPZ	Long-term
4. Strengthen historic preservation programs both to prevent demolition and demolition by neglect, and to better incentivize restoration and adaptive reuse.	DPZ	Long-term
5. Continue to implement the 2014 Preservation Plan and update it as needed.	DPZ	Long-term
6. Encourage the design of new construction that is compatible with historic structures so that neighborhoods maintain a better sense of place and retain historic integrity.	DPZ	Ongoing
7. Explore the use of transfer of development rights programs, easements programs, or other development incentives to preserve historic sites and their environmental settings.	DPZ	Mid-Term
<b>QBD-7 - Continue to provide incentives for the restoration and preservation of historic resources.</b>		
1. Continue to promote use of county historic tax credits for properties located in local historic districts or listed on the Historic Sites Inventory.	DPZ	Ongoing
2. Continue to pursue and promote funding opportunities for historic property restoration and preservation.	DPZ DRP DPW Elected Officials OOB Private Property Owners	Ongoing
3. Support a grant program for the general upkeep and maintenance of historic cemeteries and tax-exempt properties.	DPZ Elected Officials OOB	Long-term
4. Continue partnerships supporting cemetery preservation that can provide funding, advocacy, and education.	DPZ	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>QBD-8 - Expand documentation, protection, and education regarding the County's diverse historic resources.</b>		
1. Research and create a mechanism similar to a historic landmarks program that can be used as a tool for identifying valuable historic resources and efforts to protect them.	DPZ	Long-term
2. Expand documentation efforts to include "recent past" buildings, such as those of significance in Columbia and other maturing areas.	DPZ	Long-term
3. Continue to update the Historic Sites Inventory through updated inventory forms for properties added in the 1970s-1990s and for new sites.	DPZ	Ongoing
4. Create more thorough inventories of the County's historic resources and expand documentation of ethnicity, cultural context, and historic relevance to the County's history.	DPZ Non-profit Partners	Long-term
5. Work with nonprofit organizations to create opportunities for the Howard County community to learn about its historic sites, including telling all stories in the County.	DPZ DRP	Long-term
6. Explore grants for documentation of archeological resources, museum collections, and oral histories, and partner on this initiative with local preservation nonprofit organizations.	DPZ	Ongoing
7. Participate in a statewide effort to create one master state map of all known cemeteries.	DPZ	Long-term
<b>PS-1 - The County, Howard County Public School System (HCPSS), and private sector should work collaboratively to identify school sites that meet the needs of the student population and anticipate future growth patterns.</b>		
<del>1. Examine alternatives to the Adequate Public Facilities Ordinance waiting periods whereby a development proposal offsets the potential impact to zoned schools through an additional voluntary mitigation payment.</del>	DPZ	Mid-Term
2. 1. Ensure coordination of HoCo By Design and the HCPSS capital planning so that school capacity projects are planned in activity center areas, especially in the Gateway Regional Activity Center, identified for transformation on the Future Land Use Map.	DPZ HCPSS	Ongoing

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>PS-2 - The County and Howard County Public School System should partner to leverage additional public and private resources to meet school facility needs and timing.</b>		
1. Examine the costs and benefits of public-private partnership models to address near-term school facility acquisition, construction, and renovation needs, including long-term financial commitments and considerations.	HCPSS Private Partners	Mid-Term
2. Evaluate a trust fund for school site acquisition or partnerships with philanthropic organizations to purchase property and hold it for a short term until school facilities can be built.	HCPSS Private Property Owners	Mid-Term
<b>PS-3 - The County and Howard County Public School System (HCPSS) should collaborate on future school siting and develop tools that provide the flexibility needed to allow for alternative school designs, flexible site requirements, and adaptive reuse of underutilized properties.</b>		
1. Consider adaptive reuse of commercial real estate for <del>school buildings or</del> HCPSS office space.	HCPSS	Mid-Term
2. Consider leasing space for early childhood or other HCPSS programming.	HCPSS	Mid-Term
3. Evaluate integrating public prekindergarten into government and commercial centers that encourage convenience for working parents, increase access to communities, and/or create opportunities to provide wrap-around services to families and students.	HCPSS	Mid-Term
4. Evaluate the efficacy of using smaller existing HCPSS-owned properties for regional programs and/or shared athletic facilities.	HCPSS	Mid-Term
5. Examine alternative school design models that establish a variety of forms to maximize available land resources. This may include higher capacity buildings, smaller footprints, shared site amenities, modular design, and/or vertical construction.	HCPSS	Long-term
6. Explore opportunities for co-location of school facilities with other public amenities, like libraries, parks, affordable housing, and athletic fields, to make use of limited greenfield space and leverage additional funding opportunities.	HCPSS All Agencies	Ongoing
7. Ensure future redevelopment of Gateway into a Regional Activity Center includes a thorough evaluation of school capacity and that any deficiencies created through its redevelopment are mitigated by providing requisite school facilities.	DPZ HCPSS Private Partners	Mid-Term
8. Ensure development of activity centers includes a review of school capacity needs and opportunities to address those needs within the activity center.	DPZ HCPSS Private Partners	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>PS-4 - Revisions to the County's Zoning Regulations and Subdivision and Land Development Regulations should provide more flexibility for school site development and remove barriers to efficient use of school site property.</b>		
1. The Zoning Regulations update should allow administrative approval of zoning variances as they relate to school facility development.	DPZ HCPSS	Mid-Term
2. Evaluate the applicability of the Subdivision and Land Development Regulations governing reservations of land for public facilities to determine appropriate changes that would increase utilization.	DPZ HCPSS	Mid-Term
<b>PS-5 - The need for school facilities—particularly to support regional early childhood programs in the near term—warrants a more proactive approach to property identification, evaluation, and acquisition for public use.</b>		
1. Continue to review and update policies and regulatory tools to better align school planning needs to changing demographics, market conditions, and land use patterns.	HCPSS	Ongoing
2. Consider a right of first refusal strategy to purchase properties proposed for sale in certain priority geographies.	HCPSS	Long-Term
3. Research models for government and private sector partners to acquire and amass small parcels into sites large enough for school use.	HCPSS Private Partners	Mid-Term
4. Use data/intelligence from the real estate industry to monitor leasing and sale opportunities for site acquisition.	HCPSS	Ongoing
5. Consider purchasing available properties in the near term with leaseback options to tenants as a means to hold land for future school needs.	HCPSS	Mid-Term
<b>INF-1 - Prioritize Capital Improvement Program requests that directly implement General Plan policies and implementing actions.</b>		
1. Expand project statements to refer to policies and implementing actions in the General Plan.	DPW OOB All Agencies	Mid-Term
2. Make existing and deferred maintenance projects a priority in the Capital Improvement Program, with sustainable funding sources and levels allocated to address ongoing needs and backlog.	DPW OOB All Agencies	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>INF-2 - Prioritize equity in capital improvement planning and programming.</b>		
1. Explore how to implement a diverse and inclusive outreach process for identifying capital needs.	OHRE OOB DCRS All Agencies	Mid-Term
2. Implement a diverse and inclusive outreach process for capital planning.	OOB OHRE All Agencies	Ongoing
3. Work with partners to develop a methodology to identify socially vulnerable communities.	DCRS OHRE DHCD	Mid-term
4. Incorporate equity measures into prioritization processes for capital projects, <u>including community centers, and develop a scoring system to prioritize capital investments in equity emphasis areas.</u>	All Agencies	Ongoing
<b>INF-3 - Enhance police protection.</b>		
1. Evaluate the need for new or modified police department facilities. <u>Emphasize the need for Explore the creation of a third police patrol district and police headquarters to meet future demands and decrease costs.</u> Act upon the feasibility study completed in 2020 to improve the police department firing range at its current location.	HCPD	Ongoing
2. Ensure the police department has adequate staff and equipment based on <u>levels-of-crime population, number and types of crime, response times,</u> and demand for services.	HCPD	Ongoing
3. Enhance and expand community policing programs. <u>Consider Continue the use of greenways for police patrols on bike or on foot and consider expanding the program. Develop additional outreach programs to engage young people and future recruits. Continue recruiting officers with diverse backgrounds and ethnic heritages so that cultural and language skills are reflective of the population.</u>	HCPD	Ongoing
4. Advocate for <u>"Smart City"</u> or other police-focused technologies that improve police protection and provide real-time information to the police department and other system users.	HCPD	Mid-Term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>INF-4 - Minimize loss of life, loss of property, and injury due to fire or medical emergencies.</b>		
1. Construct and staff new and replacement fire stations in the Capital Improvement Program. Renovate and rehabilitate existing fire stations as appropriate to ensure the continued provision of efficient service.	DFRS	Ongoing
2. Continue to construct underground cisterns to support fire suppression in the Rural West. Determine strategic placement locations for water-holding cisterns that allow for improved water supply access and shortened distance for tanker trucks shuttling water for firefighting operations in the Rural West.	DFRS	Ongoing
3. Provide funding to replace fire and rescue vehicles <u>when-needed with electric vehicles when possible.</u>	DFRS	Ongoing
4. Complete a strategic plan for the fire department that anticipates future year fire station needs based on the type, location, pattern, and intensity of development envisioned on the Future Land Use Map.	DFRS Elected Officials	Mid-Term
5. Consider opportunities to provide shared-use facilities, <u>similar to the Merriweather District Fire Station</u> , in some locations of the County to provide fire stations where they are most needed and thereby create equitable access, <u>similar to the Merriweather District Fire Station.</u>	DPW DFRS DPZ	Ongoing
<b>INF-5 - Maintain and expand Howard County's park and open space system and recreation facilities and programs to keep pace with future growth and ensure safe, convenient, and equitable access to residents.</b>		
1. Establish land acquisition goals for parks and open space in the Howard County Land Preservation, Parks and Recreation Plan (LPPRP), and prioritize parks and open space acquisition within communities with low park equity.	DRP	Mid-Term
2. Establish countywide goals and priorities in the LPPRP for recreation facilities, <u>including community centers in underserved areas</u> , and programs that are accessible to all residents.	DRP	Mid-Term
3. Build partnerships within county government and with other organizations across the County to efficiently share resources.	DRP All Agencies Non- profit Partners	Ongoing
4. Use flexible designs for parks and open space in more urban areas, such as plazas, pocket parks, and amphitheaters.	DRP	Ongoing
5. Partner with other county departments to link parks, open space, and recreation facilities to surrounding communities through transportation improvements.	DRP OOT DPZ	Ongoing
6. <u>Explore the development of a commercial athletic facility. The facility could be owned by the County, privately, or in partnership.</u>	DRP Private Property Owners, HCEDA	Ongoing
7. <u>Consider zoning changes that allows the use of large parcels for indoor and outdoor athletic facilities throughout the County.</u>	DPZ DRP	

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>INF-6 - Continue to invest judiciously to maintain and enhance county facilities and assess county agency space needs against the County's portfolio of spaces.</b>		
1. Use the Capital Improvement Program to evaluate and prioritize county building renovations.	DPW	Ongoing
2. Establish county space standards and evaluate the efficiency of county space usage. Assess future county agency needs for space.	DPW	Ongoing
3. Determine whether it is in the County's best interest to continue all or some leases. Consider opportunities to purchase leased space or construct new office and/or mixed-use spaces.	DPW	Ongoing
4. Determine whether it is in the County's best interest to continue to own or surplus various properties. Consider finite land supply and potential future costs of acquisition as part of such evaluation.	DPW	Ongoing
<b>INF-7 - Partner with the Howard County Library System to provide training and resources needed in the community.</b>		
1. Evaluate the need for additional library capacity in the County to serve planned population and program growth. Provide necessary expansion of resources via additions or new facilities within the Planned Service Area.	HCLS	Mid-Term
2. 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.	HCLS DPW Private Partners	Long-term
<b>INF-8 - Continue to support the Howard Community College's expanding abilities to provide higher education for county residents and workers and partner with entities that provide critical services, programs, and infrastructure such as higher education and health care facilities.</b>		
1. Continue the County's commitment to fund expansion of the Howard Community College (HCC) to accommodate enrollment and program growth. Support the HCC in obtaining funding from the State of Maryland and others to invest in the campus.	HCEDA	Ongoing
2. Continue to work with the Howard County Economic Development Authority, the private sector, and other institutions of higher education to meet workforce development and re-training needs, especially in science and technology-related fields.	HCC HCEDA OWD Private Partners	Ongoing
3. Continue to expand non-credit course offerings and cultural programs that promote life-long learning and enhance community life.	HCC	Ongoing
4. <u>Continue to support and partner with organizations that play a critical role in the health care delivery system, such as hospitals, to ensure there is adequate capacity.</u>	HCHD	Ongoing
5. <u>Continue the County's commitment to support the capacity of our non-profit community to provide services that enhance residents' quality of life.</u>	DCRS	Ongoing

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>INF-9 - Continue to support medical service providers and help resolve emergency room wait times.</b>		
1. Pursue immediate and long-term solutions to the County's overburdened hospital to reduce emergency room wait times.	Private Partners	Ongoing
2. Continue to support and enhance financial assistance for behavioral health programs established by the Hospital, Shepard Pratt and other nonprofit agencies.	Private Partners Health Dept	Ongoing
<b>INF-9-10 - Ensure the safety and adequacy of the drinking water supply and promote water conservation and reuse.</b>		
1. Continue to program capital projects for capacity expansion and systemic renovations in the public drinking water system through the Master Plan for Water and Sewerage.	DPW	Ongoing
2. Encourage large development sites added to the current Planned Service Area (PSA) and large redevelopment sites within the PSA to implement water conservation and reuse practices and	DPZ DPW DILP	Ongoing
3. Modify codes and regulations, as needed, to remove impediments for existing development, new development, and redevelopment to implement water conservation and reuse practices and technology.	DPZ DPW DILP	Ongoing
4. Allow and promote greywater reuse for non-potable uses.	DPW DILP	Long-term
5. Conduct public outreach and education to encourage greater water conservation in homes, gardens, and businesses.	DPW OCS	Ongoing
6. Provide incentives to encourage property owners to install water conserving fixtures and appliances.	DPW OCS Private Property Owners	Long-term
<b>INF-10-11 - Ensure the adequacy of the public wastewater treatment system.</b>		
1. Continue to program capital projects for capacity expansion and systemic renovations in the public wastewater treatment system through the Master Plan for Water and Sewerage.	DPW	Ongoing
2. Encourage large development sites added to the current Planned Service Area (PSA) and large redevelopment sites within the PSA to minimize increases in flow and minimize the nutrient concentration in flow sent to the wastewater treatment plants.	DPZ DPW DILP	Ongoing
3. Expand reclaimed water reuse and nutrient trading to reduce nutrient flows and help maintain the nutrient cap at the Little Patuxent Water Reclamation Plant and the Patapsco Wastewater Treatment Plant.	DPW	Long-term
4. Continue regular coordination with Baltimore City to ensure Howard County can meet some of its wastewater treatment needs via the Patapsco Wastewater Treatment Plant.	DPW	Ongoing

Table 10-1: Implementation Matrix		
Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<b>INF-11-12 - Reduce nitrogen loads from septic systems.</b>		
1. Explore financial incentives to promote the use of nitrogen reducing treatment for new and upgraded septic systems.	HCHD DPW OCS	Long-term
2. Investigate options to establish and maintain a long-term septic system inspection and maintenance program for nitrogen reducing systems.	HCHD DPW OCS	Long-term
<b>INF-12-13 - Divert waste from landfills using a program that promotes reduction, reuse, and recycling materials within the County.</b>		
1. Minimize the tons of waste each year that are exported from the County under an agreement with the Northeast Maryland Waste Disposal Authority.	DPW	Ongoing
2. Expand business opportunities in the County that focus on the recycle, reuse, or repurpose components of solid waste management.	DPW	Ongoing
3. Consider new solid waste technologies in the future to further reduce the waste footprint for Howard County.	DPW	Long-term

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<p><b>MG-1 - Evaluate and amend the Adequate Public Facilities Ordinance (APFO) to support the vision and policies presented in HoCo By Design, including current and anticipated development patterns and challenges, to support the vision and policies presented in HoCo By Design and in accordance with the law established for the review of APFO.</b></p>		
<p>1. As part of the evaluation of APFO, achieve the following:</p> <ul style="list-style-type: none"> <li>a. Research APFO models used in other Maryland and US jurisdictions that account for infill development and redevelopment to support pace, future growth and transportation patterns as anticipated in this General Plan.</li> <li>b. Assess the applicability of APFO to accessory dwelling units and develop recommendations as applicable.</li> <li>c. <u>Establish a working group that evaluates and sets goals for the targeted incentive program for affordable and accessible housing and establish criteria for the Affordable Housing set aside in the APFO Allocations Chart.</u></li> <li><del>d. Evaluate opportunities to grant automatic or limited exemptions to incentivize affordable, age-restricted, and missing middle housing developments.</del></li> <li>e. Evaluate the necessity of a housing allocation chart, including its goals, design, and appropriate place in the law.</li> <li>f. <u>Seek to engage local &amp; national experts who can advise on modern best practices for managing growth and infrastructure.</u></li> <li>g. Schools:               <ul style="list-style-type: none"> <li>i. Collect data for school demands in the County sufficient to evaluate existing conditions, emerging trends, and future year needs. This analysis should include an evaluation of the life cycle of new and existing neighborhoods to better understand the origins of student growth.</li> <li>ii. Evaluate the extent to which new growth generates revenues to pay for school infrastructure and review alternative financing methods.</li> <li>iii. Evaluate the school capacity test in APFO to determine if intended outcomes are being achieved, and recommend changes to the framework and process to better pace development with available student capacity.</li> <li>iv. <del>Examine alternatives to APFO waiting periods whereby a development proposal offsets the potential impact to zoned schools through an additional voluntary mitigation payment.</del></li> <li>v. <u>Evaluate the timing and process of the school allocation chart.</u></li> <li>vi. <u>Evaluate student generation yield by housing unit type to develop student generation yield. Review results with comparable counties to understand regional trends.</u></li> <li>vii. <u>Explore unit type ratios or unit type mixes that would support housing goals without overburdening schools and propose appropriate waiting periods in relation to unit type.</u></li> </ul> </li> <li>h. Transportation:               <ul style="list-style-type: none"> <li>i. Evaluate and amend APFO standards for transportation adequacy and develop context-driven transportation adequacy measures that align with the County's land use and transportation safety vision.</li> <li>ii. Study and develop APFO standards for specific geographic subareas.</li> <li>iii. <del>Study and develop methods to use a fee-based approach to advance the most significant projects in a subarea.</del></li> <li>iv. <u>Evaluate and amend APFO standards to mitigate trips with investments in bicycle, pedestrian, and transit infrastructure, road connectivity, and safety projects.</u></li> </ul> </li> </ul>	<p><b>DPZ</b> DHCD HCPSS OOT DPW</p>	<p>Mid-Term</p>

**Table 10-1: Implementation Matrix**

Policy and Implementing Actions	Lead Agency	Timeframe (Mid-Term five-year, Long-Term six+ years, Ongoing)
<p>2. Appoint an Adequate Public Facilities Ordinance (APFO) task force within <del>one year</del> <b>six months</b> <del>one year</del> of General Plan adoption to review and provide recommendations for APFO updates that reflect the vision and policies in HoCo By Design.</p>	<p><b>DPZ</b> OOT DHCD DPW HCPSS</p>	<p>Mid-Term</p>