General Plan Update

Strategic Framework
Agenda

Background: What is the Strategic Framework?

Our Process: How Did We Get Here?
  – Interviews and Discussions

Strategic Framework

Next Steps
Background
1964 General Plan
“...on Wedges and Corridors”
1969 General Plan and its Implementation

- Increase Affordable Housing
- Protect Farmland
- Timely Infrastructure
- Moderately Priced Dwelling Unit (MPDU) Law
- Transfer of Development Rights (TDRs)
- Adequate Public Facilities Ordinance (APFO)
Why Update the General Plan?

• The last comprehensive update was in 1969
• Changed from a bedroom community to a major employment center with a diverse population of over a million people
• Entering another era of disruptive technologies and cultural shifts
• Time to step back and create a visionary plan for the next 30 years
Planning for the Plan Update

• **Strategic Framework**
  – A strategy for approaching the planning process
  – Does *not* establish a vision on its own
  – A way to identify the drivers of change in the County, how they relate to each other, and how they might impact the County’s goals/values
  – The final framework will be reviewed and refined with the community as a first step in the General Plan update process
Planning for the Plan

The structural framework for the 1964 General Plan had three desired outcomes:

• Linear Mobility (tied to the linearity of growth)
• Community Quality
• Conservation/Preservation

We are looking for a framework that will help Montgomery Planning identify the major foundational drivers of change and the impacts of those drivers on current desired outcomes.
Our Process
The Process So Far

• **Met with County and Institutional Stakeholders (including Board Members)** and identified potential areas of focus for the planning process.
We Heard From...

Interviews
Council members and staff, County Planning Board (current and former), universities, public schools, economic development, agricultural services, parks, COG, water/sewer

Small Group Discussions
County Department Heads, Planning Division Chiefs, and Planning Staff

Staff
Staff provided comments with sticky notes on a column
Comments Focused On...

• Pros and cons of the existing plan in terms of functionality
• Trends and drivers of change

• Opportunities, challenges, and priorities for the future
What’s Great About Montgomery County

- Agricultural Reserve
- Parks and environmental areas
- Focus on great schools
- High quality of life
- Diversity
Top Priorities/Opportunities Identified

- **Housing** affordability and options
- **Equity**
- **Economic development / competitiveness**
  - County job growth
  - Attract and retain innovative research potential
- **Agricultural Reserve**
- **Environmental resilience**
  - Climate change
  - Water availability
- **Transportation options/mobility**
  - Improve east-west connectivity
- **Schools**
- **Technological advances** – equity, land use, jobs
Sample Areas of Discussion

• How can the County be **affordable for all**?

• Will people be able to **age in place**, if they want to?

• Will the **federal government** become less relevant for local employment?

• How will **tech shifts** play out?

• What will be the impacts of **climate change**?

• What is the future of **single-family neighborhoods**?

• What is the future of the **Ag Reserve**?

• How can **school quality** be maintained?
Ideas for the Plan Update

• No longer a greenfield plan, but an infill plan
• Be reflective and discuss risks
• Develop communities “like they are planets instead of moons”
• Build cross-department cooperation and involvement

• Think beyond a land use plan and provide a comprehensive policy resource for all departments
• Develop general goals and a vision that can stay consistent even if physical framework changes over time
Strategic Framework
The Process So Far

- Met with County and institutional stakeholders (including Board members) and identified potential areas of focus for the planning process.
- Developed **three draft strategic frameworks.**
- Discussed those with a panel of County and non-County “experts.”
- Refined the framework concept we’ll show you today.
• Clarifies the role and intention of the plan.
• **Working draft, to be refined:**

“The new General Plan is not a land use plan – it is a plan about the policies and ideas needed to carry our community forward into the mid-21st century, so that Montgomery County can continue to **thrive.**”
### Thrive Montgomery County

#### DESIRED OUTCOMES

- **Economic health** (e.g., jobs, small businesses, investment)
- **Social equity** (e.g., access to affordable housing options, parks and open space, services, employment centers)
- **Environmental resilience** (e.g., tree canopy, water supply, energy)
**Desired Outcomes**

- **Economic health** (e.g., jobs, small businesses, investment)
- **Social equity** (e.g., access to affordable housing options, parks and open space, services, employment centers)
- **Environmental resilience** (e.g., tree canopy, water supply, energy)

**Drivers of Change**

- **Regional coordination** and the County’s role in the region
- **Demographic shifts**
- **Technological advances** (e.g., transportation, business, Smart Cities, communication, construction, climate/energy, etc.)
- **Quality of education**
- **Community buzz** and **design quality**
- **Climate change**

**Thrive Montgomery County**
### DESIRED OUTCOMES

- **Economic health** (e.g., jobs, small businesses, investment)
- **Social equity** (e.g., access to affordable housing options, parks and open space, services, employment centers)
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### DRIVERS OF CHANGE

(Opportunities & Challenges)

- **Regional coordination** and the County’s role in the region
- **Demographic shifts**
- **Technological advances** (e.g., transportation, business, Smart Cities, communication, construction, climate/energy, etc.)
- **Quality of education**
- **Community buzz** and **design quality**
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### ACTIONS TO BE TAKEN

- How should the County proactively address the drivers to ensure that the desired outcomes are achieved?
- These strategies will be determined during the General Plan update.

Research and Community Engagement
• It is important to help the community understand how these elements – outcomes, drivers, and actions – interact and what they mean for the General Plan.
Thrive Montgomery County

GENERAL PLAN
DESIRED OUTCOMES

Drivers

Equilibrium

Economic Health

Community Equity

Environmental Resilience

Actions
MONTGOMERY THRIVES WHEN THERE IS EQUILIBRIUM

Drivers

Equilibrium

Actions

ECONOMIC HEALTH

COMMUNITY EQUITY

ENVIRONMENTAL RESILIENCE
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Drivers and actions can disrupt equilibrium.

Drivers

Equilibrium

Actions

Economic Health

Environmental Resilience

Community Equity
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Actions can be reactive or proactive
Example: Affordable housing

Drivers:
- Economic Health
- Environmental Resilience

Equilibrium

Drivers leading to lack of affordable housing

Actions:
- Community Equity
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**General Plan Update**

**MPDU Program**

**Drivers leading to lack of affordable housing**

**Drivers**

- ECONOMIC HEALTH
- COMMUNITY EQUITY
- ENVIRONMENTAL RESILIENCE

**Actions**

**EXAMPLE: AFFORDABLE HOUSING**

**Notes:**

- ACTIONS CAN BE REACTIVE OR PROACTIVE
SINGLE DRIVERS AND ACTIONS CAN HAVE MULTIPLE IMPACTS

Drivers

Equilibrium

ECONOMIC HEALTH

COMMUNITY EQUITY

ENVIRONMENTAL RESILIENCE

Actions

same driver

same action
ONE ACTION CAN HAVE MULTIPLE BENEFITS
EXAMPLE: BICYCLE MASTER PLAN

Drivers

EQUILIBRIUM
ECOLOGICAL HEALTH
COMMUNITY EQUITY
ENVIRONMENTAL RESILIENCE

Actions

Action: Bicycle Master Plan

- Equitable access to transportation options
- Reduction of vehicle emissions from short trips

Multiple potential benefits from one action
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ECONOMY  EQUITY  ENVIRONMENT

thrive montgomery
Next Steps
Next Steps

• **Refine the Strategic Framework** based on your feedback.

• Create a succinct, highly-graphic report that summarizes our team’s process and provides a path forward for updating the **General Plan**.