

Chapter 7

Economic Development

The ability to create jobs, support growth with an expanding tax base, and to manage growth effectively is related in part to the balance achieved between commercial/industrial development and other plan elements. The purpose of the Comprehensive Plan with respect to economic development is to provide the land use and development environment that supports the County's economic development goals and objectives.

This Chapter discusses the County's economic development as it pertains to land use and development, including industrial and commercial development, tourism, agriculture and forestry, mining, and telecommunications.

Goals and Objectives

Economic Development

- 4.1 Expand the number of jobs, in the County, paying above average salaries.
- 4.2 Strengthen the County's economic base through growth and expansion of existing businesses and industry.
- 4.3 Diversify the County's economic base through the attraction of new businesses and encouraging the development of new start up businesses.
- 4.4 Retain large employers in the County including the Naval Support Facility Indian Head, Blossom Point Research Facility, and Civista Medical Center.
- 4.5 Grow tourism development in the County, particularly emphasizing opportunities associated with the County's natural resources, historic and cultural resources, and land- and water-based recreation.
- 4.6 Provide affordable broadband coverage to all of Charles County.
- 4.7 Enhance the County's infrastructure through funding an aggressive, yet affordable Capital Improvement Program (CIP) for those functions which are a government responsibility.

Agriculture and Forestry

- 4.8 Protect the land resources necessary to support the County's agricultural industry.
- 4.9 Maintain a productive forestland base and forest resource industry.
- 4.10 Promote and protect agricultural and natural resource industries, including opportunities for eco-tourism, value-added agricultural product processing, and the commercial seafood industry.

Mineral Extraction

- 4.11 Support the extraction of mineral resources and related operations including processing while safeguarding the public by providing reduction of the negative

impacts resulting from extraction and transportation to the maximum extent practicable.

Land Use

- 4.12 Stimulate and support industrial, employment, commercial and business development in locations identified on the Land Use Plan Map.
- 4.13 Encourage business development in mixed use areas identified on the Land Use Plan Map including the Urban Core and Transit Station Area.

Economic Structure and Employment Growth

In the past 50 years, the County's economy has changed from its roots in the agriculture and seafood industries and responded to a pattern of suburbanization. New residential growth and increasing traffic volumes have drawn substantial retail and commercial services development. Industrial and business park developments have been built into the suburban fabric.

Charles County's prospects for economic development are interrelated with the region's proximity to the Washington metropolitan area, its location on the US 301 corridor, and the strong military presence in the region. In recognition of this the County became a full member of the Metropolitan Washington Council of Governments (WashCOG) and also actively engages in the Greater Washington Board of Trade.

Charles County has historically accounted for a relatively small share of the Washington region's household growth and an even smaller share of its job growth. Nevertheless, Charles County is projected to share in an accelerated pattern of employment growth for the entire Southern Maryland region, and is projected to grow faster than the State as a whole (see Table 7-1).

Table 7-1 Projected Employment Growth

	2010	2040	Change 2010 to 2040	
			Number	Percent
Southern MD	160,399	212,097	51,698	32%
Charles County	62,199	83,097	20,898	34%
Calvert	35,200	49,000	13,800	39%
St. Mary's County	63,000	80,000	17,000	27%
Maryland	3,359,800	4,139,300	779,500	23%

Sources: Metropolitan Washington Council of Government (COG) Round 8; Maryland Department of Planning (MDP) Planning Data Services, May 2011

According to these projections, however, the imbalance between Charles County's residential growth and the local employment base will remain. The projected level of employment growth (a total employment of 83,097 or 20,898 new local jobs by the year 2040) is a little over one-half the projected growth of the County's labor force (approximately 37,000 additional people) over this time period.

In 2000, the ratio of employment to population in the County was 1 job to every 2.42 people, which was an improvement compared to the 1990 ratio of 1 to 2.62. This ratio is projected to increase through the year 2040 (to 1 to 2.67), reflecting a reduced rate of job growth and a reduction in labor force participation rates (the percentage of people working or actively seeking work). Job forecasts by type are shown in Table 7-2.

Table 7-2 Forecasts of Jobs by Type, Charles County, Maryland

	2010	2020	2030	2040	Change 2010-2040	
					Number	Percent
Office	10,138	11,686	12,942	14,459	4,320	43%
Retail	12,067	13,909	15,422	16,869	4,802	40%
Hospitality	7,650	8,173	8,370	8,310	659	9%
Industrial	11,071	13,837	14,880	16,121	5,049	46%
Education & Health	7,153	8,532	9,145	9,556	2,403	34%
Government	14,119	15,558	16,740	17,783	3,664	26%
Total	62,199	71,695	77,499	83,097	20,898	34%

Note: Excludes agricultural and mining jobs. Figures may not sum due to rounding.

Source: Land Use Market Supply and Demand Analysis, Technical Memorandum, July 2011. Note, this Memorandum is provided in the Comprehensive Plan Appendix.

The biggest increase in jobs between 2010 and 2040 will be in the industrial sector, which includes manufacturing, construction yards, warehousing/storage, and other industrial jobs. Projections indicate an additional 5,000 industrial jobs will be added to the County over the next 30 years. According to the County's Economic Development Department, large

industrial parcels (25 to 200+ acres) are the most frequently requested type of property inquiry¹.

Retail jobs are projected to constitute the second largest growth sector (about 4,800 new jobs), followed by private office (about 4,300 jobs), government jobs (about 3,700 jobs), institutional jobs (about 2,400 jobs) and finally hospitality jobs, which includes hotels and restaurants (about 660 jobs).

The County's economy is dependent on government employment in several ways. The Naval Support Facility at Indian Head is the largest single employer in the County with approximately 3,280 jobs. The consolidation of bases at the Patuxent Naval Air Station in St. Mary's County during the 1990s drove new residential growth into Charles County as employees were relocated from other parts of the country. Other large employers in the County are Charles County Public Schools, Charles County Government, the College of Southern Maryland, Civista Medical Center, Wal-Mart, and the Facchina Corporation². The County's workforce includes many federal government employees who commute into the District of Columbia and its inner suburbs.

Employment and Commercial Land Needs

The ability to expand the County employment base depends on a number of factors, but a key factor is the availability of an inventory of well-sited buildings and parcels zoned for commercial and industrial uses and served by public utilities. As part of the Comprehensive Plan a Land Use Market Supply and Demand Analysis was conducted to research the demand for and supply of land in Charles County to satisfy projected population, housing, and employment growth³. In summary, the Analysis found that:

- Total existing employment acreage in Charles County is approximately 13,000 acres located in many locations including Waldorf, White Plains, La Plata, Bryans Road, Indian Head, and Hughesville.
- Based on the jobs forecasts by type (see Table 7-2) there will be a demand for approximately 2,773 additional acres for future employment development through 2040.
- There are approximately 6,807 acres of undeveloped land in Charles County that are designated for commercial/employment uses.

Comparing supply of 6,807 acres to demand for 2,773 acres of commercial/employment demand through 2040 leaves 4,034 acres of commercial/employment land available to meet demands beyond 2040 (6,807 total acres, minus 2,773 acres of demand).

¹ Interoffice memorandum, October 2011.

² Source: Charles County Budget Book, FY 2012 adopted.

³ Land Use Market Supply and Demand Analysis, Technical Memorandum, July 2011. Note, this Memorandum is provided in the Comprehensive Plan Appendix.

Based on this analysis the Comprehensive Plan's Land Use Plan (Chapter 3) does not designate large additional areas of land for employment or commercial use. During the Comprehensive Plan process several participants questioned some of the assumptions in the analysis suggesting that demand for employment and commercial land will be higher than stated. A few participants also questioned whether the undeveloped employment and commercial land supply is well located in relation to demand and truly available for development. A future study to assess the County's inventory of employment and commercial land is recommended. (see below under Actions).

In addition to the land availability, a variety of other factors influence Charles County's ability to attract high quality businesses. Good schools, a wealth of community amenities and a distinct community character and identity all play a role in business attraction. (See Appendix "B" for the Land Use Market Supply & Analysis).

Mineral Extraction

Sand and gravel are Charles County's only significant mineral resources. Upland deposits consist of thin layers of sand and gravel, and can be found across much of the County. Lowland deposits consist of river-bottom sediments and several levels of terraces flanking the Potomac, Port Tobacco, and Wicomico Rivers.

As of June 2012, there were 21 mining permits in the County issued to 12 separate operators. Between 2003 and 2011 production amounted to approximately 18.3 million tons an amount representing around 14 percent of statewide production⁴.

The County Commissioners created a Sand and Gravel Task Force in 1998 to evaluate the county's regulatory policies against any significant issues related to sand and gravel surface mining. As part of the Task Force's research, a Sand and Gravel Mining Industry Impact Analysis were prepared (RESI, 1999). The analysis concluded that the industry was one of the County's leading export industries, representing three percent of the total value of goods and services produced in the County (approximately \$53 million) in 1997. A number of sub-industries derive much business from the sand and gravel industry including the trucking, wholesale trade, and engineering industries.

Planning tools & regulatory controls

At the State level, surface mining is regulated under Title 15 Subtitle 8 of the Environment Article, Annotated Code of Maryland. This law is administered by the Maryland Department of the Environment's Minerals, Oil and Gas Division. Any person intending to mine sand and gravel must first obtain a Surface Mining Permit from the Division. Licenses must be renewed on an annual basis. On completion of the mining operation, the site must be reclaimed in a fashion satisfactory to the Division.

At the local level, surface and sub-surface mining including wells for oil, natural gas or petroleum are regulated in Charles County through the Zoning Ordinance. Mining is

⁴ Maryland Department of the Environment Mining Program, personal communication June 6, 2012.

permitted by special exception in all zoning districts with the exception of the RV, RO, CB and PRD districts. Wet processing can be performed in conjunction with surface mining or can be stand alone, again by special exception. A request for special exception must be filed with the Board of Appeals. The Board then reviews the request to determine if the proposed use conforms to all requirements of the Zoning Ordinance.

As part of the special exception request, the applicant must submit a site plan of the operation, proposed buffers and screening, and any other pertinent information. In most cases, special exceptions are limited to a period of three to five years (renewable) for the extraction and removal of mineral resources. The St. Charles Planned Unit Development (PUD) is regulated under the applicable St. Charles Master Plan. The entire zone and surface mining is not regulated by the Board of Appeals. The Charles County Critical Area Program contains specific goals and objectives regarding mining in the Critical Area. The Critical Area Overlay Zone, in the Zoning Ordinance, contains requirements over and above those required by the special exception process.

Extraction operations generate sizable amounts of truck traffic and related truck traffic problems are a key concern to County residents in regards to this industry. Some communities desire that haul roads within the extraction sites are located in such a fashion that they stay away from adjoining property. This action helps contain noise associated with the operation, but does not address the hauling of mineral resources on County and State roads where related noise and safety are also concerns.

Agriculture, Forestry, Fisheries

Agriculture

The 2007 United States Department of Agriculture (USDA) Census of Agriculture counted 52,147 acres of farmland in Charles County, on 418 farms, for an average farm size of 125 acres. The total acreage is an increase of approximately 100 acres from 1992. This represents a notable trend because it is the first census year, since at least 1950, when the amount of farmland in the County did not decline. The Census reported the market value of all Charles County's agricultural products sold at approximately \$8.9 million, with 74 percent of the farm income derived from field crops and 26 percent from livestock enterprises. Tobacco, once the County's most valuable crop, while still grown, has become statistically insignificant. Charles County is characterized by relatively small farms compared to the large grain farms of the Eastern Shore or the dairy and livestock farms of Central and Western Maryland. Over half the farms in the County are smaller than 70 acres. The 2012 Charles County Land Preservation Parks and Recreation Plan include a detailed profile of agricultural land.

While no longer a major employer of residents, agriculture in Charles County and Southern Maryland occupies a special economic and cultural niche in the state's agricultural base. A number of Amish-owned farms exist in eastern Charles County, which are part of a larger community that extends into St. Mary's County. The Amish community is an important part of the local agricultural economy.

Farming is a business, and it needs to be viable from an economic standpoint in order to continue in Charles County. Simply put, farmers need to earn more in revenue than they expend in costs. They need to have a remaining level of profit sufficient to justify the risks of that business, such as: crop loss, unanticipated costs for equipment, building repairs and replacement; as well as changes in demand or pricing between sowing and harvest. As part of the 2013 Comprehensive Plan update, the County commissioned an evaluation of Charles County Agriculture⁵. The evaluation included the following statements:

- Charles County agriculture is likely to continue to be driven by a small number of large farms that produce grain and a growing number of small farms that produce nursery, greenhouse, and vegetable crops and provide agri-tourism opportunities. Charles County has the advantage of proximity to the Washington, DC metro region, which features affluent consumers who value fresh-grown produce and horticultural plants.
- The profitability of the farming industry is essential to the preservation of agricultural land that the County hopes to achieve. The County can help the farming industry through: 1) removing land use regulatory barriers to on-farm enterprises; 2) marketing; and 3) farmland preservation, including both the transfer of development rights and the purchase of development rights.

The Southern MD Agricultural Development Commission (SMADC) associated with the Tri-County Council for Southern Maryland and funded with tobacco settlement funds, is coordinating the transition away from the tobacco heritage to new market-driven agricultural enterprises. The Commission’s key strategies include training, buying local agricultural products, and encouraging alternative crops.

Forestry, Timberland

Charles County historically has been one of the leading producers of saw timber in the State. As noted in Chapter 2, forested lands are the dominant land use in Charles County comprising approximately 56 percent of the land area. These forestlands are often found on farms. In 2008 Charles County ranked 2nd in the state for industrial hardwood production and 6th in the state for timber production (Table 7-3).

Table 7-3 Industrial Roundwood Production

	Industrial roundwood production, (thousand cubic feet)		Charles County as % of State	Rank in State
	Charles County	Maryland	Total	
Hardwoods	1,816	19,089	10%	2nd
Softwoods	200	10,010	2%	8th
Total	2,016	29,099	7%	6th

⁵ An Evaluation of Charles County Agriculture and Recommendations for Agricultural Economic Development, July 2011. Thomas Daniels, PhD, Professor of City and Regional Planning, University of Pennsylvania.

Notes: Industrial roundwood production is the quantity of industrial roundwood harvested in a geographic area plus all industrial roundwood exported to other geographical areas. Roundwood is Logs, bolts, or other round sections cut from trees (including chips from roundwood).

Source: Maryland Timber Industry: An Assessment of Timber Product Output and Use 2008 US Department of Agriculture Forest Service, Northern Research Station Resource Bulletin NRS-64

The promotion and development of the forest industry, in Charles County, could help landowners earn additional income from their property as well as make land preservation options more attractive. One promising activity is the certification of privately-owned forest land through third party organizations such as the Forest Stewardship Council (FSC) and the Sustainable Forest Initiative⁶. Certification means that the wood products are produced sustainably, that is in ways that maintain ecological functions. These certified wood products tend to earn landowners a higher price for their wood. There are currently about 3,000 acres of certified forest land in Charles County. A key need is wood processing facilities. There is currently one small sawmill in Charles County.

Aside from traditional forestry, forest lands provide a broad range of ecosystem services that benefit the public. In an ecosystem services market, the beneficiaries or consumers of an ecosystem service, often consisting of a business or government entity, financially compensate landowners for environmental actions, products, and performances that result in the desired service. An example of an ecosystem service is carbon sequestration. In determining a dollar value for these services, forest land preservation can provide another source of revenue for landowners. In the future, a broader range of opportunities may exist for landowners to receive compensation for the environmental services that forests provide.

Fisheries

State law requires that counties located on tidal waters include a Fisheries Element in their Comprehensive Plan. This focuses on the designation of areas for loading, unloading, processing finfish and shellfish, as well as docking and mooring commercial fishing boats and vessels.

Commercial fishing is permitted in the most of the rural zoning districts. Onsite processing is also permitted with conditions in rural zoning districts (not in village zones). Off-site processing is permitted in CC, CV, IG and some mixed use zones. Overall, there appears to be adequate land, especially in the rural areas, for facilities to support commercial operations. This ranges from docks to vessel storage to product processing and distribution.

Tourism

Charles County has opportunities to further develop its tourism attractions. This ranges from waterfront recreational areas along its extensive shoreline, to promotion and enhancement of existing historic sites. Tourism activity has the potential to increase employment in the hotel/motel, restaurant, and other service industries and is a proven job generator.

In 2012, the Charles County Tourism Destination Plan Study was completed. The three primary goals of the plan were to review an inventory of assets and attractions and to create a plan for the development of tourist destinations in Charles County. The inventory of assets

⁶ Daniels, 2011. See prior footnote.

identified restaurants and lodging and extensive retail especially in Waldorf, the Regency Stadium and tournament-ready amateur sports facilities, extensive parkland and trails, heritage sites, miles of shoreline and beautiful scenery, and an extensive farming community as key assets to draw on.

The County participates in several local, regional and state tourism organizations. The Southern Maryland Heritage Area Consortium identifies destinations in Southern Maryland to promote historic sites and natural experiences for visitors. A Marketing Committee markets the region to tour operators and groups, travel writers through familiarization and regional theme tours. The Southern Maryland Heritage Area represents Charles, Calvert, and St. Mary's Counties' interests in identifying and preserving the region's natural and cultural heritage. The Southern Maryland Heritage Tourism Management Plan was adopted by the three counties in 2003. A five year action plan has been recommended as a supplement to the Heritage Area Plan and is currently being updated.

During the public participation process of updating the Comprehensive Plan, heritage tourism, and eco-tourism emerged as a high priority future strategy to help promote tourism. The County continues to work on these issues including the Religious Freedom National Scenic Byway and recent revitalization planning efforts related to the historic villages of Benedict and Port Tobacco. These types of tourism may need support facilities such as structures to accommodate business operations and supplies, equipment storage, and restrooms.

The Arts

The arts have risen to prominence as an important quality of life issue affecting growth and economic development in Charles County. Successful competitiveness for economic growth requires the ability to attract well-educated, talented, innovative and creative people. Attracting such people requires an environment rich in educational, cultural, and recreational opportunities.

Charles County has a growing arts community presence. Existing arts organizations include the Mattawoman Creek Art Center, Port Tobacco Players, Black Box Theater, College of Southern Maryland Theater Company, and the Southern Maryland Concert Band. The Charles County Arts Alliance is an umbrella group founded in 1987 that works with the Maryland State Arts Council, an agency of the state department of Business and Economic Development. Among the Alliance's activities are organizing the annual Artsfest, promoting galleries and events both in Charles County and across Southern Maryland as well as fostering links and connections with historical, heritage, educational, and cultural organizations.

Telecommunications and Broadband

Electronic communication has become an essential element for modern life whether for business, research, education, shopping, social life or entertainment. Businesses need the ability to send and receive large volumes of data quickly and economically. Residents need good electronic communication to manage their daily lives. As more information becomes digital and the volume of communication continues to increase, key considerations related to

internet access for residents and businesses are geographic coverage, data transfer speed, network reliability, and cost.

Telecommunication is also vital for county and municipal government for police, fire, and emergency management as well as for education and basic communication between government and citizens. This Telecommunications and Broadband element of the Comprehensive Plan has been expanded compared to prior plans to elevate treatment of the topic. The Comprehensive Plan Appendix contains a more detailed version of this element with additional background information and maps.

“Broadband” allows users to access the internet and internet-related services at significantly higher speeds than those available through “dial-up” internet access services. The term “broadband” refers to a signaling method that includes or handles a relatively wide range, or band, of frequencies. Broadband speeds vary significantly depending on the particular type and level of service ordered, and whether data is downloaded or uploaded⁷.

The term “broadband” is always relative. For example, a band may be broad enough for household needs but not for business. This Plan uses the term broadband to refer broadly to telecommunications capabilities that meet residents, business, and government’s respective needs.

Telecommunications and Broadband Coverage in Charles County

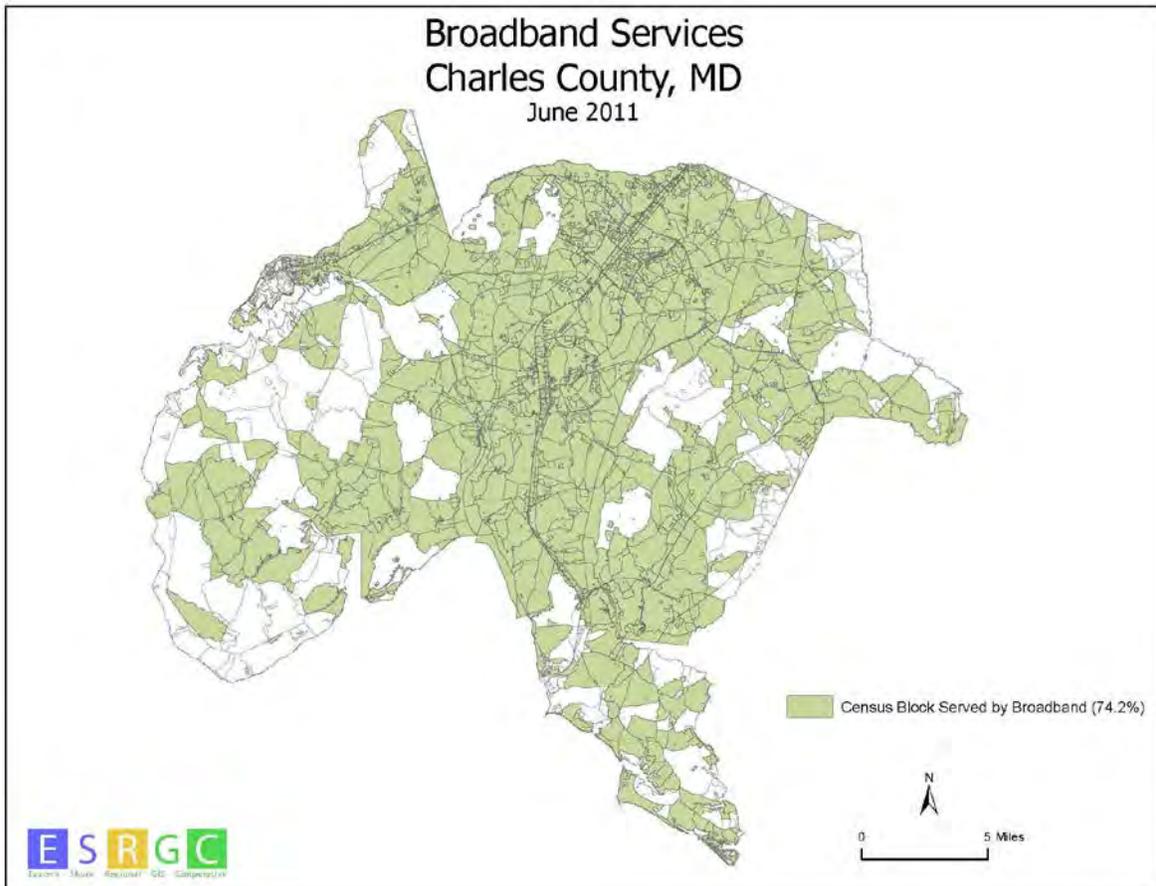
Telecommunications coverage in Charles County is a mix of telephone, Digital Subscriber Line (DSL), cable, fiber, wireless (broadcast from towers and tall buildings), and satellite. The geographic extent and types of coverage are changing rapidly as technologies change.

The extent of broadband coverage in Charles County is not easy to define with precision. On one level, it can be argued that using satellite or mobile wireless technology, broadband is available throughout all or most of Charles County. However, many people would disagree that it is really available since this coverage may not be complete and can be expensive depending on location.

Defining the extent of coverage is also difficult because some services may be available in one street or neighborhood but not in the adjacent one. The Maryland Broadband Cooperative (MdBC of which Charles County is a member) provides the best available coverage information. As part of a federal grant, MdBC tracks coverage by US Census block and almost 75 percent of the blocks in the County has coverage (Figure 7-1). However, the map may overstate the actual coverage, because, as required by federal rules, if one residence or business in that block can be served the entire block is reported as having coverage.

⁷ <http://www.fcc.gov/guides/getting-broadband> accessed 1-8-12

Figure 7-1 Broadband Service Coverage, 2011



Note: Broadband means cable, DSL, or fiber. The map may overstate the actual coverage, because, as required by federal rules, if one residence or business in that block can be served the entire block is reported as having coverage.

Organizational Considerations

Charles County Government plays an important role in planning for, facilitating, and helping provide broadband in the County. The Charles County Communications Committee, formed in 2011, is an interdepartmental group of key County employees working on various communication issues. The objectives of the Committee include improving access to services for all county residents and improving County-wide access to various telecommunication services to enhance potential business development in rural areas.

Statewide and Regional Initiatives Relevant to Charles County

The One Maryland Broadband Network (OMBN) is a planned, 1,294-mile, state-owned fiber optic broadband network that will link over 1,000 government facilities and community institutions in every county in the state, while interconnecting and extending three independent networks⁸:

- networkMarylandTM, the statewide network operated by the MD Department of Information Technology (DoIT);
- The Maryland Broadband Cooperative (MDBC), a member-owned and operated non-profit cooperative established to provide universal access, fiber optic network designed to deliver a broadband network across the rural communities of Eastern, Southern, and Western Maryland -- Charles County is a member of the MDBC; and
- The Inter-County Broadband Network (ICBN), a consortium of ten central Maryland counties and cities (not including Charles County).

Southern Maryland Broadband Study

The Tri-County Council for Southern Maryland (TCC) is a planning and development agency to foster the social and economic development of Calvert, Charles and St. Mary's Counties. In 2005 the Council completed a broadband study of the region, the Southern Maryland Broadband Study. As of 2012, the TCC is updating the 2005 report and expects completion in the fall of 2012.

Charles County Economic Development Department

In 2005 the Charles County Economic Development Commission (EDC) became a department of County Government, and was named the Economic Development Department (EDD). The EDD was subsequently abolished in 2010; however an interim office was re-created in 2011. It became an official Department, once again funded and staffed, effective July 2012. It is charged with both implementing Commissioner developed goals and objectives as well as developing strategic and tactical approaches that the County should take in conducting economic development.

⁸ <http://doit.maryland.gov/ombn/Pages/ombnHome.aspx>.

The new Economic Development Department has developed a comprehensive work plan, in response to Commissioner economic development goals and objectives, to expand primary employers in the County and identify and grow clusters and target industries (see below under Actions).

Policies and Actions

Policies

Business retention and development

7.1 Continue to foster a positive working relationship between the County and the Navy in order to capitalize on the role of the naval facilities as a major employer, and as a source of new commercial technology and local spending.

Protect the interests of the Naval Support Facility-Indian Head Division, including the Center for Energetics and other tenant commands on the Naval Support Facility-Indian Head, and promote on and off base expansion and the related public and private development.

7.2 Utilize an array of incentives, as appropriate, to attract targeted industries and maintain competitiveness throughout the region. The EDD developed a refined targeted industries list in 2012 including:

- Clean/renewable energy generation
- Green technology and services
- Manufacturing/ research and development
- Health/medical services
- Defense/Intelligence/ Homeland Security
- High value agriculture and agri-tourism
- Federal agency back office/ continuity of operations
- Resort/high-end hospitality
- High-end retail
- Engineering and consulting Services
- Computer/information system design/ and services/security
- Education and e-learning

7.3 Prepare the workforce for jobs of the future by providing educational opportunities targeted to improved occupational preparation.

7.4 Ensure the County remains positioned to accommodate desired economic growth by monitoring market conditions and ensuring that the locations and zoning of commercial land continue to support business growth and attraction.

Maintain flexibility in land use and location decision-making to accommodate any significant economic development opportunity that may arise.

7.5 Continue to participate in broadened regional economic planning efforts, such as the Metropolitan Washington Council of Governments Board of Directors and various committees and studies, as well as the Tri-County Council for Southern Maryland's programs.

Land Use and Development

- 7.6 Leverage County-owned land, infrastructure and other assets, as appropriate, for private economic development investment.
- 7.7 Support business development through assigning priority to the provision of adequate infrastructure, especially transportation, and water and sewer facilities, to locations set aside for business use. Infrastructure must be in place if the County is to remain competitive in attracting new business and industrial investment.
- 7.8 Support ongoing planning efforts for U.S. 301 in relation to mixed use, commercial and industrial land, with an emphasis on the Waldorf Urban Redevelopment Corridor and the Transit Corridor from White Plains to the County line.
- 7.9 Encourage redevelopment and/or adaptive reuse of functionally obsolete commercial structures, where practical.
- 7.10 Continue to develop incentives for commercial corridor revitalization that promote infilling of business uses.
- 7.11 Continue to evaluate the competitive posture of the County's regulatory environment and recommend, as needed, efficiencies and changes in the permitting and development processes.

Agriculture and Forestry

- 7.12 Minimize conflicts between agricultural and non-agricultural uses, especially residential.
- 7.13 Support the farmer's right-to-farm.
- 7.14 Support marketing programs for the County's diverse agricultural offerings.
- 7.15 Assist farmers to maintain an economically viable agricultural and forest industry.
- 7.16 Monitor sewage sludge application on agricultural lands to ensure the continued high quality of soil, surface water, ground water resources, and to minimize impacts from odor, run off, etc. on adjoining properties.

Mineral extraction

- 7.17 Recognize and consider property owners' right to extract mineral resources.
- 7.18 Require that appropriate post-excitation uses for mined land be consistent with the County's land use plans.
- 7.19 Protect existing neighborhoods from the impacts of adjacent extraction operations and the transportation of extracted mineral resources.
- 7.20 Protect the natural environment from all sources of pollution resulting from mineral extraction.
- 7.21 Provide adequate regulation and monitoring to all mineral extraction operations, including those in the PUD (St. Charles).

Tourism

- 7.22 Implement the 2012 Charles County Tourism Destination Plan Study

- 7.23 Continue to implement the 2003 Southern Maryland Heritage Tourism Management Plan, and the supplementary five year action plan.

Telecommunications and Broadband

- 7.24 Continue regular, periodic and formal meetings with cellular broadband carriers to receive updates on system enhancements and coverage expansion and seek to identify and research opportunities for private/public partnerships.
- 7.25 Continue to meet with the Cable Advisory Committee to ensure proper build out and compliance with the Cable Franchise Agreement.

Actions

Land Supply

1. Conduct a detailed study of the employment and commercial undeveloped land supply (including location and development potential) to determine whether additional land should be recommended for designation as employment or commercial land.

Agriculture and Forestry

2. Review the need for changes in policies and/or regulations with respect to the following⁹:
 - a. Policies for agricultural worker housing.
 - b. Processing facilities for energy crops.
 - c. Construction of a commercial slaughterhouse.
 - d. Promoting the development of Charles County's forest industry.

Tourism

3. Implement the 2012 Charles County Tourism Destination Plan Study with emphasis on eco-tourism and agri-tourism, enhancement of heritage sites, and riverfront redevelopment.
4. Implement the Five Year Action Plan supplement to the Southern Maryland Heritage Tourism Management Plan.

Broadband

5. Review the County's Adequate Public Facilities Ordinance and the Subdivision Regulations and consider potential changes related to provisions for telecommunications services in relation to new development projects.
6. Review the recommendations of the Communications Commission presented to the Commissioners in March, 2012 and formulate an action plan regarding the

⁹ Identified in An Evaluation of Charles County Agriculture and Recommendations for Agricultural Economic Development, July 2011.

availability for equal access to communication services including broadband, FIOS, cell phone, T1, etc..

7. Identify public/private partnership potential with One Maryland Broadband Network (OMBN) and its 41 providers to expand “last mile” (final location) coverage.
8. Research the internet solution of the Moyaone Reserve and consider potential applicability to rural residents throughout Charles County.
9. Investigate the use of existing towers in helping provide platforms for expanded broadband coverage.

Economic Development Department

10. *Implement the Economic Development Department’s 2013 comprehensive work plan including:*

- a. Utilizing County and commercially available databases of commercial/industrial property with user site search capability in a comprehensive inventory.
- b. Developing a comparative advantage/cost of operations inventory compared to select regional competitors, and developing a pre-certified sites program and inventory.
- c. A targeted business visitation program focused on high impact and Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) companies poised to expand and to identify general issues affecting the business community.
- d. Promotion and certification assistance for a 2012 enacted County Government Small, Local Business Enterprise purchasing program.
- e. Promoting management assistance activities, including marketing support, direct loans and loan guarantees, a permit expedite program, and public relations.
- f. Web site enhancements with a heavy emphasis on web marketing and the use of social media to market the County regionally, nationally and internally.
- g. Promoting the County’s unique assets and opportunities and elevating its profile within the region through participation and collaboration with its partner jurisdictions in the Metropolitan Washington Council of Governments and Greater Washington Board of Trade/Greater Washington Initiative.
- h. Create a dynamic, updatable resource inventory and collaboration network of sister agencies able to assist local, minority, and new businesses seeking either expansion or establishment in the County.
- i. Strategic outsourcing of highly specialized economic development functions such as lead generation, micro web site development, and placement of strategic articles in major media publications focusing on Charles County.
- j. Support of the base re-development activities at the Naval Support Facility at Indian Head, which will be complemented by encouraging commercialization and support opportunities outside the gate. This support will include assisting the Town of Indian Head in its economic development and redevelopment plans as well as the provision of nearby planned employment parks such as the Indian Head Science and Technology Park.

Economic Development

- k. Supporting major re-development efforts in areas designated for same, such as the Waldorf Urban Redevelopment Corridor, Hughesville Village, and Aqualand.
- l. Development of the capability to establish itself as the authoritative source for County economic and development related information for those entities seeking to make site location and significant business decisions.