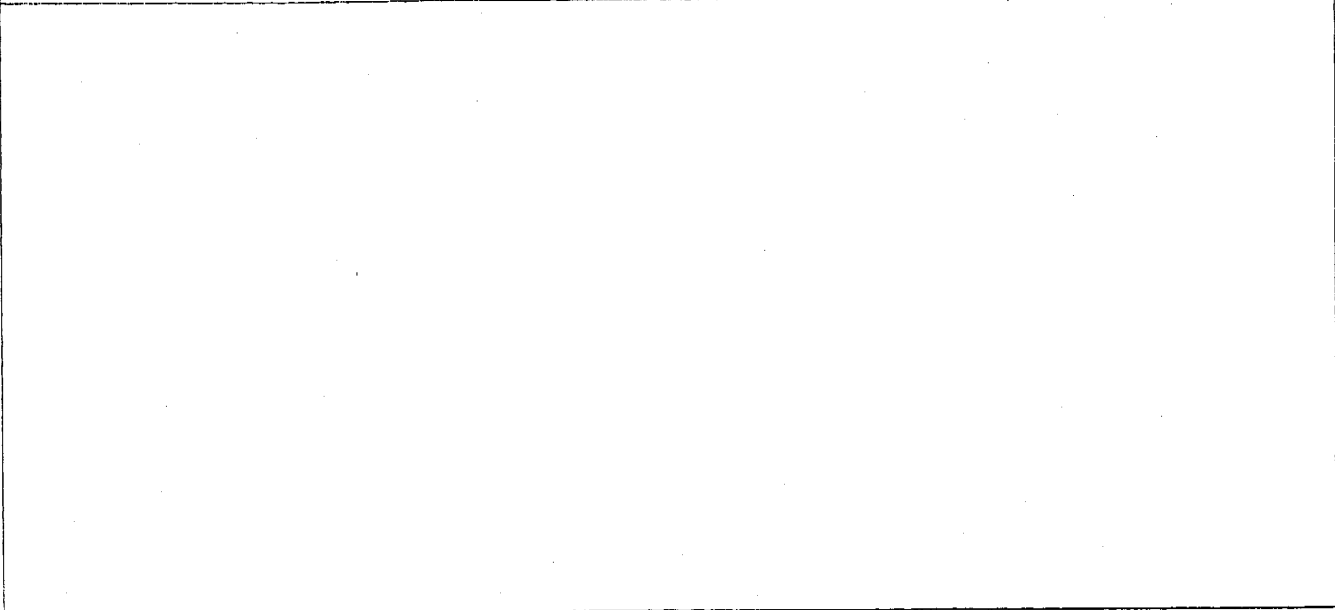


Economic Development and the Tax Base:

An essential link between successful economic development and a flourishing quality of life can be traced to the contributions of economic development to growth in the tax base. A strong tax base provides public finances for essential safety, cultural, recreational and environmental services. In reality, economic development stimulates the finances for the services that will enhance and sustain our standard of living and quality of life into the future.

Much of the County's economic success and its tax base depends on firms located in the County. The majority of employees working for County firms reside in the County, and their earnings contribute to the local tax base. Financial wealth in the County is directly related to economic development as well. The largest components of households' net worth are equity through home ownership, directly reflecting employment and earnings levels. Investments in local area businesses, including equity in privately held businesses, also contribute to households' net worth and the tax base of the County.



ARTS

Cultural attractions include Strathmore Hall Arts Center — a venue for the Baltimore Symphony and other world-class performances — and the American Film Institute , *Olney Theatre, Round House Theatre and the Parilla Performing Arts Center.*

Total attendance at programs and events of dedicated arts and humanities groups was close to 1.2 million in 1999.

Total revenues of cultural institutions in the County amounted to \$25.2 million in 1999, with a total economic impact estimated to be at \$40 million.

RECREATION

The County is home to 30 private and public golf courses, including Avenel — home to the annual FBR Capital Open — and the world-famous Soccerplex with 19 soccer fields.

GREEN SPACE

Forty percent of the County's land is dedicated to park, open space and farm use, with more than half of the 93,000 acre agricultural preserve set aside for over 500 horse, traditional, and horticultural farms.

Annual funding of \$84 million for parks, open space preservation, and land use planning through the Maryland National-Capital Park and Planning Commission.

SIGHTS

The County is near the Chesapeake Bay and the Shenandoah Mountains, and a short Metro ride to the White House, U.S. Capitol, Kennedy Center, and numerous national museums and galleries.

SERVICES

The County's library system has 22 branches, 2.85 million volumes, and an average per capita circulation of 12.6 books — among the highest in the nation.

Housing and Employment Growth Targets:

Decentralization of employment in the Washington region together with growth in the region's population has transformed the County into one of the major employment centers in the nation, especially among large suburban jurisdictions. Fifth-eight percent of Montgomery County's residents now work in the County, and County employers attract employees from surrounding jurisdictions.

The County's long-term economic and fiscal advantage lies in promoting employment growth. Businesses contribute more to the tax base than the costs of public services they require. The largest portion of public sector costs — including education, health and social services, libraries and parks, and a significant portion of public safety and transportation costs — are related to the resident population. A growing commercial property tax base reduces the tax obligations of a jurisdiction's residents, and is the reason why community strategic planning invariably focuses on promoting successful business enterprises.

The economic development strategy yielding the greatest long-term net fiscal benefits is to target employment growth at a rate faster than the growth in population. This implies a continuing increase in the share of employees at work sites in the County commuting from surrounding jurisdictions. This has been the experience of the County over the last decade 1990-2000, with the growth in jobs located in the County (17.2%, 65,700 jobs) exceeding the growth in population (15.4%). Investing in transportation infrastructure and improving transportation efficiency is clearly critical to this strategy.

HOUSING IN MONTGOMERY COUNTY

	1990 - 2000 GROWTH	2000 STATUS
POPULATION	15.4%	873,341
HOUSEHOLDS	15%	324,565
HOUSING UNITS	9.8%	334,632
INTER-COUNTY EMPLOYMENT	17.2%	447,700

25

Targets for Employment and Housing Growth

EMPLOYMENT GROWTH

2%, annual growth in employment over the next decade, continuing the County's role as the key economic engine of the State.

POPULATION AND HOUSING GROWTH

1.2% annual growth in population, and 1.4% growth in housing units (45,000 units). (Forecasts by Maryland-National Capital Park and Planning Commission, M-NCPPC, March, 2002).

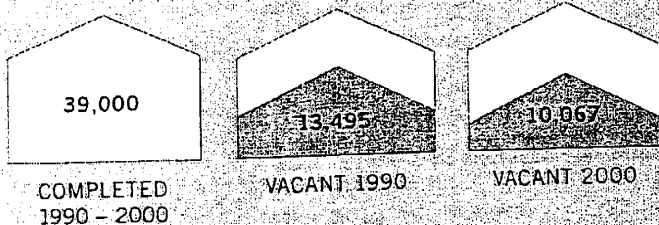
Employment targets are consistent with the County's historic employment growth rates and the County's increasing role as a major employment center for the State and region.

The County's population is projected to increase 12% in the period 2000-2010 (1.2% annual increase), versus 15.4% in the prior decade, according to M-NCPPC. These projections are consistent with the County's General Plan and Master Plans, and have been adopted in this document. Number of households is projected to increase 14% (or 1.4% annually), which would require 45,000 new housing units assuming no change in vacancy rates.

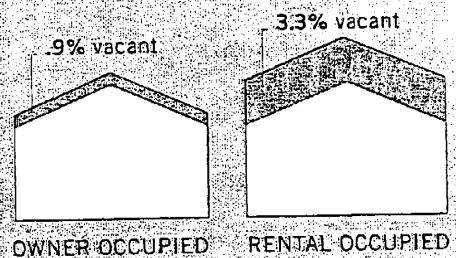
Housing and Employment Growth Targets:

An increase in the rate of housing construction to meet this target is critical to successful economic development. During the 1990's, 39,000 housing units were built, and the County accommodated population growth only by absorbing 3,400 vacant housing units over the decade. This process has now come to an end; vacancy rates have declined by more than fifty percent, to extremely low levels in 2000 (Owner Occupied, 0.9%; Rental Occupied, 3.3%). Failure to provide housing will accelerate housing price increases, increase the number of families doubling up or priced out of the housing market, make recruiting new employees to the County extremely difficult, and ultimately may result in some employers leaving the County.

HOUSING UNITS



VACANCY RATES IN 2000



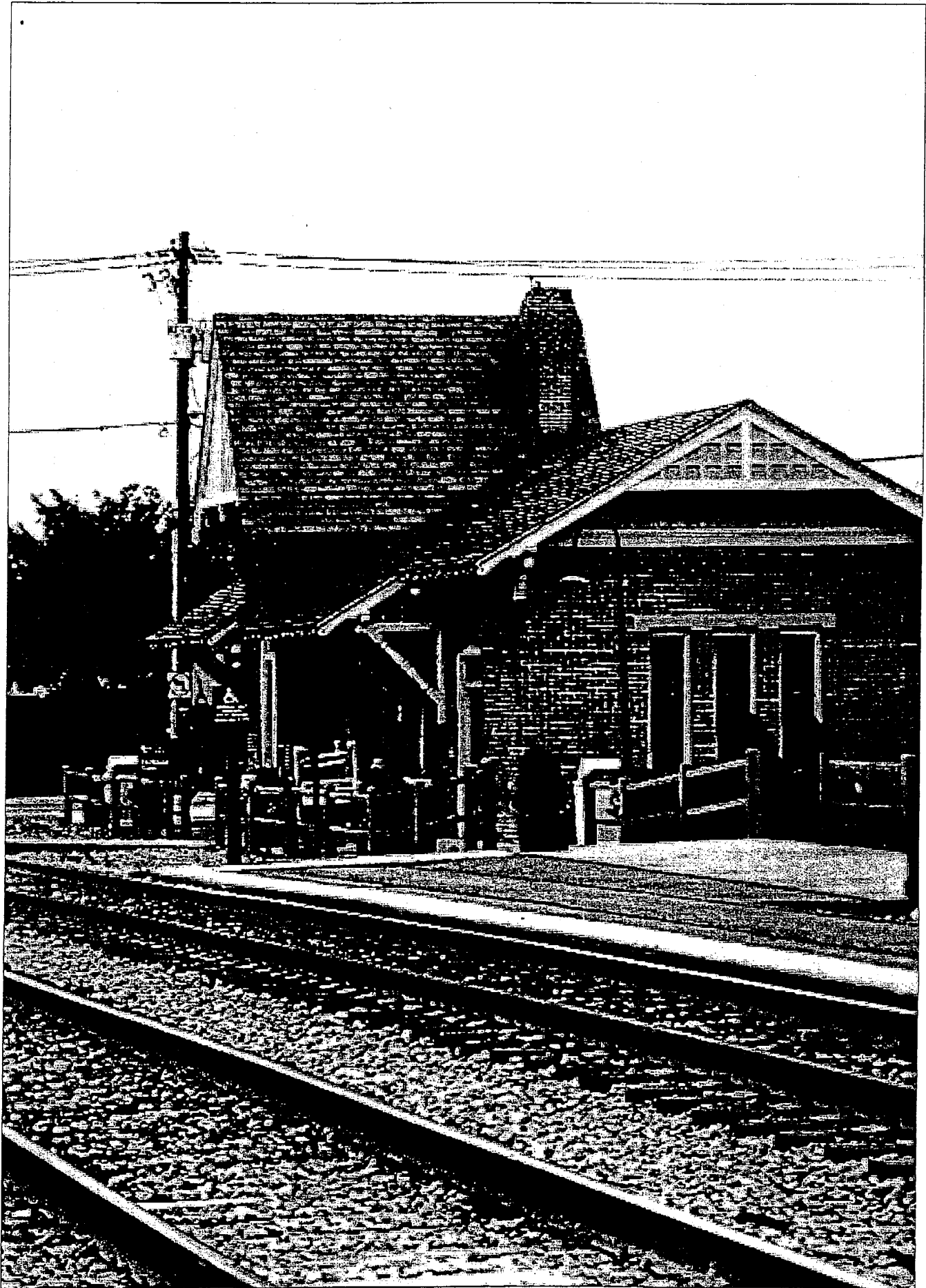
Transportation Infrastructure and the Quality of Life:

More traffic congestion and the lack of mobility threaten the quality of life for County residents. The demand for transportation increases with housing and employment growth, but also with the growth in income, leading to disproportionately higher growth in non-work trips and lower auto occupancy rates. Over a twenty-year period when nationwide population growth was 21% and household growth was 49%, person miles of travel increased 65% and vehicle trips increased 82%.

Jurisdictions that can provide efficient transportation service to meet these needs will enjoy a long-term competitive advantage. This is a very difficult challenge for the Washington region, ranked as the third highest congestion in 2000 by the Texas Transportation Institute. Montgomery County's congestion has increased as well, resulting in added fuel and environmental costs, wasted time that travelers could be with their families, and making it increasingly difficult for firms to conduct business and recruit employees. Traffic congestion and inadequate transportation infrastructure was identified as the single most pressing economic development challenge facing the County by every business focus group contributing to this plan.

Interestingly, the Washington region has the 2nd highest transit use rate and the highest carpool usage rate in the entire United States. With these high rates of alternative transportation modes to the single occupancy vehicle, one can convincingly state that there is a disconnect between the County's land-use and transportation activities. While the County's Master Plans call for the construction of various roads, they have not been built.

Investment in transportation infrastructure in the County has lagged behind the needs implied by rising incomes, increased trips per household, growth in population and employment, and behind plans called for in Master Plans. Montgomery County has carefully developed land-use plans that accommodate long-term economic development needs. County Master Plans include major additional transportation facilities that have not been built for years. The County must now accelerate public investments in multi-modal transportation systems consistent with its long-range land-use plans.



Section II:

Strategic Goals and Action Plans

Success in meeting the Strategic Plan's vision rests on pursuing the plan's goals in a coordinated fashion, beginning with broad strategies for each goal and the implementation of specific action plans. Both the private and public sectors play important roles. As progress is made, successes achieved, and new opportunities brought forth, goals will be modified and new actions and strategies developed. The discussion in this section summarizes the broad direction of each of the goals and suggests specific action plans to initiate. Actions undertaken and their results will be systematically reviewed, and progress reports published biennially describing progress, challenges, and new directions.

GOAL	The Goal:
	<i>Cultivate a business climate that supports economic growth, new job creation and commercial development.</i>

Progressive Business Climate:

Building consensus that economic development is a critical component in enhancing the quality of life in Montgomery County is of paramount importance and a first step toward the success of the Plan. The County has a rich tradition of public involvement and commitment to community goals. Economic development objectives must be supported within this environment.

Promoting economic growth is central to successful economic development. Since businesses contribute more to the tax base than the costs of required public services, a growing business tax base reduces the tax obligations of residents. Promoting employment growth provides more and better economic opportunities for County residents.

The public sector contributes immensely to the business environment and must be a reliable partner to business. Attracting and retaining existing companies requires a business and regulatory environment that is predictable, responsive, and acts in a timely fashion to changing corporate needs. Cultivating a supportive business climate is necessary in order for companies to expand and take advantage of emerging opportunities.

Facilitating the entry of new businesses into the County and the ease of doing business here is important to this goal. The requirements and steps to conduct business in the County need to be simply described and clearly delineated, especially to new entrants. A well functioning market for commercial space is also a critical element in an environment where business expansion needs must be rapidly accommodated.

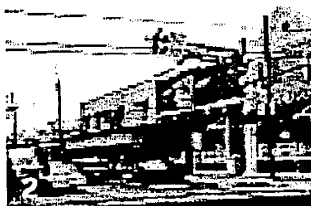
The following actions illustrate the steps that are needed to build this consensus and enhance the climate for business growth and expansion.

1

INCREASE PUBLIC AWARENESS OF THE VALUE OF BUSINESS TO THE COMMUNITY AND THE SHARED DESTINY BETWEEN A HEALTHY ECONOMY AND QUALITY OF LIFE.

- Build stronger linkages between the business, educational and civic sectors of the County and encourage recognition of the fact that economic development is a desirable and shared objective.
- Implement programs that recognize Montgomery County businesses for their achievements and express appreciation for their economic and social contributions to the community.
- *Develop a mechanism to stimulate involvement of the Montgomery County business community in the annual State legislative session, an effort to focus on advancing the County's interests in Annapolis.*

✓
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IMPLEMENT BUSINESS FRIENDLY POLICIES THAT WILL PROVIDE MONTGOMERY COUNTY COMPANIES WITH THE OPPORTUNITY TO GROW WITHOUT LOCAL OBSTACLES. 2

- Provide simple descriptions of the requirements and steps to conduct business in the County, detailing relevant administrative agencies and regulations, and orienting information to small businesses and new entrants to the County.
- Incorporate the goals of the County's Strategic Plan for Economic Development into County economic, land-use, education and infrastructure policies.
- Engage the business community in the review of proposed business regulations, permits and taxes, and in identifying their impact on local companies.
- Review business regulatory and permitting processes to assure consistency and avoid duplication, *accomplishable by establishing a blue ribbon commission on regulatory reform with representation from major business sectors.*

PRIORITY ACTION: Promote employment growth in the County of 2% annually over the next decade.

ENRICH THE COUNTY'S STOCK OF COMMERCIAL AND INDUSTRIAL FACILITIES BY EMPHASIZING MORE PREDICTABILITY AND CERTAINTY IN THE LAND-USE REVIEW/APPROVAL PROCESS; WITH REVIEW TIME COMPARABLE WITH OTHER JURISDICTIONS. 3

- Enhance existing efforts to better coordinate land-use reviews and requirements among the County government, Park and Planning, Washington Suburban Sanitation Commission and other governmental and quasi-governmental entities.
- Actively champion the adoption of public policies and land-use legislation and regulations that are vital to the construction of more office, industrial and retail facilities in the County.
- Continue efforts to expedite permit review time and simplify the ability of a land or building owner to receive necessary approvals, including providing property owners with a definitive and faster time frame in which land-use reviews will take place.

HIGHEST PRIORITY: Promote long-term expansion of the County's commercial facilities by adding 3.5 million square feet *adequate new commercial space on an annual basis equal to the average amount produced over the prior three-year period. of new commercial space annually.*

GOAL

The Goal:

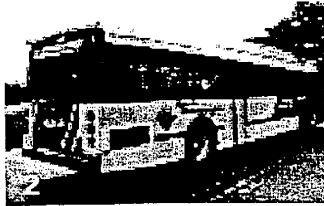
Provide transportation infrastructure with necessary long-term financing to support an improved and more efficient transportation system – improving services to residents and assuring that County firms can attract and retain the needed work force.

Transportation Infrastructure:

The quality of life for County residents depends critically on improving transportation services. Investment in transportation infrastructure has lagged behind the needs resulting from rising incomes, increased trips per household, and growth in population and employment, and behind the County's plans for investment included in Master Plans. A comprehensive program of investment across all modes is required, including additional highway facilities, expanded transit capacity, and improved services for walking and bike use. An effective solution must include the InterCounty Connector, which makes the largest contribution to reducing future congestion. *As the County's transportation system is intimately tied to the larger regional network, it is imperative for the County to work with neighboring local and State jurisdictions to address the region's transportation dilemma.*

A broad-based system for financing the County's share of needed investment costs is appropriate, reflecting the fact that benefits accrue widely to existing residents, new development, users of all modes, and to all property owners. Making an immediate commitment for funding will allow initiation and acceleration of current projects as well as initiation of needed planning studies that will reduce the time needed to complete other major projects.





HIGHEST PRIORITY: ADVANCE THE GOALS OF THE ONE BILLION DOLLAR GO MONTGOMERY! PROJECT AND THE TEN YEAR TRANSPORTATION PLAN, PROVIDING BALANCED INVESTMENTS ACROSS ALL MODES, ENHANCING ROAD AND TRANSIT NETWORKS, AND INCLUDING MAJOR EAST-WEST PROJECTS, HOV AND BUS LANES, AND PROGRAMS TO IMPROVE EFFICIENCY OF THE SYSTEM.

1

- Build the InterCounty Connector, I-495 and I-270 HOV/bus lanes, and accelerate the Montrose Parkway project.
- Add 56 miles of additional roadway capacity, upgrade bridges and intersections, and expand infrastructure maintenance and traffic management systems.
- Expand the Metrorail system by constructing the Purple Line, additional transitways that link with Metrorail, and the Corridor Cities Transitway.
- Expand bus service by extending hours of service, adding buses and improving transit infrastructure, increasing peak hour frequencies, and improving RideOn service.
- Enhance pedestrian and bicycle service and fund other hiker-biker safety improvements.

ENACT A LONG TERM FINANCING PLAN THAT WILL YIELD NEW LOCAL DOLLARS TO FINANCE ROAD, TRANSIT AND PEDESTRIAN IMPROVEMENTS, COMPONENTS OF WHICH COULD INCLUDE A DEDICATED PROPERTY TAX INCREASE, DEVELOPMENT IMPACT TAX, GAS TAX INCREASE AND A DEDICATED LOCAL VEHICLE REGISTRATION FEE. YIELDING ONE BILLION DOLLARS IN NEW LOCAL SPENDING OVER THE NEXT TEN YEARS, LOCAL SOURCE OF WHICH TO INCLUDE A DEDICATED TRANSPORTATION PROPERTY TAX INCREASE, A TWENTY FIVE DOLLAR LOCAL VEHICLE REGISTRATION FEE, AND A DEVELOPMENT IMPACT TAX DEVOTED TO TRANSPORTATION INVESTMENT.

2

- Support a 10 cent increase in State gas tax, increasing funds to the County through the formula allocation of gas tax receipts.

GOAL	The Goal:
	<i>Provide leading-edge infrastructure and incentives to promote the expansion and global leadership in biosciences and health care, information technology and telecommunications; and related professional services.</i>



Global Center for Technology Leadership:

Technological advances in biotechnology, telecommunications, and information technology are transforming our economy, providing unlimited opportunities for firms that develop and use new high-tech products and services. The County must build on its leadership role in these sectors by providing needed infrastructure and support for start-up companies. These firms must have access to capital resources, a steady stream of quality laboratory and other research and development facilities and a high-speed, broad-band systems network.

1 FUELED BY MONTGOMERY COUNTY, THRUST THE STATE OF MARYLAND AND THE MID-ATLANTIC REGION INTO THE #1 LOCATION IN THE NATION FOR LIFE SCIENCES ACTIVITY.

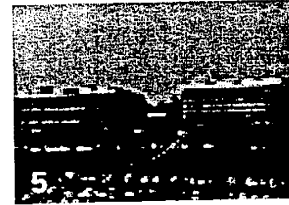
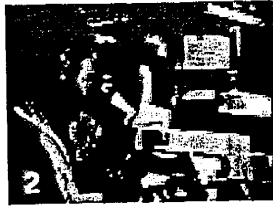
- Identify and implement ways that the government can contribute to the cash-flow needs of start-up and 2nd stage biotech companies through such mechanisms as rent-free space in government-owned incubators and loan guarantees in exchange for a percentage of future royalties.
- Encourage the commercialization of scientific ideas by fostering the growth of scientists working in Federal laboratories and universities into budding entrepreneurs.
- Establish a major academic research presence and world-class teaching university in Montgomery County, the driver of biotech activity in the State.

HIGHEST PRIORITY: Implement mechanisms that will result in *substantial capital \$300 million* being made available annually from public and private sources to fund entrepreneurs pursuing the commercialization of scientific ideas, including the establishment of a Maryland Life Sciences Fund.

PRIORITY ACTION: Develop incentives for state, county and local governments — and related pension funds — to invest in biotech companies and biotech funds that in turn make investments in Maryland biotech companies.

2 PROMOTE THE DEVELOPMENT OF THE INFRASTRUCTURE REQUIREMENTS OF THE COUNTY'S GROWING HIGH TECHNOLOGY INDUSTRIES.

- Promote technology entrepreneurship by continuing to establish technology incubators — critical to start-up business growth and expansion — and by enriching the programs at existing County-sponsored incubators.
- Advance public policies that will lead to the establishment of more laboratories and manufacturing space for technology companies.



PRIORITY ACTION: Provide the needed physical and programmatic infrastructure for the creation of a network of science and technology office parks, including the East County Center and the Montgomery College/Germantown Campus Center, building on the success of Shady Grove Life Sciences Center.

PRIORITY ACTION: Adopt appropriate regulatory, tax and franchise policies that will encourage broadband service providers to deliver high-speed network services to Montgomery County businesses and consumers.

FOSTER THE CLIMATE FOR TECHNOLOGY ENTREPRENEURSHIP, GROWTH AND EXPANSION. 3

- Advance legislative efforts at the local, state, and national levels that provide for tax incentives and other mechanisms that will enable technology-companies to grow and expand.
- Develop and promote unique support services available from the County, including such efforts as the Maryland Legal Intellectual Property Resource Center.

PRIORITY ACTION: Facilitate the financing of start-up companies by providing information about emerging entrepreneurs to prospective investors — including the local "angel" network *and venture capitalists*— and forging linkages between new businesses, local banks and equity financing sources.

PROMOTE THE DEVELOPMENT OF THE I-270 CORRIDOR IN AND BEYOND MONTGOMERY COUNTY SO AS TO WIDEN THE LOCATIONAL CHOICES OF CRITICAL TECHNOLOGY COMPANIES. 4

- Expand collaboration with Frederick, Allegany, Washington and Garrett Counties in order to augment choices for both housing and manufacturing facilities throughout the I-270 corridor.
- Develop incentives that promote working in the County for non-residents, such as Montgomery College's policy to charge resident tuition rates to individuals working, but not residing within the County.
- Improve transportation in the corridor so as to broaden housing choices for County workers.

PROMOTE THE EXPANSION OF FEDERAL RESEARCH AND REGULATORY AGENCIES IN THE COUNTY. 5

- Develop a program with the U.S. General Services Administration whereby commercial site requirements of federal agencies located in the community are addressed by the County.
- *Engage top officials from federal facilities into community issues, events and organizations.*

GOAL

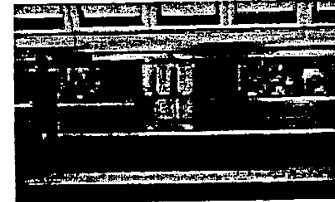
The Goal:

Foster the growth of existing businesses and enhance opportunities for small businesses and entrepreneurship.

Stimulate Existing Businesses and Entrepreneurship:

The success of Montgomery County's large and diversified economy requires that businesses in every sector be productive. The community and the public sector must respond to business concerns and challenges so as to make doing business in the County easier, and should place special emphasis on nurturing small businesses and entrepreneurs. Much of the growth and innovation in today's economy originates in small firms, and small companies are especially important in those economic sectors providing a broad range of services to businesses and households located in the County.

Small businesses benefit from assistance with business planning, marketing, financing, and procurement. While private sector initiatives and financial capital are continuously becoming available in the marketplace, the public sector can provide valuable assistance in helping to spread risk and overhead costs. Montgomery County has a broad range of services and loan and grant programs that have helped many small businesses. Expanding these activities will yield long-term returns to the County.



ENRICH THE TECHNICAL AND BUSINESS ASSISTANCE SERVICES AVAILABLE FROM THE COUNTY TO SMALL COMPANIES AND ENTREPRENEURS.

1

- Build linkages among small business service providers in the County so that timely information and services are provided to *small businesses and minority-, female-, and disabled-owned businesses. entrepreneurs and start-up businesses.*
- Establish long-term relationships with new and viable emerging businesses in order to help ensure their success, accomplishable through the expansion of such efforts as the Mentorship Program and Incubator Without Walls Program.
- Develop programs that support the growth of an ethnically diverse business community and that expand on the multi-culturalism found in the County.

HIGHEST PRIORITY: Expand the County's incubator program that supports start-up firms in biotechnology, information technology, and related high-growth industry sectors, *and pursue other incubation programs for small businesses.*

ENHANCE THE NUMBER AND ARRAY OF BUSINESS OPPORTUNITIES AVAILABLE TO SMALL LOCAL COMPANIES.

2

- Continue and expand efforts to prepare emerging entrepreneurs for the processes and procedures associated with securing needed capital.
- *Improve accessibility and contracting opportunities for small businesses and minority-, female-, and disabled-owned businesses, with an emphasis on Federal contracting opportunities. Increase awareness about public and private contracting opportunities for small and minority businesses.*

PRIORITY ACTION: Develop a capital formation program, whereby the County builds linkages between small companies and local financial entities — including banks, venture capitalists and angels — resulting in increased investment in the County's small business community.

GOAL

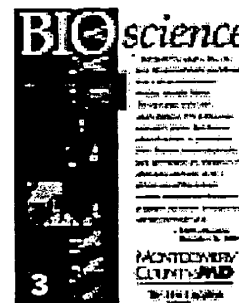
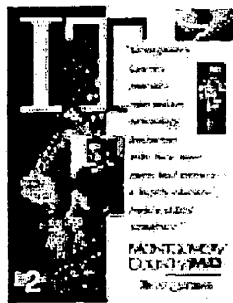
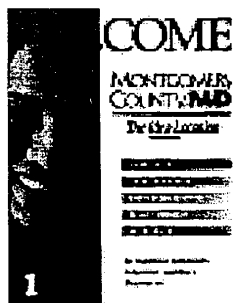
The Goal:

Market the unprecedented business opportunities in the County and enhance County-sponsored business services in a concerted effort to attract new firms and expand the existing business base.

Marketing and Business Promotion:

Montgomery County's extraordinary economic success is an important asset in further promoting economic development. The County has many thriving business enterprises — leaders and employees who have great pride in the County. These business leaders and their associates are ideal spokespersons for advocating the benefits of doing business in the County. An expanded marketing role for existing businesses, as well as the leaders in the civic and educational communities, can contribute to the County's future success. The educational sector, with a clear role in building the County's future workforce, must play an important role in promoting the County to potential corporate entrants.

The public sector should take a leadership role in delivering this message in a consistent way to a national and international audience. The County's marketing budget is very small given the complexity of the mission of promoting the benefits and opportunities of one of the largest jurisdictions nationwide. To be successful in this very critical undertaking will require continuing commitment and increased fiscal resources. The County must also expand its range of programs that provide assistance to potential entrants and other businesses where relocation/location is an issue.



PROMOTE MONTGOMERY COUNTY AS A PREMIER BUSINESS LOCATION. 1

- Leverage County marketing activities and funds with regional and private sector activities and funds.
- PRIORITY ACTION:** Secure \$3 million in annual funds to implement a comprehensive national/international marketing effort geared toward enhancing the image of the County as a world-class center for business growth and entrepreneurship.

FOCUS BUSINESS ATTRACTION AND RETENTION EFFORTS ON STRATEGIC KNOWLEDGE-BASED, HIGH INCOME GENERATING INDUSTRIES AND COMPANIES. — TARGETS THAT MIRROR THE STRENGTHS OF THE LOCAL ECONOMY. 2

- Ensure that the County has a major presence at industry-specific trade shows that focus on the County's economic strengths, generate ideal candidates for relocation to the County's business community, and stimulate foreign investment in the County.
 - Capitalize on state resources that are available to attract companies with significant economic impact; encourage jurisdictions within the County to advance their economic development incentives.
- HIGHEST PRIORITY:** Increase the annual appropriation to \$5 million for economic development incentive activities, such as grant and loan programs, targeted at business attraction and retention.

PROVIDE NURTURING SUPPORT TO THE NEEDS OF ESTABLISHED COUNTY BUSINESSES BY FACILITATING ACCESS TO CAPITAL AND BUSINESS OPPORTUNITIES. 3

- Promote capital investment in the County through legislative initiatives and marketing to the private investment community.
- Help local companies secure more Federal contracts by facilitating new partnering venues through the development of and computerized clearinghouse of small-, medium- and large-sized County companies involved in government contracting.
- Create a strategy to support County firms by fostering their growing participation in the global marketplace.

GOAL

The Goal:

Proactively participate in the development of a skilled workforce, trained in today's technologies and management practices.

World-Class Workforce:

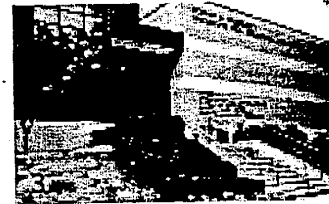
A broad range of skills, from work place readiness to highly specialized capabilities, are required by local employers. Continuing support for the finest elementary and secondary education system — and assuring that ample opportunities and successes extend to all children — provides the foundation for our future work force. Increasing the number of college graduates, expanding short course and career-oriented offerings, and building a stronger business-education coalition are important additional steps in sustaining a high quality work force.

An effective workforce development system requires a continuum of resources that address the needs of employers as well as job seekers. An essential partner in this process is the educational system. The need for skilled workers in the technology industries continues to rise. Education and training institutions must have close ties to these and other growing industries. The County's workforce development system must ensure that the needs of employers are directly linked to the work preparation curriculum offered by 2-year colleges, 4-year universities and proprietary training programs.

Workforce development must also promote a one-stop career center employment system. In addition to providing services to job seekers and those that require work readiness training, the one-stop system must expand the services provided to small and large businesses. Continuing to pair skilled workers with challenging career opportunities, upgrading the skills of existing workers, and training dislocated and under-employed workers will allow the one-stop career system to weave together the critical elements of an integrated workforce development system.

1 SUPPORT THE BOARD OF EDUCATION'S GOAL TO SUSTAIN THE COUNTY'S OUTSTANDING ELEMENTARY AND SECONDARY EDUCATION SYSTEM, ASSURING AMPLE OPPORTUNITIES ARE EXTENDED TO EVERY CHILD.

- Expand the array of career training programs available at the County's public schools so that high school graduates have tangible, marketable employment skills.
- Promote opportunities for students prior to graduation from high school to explore career options, with special attention to summer internship programs.



- Build linkages between business and K-12 personnel through such programs as teachers serving as summer interns in companies and business representatives speaking about careers and needed skills.
- Continue to expand linkages between career programs in the high schools and career programs at Montgomery College, thereby accelerating student progress toward collegiate degrees.

PRIORITY ACTION: Create programs to encourage more young people to pursue educational programs in science and technology.

EXPAND THE ARRAY OF COLLEGIATE EDUCATION PROGRAMS IN THE COUNTY AND DOUBLE THE NUMBER OF GRADUATES FROM THESE PROGRAMS IN THE NEXT FIVE YEARS.

2

- Foster more personnel exchanges between business and higher education, i.e. professionals serving as adjunct faculty members.
- Continue to advance 2+2 programs sponsored by the County's institutions of higher education, and between the public schools and Montgomery College.

HIGHEST PRIORITY: Advance the presence of higher education and ancillary academic research facilities in the County by enriching the facilities and programs offered at the University of Maryland at Shady Grove, The Johns Hopkins University, and Montgomery College.

PROVIDE OPPORTUNITIES FOR LIFE-LONG LEARNING AND CONTINUED DEVELOPMENT OF A SKILLED WORK FORCE.

3

- Establish and advance industry training programs that are designed to meet the needs of local businesses and that match workers to the jobs that are available.
- Continue to refine and promote the County's one-stop career center system that focuses on matching workers with available job opportunities, upgrading the skills of existing workers, and retraining dislocated workers and those desiring to pursue new opportunities.
- Develop educational programs that encourage innovation and support entrepreneurship.

GOAL

The Goal:

Support housing and community development and continued excellent in public services, and promote richness and vibrancy in the arts and culture, recreation and rural life, and the environment, as vehicles to enhance the County's quality of life.

Quality of Life:

Population growth forecasts by the Maryland National Capital Park & Planning Commission (MNCPPC) for the next decade are conservatively set by MNCPPC at 12% for population and 14% for households. These projections require 45,000 new housing units be completed in the next decade. Achieving this rate of development is especially important since vacancy rates have fallen to extremely low levels.

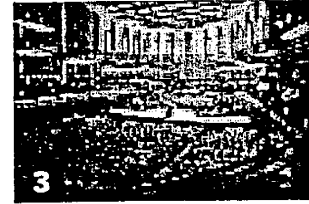
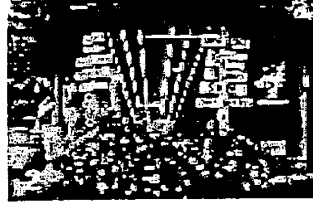
Housing policies must promote growth in the housing stock and must strive to diversify the mix of housing and neighborhoods. The regulatory environment plays an important role in providing zoning and other permitting decisions in a timely and predictable fashion, thereby supporting private investment geared toward increasing the amount and variety of the County's housing stock. A diversified workforce requires a variety of residential choices at a range of prices. Affordable housing must be promoted with flexible policies and a commitment of fiscal resources.

Excellent libraries, social services and community safety are an integral part of the County's quality of life. The County must continue to advance the outstanding nature of its public services, while maintaining a sound fiscal position.

Montgomery County is home to an array of cultural, recreational and environmental assets, unmatched for a metropolitan jurisdiction of its size. *Over the past several years, a variety of new cultural venues have been developed in the County, with more anticipated for the future. The expansion of cultural facilities, recognizing the role of ethnic diversity in our community's artistic endeavors, building on our rich heritage and embarking on comprehensive marketing activities are all key components to enhancing the cultural base of the County.*

The long-range cultural plan - "Creative Montgomery. A Vision for the Arts and Humanities in Montgomery County, Maryland" - should be pursued with vigor and enthusiasm. An added emphasis on cultural and artistic activities and community events will add richness to the community and help make the County more attractive to potential residents and visitors.

The community's rural environment, agricultural lands, and efforts to preserve open space make the County an attractive place in which to live. Continually enhancing these amenities contributes to the unique advantages of residing in the County. The County's long-term investment in agricultural land and open space has preserved a natural environment that is unique among large metropolitan jurisdictions. Further investments that provide both an appreciation and increased community use of our rural environment will add to the County's quality of life.



SUPPORT THE HOUSING POLICY FOR MONTGOMERY COUNTY COUNTY'S HOUSING POLICY, WHICH GUIDES THE IMPLEMENTATION OF THE COUNTY'S HOUSING PROGRAMS AND POLICIES, PROVIDES RECOMMENDATIONS FOR IMPROVING THEM, AND DIRECTS THE ALLOCATION OF RESOURCES.

1

- Provide for variety and choice in housing, to serve citizens through all stages of life, in conformance with the County's General Plan.
- Support expansion of affordable housing throughout the County, especially for households at the median income level and below.

HIGHEST PRIORITY: Enact public policies and regulations that result in the completion of 45,000 new housing units in the next decade.

PRIORITY ACTION: Continue to expand programs that revitalize our town centers.

SUPPORT AND PROMOTE THE VIABILITY OF THE AGRICULTURAL INDUSTRY IN MONTGOMERY COUNTY.

2

- Increase the public's awareness of the value and economic impact of agriculture and related industries.
- Provide farmers with up-to-date information on technological advancements, cooperative arrangements, foreign trade opportunities, and marketing ideas.

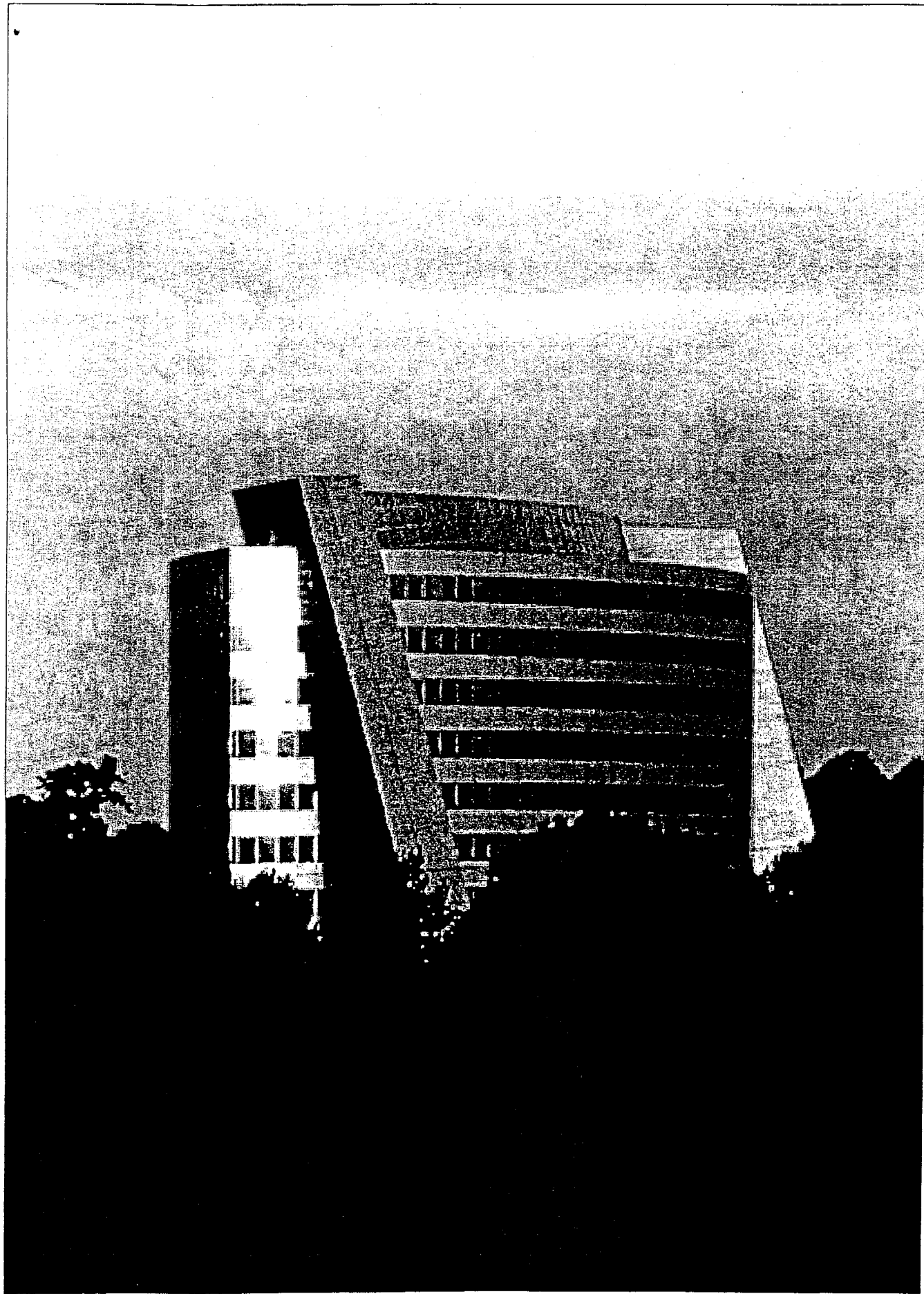
PRIORITY ACTION: Continue to increase the amount of preserved farmland through transfer of development rights and easement purchase initiatives.

EXPAND SUPPORT FOR CULTURE, RECREATION AND THE ARTS.

3

- Complete *the construction of*, and create an expansive marketing plan for the following facilities: Strathmore Concert Hall, expansion; American Film Institute, Black Rock Center for the Arts, Round House Theater expansion, Glen Echo Park expansion, and the Arts and Entertainment Districts in the County.
- Support the expansion of an array of meeting, convention and social event venues in the County.
- Create new special events that showcase the history, neighborhoods, culture and arts in Montgomery County, and develop a clearinghouse for promoting these events.
- Develop incentives in order to encourage developers to provide cultural amenities when constructing large projects.
- Promote higher visibility for the arts and humanities within the County's business community.

PRIORITY ACTION: Support the implementation of "Creative Montgomery: A Vision for the Arts and Humanities in Montgomery County, Maryland."



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