

# 1. People and Health: Who are we?

**Vision: In 2050, Montgomery County will be a place where all residents are respected and embraced, and all individuals feel like they belong.**

**Goal 1. Public outreach for county plans and projects should be engaging and worthwhile for participants and reach a diverse cross-section of county residents.**

- Build relationships with community leaders, offering them opportunities for collaboration on county-led efforts.
- Seek opportunities to compensate focus group participation.
- Offer opportunities to contribute to plans, surveys, and projects that the county is involved with that include both in-person and online opportunities meeting the linguistic and accessibility needs of the community.
- Increase efforts to reach younger residents such as students and young adults for surveys and feedback.

**Goal 2. Montgomery County government facilities, employees, and appointed bodies should reflect the county's stated commitment to inclusion, dignity, and community for all.**

- Update county signage (building, wayfinding, park, etc.) to be more inclusive and welcoming.
- Translate more county resources into a variety of languages. Promote existing resources for county staff to offer interpretation services on an as-needed basis.
- Hire a highly-qualified, diverse workforce that better reflects the diversity of the county's population. Ensure underrepresented groups of residents know about county jobs and that qualified individuals are encouraged to apply. Consider diversity of age, race, ethnic background, veteran status, ability or disability, gender identity, sexual orientation, socioeconomic background, religious background, and more.
- Invite members of the public to request accommodations to fully participate in county public events.
- Appoint experienced, diverse leaders to county boards and commissions.

- Conduct an ADA access assessment and improvement plan for all county properties and facilities. Work to improve access as needed.

### Goal 3. Public events should celebrate many cultures, heritages, and identities.

- Promote historical landmarks in county publications and with county events. Publicize county heritages and history in tourism marketing.
- Publicize the county’s cultural calendar where community groups can submit the many cultural celebrations (organized by a variety of groups) and holidays being celebrated around the county.
- Support educational events about different people, cultures, and heritages.

**Vision: In 2050, all residents of Montgomery County will lead fulfilling lives and participate in the community.**

### Goal 4. Individuals with disabilities should be able to be successful in the life that they choose, and to fully participate in the community with dignity and respect.

- Provide assistance to people with disabilities to obtain basic services, including education, jobs, housing, friends, events, transportation, recreation, and support to meet their needs.
- Educate the public about ways to better include people with disabilities in the community.
- Promote the services and opportunities that are available for people with disabilities at all ages.
- Increase coordination between county offices that support people with disabilities and school districts, especially around youth with disabilities who are aging out of the school system.
- Create and share educational materials (videos, social media posts, events, etc.) designed to reduce stigma and increase understanding about people with disabilities.

### Goal 5. Older adults should be an integral part of the community and lead fulfilling lives.

- Provide technical assistance to municipalities on becoming age-friendly communities that serve aging adults well as they age.

- Promote intergenerational and age-friendly facilities, infrastructure, and programming.
- Support aging in place so residents can remain a part of their communities in a safe environment.

Goal 6. Additional specific populations, such as LGBTQ+, veterans, racial and ethnic groups, immigrants, families, youth, women, and others as needed, should have their needs considered and respected so they can thrive.

- Take the needs of specific populations into account when conducting county business or producing projects, plans, and events.
- Appoint experienced, diverse leaders to boards and commissions.
- Assess the existing boards and commissions and the potential need for additional boards or commissions to advise on the needs of various groups.
- Create a forum for groups and organizations to post volunteer opportunities for county residents who wish to help their community.
- Offer opportunities for immigrants and others from diverse backgrounds to gain the skills they need to succeed and thrive in Montgomery County (including learning English).

**Vision: In 2050, Montgomery County residents will have opportunities to achieve and maintain good physical and mental health.**

Goal 7. There should be opportunities for meaningful social interaction for all residents to help individuals feel a sense of belonging.

- Promote education about mental health and wellbeing and encourage residents to maintain their mental health.
- Support groups such as local recreation clubs, libraries, and cultural organizations that offer programming, including afterschool activities and seasonal offerings, aimed at a variety of people.
- Foster the creation of welcoming third places where anyone can feel comfortable spending time (like libraries, community and cultural centers, cafés, parks, plazas, arcade, and more) and accessible “things to do” near neighborhoods through zoning and other tools.
- Support community events such as neighborhood and municipal festivals.

## Goal 8. Good health should be attainable for all residents, and the environmental risk factors that can negatively impact health should be reduced.

- Provide support to community partners that provide health care and health care facilities. Work with municipalities to update zoning codes to allow the evolving range of healthcare uses in a variety of locations.
- Support transportation access to health care throughout Montgomery County’s communities.
- Support creative ways to encourage healthy lifestyles, foster strong mental health and wellbeing, and reduce health inequities through regulatory tools and other strategies.
- Increase preventative mental health care that raises awareness about mental health and wellbeing and provides preventative services to residents who have risk factors for developing mental health conditions.
- Continue efforts to prepare for future public health emergencies that may impact the county, the region, or beyond.
- Collaborates with partners to reduce chronic adverse health effects from transportation, especially by taking steps to improve air quality.
- Work with partners to mitigate noise pollution from the transportation system as appropriate.

## Goal 9. Residents should have financial and physical access to affordable and healthy food.

- Reduce wasted food from farms, gardens, restaurants, and grocery stores by encouraging gleaning and coordination with food distributors and food pantries.
- Promote healthy eating and convenient access to wholesome food choices.
- Support and promote farmers markets, farm stands, produce trucks, and other innovative ways to get local products to residents.
- Utilize county-owned land and other resources to promote gardening, urban farming, and healthy lifestyle choices to underscore the county’s interest in reducing food insecurity.
- Continue to provide resources for municipalities looking to permit and regulate “backyard agriculture” – chickens, beehives, farmstands, and composting, among other activities.

## Goal 10. Residents should be able to live physically active lives.

- Continue wellness-focused incentives for county employees and encourage other businesses and employers to do the same.
- Continue to adapt the county’s park system to the changing activity needs and interests of residents and visitors with new amenities and programming.
- Provide trainings and resources to empower residents and local officials to evaluate local traffic safety concerns and advocate for sidewalk connections and safety improvements.
- Highlight “active” events (runs, rides, etc.) in county newsletters.
- Consider active living needs such as bike parking and walking access in a variety of settings, including on higher traffic roads and places where cyclists and pedestrians might not be as common.

**Vision: In 2050, Montgomery County will have recreational spaces that are appealing, accessible, and welcoming.**

## Goal 11. Public outdoor spaces and playing fields should be available for both programmed activities and casual community or family events, pickup games, and other activities.

- Support the inclusion of fitness equipment and free or low-cost outdoor exercise programming.
- Develop and promote technological resources to provide online information on recreation opportunities.
- Ensure county staffing levels and expertise are sufficient to meet the needs of the county’s growing parks and trails system.
- Support the modernization and expansion of private recreation attractions.
- Encourage municipalities to create regional partnerships for recreation to support grant applications, maintenance needs, and property upgrades.
- Conduct a countywide needs assessment for outdoor recreational space.
- Encourage school districts to plan for public use of their outdoor recreational facilities during non-school hours.

## Goal 12. Multipurpose indoor recreational spaces should be available.

- Encourage the provision of free indoor recreation options when it’s too cold or hot to play outside (like Code Blue shelters). Consider opening community and recreational centers where local options do not exist.

- Encourage school districts to increase free or low-cost public access to indoor school facilities after hours, such as gymnasiums, pools, and walking tracks.
- Support community spaces (libraries, municipal buildings, senior/community centers, places of worship, malls) expanding their programming to include indoor recreation.
- Support the modernization and expansion of private indoor recreation options, including by encouraging zoning for health-focused uses.

## 2. Transportation: How do we move?

Vision: In 2050, Montgomery County's people and goods will move reliably and with decreased congestion.

Goal 1. There should be reduced congestion at intersections and along highway and roadway segments.

- Encourage intersection improvements such as added or lengthened turn lanes or alternative intersection designs where traffic bottlenecks occur, in conjunction with the region's Congestion Management Process.
- Work with PennDOT and municipalities to upgrade traffic and pedestrian signals to modern technology (intelligent transportation systems (ITS)) that includes transit prioritization. Partner with PennDOT to interconnect signals to allow for coordination.
- Incorporate transportation system management and operations (TSMO) best practices into transportation project design for county roads and bridges, including dynamic message signs, connected vehicle equipment, and incident management support.
- Work with communities to consider surrounding land uses and local community goals when any road network expansions (road widening or new roads) are proposed.

Goal 2. Roads, bridges, trails, and transit should be kept in a state of good repair (regardless of ownership).

- Support prudent short- and long-range financial planning for local, county, state, Turnpike, and SEPTA assets.
- Maintain and repair county roads and bridges in a proactive and timely manner.
- Utilize all available sources, including formula and competitive funding, to complete projects in this plan (see reference maps).
- Collaborate with partner entities to ensure that detour routes are offered and well-marked for motor vehicles, bicycles, and pedestrians during any construction.

### Goal 3. Freight should move successfully to, from, and throughout Montgomery County.

- Work with PennDOT and municipalities to plan for freight parking needs in order to create more overnight truck parking lots, including zoning that requires the inclusion of overnight truck parking when warehouses are developed.
- Encourage the use of rail connections/spur lines for freight movement by zoning for warehouses and manufacturing to locate near rail and promoting multimodal freight travel.
- Work to discourage truck idling, especially overnight idling, through education and the provision of amenities for truck drivers in collaboration with PennDOT and municipalities.
- Provide regulatory guidance on new delivery technologies as they rise in popularity, such as rolling drones and unmanned aircraft, while ensuring safe operations and interrelationships with existing movements.

### Goal 4. The county's existing airports should thrive and incorporate new uses of aviation technology.

- Support and maintain existing airports in the county through public-private partnerships, advising municipalities on supportive zoning, and regional planning for airport service areas.
- Encourage airport operators to utilize continuing educational opportunities to be aware of new methods and best practices.
- Support airports in implementing new aviation technologies such as drone deliveries and vertical takeoffs and landings.

### Goal 5. The transportation infrastructure we have should be used effectively and creatively.

- Support municipalities and other road owners to actively manage curb space, parking, lane striping, signage, and other operations along their streets in a manner that respects and encourages pedestrians, bicyclists, and transit, while facilitating business deliveries and operations, ride share, and other road uses and needs.
- Incorporate Transportation Demand Management (TDM) strategies to reduce single occupancy vehicle trips in partnership with our Transportation Management Associations (TMAs: GVF and Partnership for Transportation) and other entities.
- Provide guidance to municipalities on delivery management in urban and rural settings (packages, people drop-offs).

- Work with PennDOT to implement the use of flexible lanes on arterials and highways with significant traffic flows in a single direction at peak times.

### Goal 6. More trips should shift from private motor vehicles to active transportation modes.

- Work with partners to promote connectivity of bicycling, walking, and transit systems, improving realistic options for getting to desired destinations.
- Install active transportation support at all county facilities, including directional wayfinding and signage, convenient bicycle parking, and safe and pleasant pedestrian walkways. Work with partners to support the development of benches and shelters at nearby transit stops.
- Continually evaluate whether charging for parking at high-demand county facilities will reduce vehicle trips; encourage municipalities and others to consider requiring payment for parking.
- Provide directions and information on how to travel by bicycle and transit to county offices, parks, and events.
- Incentivize the use of public transit as a commuting option for county staff.
- Host and participate in events and activities that encourage people to try transit or bicycling.
- Promote the health benefits of active transportation choices.

### Goal 7. Governments, businesses, and private citizens should be prepared for and effectively adapting to changes in transportation technology.

- Consider land use, roadway design, and safety implications of autonomous vehicle operations and work with partners to plan for any necessary changes.
- Work with regulators, municipalities, and technology designers to address potential safety issues of autonomous vehicles and prepare to integrate them into the broader transportation network.
- Promote Montgomery County as a place where autonomous vehicles can be beta-tested.
- Incorporate and support the use of innovations in transportation safety technology, such as vehicle-to-vehicle and vehicle-to-infrastructure communications, and other technologies that may arise.

**Vision: In 2050, Montgomery County will be a place where everyone can travel safely.**

**Goal 8. Traffic deaths and serious injuries among motorists, pedestrians, and other road users should decrease.**

- Support traffic calming and traffic control strategies focused on addressing safety concerns.
- Track data on crashes throughout the transportation system, including on trails. Use this data to plan with municipalities and PennDOT to install and promote the installation of modifications that improve safety.
- Collaborate with partners to alter or close slip lanes at signalized intersections in areas where pedestrians are present.
- Actively participate in the ongoing Regional Vision Zero effort coordinated by DVRPC.
- Publicize the county’s e-bike policy for trails and work with local partners to enforce this policy.
- Incorporate emergency services (police, fire, ambulance) prioritization and preemption on county-managed roads and advocate for this throughout the system.
- Encourage PennDOT and municipalities to incorporate Leading Pedestrian Intervals (LPIs) into crosswalk signal designs to increase pedestrian visibility and support pedestrian safety.
- With partners, include consideration of streetscape elements (such as bollards) that improve the safety of infrastructure, bystanders, and structures that may be impacted by transportation crashes.

**Goal 9. Aesthetically and functionally out-of-character transportation infrastructure, especially where safety issues are prominent, should be retrofitted to meet communities’ current needs.**

- Encourage creative thinking around right-of-way space allocation for travel lanes, bike lanes, freight traffic, sidewalks, verges, stormwater management, and front yards to encourage borough and village revitalization.
- Encourage roadway right-sizing for vehicle, bicycle, and pedestrian traffic volumes, and multi-modal usage including accessory needs like bicycle parking.
- Partner with municipalities to reduce minimum parking requirements to better allow parking to meet the needs of a particular development.

- Work to implement the standards and goals of the MCPC’s electric vehicle charging system model ordinance and narrative to enable electric vehicle and micromobility charging to take place in appropriate on-street locations.
- Continue to partner with PennDOT on complete streets resurfacing efforts on state-owned roadways.

**Vision: In 2050, Montgomery County will have high quality, equitable, and affordable travel choices.**

**Goal 10. People with disabilities should have high-quality transit and paratransit options available to them anywhere in the county.**

- Expand awareness of existing paratransit services.
- Work with partners to site healthcare facilities, senior services, and senior centers in transit-served locations near served populations. Work with transit providers to ensure existing senior services and senior centers are served by transit.
- Support SEPTA and TransNet in upgrading technology to shorten pick-up windows.
- Explore additional options for rural transit services.

**Goal 11. Transit options should improve in service frequency, reliability, and geographic coverage.**

- Support state legislation to provide local transportation funding that can be targeted toward county priorities.
- Advocate at the state and federal level for more capital and operating funding for transit services.
- Promote installation of amenities such as benches, shelters, and real-time transit information at transit stops and stations.
- Work with SEPTA, PennDOT and municipalities to study the possibility of bus priority lanes in areas served by frequent bus transit.
- Increase awareness of transit service and bicycle infrastructure connections to concentrations of employment such as office parks.
- Support innovative strategies like microtransit zones (SEPTA On-Demand/GO), employer shuttles, and last mile solutions. Provide information on these services to employees and the public.
- Continue to support communication between SEPTA, municipalities, and the public, including studying and implementing service changes.

- Work with municipal officials to create community support for more frequent transit, especially through municipal plans and land development reviews.
- Work with SEPTA, PART, and other transit providers to initiate and fund studies of rail and bus service extensions. Contribute funding for transit expansion projects in the county.

### Goal 12. More sidewalks and crosswalks should enable people to walk and roll between destinations.

- Upgrade county-owned roads (75 miles) and bridges (131) to include high-quality sidewalks and crosswalks, per the County’s Complete Streets policy.
- Encourage municipalities to implement complete streets principles on municipal roads.
- Work with school districts and municipalities to improve pedestrian and bicycle travel routes to schools. Support walking and biking school buses.
- Encourage the siting of new schools in walkable locations, close to existing housing and neighborhoods.
- Promote best practices in sidewalk and crosswalk design to ensure comfort and safety, such as high-visibility crosswalk striping, properly aligned curb ramps, and direct pedestrian pathways with shorter crossing distances.
- Develop recommendations for better parking lot design for pedestrians.

### Goal 13. The network of on-road and off-road bicycle infrastructure should expand significantly.

- Upgrade county-owned roads and bridges to include high-quality bicycle infrastructure, per the County’s Complete Streets policy.
- Work with municipal and state partners to install on-road bicycle infrastructure that is integrated with the existing and planned trail system and connects to destinations.
- Provide facilities for employees who commute by bicycle at major county facilities.
- Partner with municipalities and private landowners to increase the availability of bicycle parking throughout the county.
- Encourage municipalities to do active transportation planning and update their code to support active transportation.

Goal 14. Alternative transportation options should be available to more residents.

- Work with bike-share companies, such as Indego, to expand service throughout Montgomery County.
- Advocate at the state level for legislative fixes to legalize e-scooter use.
- Ride hailing companies will be well-integrated with other transportation choices.

**Vision: In 2050, the county will continue to expand its multi-purpose trail system to be accessible, well-connected within and beyond our borders, and regionally recognized.**

Goal 15. The trail system should serve more people for traveling to and from their daily destinations, while maintaining its pre-eminence as a recreational amenity.

- Evaluate shifting operational and maintenance practices to support both transportation and recreational use of county trails, including examination of the feasibility of winter maintenance, lighting, and extended hours of operation in some locations.
- Build the county’s planned multi-use trail network to accommodate pedestrians and those who use wheelchairs, bicycles, or scooters to use for transportation.
- Accommodate people of varying ages and abilities with accessible trail design and amenities along connections to destinations.
- Build support amenities at major junctions and along trails such as chargers for wheelchairs and e-bikes, bicycle lockers, and water stations.
- Work toward providing more visible staffing and security amenities to monitor trails during hours where they get less frequent use.
- Accommodate people of varying abilities with appropriate and adaptive street furniture, benches, and ADA-accessible accommodations to support trail usage near housing destinations.

**Goal 16.** The county’s primary trail network should connect to housing, employment centers, downtowns, transit stations, retail centers, and other destinations.

- Prioritize completing gaps in the trail network, improving unsafe trail crossings, and connecting destinations into the existing trail network through direct funding, advocacy, and grant programs.
- Support municipal and regional efforts to build connections to the primary trail network and beyond.
- Work with municipalities to amend local regulations to require new development to connect into any existing or planned trail networks.

**Goal 17.** More people should have access to bicycles and e-bikes.

- Work with Transportation Management Associations (TMAs), bike share companies, and other partners to give bikes and e-bikes to people who need them.
- Support the creation of an equitable bike-share system, including considering a county-run bike share program.

**Goal 18.** There should be increased awareness of the trail system and more resources available on how to access and safely use it.

- Promote our trails as part of county outreach and communications efforts. Encourage county employees to include trail promotions with county correspondence across departments.
- Create social media resources and messaging content to enable municipalities to easily promote the county trail network in their own newsletters and social media pages.
- Develop and update digital and physical resources about the county trail system such as an updated website, a mobile app, navigation tools, print maps, and flyers in various languages.
- Construct trails and trailheads that provide visible connections into and from adjacent neighborhoods.
- Create trailheads that allow events and art installations while also providing information about the trail and nearby amenities.
- Create a community hub in the Trail Junction Center.
- Provide and maintain trail design standards, regulations, signage, and information that adjust to evolving technology and needs of trail users.

### 3. Conservation and the Environment: How do we adapt?

Vision: In 2050, the county will have a variety of geographically dispersed open spaces and protected environmental systems that provide ecological and economic benefits.

Goal 1. The most ecologically sensitive and diverse natural areas should be identified and protected from disturbance and development.

- Manage county-owned lands to proactively remove invasive plants, establish no-mow riparian corridors, and manage stormwater runoff.
- Preserve floodplains and headwater areas to mitigate potential hazards.
- Update and implement the county's Natural Areas Inventory.
- Include stronger provisions for ecologically sensitive areas in the county's model subdivision and land development ordinance (SALDO) as well as appropriate municipal regulations.
- Prioritize county-led property improvements based on the requirements of the MS4 program.

Goal 2. Local governments, developers and the public should promote the inclusion of open spaces and public amenities across all municipalities.

- Assist local governments in strengthening open space preservation efforts through ordinance updates, bonus provisions, model zoning codes, and the county's community planning assistance program.
- Work with municipalities and other partners to create dedicated funding sources for open space preservation through municipal bonds or referendums.
- Encourage developers and municipalities to create plazas and parklets in downtowns and densely developed areas.

### Goal 3. The county should continue to preserve open space in the priority areas identified in its strategic plan and other planning documents.

- Continue funding the county’s open space preservation initiatives and partner with municipalities on local preservation opportunities through an open space grant program. Facilitate urgent preservation opportunities.
- Prioritize connected open spaces when making funding and preservation decisions.
- Create informational resources that show all publicly accessible open spaces (with an emphasis on non-traditional spaces) with updated information about public access and hours of operation.

### Goal 4. Impacts on the county’s natural systems should be minimized during the development process.

- Provide model regulations promoting best management practices for riparian corridor protection, stormwater management, wetlands, and floodplain management.
- Promote low-impact development and conservation subdivision design to preserve and protect natural resources.
- Work with municipal partners to revise regulations to promote tree planting and replacement, as well as the replacement of lawns with native plant meadows.

### Goal 5. The county, its municipalities, and residents should have the knowledge and skills to be stewards of their surroundings.

- Provide educational materials and events on the ecosystem benefits of trees, meadows, planted riparian areas, natural hydrology, native plants, and include conservation strategies that can be implemented in various settings.
- Plant trees and replace lawns with native plant meadows on county-owned land, and work with partners to encourage the same on municipally owned land, public streets, and school properties.

### Goal 6. Water systems should mimic or restore natural hydrologic flows.

- Preserve and protect areas where the hydrology (movement and distribution of water) is undisturbed in the county, such as wetlands, riparian corridors, and surface streams, creeks, and rivers through the county-funded open space preservation program.
- Work with partners to advocate for removal of non-functional dams and channelization structures to move more towards natural hydrology.

- Work with partners throughout the county to enhance and improve stream corridors, including on county-owned land.

**Vision: In 2050, the county will leverage its agricultural heritage by continuing to preserve farmland and provide support to the farming community.**

**Goal 7. The acreage of preserved farmland should increase.**

- Broaden the standards for eligibility under the county’s farmland preservation program.
- Promote the county’s farmland preservation program, especially as (unpreserved) farms sell to new owners (and educational opportunities arise).
- Coordinate farmland preservation transactions with open space preservation, trail development, and other land use and stewardship goals such as trail planning, energy production, and riparian corridor conservation.

**Goal 8. A variety of agritourism activities should be supported by the county and its municipalities.**

- Create a model agritourism guidebook to provide support to municipalities seeking regulations for agritourism and farm-based businesses.
- Publicize agritourism events, local farming success stories, and other public celebrations of farming.
- Continue to update publicly available information on farms that are open to the public or that raise and sell local products.

**Goal 9. Education and institutional support should be made available to county residents and other local partners on the importance of agriculture and local agribusiness.**

- Explore a county policy for making local food and other goods available for sale in county facilities. Create opportunities for farmers and other value-added producers to sell their products at county-owned venues and parks, as well as at county-sponsored events.
- Continue to partner with local organizations to provide educational opportunities in school settings and other venues.

- Provide organizational support to non-profits, school districts, and municipalities to advance local agriculture.
- Work with local agricultural employers to better connect with job seekers through career fairs and apprenticeship opportunities.

**Goal 10. There should be a new generation of farmers actively pursuing farming opportunities in the county.**

- Provide opportunities for new farmers through leasing opportunities on county-owned land, municipal properties, and on privately-owned farms.
- Support urban agriculture as well as urban farmers/gardeners with soil testing resources, soil amendments and remediation, composting guidance, and other opportunities.
- Hold farmers' gatherings at least once per year and provide resources and information to event attendees.
- Educate new owners of previously-preserved farms on program guidelines, funding opportunities, and networking possibilities.

**Vision: In 2050, Montgomery County will be effectively adapting to the ongoing impacts of climate change while mitigating its contributions.**

**Goal 11. Greenhouse gas emissions should be reduced and more sustainable practices should be used.**

- Conserve energy through the exploration of alternative energy options and sustainable purchasing policies for powering county operations as technologies emerge.
- Reduce emissions from county operations through transitioning the county's vehicle fleet to electric vehicles, reducing gas-powered maintenance equipment, and continuing to promote hybrid workweeks.
- Support green building practices by incorporating green standards into county construction projects as well as maintaining a green building model ordinance.
- Incorporate upgraded heating and cooling strategies, such as HVAC upgrades, building envelope upgrades, and white roofs into the Whole Home Repair initiative that the county oversees.

- Work to reduce heat island effects on county properties, especially in more urbanized areas, by planting trees, reducing paved asphalt areas where feasible, installing green roofs, and other adaptations to the built environment. Encourage municipal partners to do the same for municipally owned properties.
- Address equitable opportunities and needs for home/residential charging and promote model zoning language for municipalities to use that supports EV infrastructure.
- Work with partners to develop more electric vehicle charging stations throughout the county and across the region, making travel by electric vehicle more realistic across a wider network. Coordinate local/municipal charging needs and existing support along a regional or countywide framework.

## Goal 12. Hazard mitigation planning, including for temperature fluctuations and extreme weather events, should be integrated into all county operations.

- Implement the County Hazard Mitigation Plan to help the county become a more resilient community in the face of unexpected emergency events and weather hazards.
- Cooperate with municipal partners, non-profits, and others to provide cooling and warming stations during extreme heat and cold weather events.
- Consider new guidelines for a coordinated county response during Air Quality Action Days.
- Work with county and local public safety and emergency responders to identify and mitigate the locations where frequent flood events make it difficult for them to carry out their duties effectively.
- Implement resiliency upgrades across county-owned properties, roads, and critical infrastructure, particularly in flood-prone areas.
- Continue to prioritize projects to mitigate flooding in high flood risk areas with vulnerable populations. Align open space acquisitions to acquire flood-prone properties and support municipalities in their own resiliency efforts.
- Educate the public and community leaders on essential steps that can be taken before, during, and after a disaster to protect households and property.
- Work with municipalities and others to create or update emergency operations plans to include plans for emergency housing.
- Prioritize storm response needs, stormwater infrastructure maintenance, and the development of new stormwater infrastructure.

**Vision: In 2050, Montgomery County's will have made substantial progress toward improved ground and surface water quality, improved watershed resiliency, and the reduction of impacts caused by floods.**

**Goal 13. Stormwater impacts should be managed sustainably while still allowing for development and redevelopment in the county's growth areas.**

- Work with municipal partners to update regulations such that development and redevelopment in floodplain areas is strongly discouraged.
- Develop green stormwater infrastructure on county-owned land and include educational signage to provide information to the general public.
- Continue with watershed planning and the creation or updating of Act 167 plans to analyze stormwater problems throughout the county. Use watershed studies to identify where new stormwater infrastructure will have the most impact.
- Convene stakeholders and partners to discuss stormwater management and devise and implement strategies and solutions on a regional level.
- Work with municipal partners toward ensuring that state and federal water quality and stormwater requirements are adequately reflected in development regulations.
- Encourage and provide opportunities for stormwater basin retrofits so that older infrastructure can better accommodate current stormwater runoff levels.

**Goal 14. The county's farmland should better mitigate environmental impacts.**

- Encourage farm owners to update and implement conservation plans for their properties.
- Work with partners to improve the water quality of farm property runoff.
- Provide resources and promote equipment-sharing to enable access to up-to-date conservation practices.

## 4. Government and Utility Services: How do our communities operate?

Vision: In 2050, Montgomery County will have modern, efficient, and effective sewer and water service that directs development to the county's growth areas, supports low density development in rural areas, and limits development in environmentally sensitive areas.

Goal 1. Drinking water supplies should be high quality and meet or exceed safe drinking water standards.

- Partner with state and local entities to decrease harmful substances found in drinking water, including lead, per- and polyfluoroalkyl substances (PFAS), and other contaminants of concern (pharmaceuticals, salt, fertilizer, etc.).
- Encourage municipalities and developers to use the Pennsylvania Department of Environmental Protection Stormwater Best Management Practices Manual to improve water quality.
- Educate the public and partners about the role that everyone can play in improving water quality.

Goal 2. State-of-the art and energy-efficient water and sewer service should be provided to residents in an equitable manner.

- Encourage regular and reliable maintenance of utilities and the elimination of combined sewer overflows.
- Advocate for funding and regional coordination to ensure equitable access to affordable clean, safe, and reliable water and sewer services.

Goal 3. Any expansions to publicly accessible water and sewer service should align with county land use policies.

- Work with public and private water and sewer service providers to ensure coordination of planning and land use policy with the provision of water and sewer services.

- Partner with water and sewer providers with ongoing communication and two-way information sharing on best practices, adapting services to changing regulations, geographic needs for service, and planning goals.

**Vision: In 2050, county residents, businesses, governments, and organizations will have transitioned to using renewable energy sources to allow access to affordable, clean power.**

#### **Goal 4. New and existing buildings should be more energy efficient.**

- Partner with municipalities to encourage energy efficiency and renewable energy infrastructure in new construction.
- Retrofit county-owned buildings to be more energy efficient and educate the public about building modifications to improve energy efficiency, including benchmarking of energy useage.
- Lead by example by adopting county policies for energy efficiency in new “green” buildings and existing buildings.
- Partner with utilities, businesses, and non-profits to promote economic development and encourage job growth in renewable energy and energy efficiency sectors.
- Create an inventory of all land and assets that the county owns. Conduct ongoing monitoring of energy usage at all county facilities.

#### **Goal 5. Renewable energy infrastructure should be installed where feasible.**

- Convene stakeholders to plan for a higher capacity and more reliable electric grid with improved transmission to serve all users.
- Install renewable energy generating equipment on county-owned buildings and property.
- Work with partners to support and encourage the installation of renewable energy resources throughout the county.
- Transition more county buildings and equipment to run on electricity to support the transition to renewable energy.
- Provide resources and information on renewable energy, including updated model ordinances.

- Complete the permitting process and strive to begin generating hydro-electric power from the Norristown Dam.
- Continue to purchase energy cooperatively with the Sustainable Energy Partnership, expand the membership of the Partnership to include municipal governments, and strive to incorporate as much locally produced renewable energy as possible.

**Vision: In 2050, waste materials will be sustainably managed, primarily by recycling, composting, or being reused.**

**Goal 6. Fewer materials should go into the trash for landfilling or incinerating.**

- Advocate for state policy that allows distribution of only reusable or recyclable containers by businesses.
- Work with state leaders to update state regulations on recycling,
- Educate the public on reducing consumption and shifting to reuseable products.
- Implement a county purchasing process that considers the impacts (manufacturing, shipping, disposal) of products purchased.

**Goal 7. More residents should understand and have access to recycling options for more materials.**

- Establish permanent recycling centers that serve as educational and drop-off facilities.
- Support new recycling opportunities for additional materials.
- Educate residents and county staff about how to recycle and options for materials that do not go into single-stream recycling bins.
- Ensure recycling receptacles are available in all public locations on county property.
- Educate municipal leaders and other managers of public space about best practices for recycling receptacle placement and labeling.

**Goal 8. More of our food scraps and yard waste should become compost.**

- Provide information to municipalities on strategies to allow and encourage composting on private properties including ensuring ordinances are supportive and educating residents.
- Advocate for updates to state law that require frequent, universal food and yard waste collection for composting.

- Encourage the diversion of food and yard waste from the trash stream through education.

### Goal 9. Household hazardous waste should be disposed of safely.

- Construct permanent locations that allow household hazardous waste drop-off. Continue regular household hazardous waste collection events until such facilities are operational.

**Vision: In 2050, Montgomery County residents will be able to find appropriate resources and information on social services and assistance when needed.**

### Goal 10. The public should know about the assistance and information available to them and have straightforward and equitable access to services that meet their needs.

- Provide information and materials in many languages to libraries, schools, community centers, municipal leaders, and other partners on county and other services so that they can better support the community.
- Periodically assess the needs of the community and the services being offered to identify any gaps. Consider financial, physical and mental health, linguistic, parenting, elder care, education, and other needs that the community may have.
- Work with partners to ensure that residents have access to affordable, reliable internet connectivity.

### Goal 11. Montgomery County should offer impactful and culturally appropriate public services based on the needs of residents.

- Update county services offered to better meet the needs of the community.
- Increase transparency to constituents through the use of new communication and information-sharing tools.
- Thoughtfully and safely incorporate the use of Artificial Intelligence (AI) to better support the residents of Montgomery County.

**Vision: In 2050, Montgomery County communities will be safe places with great public safety and emergency services.**

**Goal 12. All residents and businesses should have excellent police, fire, and emergency medical services (EMS), with timely and effective responses to reported incidents.**

- Provide technical assistance to emergency service providers and municipalities to assist with coordination and coverage. (data + mapping on 911 calls, traffic incidents – fatal accident reporting)
- Support providers as they strive for cooperation and efficiency in their provision of emergency services.
- Continue to support volunteer emergency responders through tax breaks, provision of training, and other incentives.
- Seek and advertise grants for emergency service providers to access the latest training and technology.
- Work with municipalities to ensure zoning allows for public safety and emergency providers' facility needs.

**Goal 13. Emergency service personnel should be well-trained, well-resourced, and well-integrated into the communities they serve.**

- Collaborate with local public safety providers on plans and projects that impact their work, including nuisance ordinances, traffic calming, and streetscape projects.
- Support evidence-based training for county, non-profit, and local emergency service staff. Provide sufficient facilities and space for emergency service training needs, reevaluating as technology and hazards evolve.
- Support local police departments and others in community policing models such as bicycle patrols, citizen police academies, police athletic leagues, and youth mentorship and education.
- Encourage coordination and collaboration between social services providers and public safety organizations.

Goal 14. Crime and fear of crime should be reduced at publicly accessible transportation facilities through design efforts and visible security measures.

- Encourage application of Crime Prevention Through Environmental Design (CPTED) principles in transportation infrastructure, whether by the county, municipalities, or other agencies.
- Work toward providing more visible staffing and security amenities to monitor trails during hours when they get less frequent use.

DRAFT

## 5. Housing: Where do we live?

Vision: In 2050, the county will have a broader variety of housing types, sizes, and configurations to meet the needs of households at all income levels.

Goal 1. More housing units, whether for rent or for sale, should be affordable to households with modest incomes. Affordable units should be located in municipalities throughout the county.

- Encourage the reduction of the timeline from proposal to move-in by suggesting strategies for any agency that's a part of the review process to issue development reviews and approvals without excessive delays.
- Encourage preservation of Naturally Occurring Affordable Housing (NOAH) through zoning and other strategies.
- Educate residents and officials about why more housing production will help match current housing supply with anticipated housing demand, as well as other affordability concerns.
- Advocate at the state level for tools that municipalities need: changes to the Municipalities Planning Code to give municipalities more regulatory powers to incentivize density bonuses and require inclusionary zoning, as well as increased funding for affordable housing construction and homeowner repair initiatives.

Goal 2. Where appropriate, regulations that allow and encourage denser “missing middle housing” types as well as increased housing supply should be commonplace.

- Create model ordinances and provide technical assistance to municipalities (such as audit of existing regulations) with zoning for missing middle housing, accessory dwelling units (ADUs), adaptive reuse, and other strategies to promote affordability.
- Educate municipalities about preapproved design templates and modular construction as an option for improving affordability.
- Encourage development that promotes economic diversity through the inclusion of a variety of types of units at different price points.

Goal 3. The county should lead by example by developing housing in public-private partnerships, continuing to coordinate among departments and stakeholders, and incentivizing redevelopment opportunities.

- Use county land, where feasible, to develop housing units. Pursue public/private partnerships to leverage county assets.
- Support the ongoing efforts of the county’s Housing Authority to modernize and renovate its public housing stock.
- Implement a countywide land bank program and land trust home ownership strategies.
- Partner with non-profit developers and municipalities to encourage the development of affordable homes, whether subsidized or market rate.
- Utilize existing state legislation (and advocate for new legislation) that incentivizes redevelopment.
- Publicize opportunities to secure funding for housing construction and advocate at the state level to lift the funding cap on the affordable housing trust fund (as well as bolster other funding sources).
- Reenergize the county’s downpayment assistance and/or first-time homebuyers program.
- Work with employers to encourage employer-assisted housing programs and educate major employers on the connections between housing and sustainable employment.

**Vision: In 2050, the county will have accessible housing units for people of a variety of ages and abilities.**

Goal 4. New housing units should be built to be suitable for a broad array of physical abilities.

- Provide education and technical assistance to promote universal design and visitability.
- Encourage housing units developed with county funds to have a set-aside of visitable or accessible units.

- Work with municipalities to include zoning language that requires visitability and accessibility. Ensure that housing for those with mobility challenges is well connected to nearby amenities and community facilities.

**Goal 5. Residents should have options to gracefully age in place in their community; whether in their home, in a housing unit to which they can downsize, or a nearby facility that meets their needs.**

- Provide education to homeowners about home maintenance and repairs that foster improved accessibility.
- Continue funding the Whole Home Repairs initiative.
- Renovate or replace aging public housing units. Explore the possible purchase of existing housing assets to add to the county's public housing stock.
- Promote zoning solutions and housing options to provide senior citizens with places to live that are near family members or friends, such as an elder cottage housing opportunity program (ECHO) or accessory dwelling units.
- Develop housing units for seniors that are suitable for low-income and moderate-income households, including facilities that combine age restricted or age friendly housing with amenities and services that promote multi-generational interaction.

**Goal 6. Housing should be available to all, regardless of their background or ability.**

- Partner with non-profits to educate municipalities and landlords about fair housing regulations and eliminating barriers to housing.
- Work with municipalities to support housing for people with disabilities by providing model zoning language that does not discriminate against group homes or other similar facilities.
- Partner with and recruit providers who operate group homes for those with intellectual disabilities or other special populations.

**Vision:** In 2050, the county’s housing supply will include an increased number of new homes near transit and other transportation resources, within existing neighborhoods as infill development, and in areas that are identified for development.

**Goal 7.** New housing development should accommodate increased density while minimizing negative community impacts.

- Promote urban design standards to ensure that new and infill development reflects the character and scale of the community. Support municipalities with the necessary tools to promote smart infill growth around existing infrastructure: transit nodes, downtowns and community centers, as well as employment centers.
- Work with municipalities to implement the county’s future land use and development potential policy maps through consistent local plans and zoning.

**Goal 8.** There should be improved multimodal connections between transit, housing, and employment.

- Continue to promote the county’s transit-oriented development guidebook.
- Continue to partner with SEPTA on the implementation of their Transit Oriented Communities (TOC) program.

**Goal 9.** Underutilized or obsolete sites and buildings should be used for redevelopment or infill opportunities.

- Update & create new model ordinances that encourage reuse opportunities.
- Support institutions, developers, and non-profits in developing both market-rate and subsidized housing on underutilized land throughout the county, in particular, vacant and/or distressed malls and office parks.
- Provide guidance on creating zoning codes that promote the adaptive reuse of underutilized or vacant institutional, industrial, and office uses to ultimately convert to new housing units.
- Continue to update and refine the county’s Redevelopment Potential Inventory Tool.

- Continue to partner with the county’s Commerce Department and Redevelopment Authority as opportunities arise to bring resources and technical assistance to municipalities and local residents.
- Provide technical assistance to places of worship or other institutional landowners that may want to develop housing on excess land.

**Vision: In 2050, the county will have emergency seasonal shelters as well as supportive housing, both temporary and permanent, for those who need these resources.**

**Goal 10. Supportive housing should be in a variety of locations, near transit, and not concentrated in a few communities.**

- Create model ordinances and provide technical assistance to municipalities with zoning language for emergency homeless shelters, supportive housing, code blue/red/grey shelters, cooling centers, and other strategies that promote housing options for the most vulnerable residents.
- Provide information and guidance on a housing-focused part of Montgomery County’s website that is well-organized and easily translated into other languages.
- Collaborate with DVRPC and other partners on regional strategies to address the shortage of emergency shelter and permanent supportive housing.
- Encourage pathways for supportive housing facilities to have the flexibility to scale up or expand when the need arises.
- Encourage municipalities to eliminate or reduce special permitting requirements and other regulatory barriers that are unnecessarily burdensome, add costs, or excessively limit potential sites.

**Goal 11. Supportive housing should be available to the county’s most vulnerable residents without discrimination.**

- Advocate at the state for income level to be a protected class as it pertains to housing discrimination.
- Provide translation services to those with limited English proficiency to assist in accessing services.

- Provide supportive housing resources for people whose personal or gender identity; or family composition or circumstances may make finding a housing solution a challenge.

**Goal 12. Temporary housing solutions should be high quality and align with best practices.**

- Support short-term solutions to homelessness and other housing emergency needs with Code Blue shelters during cold weather.
- Explore the possibility of opening seasonal Code Red shelters during excessively hot weather and Code Grey shelters during extended periods of poor air quality.
- Continue and expand partnerships with municipalities that are open to siting temporary supportive housing in their jurisdictions.
- Continue to support the construction and operations of temporary supportive housing, both with financial resources and/or county-owned land.
- Recruit (and explore compensation for) adequate volunteer bases to run temporary seasonal shelters. Collaborate with the organizations that are recruiting these volunteers to sustain their operations.

## 6. Places and Land Use: Where do we want to spend time?

Vision: In 2050, the county will recognize and celebrate its heritage through the preservation of its historically significant sites, art, landmarks, architecture, and places.

Goal 1. The scope of what is considered historically significant should grow and evolve as should efforts to preserve and protect historic resources.

- Educate municipalities on regulatory tools for preservation and create model preservation ordinances.
- Support historic preservation efforts through research and education.
- Partner with the state historic preservation organization (SHPO) to increase the number of historic markers throughout the county.

Goal 2. There should be more awareness of local history and more support for the preservation of places and stories that have played a significant role in Montgomery County's past.

- Promote and provide guidance on adaptive reuse as a way of revitalizing historic buildings. Adaptive reuse also supports retaining historic character and sense of place in town and village centers.
- Consider the development of a countywide historical storytelling initiative that amplifies the county's brand through creative displays and installations.
- Support the development of tours, programs, and events to inform residents and visitors of what happened "in history" where they live, work, and spend leisure time. Partner with local schools and libraries to program and promote local history education through guest speakers and field trips.
- Support the recognition of the culture and history of a place or era that is beyond what has been traditionally seen as significant. This could include demographic trends, past industries, niche businesses, architecturally significant buildings, art, and notable people.
- Develop educational tools that help residents learn about local history.

Goal 3. Attendance, memorable experiences, and the diversity of programming at county-owned historic sites should increase.

- Use county sites for a variety of programming (not just historic-focused) that have the potential to bring existing buildings to life and could generate revenue for the county's system of historic sites and parks.
- Promote (in a variety of formats and languages) events and programs at county historic sites to a broad audience, including those that might not otherwise be aware of county communications.
- Increase county programming and signage that recognizes Lenape history.

**Vision: In 2050, Montgomery County will have distinctive places that offer a variety of activities, attract people to spend time, and support social connections and a sense of belonging.**

Goal 4. The county's town centers and village centers should be vibrant and welcoming places with diverse shopping and dining options, context-sensitive multi-modal transportation, placemaking improvements, and distinctive public spaces and events.

- Provide resources to continue the revitalization of abandoned, blighted, or underutilized centers as needed. Consider tax incentives to encourage redevelopment and revitalization where necessary.
- Promote the formation and continuation of business improvement districts (BIDs), main street organizations, and other economic development entities through education and provision of supporting materials such as maps and data.
- Encourage pedestrian access and prioritization in downtown areas by installing and advocating for the installation of improved signage, lighting, crosswalks, bus stops, train stations, and parking lots that support pedestrian activity in town and village centers.
- Encourage diverse events and programming in centers.
- Promote physical accessibility to centers for persons with disabilities.
- Update and promote design guidelines for downtowns and town centers.
- Identify our most successful and highest potential downtown destinations and support them with transit-oriented development (TOD), placemaking, marketing,

businesses recruitment, events, and more to ensure they are known regionally as wonderful places to visit.

- Encourage bicycle access to downtown areas.

**Goal 6. Third places (not home or work/school) should provide free activities and be open to the public to welcome residents and build community with face-to-face interactions.**

- Provide guidance on improving downtowns, community nodes, malls, office parks, parks, and other spaces to be more welcoming, encourage social interaction, and allow for community events.
- Include (and encourage municipalities to include) existing community residents in planning for new or enhanced amenities such as parks, plazas, and streetscapes.
- Support municipalities in ordinances and in other strategies to provide shade, benches, waste receptacles, and other streetscape amenities in the public realm.

**Goal 7. Arts and culture opportunities, including plays, museum displays, musical performances, and art exhibits, should continue to flourish and strengthen our centers and great places.**

- Work with municipal partners to amend regulations to allow for arts and culture uses locally.
- Promote public art by including art installations at county sites and encouraging zoning that requires public art in larger new developments.
- Promote arts and culture offerings available at county and community facilities.
- Consider ways to provide deeper support to the county's arts and culture organizations.

**Goal 8. People should want to visit Montgomery County because it is safe and welcoming.**

- Explore marketing partnerships with chambers of commerce, business improvement districts, and the Valley Forge Tourism and Convention Board (VFTCB).
- Provide support and guidance that communities can use to improve safety at large public events.
- Recalibrate the branding and promotion of Montgomery County to reach more audiences.
- Encourage heritage tourism through planning, promotion, and technical assistance.

**Vision: In 2050, new development and transformative investment in Montgomery County will be focused where infrastructure already exists or is planned.**

**Goal 9. More partners should plan together to focus development in growth areas.**

- Support existing and explore creating new multi-municipal planning groups.
- Support municipalities and multi-municipal planning groups to encourage zoning changes to focus development where it can make use of existing transportation infrastructure (passenger rail stations, highway interchanges, roads with excess capacity, freight infrastructure, etc.).
- Partner with SEPTA on Transit Oriented Communities development.
- Support transportation infrastructure projects that promote business and freight access to developed areas.

**Goal 10. Single-use, underutilized, or remediated places should become more mixed use and active.**

- Support our municipalities in encouraging the mixing of uses in office parks, malls, shopping centers, and more, to allow for a variety of activities and transportation modes.
- Continue to work with municipalities and property owners to plan for brownfield sites so that they can be repurposed as sites for jobs, housing, or parks.
- Consider financial incentives to revitalize brownfields or office parks with significant vacancies.

**Goal 11. Developed, auto-centric places should become more walkable, safer, and more aesthetically appealing.**

- Provide assistance to municipalities to improve auto-centric places to be more friendly to people. Create and promote guidance that will provide suburban retrofit recommendations including the inclusion of trees and landscaping, gateway signage where appropriate, transportation safety features for vehicles and pedestrians, and dimensional guidelines and more.
- Identify and plan for specific places that could be retrofit to be more people-centric rather than auto-centric.

## 7. Jobs and the Workforce: What do we do?

Vision: In 2050, Montgomery County will continue to be a desirable place to start and grow a business.

Goal 1. New businesses should be able to find the information and opportunities that they need to get started.

- Work to remove systemic barriers to financing for those who have been historically disadvantaged and those in certain geographic areas.
- Consider the creation of incubators for targeted sectors to encourage and support new businesses.
- Encourage zoning for community kitchens, food trucks, and other uses to allow food-related businesses to start without the expense of a full commercial kitchen.
- Encourage shared and temporary retail spaces where multiple small businesses can have a small stall to get started.
- Create periodic opportunities for local, small businesses to vend at county events and on county property.
- Solicit ideas for initiatives and activities to support new businesses from existing local business owners.
- Provide data to local businesses that can better inform their business model and location choices.
- Create guides that help new businesses navigate county and local permitting and zoning procedures.
- Continue county programs that help support small businesses.

Goal 2. There should be few vacancies in commercial areas.

- Actively recruit businesses to prominent vacant sites.
- Develop marketing programs to attract developers and businesses to targeted areas.
- Continue to track available spaces and sites throughout the county.
- Encourage municipalities to reduce or eliminate parking requirements that may limit options for filling vacant commercial spaces.

### Goal 3. Existing businesses should thrive and find networks of support and information.

- Actively promote the retention of existing businesses with supportive services and information. Raise awareness of county services that are available to any business owner. Update the services provided to meet the changing needs of businesses in the county.
- Promote equitable and inclusive economic development by supporting minority-, disabled-, women-, and veteran-owned businesses with targeted assistance.
- Partner with Chambers of Commerce, Main Street Managers, and economic development staff throughout the county in promoting and supporting businesses.
- Participate in the marketing and promotion of the entire Philadelphia region as an economic driver, as a strong Philadelphia makes Montgomery County an attractive place for businesses and residents to relocate to from outside of the region.
- Continue to participate in regional workforce mobility and economic development efforts.
- Encourage major corporations to locate their headquarters in southeastern Pennsylvania, especially near transit nodes and population centers.

**Vision: In 2050, Montgomery County will have a strong economy that is resilient to shocks and changes in the market.**

### Goal 4. There should be growth in creative jobs, both in arts and culture settings and in other types of businesses.

- Conduct a planning effort to inventory existing offerings, interview creatives, and develop initiatives to support arts and culture in Montgomery County.
- Initiate creative placemaking efforts that attract innovative ideas, community involvement, entrepreneurial talent, and new businesses to a community.
- Partner with educational and cultural organizations to promote and foster arts and culture jobs and opportunities.
- Consider strategies to ensure studio spaces are available at affordable rates for workers in creative industries.

## Goal 5. Diverse industries should be located in Montgomery County, offering a wide variety of types of employment opportunities.

- Work with municipalities to encourage zoning that preserves opportunities for a diverse economic base through encouraging a variety of sizes of commercial space in many locations, updating ordinances to allow for emerging uses, and other strategies to support many types of businesses.
- Support areas with high concentrations of jobs to ensure these are attractive to both employers and employees through maintaining and enhancing multi-modal transportation access, improving landscaping and buffers, adding amenities, upgrading stormwater infrastructure, reducing heat island effects, and enhancing public gathering spaces.
- Attract and support new green and sustainable industries and businesses through information, education, and possibly incentives.
- Provide guidance on freight and delivery issues including truck parking (zoning) and curb management.
- Encourage municipalities to consider retaining zoning for industrial uses where appropriate, adapting to changing technology and trade policies.
- Support county businesses with adjusting to unforeseen changes in the market.

**Vision: In 2050, the regional workforce will have the skills and will be well-positioned to fill open jobs with employers in Montgomery County.**

## Goal 6. Schools should prepare students to start a career with skills and knowledge needed for today's workforce.

- Promote MontcoWorks' Business Education Partnership with businesses and school districts to align curriculums and extra-curricular activities with pathways to rewarding careers.
- Keep school districts, students, parents, and the Pennsylvania Department of Education apprised of employment trends and the variety of pathways to rewarding careers within the county.
- Promote services available through MontcoWorks' programming that supports youth who have been disconnected from education and employment.

- Encourage students to register on PA CareerLink® Online, a platform that helps connect individuals to employment but also offers free career exploration and preparation tools.

### Goal 7. The county should have housing, transportation, and family care options that support its workforce.

- Advocate for adequate funding for childcare and elder care to support workers and potential workers in caring for family members.
- Provide technical assistance to municipalities to encourage childcare and elder care facilities as accessory uses.
- Support infill development and adaptive reuse to position jobs in town centers.
- Advocate for concentrations of employment to locate near transit nodes and trails and contain adequate bicycle parking and connections.
- Provide education to employers on transportation solutions including carpooling, vanpooling, and transit benefits for staff.
- Provide information on career pathways that lead to living wage jobs.

### Goal 8. Residents should have access to post-secondary workforce training that will prepare them for employment opportunities.

- Partner with the county's technical career centers to ensure that availability of and areas of study are meeting the needs of the county's current and future workforce.
- Continually evaluate employment services available through PA CareerLink® Montgomery County to successfully guide career seekers to jobs.
- Promote career paths at Montgomery County Community College and other post-secondary institutions that are in-demand in the county.
- Work with the Commerce Department and partners in the public and private sectors to encourage training that meets the needs of employers in locations near job seekers.
- Promote access to SkillUp™, Pennsylvania's free online skills training platform to increase employability and career growth.
- Monitor and provide guidance to workforce and educational programs on the impacts of Artificial Intelligence (AI) on the job market.
- Promote reskilling and upskilling programs for workers who may need to adapt to new jobs due to changes in technology or jobs.
- Help the economy work for all people. Promote access to training and livable wage jobs for everyone, especially those who have been historically disenfranchised.