

INVESTING IN WORKERS AND WORKPLACES

AN ECONOMIC OPPORTUNITY PLAN

for Frederick County, Maryland

An Element of the Livable Frederick Comprehensive Plan

Frederick County, Maryland 2025





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Introduction



How does a community define economic success?

Is a strong local economy measured in tax revenue?

Do we count the number of employers or local jobs?

Is a resilient local economy dependent upon small business? A significant corporate presence? Business sector specialization or a broad array of industries?

Do we consider the well-being of our local workforce in this equation? The local cost of living in the community – is it affordable? Sustainable? Are quality of life factors attractive to current and newer residents? Or to prospective employers?

Is a successful local economy measured through its productivity? Through its efforts to maintain its unique character and protect its most valuable and vulnerable resources? Through its investments in infrastructure and its workforce?

Is a community's ability and willingness to change or evolve to provide for a strong local economy a key factor in this definition? And most critically, should we consider a community's ability and willingness to effectively manage the evolving conditions of a modern economy?

This planning document is Frederick County's answer to these questions and provides a path forward for enhancing economic opportunities in the community. The plan does not provide solutions for every challenge facing the County, nor does it pretend to predict the precise road ahead as we enter the second quarter of the 21st century. History tells us that significant surprises, both good and bad, are just around the corner. We cannot as a community, gird ourselves against every systemic political, economic, or societal force that may work to erode or otherwise impact our economic stability, but we can and should try to understand what it is that we seek in a healthy local economy – our economy - and learn to use the tools at hand to best adapt to the future that arrives on our doorstep. Because it will.

And when that future knocks, Frederick County will be ready for whatever waits on the other side of the door. Opportunity or Challenge? The County and its municipal partners will not be passive bystanders and will instead be active participants in determining our economic future.

Welcome to IW2, the Investing in Workers and Workplaces Plan, an implementation of the Livable Frederick Master Plan's Our Economy strategies, and a tactical companion to the growing collection of plans and reports created under the banner of Livable Frederick.

MISSION AND PURPOSE

This plan, undertaken with assistance from the Frederick County Division of Economic Opportunity, strives to enhance the County's economic infrastructure. It focuses on addressing critical factors that influence economic success in any community, such as housing availability, access to reliable transportation, and educational/training opportunities – issues central to supporting the local workforce. It also addresses fundamental land use challenges such as the need to ensure the availability of land that is designated for targeted economic opportunity uses. Through the review of select growth areas, current and proposed land use designations, and new or refurbished land use regulations, the IW2 Plan will ensure that these re-tooled, redeveloped, or expanded employment growth areas maintain a sense of place and represent a positive investment for the entire County, while meeting the needs of workers and employers.

A limited rezoning effort will follow the adoption of the IW2 Plan to implement the Plan's recommendations.

IW2 Plan Objectives include:

- Expression of Livable Frederick's strategic vision for how the County can accomplish its economic development goals while maintaining its character, leveraging its economic advantages, and improving the lives of current and future residents and workers
- Expansion of the non-residential tax base to ease the burden on County households
- Support for efforts to improve the quality of life for Frederick County's workforce
- Ensuring that an adequate supply of appropriately designated, effectively regulated, and infrastructurally-adequate land for the redevelopment or development of employment sites remains available for expanding or new businesses in Frederick County

ORGANIZATION OF THE PLAN

This plan is organized around a set of themes that best reflect the challenges and opportunities facing Frederick County over the next decade:

Theme 1: Expanding the Breadth of Local Employment Opportunities

Theme 2: Strengthening Our Economic Growth Centers

Theme 3: Improving Life for Our Local Workforce

Theme 4: Leveraging Local Assets While Protecting Household Wealth and Security

Theme 5: Municipal Coordination: Nurturing These Vital Partnerships

This thematic approach to planning for our economic well-being allows the County to remain strategically nimble and tactically flexible as we work to implement the goals identified in the plan against the backdrop of an ever-changing economic landscape. While the County's long-range vision for community health, wealth, and growth is likely to continue to follow the aspirational vision articulated in the Livable Frederick Master Plan, the path to achieving that vision will necessarily evolve and change given the dynamic nature of the forces at work in our 21st century economy and culture. Strategies and initiatives presented in this plan do not always sit neatly within a specific thematic category and often seek to advance economic health across several themes. But every strategy and initiative conceived through this planning process is in service to at least one of the five themes.

At the outset of each thematic chapter, this Plan articulates each theme's Livable Frederick Master Plan lineage by identifying relevant sections of the LFMP Vision Statement as well as key economic development goals that comprise the Our Economy section of the 2019 Master Plan. While certainly useful as a tool of reference, this exercise also demonstrates clearly how the IW2 themes are built upon the foundation of the County's master planning efforts and are intended to move us closer to the shared economic development vision articulated in the LFMP while acknowledging new areas of particular focus, concern, or opportunity.

The Plan's themes, as well as many of the strategies and initiatives, have emerged through a non-linear process, fed not only through efforts completed under the banner of the IW2 plan, but by concurrent coordinating plans being developed to address the topics of Green Infrastructure, Water Resources, and Housing. This approach permits us, as an engaged community seeking to improve its regional and national economic position, to achieve the implementation of economic development planning strategies as opportunities present themselves across a diverse array of public policy actions. In many cases, IW2 goals will be achieved through the implementation of other Livable Frederick planning initiatives, such as those developed in its Housing Element, while goals identified in these other plans will likewise be pursued in concert with economic development efforts.

Ultimately, the Five Themes form the beating heart of this planning document. Sections documenting current and projected economic and community indicators, existing tangible community infrastructure and assets, and recommended implementation strategies make up the balance of the IW2 Plan. A coordinated set of Implementation Packages are provided in the Plan's final section and will be available also as stand-alone, autonomous summary sheets providing general and detailed guidance to public policy professionals, community leaders, planners, and elected officials seeking to turn the ideas presented in this document into action.

IW2 CONSISTENCY WITH THE COMPREHENSIVE PLAN

The IW2 Plan is conceived as an update to the County's Comprehensive Plan, following past efforts such as the Sugarloaf Treasured Landscape Management Plan (2022), the South Frederick Corridors Plan (2024), and the Water Resources Element (2025).

The Livable Frederick Master Plan set the stage for these implementation documents in the same way that the County's previous Comprehensive Plans established a protocol for the County's Region Plans in the 1990's-2010's. The IW2 Plan has been created within the framework established by the Livable Frederick Master Plan and subsequent Implementation Programs, which have been carefully crafted to enable planning that encompasses a broad spectrum of purposes.

Three overarching types of implementation plans are described in the LFMP, as dictated either by geographic scope or practical focus. These are small area plans (communities and corridors), large area plans, and functional plans. Any of these plan types can be initiated by the County for a variety of planning purposes. Among these are plans that serve the purpose of achieving vision and policy objectives, plans that enable the periodic appraisal of land use and infrastructure capacity required to maintain responsible and coordinated growth, and plans that are a response to particular challenges or opportunities that inevitably arise and that require swift, focused, and strategic forethought and preparation.

Plans that are initiated in response to this third reason are referred to as Opportunity Plans and Challenge Plans. They may focus on limited geographies, functional aspects of the County, or general thematic factors such as economic development or sustainability. Four categories of Opportunity/Challenge Plans are identified including:

- Economic
- Environmental
- Infrastructural
- Livability

Each category is designed to target a type of thematic, or specific, time-sensitive question that often comes up in the wake of changing conditions, evolving social behaviors, or unanticipated changes in the physical, economic, or natural environments in which we live.

Opportunity Plans, such as the IW2 Plan, are intended to be nimble, flexibly-formatted, and completed within a relatively short time-frame – in 9 to 18 months – depending upon the complexity and scope of the topic being addressed in the plan. A document like this IW2 Plan is not a ‘Mini-Comprehensive Plan.’ It is not intended to be an all-inclusive, comprehensive document that reconsiders or restates the overall vision for Frederick County. Rather, its role within the comprehensive planning universe of our community is that of an enhanced planning policy implementation tool.

As stated in the Livable Frederick Master Plan (2019):

“The scope of this comprehensive planning document [LFMP] is all-inclusive...to allow subsequent, more narrowly focused plans to be developed for specific issues, projects, or places. These more detailed efforts will provide discrete and definitive measures for implementation.” (Livable Frederick Master Plan, p.8)

“The Livable Frederick Master Plan functions as a core document, guiding the continual practice of producing and updating a collection of interrelated planning documents in Frederick County. It provides a framework for future planning that considers a deep understanding of the forces shaping our future and our shared aspirations about the kind of place we want Frederick County to be. Future planning in Frederick County will occur under the banner of Livable Frederick Comprehensive Planning.” (Livable Frederick Master Plan, p.13)

Upon its adoption by the County Council, the IW2 will become part of the County’s Livable Frederick Comprehensive Plan, and any amendments or changes to existing documents, such as the Comprehensive Plan Map, will be made accordingly.

ORGANIZATION AND PLANNING PROCESS

IW2 Advisory Group

An IW2 Advisory Group was appointed in the Spring of 2024 by the County Executive to provide insight into a range of topics impacting the local economy. Chief among these topics was the general environment for business development, expansion, and relocation in the County. The Advisory Group served as both a sounding board for initial plan concepts and as one of several sources of information regarding the economic climate in Frederick County for its employers and workforce. A list of Advisory Group members is provided at the beginning of this document.

Meetings and Workshops

IW2 Advisory Group Meetings

The IW2 Advisory Group held a series of six meetings – open to the public – beginning in May 2024 and completing its work in August of that year.

Topics of discussion included:

- Current strengths and weaknesses
- Current economic conditions including demographics, land use/zoning, infrastructure capacity, labor force dynamics, commuter patterns, and targeted industry sectors
- Future opportunities and threats impacting the local and regional economy
- Site selection data synopsis
- Expanding the non-residential taxable base
- County's geography of employment/Identification of future employment focus areas
- Existing and future growth areas
- Agriculture's economic role in Frederick County
- Future economic conditions and trends

Frederick County Planning Commission

At its April 16, 2025, meeting, the Planning Commission was presented with an outline of major IW2 themes and provided important feedback regarding the content and focus of this document.

The Planning Commission's review of the Draft IW2 components began in June 2025 and continued through early October 2025.

The Draft Plan was distributed for its required 60-day review by the State of Maryland on November XX, 2025, and a public hearing was conducted by the Planning Commission on XXXXX 00, 2026.

The Planning Commission forwarded its IW2 Recommended Plan to the County Council on XXXXX 00, 2026.

Collaboration and Outreach

Staff from the County's Division of Economic Opportunity assisted in the development of IW2 and provided key information, data resources, and an understanding of their work in supporting business expansion and development in our community. Frederick County Workforce Services staff were instrumental in helping planning staff and the Advisory Group gain a richer understanding of the challenges facing our neighbors and friends in the local workforce, the services provided to job seekers by the department, and the local resources available to Frederick County employers.

The Division of Economic Opportunity has embarked upon a planning process that is set to culminate with an Economic Opportunity Strategic Action Plan for Frederick County. Tasks include:

- Develop a chapter-based 3-year strategic action plan for the Division of Economic Opportunity
- Conduct comprehensive analysis of local economic conditions and trends
- Identify key industries and sectors for growth and development
- Propose strategies to attract and retain businesses in Frederick County
- Develop actionable recommendations for workforce development and skills training
- Create performance metrics to measure the success of economic initiatives
- Design implementation timeline for proposed strategies and actions
- Facilitate stakeholder engagement sessions to gather input and build consensus
- Assess current economic development programs and suggest improvements
- Incorporate equity and inclusion considerations into the strategic plan

In March 2025, the Frederick County Chamber of Commerce published an article in its monthly newsletter highlighting the development of the IW2 and soliciting input from its membership on issues and topics affecting their business operations, growth plans, and workforce. While the article was aimed at small- to mid-size businesses, all members were invited to respond using the following questions as a starting point:

- Do our land regulations match our intentions? Or your needs?
- What are the biggest challenges facing your employees?
- Where should the County encourage the most intense economic activity?
- Is our local infrastructure (water/sewer, roads, schools, public safety) sufficient to serve your needs today? In the future?

While responses were limited in number, the feedback from those who have responded reinforced the notion that regulatory flexibility remains critical to the small business community, particularly as organizations seek to grow or evolve. Another notable comment thread revolved around the struggle to retain trained or experienced employees. The lack of affordable housing and childcare in the County were frequently cited as challenges for employees, along with unreliable or tenuous transportation arrangements.

RESULTS

Each themed chapter in this document concludes with a series of recommended next steps, or implementation strategies. To increase the likelihood that forward progress will be made toward achieving the goals of IW2, these strategies are collected in an Implementation Guide in this Plan's final chapter, and are presented in practical sets sorted by their functional approaches. Functional sets include:

• Additional Planning	• Land Use Initiatives
• Economic Development Policy	• Tracking and Measuring
• Public Investment	

Theme 1: Expanding the Breadth of Local Employment Opportunities



THEME SUMMARY

Expanding Local Employment Opportunities focuses on creating a robust, diverse economy in Frederick County by supporting a wide range of industries and employment types. The aim is to ensure that local residents have meaningful job opportunities across all skill levels, reduce reliance on any single economic sector, and better align land use, infrastructure, and workforce development to support sustained economic growth.

KEY GOALS:

- Attract, retain, and grow a diverse array of businesses that support a varied workforce
- Development of, and heightened support for, knowledge-based industry
- Expand sectors like biotech, IT, and advanced tech that require high-skill workers
- Enhance agricultural sector support to heighten locational advantages
- Protect farmland, encourage agricultural innovation, and support value-added farm enterprises
- Support for creativity and innovation
- Foster creative industries and alternative business models to diversify the economy
- Incentivize and support small business growth
- Build support systems and reduce barriers for small, local business success
- Nurture a culture of innovation and entrepreneurship
- Promote an environment that encourages startups and creative ventures
- Plan for inclusive employment opportunities
- Ensure job opportunities are accessible and appealing to a wide range of residents, with varying skills, backgrounds, and experiences

HIGHLIGHTS FROM THE LFMP VISION

Frederick County provides interesting and fulfilling jobs and options for everyone to support their families.

We embrace businesses of all types and sizes to ensure a vibrant and strong economy.

We value our traditional industries while seizing the opportunities of the future, healthcare, biotech, advanced technology, and more.

Agriculture is vibrant and viable.

LFMP GOALS

Pro-Business Climate: Attract, retain, and grow opportunities to create a business climate in Frederick County that is attractive to firms and supportive of the many diverse groups of people, with diverse expertise and experiences, who wish to live and work in Frederick County.

Knowledge-Based Industry: Work to expand opportunities in knowledge-based industries – those industries where production and services are based on a vast knowledge of technical and scientific skills, with workers highly skilled in those areas – such as information technology, life and natural sciences, and other new and emerging technical business opportunities.

Agriculture: Support and protect Frederick County's agricultural community and existing and emerging agricultural industries, to promote an environment where agriculture operations continue to be competitive, sustainable, and profitable in Frederick County.

Creativity and Industry: Support the development of businesses, enterprises, arts, and technologies that focus on creativity, innovation, and alternative business models and that encourage vibrant business activity and growth in Frederick County communities.

Small Business: Build on existing and explore new ways to support the growth and longevity of locally-based small businesses in the county.

Innovation: Develop and sustain a supportive cultural, legal, and economic environment for small business, creative industries, and entrepreneurship in Frederick County.

Employment Opportunity: Encourage businesses to provide meaningful employment opportunities in Frederick County that are free from barriers and appeal to a wide-range of potential skilled employees.

STRATEGIC INITIATIVES

The following seven (7) Strategic Initiatives form the core of the IW2 Plan's Expanding Employment Opportunities theme. This theme represents the predominant topic of discussion as the local business community, elected officials, and residents in the workforce seek to expand opportunities for local and regional businesses, communities and neighborhoods, and individual households. It has arisen not only during the IW2 planning process, but in the years preceding this planning effort as well.

Pursue and maintain a broad spectrum of employment and business opportunities for the entire Frederick County workforce.

The IW2 Plan places a high priority on maintaining and attracting a broad and diverse community of employers in Frederick County. This approach can help us to accomplish three important objectives. Firstly, a diversified employment footprint provides security against economic downturns in single industrial sectors, avoiding the fate of communities across the nation whose economic outcomes are tied to a single business or sector. Secondly, a broad mix of industries are more likely to provide a wide range of employment opportunities for a workforce with varied skill sets and educational attainment. Finally, by foregoing a reliance on any particular industry, the County will find that it is in a better position to build its local economy without sacrificing its commitments to building vital and healthy communities. Place-based planning, mixed use environments, and geographic distribution across our

municipalities and County growth centers are all more likely to be accomplished by providing a multitude of options for expanding and prospective businesses with a variety of locational, spatial, labor, and infrastructural needs.

Over the course of the 20th Century, Frederick County's reliance on its agricultural economy continued to decrease, with other non-agricultural sectors growing quickly after the Second World War. In 1900, farm labor constituted over 40% of all jobs in the United States. By 1960, that number had shrunk to just 8%. As of 2024, hired farm labor makes up 1% of all jobs nationally and locally in Frederick County.

Beginning in 1890, the United States supported the world's largest economy (by Gross Domestic Product) and continues to hold that position today. The rapid growth of industrial activity following the Civil War set the stage for a new economy based on rapid technological innovation, access to immigrant labor, and a more physically-connected country bound together by a growing rail network. By mid-Century, air travel, a federally-funded and rapidly expanding interstate highway system, and the nascent computer industry changed the way America thought about its economy.

In the wake of these national and global changes, Frederick County has continued to grow and flourish economically with broad representation from a variety of job sectors, and it should continue to take advantage of this diversity in any future efforts. It should be noted here that, in general, retail, and commercial service industry growth will follow increases in population. As the County's population tops 300,000, with a projected population of 428,000 by 2050, retail stores, personal services, and restaurants will likewise expand their presence to serve new residents, employees, and visitors.

Table 1: Frederick County Employment Categories-2024 (# of Jobs)

Industry Category	Percentage of Total	Number of Jobs
Government	12.9%	21,401
Retail Trade	12.4%	20,412
Professional, Scientific, Tech	10.3%	16,900
HealthCare/Social Assistance	9.7%	16,042
Construction	9.3%	15,377
Accommodation/Food Services	6.6%	10,820
Real Estate/Rental & Leasing	6.2%	10,253
Other Services	5.7%	9,393
Administrative and Support/ Waste Management & Remediation Services	5.0%	8,332
Finance & Insurance	4.6%	7,631
Manufacturing	3.7%	6,162
Transportation & Warehousing	3.4%	5,675
Educational Services	2.6%	4,219
Arts, Entertainment, Recreation	2.2%	3,561
Wholesale Trade	2.2%	3,560
Ag, Forestry, Fishing & Hunting	1.4%	2,226
Information	1.2%	2,027
Management of Companies & Enterprises	0.3%	410
Utilities	0.2%	283
Mining, Quarrying/Oile & Gas Extraction	0.1%	155
TOTAL	100%	

Strategies

- » 1-1 Maintain and expand the diversity of jobs available to the local workforce.
- » 1-2 Consider the need to provide broad employment choices for residents when reassessing the County's Target Industries.
- » 1-3 Take advantage of our strong town/city centers and county growth areas by providing built environments that are flexible enough to accommodate a range of employers.

Diversify the local jobs portfolio by making the appropriate land and the right conditions available for businesses to grow and expand.

One issue that emerged during and prior to the discussions for IW2 concerned the need to bolster a particular existing job sector in Frederick County. Participants in the Advisory Group, as well as business owners and commercial and industrial real estate professionals, have noted the increasing difficulty of maintaining small to mid-sized contractor businesses in the County.

The reasons for this difficulty appear to stem from two challenges. First, the areas available for this type of business activity – often including the need for some outdoor storage of supplies and equipment – have been gradually shrinking either due to redevelopment, or a lack of appropriate infrastructure to serve these businesses. Contractor and contractor support businesses are often in direct competition with other businesses seeking similar building spaces or sites for bio-tech, self-storage, and logistics uses.

While both the City of Frederick and Frederick County are pursuing redevelopment plans to increase the availability of mixed-use neighborhoods – often in areas that have traditionally housed small contractor businesses – the efforts to maintain or increase the supply of appropriately located and zoned lands for limited industrial users may not have kept pace with the need. In Chapter 3 (Theme 2), this document will present a series of recommended map changes that will address this issue.

In addition to seeking to expand underrepresented industry sectors by incentivizing local business start-ups and attracting outside businesses to relocate to Frederick County, the IW2 Plan encourages the County to do what it can to assist contractor businesses in maintaining and expanding their Frederick County locations. These businesses quite literally help to build the future of the County and we should do what is necessary to maintain places where they can operate and flourish.

Strategies

- » 1-4 Expand appropriate land opportunities for the contractors and contractor support businesses in Frederick County to maintain this technical and employment capacity in our community.
- » 1-5 Work with our municipal partners to ensure that there are geographically diverse and distributed sites where businesses requiring outdoor storage of materials and equipment can thrive.
- » 1-6 Expand local technical training and educational opportunities in our local public school programs (FCPS's Career and Technology Center, FCC) to support local contractor businesses.
- » 1-7 Continue to support agricultural industry innovation and build upon the County's agricultural heritage by encouraging both homegrown businesses and those wishing to relocate to our community.

Regularly assess, refine, and, if necessary, revise the County's list of Target Industries.

The Division of Economic Opportunity is developing its 3-year Economic Opportunity Strategic Action Plan for Frederick County beginning in 2025. This endeavor allows the County to reassess its current list of Target Industries which include the following industry clusters:

- Advanced Manufacturing
- Biosciences and Healthcare
- Hospitality & Tourism
- Information Technology
- Professional, Engineering, Scientific, & Technical Services

This planning document recommends that, in addition to the target industries identified, the County should identify two core industry clusters that have provided value to the community for much of the County's history – **Construction Trades** and **Agricultural Business**.

As one of the fastest growing communities in Maryland, it makes good sense for Frederick County to nurture the businesses that create the physical environments around us, providing a local, trained, (and locally-trained) workforce that can build and maintain our homes and workplaces. Several initiatives identified in the Livable Frederick Master Plan support the construction trades in a variety of ways including a strengthening of the learning pipeline, spanning all educational levels from primary to secondary, to post-secondary and technical, to job training and retraining. Industry-led, and industry-supported, training and job development in the construction trades sector could provide a boost to local businesses who are often facing labor shortages while opening up new opportunities for increasing the labor participation rate in Frederick County.

The agricultural business sector – a backbone of the County's culture and economy for centuries – should also be given a place on the list of target industries, lest we lose sight of its importance in our community. In March 2025, the County's Office of Agriculture published its strategic plan, Frederick County Office of Agriculture Strategic Plan: A Plan for Building an Economy Around the Agricultural Entrepreneur. This document details the County's approach to strengthening the local agricultural sector through an analysis of industry strengths and current challenges facing farmers.

The proactive efforts of the County's economic development professionals allow the community to better understand its position in the regional and national economies. Remaining alert to trends and outside forces that may impact our existing business community or change our approach to attracting new businesses to the County, provides a critical advantage in a highly competitive and dynamic marketplace.

There is no doubt that Frederick County should continue these efforts. However, to take full advantage of the opportunities presented by this strategic planning, the County should better align its economic growth goals with its land use planning efforts. While not all industry clusters carry specific or extraordinary locational or land use regulatory needs, some do. The process of planning for future economic development should not be reactionary. A framework for an on-going conversation between the County's economic development and long-range planning teams would amplify the County's efforts to grow more effectively in the short-term, and more sustainably in the long-term, while delivering the best possible outcome for our community.

Strategies

- » 1-8 Reassess the County's economic development strategies on a regular basis, continuing the focus on Target Industry Clusters, and workforce capacity.
- » 1-9 Establish a regular process for coordinating economic development and long-range land use planning efforts to create a more seamless and unified approach to planning for business growth and development.
- » 1-10 Integrate an economic development component into all Small Area and Corridor Plans.

Plan for and continue to support the local Creative Economy.

While the County's heart of its creative economy is situated in the City of Frederick, job growth in this sector is not, and does not have to be, limited to our County Seat. The Livable Frederick Master Plan promotes a business environment that embraces cultural and social aspects of the economy as they interact with technology, intellectual property, tourism, and knowledge-based economic activity.

Jobs in the creative arts bolster other sectors and can serve as signifiers for the communities nurturing them, indicating an underlying respect for the ideas and people that drive our culture of innovation, whether they be in a traditional performing or fine arts environment, a craft and trade context, or within one of the newer digital realms.

An interesting thread of public comments emerged during the development of the Livable Frederick Master Plan that pointed to a general lack of opportunities for adults to engage in creative activities outside of a purely educational environment. Many residents who responded to LFMP surveys at the time (2017-2019) noted that the County's adult population – including the growing number of senior residents – found limited opportunities to learn a new craft, pursue a long-suppressed creative skill, or participate in the arts in a meaningful way. Non-profit organizations such as the Frederick Book Arts Center (FBAC) in downtown Frederick provide one model for how to engage this audience and perhaps light a spark that generates a small business start-up.

Many of the industries closely aligned with the creative arts community feed off the energy generated by creators – sometimes quite literally. It is no accident that arts districts often flourish within or adjacent to restaurant, bar, and hospitality epicenters. This connection can be the rising tide that lifts all boats, extending the amount of time (or money) a visitor or resident might spend in our community. The Downtown Frederick Partnership, and the County's Main Street communities, have learned how to build upon these creative assets and recirculate local dollars. The County should continue to support these efforts as well as the organizations that fuel them.

The County's rural villages possess a character, and often a built environment, that is supportive of endeavors within the local creative economy. However, managing the potential conflicts between residential uses and creative commerce in these quieter locations can be challenging. Our rural villages are often the traditional home of places of worship, community organizations, and other non-commercial activities, but small businesses also provide goods and services that reduce the need for residents to travel to commercial centers. Balancing the competing needs – and differing expectations – of those who live and work in and around our rural villages should be an on-going priority for planners and elected officials. The topic of economic development in these places could serve as an armature for building consensus around, and determining the tolerance for, the impact of future uses in these areas.

Farm-based businesses that have embraced elements of the creative economy have often been leaders in demonstrating the value of the arts in attracting visitors to Frederick County. Activities that blend arts consumption with arts participation are not uncommon at destination farms located across our beautiful agricultural landscapes.

Creating a hand-blown wine glass, fashioning a traditional cornhusk doll, or learning how to incorporate locally-grown foods into a meal masterfully blend product marketing, food and drink consumption, and experiential learning into a gumbo of place-based employment that nourishes our unique local assets rather than simply extracting them. The County should continue to incentivize this economic activity while protecting the core resources that make it possible.

Strategies

- » 1-11 Coordinate planning for the creative arts that incorporates these economic activities into our rural villages, historic crossroads communities, and County Growth centers.
- » 1-12 Continue to find ways to incentivize farm-based businesses that leverage the local creative economy.
- » 1-13 Support efforts in our cities and towns to build the local creative economy.
- » 1-14 Continue to support place-based community organizations such as the Downtown Frederick Partnership and Main Street communities in Brunswick, Middletown, Mount Airy, New Market, and Thurmont.
- » 1-15 Continue to provide incubator space, regulatory flexibility, and supportive services to creators seeking to build local businesses.
- » 1-16 Expand opportunities for adults in the community to engage in creative activities through our educational institutions, libraries, specialized non-profit organizations, and Frederick County-based businesses.

Expand the County's vital local agricultural sector by embracing innovation, maintaining land resources and supportive industries, and planning wisely for the long-term health of farming and farmers.

No other economic sector in Frederick County is as tied to our identity as is the Agricultural sector. Our local farmers, and the lands that sustain their businesses, remain living links to our history and identity, even as fewer residents today maintain any personal connection to a Frederick County farm or farm family.

The County has been aggressive over the past three decades in working to ensure that a critical mass of prime farmland is permanently protected as working land in perpetuity. As the County approaches preservation of its 80,000th acre of farmland, the new stated goal for preserved acres has been reset from 100,000 acres to 160,000 acres – an area that would constitute over three quarters of all County land currently in agricultural use, and 80% of its long-term goal of 200,000 acres in agricultural use. The following chart demonstrates this commitment to the local agricultural industry:

Table 2: Agricultural Land – Land Preservation and Critical Land Mass Goals

Type of Program	Current Acreage	Long-term Goal
Maintenance Goal (Land in Agricultural Use)	188,800 acres	200,000 acres
Land Preservation	76,238 acres	160,000 acres
Priority Preservation Areas (total land area)	95,993 acres	80% of undeveloped land in PPA
Priority Preservation Areas (PPA acres protected)	40,428 acres	(see goal for total land area)
TOTAL COUNTY LAND AREA	424,000 acres	-----

To achieve these goals most effectively, and balance Frederick County's future land use needs, County preservation efforts must demonstrate greater discipline by finding the strongest, most compelling preservation incentives in the Priority Preservation Areas currently mapped. The use of valuable and limited agricultural preservation resources as a means of constraining current and future growth areas, whether intentionally through preservation policies or unintentionally through a wide open application process, will result in community growth patterns that are less efficient, more costly to serve with adequate infrastructure, and that undermine other equally-important efforts needed to achieve the vision articulated in the Livable Frederick Master Plan.

The Frederick County Office of Agriculture published its Strategic Plan, A Plan for Building an Economy around the Agricultural Entrepreneur, in March 2025. Notably, the plan highlights "...the increasing importance of smaller, diversified farms and the growing significance of value-added agriculture, which now positions Frederick County as a leader in Maryland for value-added sales." Data supports this notion.

Farmers and Farm Labor: There has been an increase in the number of farmers in Frederick County over the past two decades (2,005 in 2002 to 2,724 in 2022). Our community has also witnessed an increase in the number of farmers under the age of 35 in recent years, though farmers aged 55 to 64 still comprise the largest block and the overall number of current farmers in the younger age brackets do not appear sufficient to overcome this demographic shift to older farmers. In 2022, the industry employed 1,340 workers and paid nearly \$22.5 million in labor compensation.

Farm Size: The County is also seeing a shift to smaller farms, with both a decrease in farms over 50 acres in size, and an increase in the number of farms below 50 acres.

Market Value of Farm Products: The market value of products sold from county farms in 2022 was \$184,393,000, an increase of 40 percent between 2017 and 2022. Dairy and fruit production has diminished in recent years, while other farm products have increased in importance.

"The number of farms adding value to their products increased 28.6 percent between 2017 and 2022. Frederick County ranks first in Maryland for value-added sales at \$13.6 million. As this sector grows, farms with successful products may begin to buy from other local producers who may not have the wherewithal to add value on their own farms." (Frederick County Office of Agriculture, Strategic Plan-A Plan for Building an Economy around the Agricultural Entrepreneur, March 2025)

The Competitive Assessment findings laid out in the Office of Agriculture's Strategic Plan offer a glimpse into our local ag industry's future.

Strengths	Mixed	Weakness
<ul style="list-style-type: none">• Agriculture, food, and beverage entrepreneurs• Market conditions• Political support• New and beginning farmers• Communities of support• Investments in value-added• Agricultural land preservation• Operational diversity	<ul style="list-style-type: none">• Concept of agriculture• Definition of agriculture• Knowledge transfer• Collaborative development• Agricultural finance• Regional agricultural resources• Regional development patterns• Dual use opportunity	<ul style="list-style-type: none">• Regulatory structure• Age of asset owners• Industry structure• Community understanding of agriculture• Workforce skills• Workforce availability• Cost of doing business• Support resources

The Strategic Plan concludes with summary lists of issues that will lead to a successful future for local agriculture, as well as a list of continuing challenges:

Those things that will lead us to the future include:

1. Agriculture is an economic driver;
2. Strong entrepreneurial spirit throughout the supply chain;
3. Positive market conditions;
4. Supportive political establishment; and
5. Critical assets are protected.

Those issues that challenge the future include:

1. Regulatory conditions challenge industry growth and stability;
2. Agricultural workforce is declining in skills and availability;
3. Collaborative solutions are needed to integrate disparate sectors; and
4. Coordination of the value chain will be required to improve market penetration.

IW2 is generally supportive of many of the recommendations listed in the Strategic Plan, taking issue only with those that belie the County's considerable investments in long-range comprehensive planning, the need for the County to accommodate non-agricultural employment, and the complex double-edged sword of projected population growth in Frederick County over the next generation, bringing with it both an influx of potential agricultural product demand and additional stressors for those engaged in agricultural activities in our community.

Strategies

- » 1-17 Develop an agricultural “playbook” which includes the rules and regulations that affect agriculture, including: planning, zoning, permitting information and estimated timeframes; tax assessment determinations of commercial versus agricultural use; conservation requirements (e.g., nutrient management plan); and, licenses needed to sell at a farmers’ market.
- » 1-18 Revise the agricultural use definition that better reflects modern agriculture, such as: agriculture (e.g. farm stand, processing) and non-agriculture (e.g., tasting room) accessory uses; cultural tourism, agritainment and agritourism; value-added products; and cooperative retailing.
- » 1-19 Create model ordinances and policy support documentation that provide farmers/landowners and municipalities more “bright lines” regarding agricultural activities, accounting for changes in agricultural practices, technologies, and economic diversification.
- » 1-20 Develop a land-based new and beginner farmer mentor protégé program to motivate internal transfer of knowledge and assets.
- » 1-21 Conduct an annual workforce needs and readiness survey in agribusiness, the results of which should be used by a broad range of organizations to improve workforce conditions.
- » 1-22 Re-engage at a regional level in planning for a Value-Added Food Processing Center, which can open processing, aggregation, distribution, marketing, and education opportunities for food, fiber, and beverage industries.

- » 1-23 Protect critical agricultural transportation corridors to ensure safe movement of agricultural goods and add safety for both farmers and commuters. Coordinate a multijurisdictional review of road design standards with a focus on: road width, shoulder stability, speed, clearance, and storm water management.
- » 1-24 Create a regional retail and on-farm value-added innovation center to research, test, evaluate, and support enhanced on-farm profitability by bringing producers and consumers together in a closer relationship. A farm retail innovation center would include: best practice retail layouts, new product development, technology innovation, and a key role in improving the cultural fit between urban and rural populations.

Consider the needs of all participants in the local workforce when establishing economic development policy.

One of the economic goals articulated in the Livable Frederick Master Plan challenges the County to “Encourage businesses to provide meaningful employment opportunities in Frederick County that are free from barriers and appeal to a wide-range of potential skilled employees” and that are “...supportive of the many diverse groups of people, with diverse expertise and experiences, who wish to live and work in Frederick County”. Together, these two goals are notable for what they seek to do in addressing the balance that must be struck between building a local economy based on an existing workforce versus building an economy geared to a future workforce.

The County’s current Target Industry Clusters are, importantly, those that can provide a range of employment opportunities for skilled, semi-skilled, and unskilled workers. As the Division of Economic Opportunity reassesses this list, the ability to both take advantage of new opportunities that may attract new types of employees, as well as cater to the strengths of our existing workforce, should be a key consideration, as it has been in previous years.

New challenges like the recent reduction in the Federal workforce, of which over 6,000 such employees make their homes in Frederick County, highlight the need to continually reassess the County’s target industries and implement course corrections as needed to strategically respond to changing conditions.

The Federal footprint does not stop at the impacts upon individual employees directly affected by changes in national policy. As a participating and contributing member of a strong regional economy encircling and including the District of Columbia, Frederick County must also understand its enviable position in the Metropolitan Washington economy. The region’s efforts in the 21st century to diversify its employment portfolio and decrease its direct reliance on federal decision-making has resulted in significant growth in biotechnology, private sector defense industries, and information technology. The highly-educated and highly-trained workforce remains transient within the region. Jobs and homes exist in a variety of local jurisdictions offering flexibility to both the individuals in the workforce seeking new opportunities and employers seeking workers capable of sustaining their business operations in the area.

As the County works to increase the number of local jobs available to its own workforce – a goal of the IW2 Plan – it can do so within a regional environment that provides an employment safety net for local workers. Many newer residents of Frederick County moved here with an understanding of this dynamic, and in many cases understood the value proposition of being able to enjoy a newer or larger home, a quieter neighborhood, and a more relaxed lifestyle, with the trade-off of a longer, costlier, or more automobile-oriented commute.

The growth of the County’s suburban communities, largely unabated since the 1960’s, reflects the attraction of this arrangement, which remains an important tool in our economic development toolbox. But the costs of this

arrangement, both to the individual households and to the County and region are not insignificant. Increased commute time results in fewer hours being available for residents to invest in their neighborhoods and communities. This is an impact that is borne collectively as we struggle to find volunteers for critical community leadership positions and place a greater burden upon those who do step forward to contribute.

Local roadways are often stressed beyond reasonable limits as they strain to not only manage our own residents' transportation needs, but those of commuters travelling from outer jurisdictions into and through Frederick County. Individual families who are reliant on outside childcare services often must balance longer commutes against the additional costs of extended daycare hours. Participation in local recreation activities, and in volunteer efforts such as local fire and rescue services and charitable or community service organizations, can suffer sharply when residents do not arrive back at their homes until 6pm or 7pm. The impacts are personal, and our communities suffer because of these patterns.

While we should always be thankful for our regional employment resources, Frederick County should seek to provide more of its workforce the opportunity to be employed here. A more 'Livable Frederick' depends upon the success of these efforts in future years.

As will be discussed in a later Chapter, the County has seen a significant decrease in its workforce participation rate in recent years - a reduction of 9.5% between 2005 and 2025. Nationally, rates plummeted because of the COVID-19 pandemic. The rebound has fallen short of pre-2020 levels, both nationally and locally, with Frederick County's rate decreasing noticeably in the first half of 2025.

Table 3: Civilian Workforce Participation Rate – National vs. Frederick County 2005-2025

Year	US	Frederick County
2005	66.1%	72.5%
2019	63.1%	69.0%
2025 (through June)	62.6%	65.6%

Factors that have been discussed which may be contributing to the falling rate include:

Household Wealth – The growing wealth of Frederick County households, particularly in the older demographic cohorts (55+ years), may lead to previously dual-income families foregoing one income stream in favor of early retirement.

Lack of Affordable/Available Daycare Services – Households with primary care responsibilities for both children and aging relatives are noting a lack of affordable options for daycare providers in Frederick County. A growing number of households are described as a "sandwich generation" as they struggle to provide care for both children and aging parents simultaneously.

Aging Population – As a greater percentage of the County's population falls into the 65+ category, the likelihood of continued full- or even part-time employment diminishes. Frederick County's population is aging slightly faster than its surrounding jurisdictions.

Transportation Obstacles – Transportation options in Maryland's largest County are heavily reliant on automobile ownership or access. While transit options are growing, both through the County's Transit Services Division as well as regional transit via MARC and MTA, many active and potential workers in the County rely on their cars to travel to a workplace.

Regardless of the factors that may be playing a part in this lack of participation, it is the intent of the IW2 Plan to pursue strategies that increase opportunities for all those who are able and willing to participate in the labor force.

Strategies

- » 1-25 Continue to craft an Economic Development strategy that places a premium on the creation of local jobs to provide a range of opportunities for those who choose to live and work in Frederick County.
- » 1-26 Increase the workforce participation rate by identifying the root causes and using local resources to address the challenges.
- » 1-27 Support robust regional and local transportation services with an emphasis on local and regional transit that can both decrease the time and resources necessary for Frederick County households to participate in the workforce and increase our ability to attract employers who may require workers from throughout the DMV region.
- » 1-28 Encourage regulatory changes and other supports that seek to increase the availability and ubiquity of daycare services – for children and older adults – in Frederick County.

Track changing economies and support employers, workers, and educational institutions as they pivot to meet new challenges and opportunities.

The County's emerging norm of regular and detailed planning for economic health carries with it the responsibility of making real progress toward achieving our community's economic goals. Tracking changes in the regional and global economies is a pivotal aspect of the work of our Division of Economic Opportunity and Office of Agriculture staff. A richer understanding of what is happening around us will greatly improve our ability not only to respond to changes, but to be active participants in those changes.

The County Executive's 2023 Transition Report makes the following recommendation:

Develop Place-Based Economic Development Models: Place-based economic development models build upon the unique features of a community and its existing physical and social assets. The County Executive should foster partnerships with Frederick Community College, Frederick Health, Hood College, Mount Saint Mary's University, and other institutions to identify shared values and goals and develop strategies for inclusive place-based economic development.

Our economic place, as well as our geographic one, should be considered one in the same. As opportunities and challenges for bolstering our local economy emerge, the County should use a place-based vision to guide its way. Continuing to invest in ourselves, using the collection of features and characteristics that are unique to us, will always be a successful strategy.

Planning for how our physical environments function and feel has already begun with the adoption of the South Frederick Corridors Plan, and the pending legislative package that will implement that plan over the course of a generation. As we consider how place-based initiatives will impact planning in our growth centers, in our agricultural community, and in our reassessment of Target Industry Clusters, we must also partner with our local educational and training institutions to consider how these initiatives can be most effective in preparing for future systemic economic changes as a result of factors such as remote work, artificial intelligence, increased period of work life, innovation and entrepreneurship, and changes to families, households, and demographics.

Strategies

- » 1-29 Foster partnerships with Frederick Community College, Frederick Health, Hood College, Mount Saint Mary's University, and other institutions to identify shared values and goals and develop strategies for inclusive place-based economic development.
- » 1-30 Track regional and global changes that may affect the local economy.
- » 1-31 Apply place-based economic development concepts to future small area and corridor planning efforts and work with local educational institutions who wish to partner with the County in this work.

INDICATORS TO WATCH

The following indicators are critical to understanding if the County is achieving the goals articulated in this Theme:

- Labor force participation – Is the low post-COVID rate an indicator of structural or demographic changes?
- Value of local agricultural products – Can the market value of local farm products continue its recent climb, matching or exceeding the 40% increase between 2017 and 2022?
- Farm employment – Will Frederick County's farmers improve access to a consistent and skilled workforce?
- Regional Employment Characteristics vs. Local Target Industry Clusters – Can the County expand and attract businesses in a competitive regional economy? Are the characteristics of the regional labor pool supportive of our target industries?
- Daycare access – Are there effective ways to bring additional daycare capacity to the market and improve options for working caregivers?
- Alignment of local educational/training opportunities with Target Industry Clusters – Can the County's public and private sectors stand up effective programs that match workers' skills with available jobs?
- Land use patterns/Growth capacity – How effectively will the County integrate land use strategies that support expanding or new businesses, mixed use neighborhoods, and the infrastructure needed to serve them?
- Federal employment footprint – What are the short-term and long-term impacts on the local economy as Maryland continues to absorb substantial losses in the Federal workforce? How will industries directly and indirectly connected to those federal activities fare both locally and regionally?

NEXT STEPS: RECOMMENDED ACTIONS – THEME 1

A table of strategies summarizing recommended actions to implement the IW2's Theme 1

Strategies are numbered as they appear in the Theme.

Effort generally represents the type of action being recommended including:

Policy: High-level action or actions involving multiple efforts across County divisions

Planning: Land Use tools and processes need to be deployed and utilized to implement policies

Legislative: Changes to specific codes or regulations are required

Investment: Requires impactful spending by the public sector, through added flexibility, better targeting, or additional funds

Priority is described in broad terms indicating speed, timing, and required maintenance of effort.

Strategic: Decisions that guide long-term and far-reaching policy-making efforts

Quick Fix: Tools or policies that can be acted upon or implemented quickly and with one-time effort

On-going: Continuous multi-faceted effort required over a significant time period

Strategies	Effort	Priority
1-1 Expand job diversity	Policy	Strategic
1-2 Provide appropriate land and the right opportunities	Policy	Strategic
1-3 Support flexible built environments	Planning, Legislative	Strategic
1-4 Expand opportunities for contractors/support businesses	Policy, Planning	Strategic
1-5 Available sites for outdoor storage of materials and equipment	Planning, Legislative	Quick Fix
1-6 Expand public school programs to support local contractor businesses	Policy	Strategic
1-7 Support agricultural industry innovation	Policy, Investment	On-going
1-8 Reassess the County's economic development strategies on a regular basis	Policy	On-going
1-9 Coordinate economic development and long-range land use planning efforts	Planning, Policy	On-going
1-10 Economic development components in Small Area and Corridor Plans	Planning	Quick Fix
1-11 Incorporate creative arts into rural villages, historic communities, and growth centers	Planning, Policy	Strategic
1-12 Incentivize farm-based businesses that leverage the creative economy	Policy	Strategic, On-going
1-13 Support local creative economy in cities/towns	Policy	Strategic, On-going
1-14 Support place-based community organizations	Policy	On-going
1-15 Provide incubator space, regulatory flexibility, and supportive services to local creators	Investment, Planning	Strategic
1-16 Expand creative opportunities for adults	Policy, Investment	Strategic
1-17 Develop an agricultural "playbook"	Policy	Quick Fix
1-18 Revise the agricultural use definition to better reflect modern agriculture activities	Planning, Legislative	Quick Fix
1-19 Create model ordinances and policy support documentation regarding agricultural activities	Policy, Planning, Legislative	Quick Fix
1-20 Develop a land-based new/beginner farmer mentor protégé program	Investment	Strategic
1-21 Conduct an annual workforce needs and readiness survey in agribusiness	Policy	Quick Fix
1-22 Regional-level planning for Value-Added Food Processing Center	Policy, Planning, Investment	Strategic, On-going
1-23 Protect critical agricultural transportation corridors	Planning, Policy	Strategic
1-24 Create regional retail and on-farm, value-added innovation center	Investment	Strategic
1-25 Craft Economic Development strategy that places a premium on the creation of local jobs	Policy	Strategic
1-26 Increase the workforce participation rate	Policy	On-going
1-27 Support robust regional and local transportation services; emphasis on local and regional transit	Policy, Planning, Investment	Strategic, On-going
1-28 Encourage regulatory changes to increase the availability and ubiquity of daycare services	Legislative	Quick Fix
1-29 Foster institutional partnerships to develop strategies for place-based economic development	Policy	Strategic, On-going
1-30 Track regional and global changes	Policy	On-going
1-31 Apply place-based economic development concepts to small area/corridor planning efforts	Planning	On-going

Theme 2: Strengthening Our Economic Growth Centers



THEME SUMMARY

Strengthening Our Economic Growth Centers emphasizes guiding Frederick County's future development toward existing and expanded Community Growth Areas (CGAs) to foster sustainable economic vitality while protecting farmland and natural resources. The plan prioritizes redevelopment over greenfield development to maximize infrastructure investments, reduce environmental impacts, and create vibrant, mixed-use environments attractive to employers and workers. It calls for strategic infrastructure planning, regulatory flexibility, and partnerships with the private sector to address redevelopment challenges, while also expanding employment districts to ensure site readiness for new industries. By encouraging dense, well-planned urbanized environments, supporting mixed-use neighborhoods, and coordinating with municipalities, the County aims to balance economic growth with livability, reduce commuting times, and enhance quality of life. Key measures of success include redevelopment activity, site readiness, investment in corridors like South Frederick, increased employment in targeted industries, and completion of small-area and corridor planning efforts.

KEY GOALS:

Prioritize redevelopment over greenfield development to reuse existing sites, maximize infrastructure investments, and reduce environmental impacts.

Focus growth in Community Growth Areas (CGAs) where infrastructure, workforce housing, and services can efficiently support economic activity.

Expand and adjust CGA boundaries (e.g., Jefferson Pike Employment District, New Market, South Frederick Corridors) to increase site readiness for employers.

Plan for dense and intense development patterns in growth areas to ensure fiscal sustainability and vibrant, livable communities.

Advance small area and corridor planning (e.g., Urbana/I-270, Jefferson Pike, South Frederick Corridors) to guide urbanized, compact growth.

Invest in supportive infrastructure—including multimodal transportation, utilities, and public facilities—within employment centers and mixed-use neighborhoods.

Encourage mixed-use development to reduce commuting times, support local businesses, and integrate housing with workplaces and services.

HIGHLIGHTS FROM THE LFMP VISION

Frederick County planning enhances our towns and neighborhoods, while preserving what we love: farms, history, outdoor activities, and the environment.

We embrace businesses of all types and sizes to ensure a vibrant and strong economy.

We value our traditional industries while seizing the opportunities of the future, healthcare, biotech, advanced technology, and more.

LFMP GOALS

Pro-Business Climate: Attract, retain, and grow opportunities to create a business climate in Frederick County that is attractive to firms and supportive of the many diverse groups of people, with diverse expertise and experiences, who wish to live and work in Frederick County.

Infrastructure: Ensure that infrastructure needed to support and maintain Frederick County as a great place to live and work is in place to meet the needs of residents and the business community by expanding, augmenting, or creating new infrastructure as opportunities expand to live and work in Frederick County.

STRATEGIC INITIATIVES

The following five (5) Strategic Initiatives form the core of the IW2 Plan's 'Economic Growth Centers' theme. This theme brings a geographic focus to the discussion of community economic vitality and provides a framework for land use planning decisions that will benefit employers and workers alike.

Promote and prioritize redevelopment over greenfield development when feasible.

No single growth strategy better exemplifies the approach to future economic resiliency than the practice of re-making existing places to unlock the inherent value of underutilized structures and lands in Frederick County. From the adaptive reuse of an existing building to the wholesale 'scraping' of a previously-developed site, redevelopment offers many benefits over the more conventional 'greenfield' development approach including:

- Existing structures which can often be modified for a new use or tenant, thus reducing construction debris in our landfill and extracting maximum value from building materials;
- Availability of water and wastewater lines or connections, and other public or private utilities;
- Level, graded site;
- A network of existing streets, roads, sidewalks, or entry drives;
- Stormwater retention facilities that reduce the need for on-site improvements;
- Limits the creation of additional impervious surfaces and reduces the loss of natural areas or agricultural lands;
- Potential contraction of the pre-construction review and approval timetable;
- Access to existing and planned transit service in certain developed areas of the County; and
- Access to existing neighborhood services and facilities such as parks/trails, retail businesses, and emergency services.

Redevelopment also has its drawbacks, including:

- Redevelopment can be more expensive than conventional greenfield development;
- Added complexity in the planning and construction processes;
- Potential for longer project timetables to account for unexpected challenges;
- Uncertainty regarding potential ‘surprises’ during the development process;
- Under-engineered infrastructure requiring selective repair or widespread replacement; and
- Uncooperative neighbors.

From the County’s perspective, redevelopment extends the useful life of sites and structures in existing growth areas and helps the community in achieving a myriad of other planning goals. By taking full advantage of existing infrastructure, even when it requires improvements to function effectively in a new context or intensified development scenario, the County can manage the cost burden borne by users of enterprise systems and to commercial and residential taxpayers. Stemming the loss of forest cover, limiting the loss of active farmland, and concentrating the area wherein public services must be provided, all serve to benefit the greater Frederick County population in terms of environmental health and the cost of community services. Redevelopment can also meet the demand for a variety of place types sought out by new or expanding employers including mixed use neighborhoods which offer enriching, utilitarian, and enjoyable environments for workers and customers.

The South Frederick Corridors area serves as the County’s first growth area with the concept of redevelopment truly baked into its planning and regulatory DNA, and it stands poised to become the first non-municipal Frederick County growth area to build a future on the foundation of an urbanized environment.

Strategies

- » 2-1 Focus future growth and development in areas best able to accommodate the option for redevelopment
- » 2-2 Consider the cost-effectiveness of public investment in active or potential redevelopment areas, including the South Frederick Corridors growth area
- » 2-3 Develop CIP projects for public infrastructure that are coordinated with private investments in redevelopment areas
- » 2-4 Adjust the County’s regulatory review structure to account for the challenges faced by owners seeking to invest private resources in redevelopment projects
- » 2-5 Conduct studies to identify shortcomings in existing public infrastructure (water and sewer, transportation, schools, parks/trails) and partner with the private sector – financially and practically - to tackle these challenges in advance of intensive redevelopment
- » 2-6 Work with utility providers to identify shortcomings in private infrastructure networks (electrical power, high-speed data)

Expand or intensify growth centers to accommodate beneficial economic activity.

While redevelopment remains a critical and primary component in the County's economic growth strategy, not all economic opportunities can be readily accommodated through this type of approach. The County's economic growth centers should continue to be focused on existing or expanded Community Growth Areas (CGAs). The County's CGAs are places where: public infrastructure can serve intense development patterns; where a significant portion of our future workforce can reside; where commercial and retail services will be centered; and where the community can most efficiently, effectively, and affordably, provide the services expected of local government. While there may always be a need for some number of remote or isolated industry clusters separated from our population centers, the County should focus its best efforts on continuing to support robust economic activity in Community Growth Areas.

In addition to the overall efficiency and affordability benefits, it is increasingly clear that the locational decisions being made by new or expanding companies are sensitive to the physical and social context in which they will thrive. Frederick County is committed to creating physical environments that improve the lives of residents, workers, and visitors, and to continuing to improve these communities, neighborhoods, and corridors through reinvestment, focused attention, and regulatory flexibility. The goal remains to provide a variety of physical locations to meet a broad range of needs for existing, expanding, and new businesses in the County.

THE GEOGRAPHY OF THE IW2

A significant land use component of the IW2 includes a suite of comprehensive plan map and zoning map amendments that are recommended for adoption concurrently – or immediately following – the adoption of this document. The areas of focus fall primarily within existing, or proposed to be expanded, Community Growth Areas (CGAs).

Several other long-range planning efforts impacted the decision to limit this plan's recommended areas of focus:

Municipal Plans

Most of the economic activity in Frederick County occurs in and around the City of Frederick. While the County does not have planning and zoning jurisdiction in the City, it remains in the best interests of Frederick County to work in tandem with economic development and planning staffs in Frederick to coordinate future annexation plans, reconcile long-range planning documents, and support employment growth in the City.

Each town and city in Frederick County has planned for employment and economic activity, with some municipalities choosing to pursue outward expansion, some focusing on existing resources such as downtown districts or heritage tourism, or both. The economic landscape of the municipalities is varied, and so the response from each of these unique places varies as well to best meet the needs of local citizens and employers.

The final Theme in this Plan briefly describes the economic planning in each town and city and, as part of the IW2 work, includes recommended Reconciliation Plans for the cities of Brunswick and Frederick.

South Frederick Corridors Plan

The recent adoption of the South Frederick Corridors Plan in 2024 – an update to the County’s Comprehensive Plan – marked a significant change in the way Frederick County viewed this area south of the City of Frederick. It also marked a change in how the County considers its approach to the growth and development pressure of the last several decades by adopting an approach to land planning that focused on place-making, supporting a broad mix of integrated land uses, and working with private sector land development professionals to prepare an alternate set of land use regulations to deploy in the SFC planning area.

A significant amount of work went into the development of the SFCP and its companion policies and regulations – work that otherwise would have been required of this IW2 Plan, since employment strategies are fundamental to the ultimate success of the South Frederick Corridors area.

The IW2 therefore remains mostly silent regarding specific land use recommendations in the SFC Community Growth Area.

Critical Digital Infrastructure and the former-Eastalco CGA

The separate policy and legislative path that has led to the planning for the County’s hyperscale data center district centered on the former Alcoa aluminum smelter site, has occurred primarily outside of this planning document.

It has been the intent of elected officials, the Division of Economic Opportunity, and the Livable Frederick Planning and Design Office to continue the development of the IW2 for its original stated purpose of addressing a broad range of issues related to building and maintaining the strongest possible local economy for residents, workers, employers, and taxpayers.

While the process of developing the IW2 Plan sometimes crossed paths with the CDI efforts, the focus of this planning document remains fixed on the many other, equally-important, economic development issues facing the County.

Pending Implementation Plans

The current Work Program for the Livable Frederick Planning and Design Office includes four efforts – three of them currently underway – that directly impact local economic development planning. These include the Housing Element, the Green Infrastructure Plan, the Land Preservation, Parks and Recreation Plan, all anticipated to be completed and adopted in 2026.

A new plan – or plans - for the Urbana Community and I-270 Corridor are slated to begin in 2026-2027. The plans are conceived as a coordinated effort to address the long-range planning policies for these two geographies which have remained mostly unconsidered for over twenty years.

The plan will include a substantial economic development component to address both the maturation of the Urbana Community Growth Area, and the long-term strategies for the I-270 corridor. This document continues County support for employment uses along the I-270 Corridor and recommends a zoning change to accommodate the current strategy.

Geographic Focus Areas of the IW2

The following places and corridors were considered for land use changes in the IW2:

Jefferson Pike Employment District (expanded Jefferson Tech Park CGA)

Planning for this area began in the 1990's, resulting in a mixed use CGA that has mostly, in those 25 years – developed as medium/low density housing. Employers have made investments in the area, as has the County as it plans for a new fire and rescue facility in that location to serve properties on the western side of Frederick.

The original concept for the area was to develop an employment zone catering to office and research development. That vision has not been implemented, but the County's need for available employment sites with proximity to transportation corridors and the resources in and around the City of Frederick, has grown. The County's Office of Economic Development continues to report challenges relating to 'site readiness', the ability to market a site to an expanding or new employer, that is zoned for employment uses, prepared for or served by public water and sewer infrastructure, and available for purchase or lease within months, not years.

The bold expansion of the Jefferson Pike Employment District provides for some limited immediate access by prospective employers, new areas recommended for Limited Industrial (LI) zoning, and a 'Phase 2' component northwest of the current CGA. The expanded CGA also seeks to incorporate the greater Feagaville/Mount Zion area which has previously developed in some capacity for economic activity.

Expanding the growth area, planning for public water and sewer service, connecting the existing development that has emerged in the past 20 years, and recommending that the County fast-track a small area plan for the Jefferson Pike CGA, will allow the County to build upon previous investments, provide greater access for companies planning to expand in, or move to Frederick County, and do so without expanding into areas prioritized for agricultural preservation.

I-270 Corridor

A short-term, and likely longer-term approach to employment growth along the I-270 Corridor demands the placement of zoning regulations that will function as intended. The Office/Research/Industrial (ORI) zoning district did not succeed in providing the flexibility necessary for employers and their land development teams.

Prior to the broader discussion of the long-range future of this corridor, the IW2 recommends replacing the existing ORI zoning with Limited Industrial (LI) zoning. This change will not likely result in wholesale redevelopment of the corridor in the next 3-5 years, but will instead offer additional flexibility for employers seeking a variety of site characteristics not otherwise available in Frederick County along a corridor already planned for economic activity.

The Urbana Community/I-270 Corridor planning efforts in 2026/2027 will advance these initiatives and refine the longer-term vision for this connecting corridor to the nation's capital.

US 15 Corridor North

Two areas along the stretch of US 15 between the City of Frederick and the Town of Thurmont are recommended for land use changes in this Plan. Each is the result of past planning omissions.

Catoctin Furnace: In recent years the village of Catoctin Furnace – once threatened with obliteration by the dualization of US 15 in the 1960's and 70's – has embraced its complicated and fascinating history, pouring personal and financial resources into preservation, rehabilitation, and programming in order to bolster its attraction for heritage tourism. The Catoctin Furnace Historical Society has been wildly successful in garnering both local and outside resources to do its work, and has done so in a complex land use environment. State right-of-way issues have often collided with historic ownership patterns complicated by the village's history as a 'company town'. Both business owners and homeowners alike sometimes struggle with 21st century land use issues challenged by 19th century land patterns.

While many such small villages in the County have enjoyed access to Village Center (VC) zoning which accommodates the traditional land use patterns prevalent in past centuries as well as can be reasonably expected in today's world, Catoctin Furnace was not so lucky. This plan recommends the placing of VC zoning on the properties in the historic core of the village to allow current heritage efforts to continue while improving the situation for others who may struggle with arcane parcelization and pre-zoning land uses.

US 15/Fish Hatchery Road: These small parcels, long in active commercial use, were passed over for employment/commercial zoning while other similar properties were validated through the application of GC zoning (once 'Highway Services' in some locations). This Plan recommends the placement of General Commercial (GC) zoning on these parcels to acknowledge the traditional uses of the properties and to take advantage of an existing intersection served by US 15 as well as local roadways connecting to the commercial intersection north of this site, as well as to the community of Lewistown.

South Frederick Corridors CGA

A minor expansion of the SFC CGA is recommended by the IW2 Plan to add approximately 51 acres of LI zoned land on the southern tip of the growth area. Of the two parcels affected, one is owned by the County and serves as facility for the Division of Solid Waste and Utilities. The second parcel enjoys access to both New Design Road and freight rail trackage owned by CSX. The LI zoning here is a natural extension of employment areas in the southern portion of the SFC CGA.

New Market CGA at I-70/MD 75

The intersection of I-70 and MD 75 provides transportation access along this east-west corridor, but remains partially limited by the lack of a fully developed interchange. With no immediate growth plans further south at Monrovia, development of the lands surrounding the partial interchange will most likely remain tied to logistics and highway services. However, the current zoning of the parcels south of the I-70 corridor has remained a challenge. The primary recommendation of this Plan is to rezone the areas south of Baldwin Road to Limited Industrial (LI). Applying a land use designation across the entirety of this area – despite leaving significant acreage zoned for General Commercial (GC) uses – signals the County's intention to support employers seeking access to the transportation system at this interchange.

A small expansion of the CGA is recommended for the far eastern wedge of land that remains zoned for agricultural use. Development of the large land holding adjacent to this expansion area will be facilitated with the addition of these new parcels without a significant disruption of the character of the area.

The Town of New Market – which in the past has considered a portion of this area as a potential expansion area for the Town – is currently updating its Comprehensive Plan, and may offer feedback on the recommendations for these properties.

Strategies

- » 2-7 Continue to assess and identify the existing Community Growth Areas that can best accommodate new or continued economic development activity
- » 2-8 Consider the option for expanding existing CGAs to increase the supply of desirable, available, and ready employment sites – Site Readiness should be a primary consideration when considering the addition of new land area to existing CGAs
- » 2-9 Coordinate with our towns and cities to support economic development strategies in Municipal Growth Areas, taking into consideration the potential for growth through municipal annexation
- » 2-10 Provide the full suite of public facilities and services necessary to support employment centers including public water and sewer service, a fully-capable transportation network for people and freight, and other public infrastructure needed to support growth centers
- » 2-11 Expand the Jefferson Pike Employment District CGA to encompass the area to the north and west of the Jefferson Tech Park CGA, incorporating the Mt. Zion/Feagaville interchange areas as well as the lands generally bounded by I-70, US 15, and Mount Phillip Road
- » 2-12 Incorporate amendments to the Comprehensive Plan and Zoning Maps for the Jefferson Pike Employment District CGA as follows: expand CGA boundary; designate the entirety of the land area as Planned Service on water and sewer plan maps; adjust planned roadways as necessary to match recent development pattern; apply the Limited Industrial land use designation to the majority of parcels in the expanded CGA; apply the Limited Industrial zoning district to parcels surrounding the Mount Zion Rd/US 15 interchange, to parcels along the northern edge of the expanded CGA, and generally to parcels west of the Jefferson Tech Park
- » 2-13 Plan for a Livable Frederick Work Program item to prepare a small area plan, within the next 2 years, for the expanded Jefferson Pike Employment District CGA
- » 2-14 Expand the New Market CGA at the MD 75/I-70 Interchange by adding four parcels (24 acres) located at the eastern edge of the growth area
- » 2-15 Incorporate amendments to the Comprehensive Plan and Zoning Maps for the New Market CGA as follows: expand CGA boundary; designate the entirety of the new land area as Planned Service on water and sewer plan maps; apply the Limited Industrial land use designation to the majority of parcels in the CGA south of I-70 and generally east of Intercoastal Drive; apply the Limited Industrial zoning district to parcels south of I-70, while retaining General Commercial zoning on the north side of Baldwin Road
- » 2-16 Prepare a small area or corridor plan for the I-70/MD 75 interchange area at such time as a full MD 75 interchange is contemplated, planned, and incorporated as a capital project
- » 2-17 Expand the South Frederick Corridors CGA by adding two parcels (approx. 51 acres) located at the southern edge of the growth area adjacent to the CSX/MARC rail corridor

- » 2-18 Incorporate amendments to the Comprehensive Plan and Zoning Maps for the South Frederick Corridors CGA as follows: expand CGA boundary; designate the entirety of the new land area as Planned Service on water and sewer plan maps; apply the Limited Industrial land use designation to both parcels; apply the Limited Industrial zoning district to both parcels
- » 2-19 Address the longstanding challenges for land development in the ORI zoning district by incorporating amendments to the Comprehensive Plan and Zoning Maps as follows: convert existing undeveloped areas currently zoned Office/Research/Industrial (ORI) to Limited Industrial (LI) land use designation and Limited Industrial (LI) zoning in the Jefferson Pike Employment District and I-270 Corridor CGAs
- » 2-20 Ensure that the next iteration of the Livable Frederick Work Program continues to include a corridor planning effort for the I-270 Corridor CGA
- » 2-21(a) Incorporate amendments to the Comprehensive Plan and Zoning Maps for the Catoctin Furnace community as follows: apply the Village Center zoning district to approximately 12.8 acres of land located in the historic center of the village, for the purpose of encouraging and facilitating continued community efforts to enhance heritage tourism efforts. Minor corrections to the zoning map should also be completed that resolve previous mapping errors along the boundaries of the developed parcels
- » 2-21(b) Incorporate amendments to the Comprehensive Plan and Zoning Maps for the Fish Hatchery/US 15 intersection properties (n/s of Fish Hatchery Road) as follows: apply the General Commercial land use designation; and apply General Commercial (GC) zoning, as shown on accompanying maps.
- » 2-22 Reconcile recent municipal comprehensive plan changes with county maps and plans for the Cities of Brunswick and Frederick (see details in Theme 5: Municipal Coordination)
- » 2-23 Continue to coordinate economic development efforts between the County and its municipalities by seeking alignment of goals, investments, and planning documents (see details in Theme 5: Municipal Coordination)

Protect previous investments in our growth centers by making full and appropriate use of land and infrastructure, planning for future growth that supports local employers and employees, and preventing incursions of inappropriate land uses that can be better served elsewhere.

Land within our Community Growth Areas is a precious resource representing decades – and sometimes centuries – of public and private investment in infrastructure, buildings, businesses, homes, institutions, and people. Our growth centers, much like our natural resources or agricultural lands, are limited by geography, fiscal resources, infrastructure, markets, and the laws of physics.

In the modern era, the success of Frederick County has led to community wealth, expanding opportunities, and competing goals. Planning, by definition, should be capable of managing these competing goals and interests in a way that benefits the entire community, without significant or severe compromise. But there have been bumps in the road.

As we continue to manage the pressure for continued growth and development in Frederick County, we must be better equipped, and more willing, to make difficult choices that in previous years were not apparent or imminent. Three such issues are highlighted here, to be considered in the context of future economic success.

Density and Intensity

The key to success in creating active, vibrant, and sustainable growth centers is in the density and intensity of the physical and social environment. The density of the built environment in most of our suburban and rural communities does not provide for a fiscally-sustainable model. The investments necessary to build a stronger transportation network, maintain adequate public facilities and supportive services, and create opportunities available to all residents of Frederick County cannot be supported if we replicate the built environment so prevalent over the past sixty years. This is not an indictment of suburban neighborhoods and commercial centers – it is simply an acknowledgement that the density and intensity of our post-war communities is not a good fit for many of our current and future community growth areas. Land uses, and land use patterns, that do not take full advantage of the benefits of public and private investment in urbanized environments, are a lost opportunity for smart economic growth and sustainability.

Most of our rural and suburban communities will remain high-quality environments where families and some businesses can continue to prosper. Others would be well-served by retrofit projects that breathe new life into aging neighborhoods, as noted in the Livable Frederick Master Plan. But if the County is to accommodate the expected growth of the next 25 or 50 years without diminishing the things that we love about this place, we need to be more intentional about making decisions that help us to support growth and development in a compact physical form that allows us to reap the economic benefits of this growth.

Physical Planning for Livable Environments

A corollary to the first item regarding the density of future growth in Frederick County concerns the way in which this development pattern is planned and supported. The margin of error in the planning of intensive urbanized environments is small – much smaller than for suburban or rural communities. Each move, each component, each system must be considered in the context of the others. The County must take its responsibility for serious, thoughtful, and integrated small area planning seriously, and make the resources available to complete these plans in advance of significant new development activity.

The South Frederick Corridors Plan – and the implementation work that will turn the plan into reality – represents the County's first serious effort to plan for the scale, intensity, and needs of an urbanized environment. It should not be the last. County residents who have experienced, first-hand, the growth and development of the past decades in this community should not balk at the County's efforts to develop compact urbanized neighborhoods but should instead support the work that will ultimately allow us all to affordably remain in the community, continuing to enjoy the natural and rural landscapes that differentiate this place from others in the Mid-Atlantic.

Permanently-Protected Farm Land

Frederick County's nearly 80,000 acres of permanently-protected farmland is a testament to our long-term commitment to the agricultural community. The decades-long efforts to prevent sprawling development from eating away at the business and culture of farming in this community demonstrates that the County can indeed plan for its future across decades, across societal changes, and across the political aisle. With an overall land area of 424,000 acres, and an eventual goal of preserving 160,000 acres of farmland, Frederick County will no longer be able to casually preserve farms – in perpetuity – without first considering the geographic implications upon its growth areas. Preserving individual farms that interrupt logical paths for growth by blocking future transportation improvements, ignoring significant community investments in public infrastructure, disrupting municipal and county growth

boundaries, and failing to acknowledge the implications of preserved agricultural ‘islands’, may not be the best path forward if we truly intend to protect farming, and not simply farmland.

Strategies

- » 2-24 Plan for dense and intense physical environments in our community growth areas.
- » 2-25 Support continued small area and corridor planning by building these efforts into our planning work programs
- » 2-26 Avoid placing long-term, permanent, agricultural easements on properties that are disruptive to the County’s other goals and aspirations for livable, sustainable, and economically-viable growth centers.

Expand and improve supportive physical and social infrastructure in areas planned for employment growth.

While it may seem obvious to the contemporary reader, the County should support its employment areas – and the health and happiness of its workforce - by ensuring that supportive infrastructure is in place to nurture successful businesses. This is not to say that the County should be financially responsible for developing each element in the physical environment, nor should it imply that the private sector should be the sole investor either. Rather, that as the County moves to embrace more mixed use and urbanized environments, the need for additional attention to the details of these environments increases.

The following strategies are not an exhaustive list of specific improvements that will support employment areas in the County. Those elements may differ from neighborhood to neighborhood, or growth area to growth area. The bottom line is that the County should be as attentive to the infrastructure needs of employment and mixed use neighborhoods as it is to purely residential areas. All these places contribute to the County’s economic success and planning for the appropriate deployment of infrastructure in these areas should be considered a valuable investment in our economic well-being.

Strategies

- » 2-27 Assess the infrastructure needs for employment areas on a regular basis to ensure adequacy and plan for future improvements
- » 2-28 Incorporate a multi-modal approach to mobility in areas planned for employment growth
- » 2-29 Continue the existing efforts of our Division of Economic Opportunity to ensure that the infrastructure needs of existing, expanding, and prospective employers are understood, acknowledged, and accommodated when feasible

Support mixed use neighborhoods to foster close proximity between workers and workplaces and reduce commuting times for residents.

Transportation costs rank second behind housing costs for many workers in Frederick County. A failure in the transportation realm – a car or truck that is not reliable, inconsistent carpool rides, or lengthy commutes that drain physical and mental stamina before or after the workday – can diminish the effectiveness of a workforce and rack up costs for employers. Mixed use neighborhoods that support homes and workplaces, can at least provide the

opportunity for shortened commutes, alternative and redundant modes of transport, and – as a bonus – can create a built-in customer base for retail goods and services.

The IW2 Plan seeks to build on the trend toward reduced commute times measured over the past decade and take full advantage of the opportunity for the home-based workforce to have access to services, shops, and social activities.

Strategies

- » 2-30 Invest in public infrastructure and services within mixed use neighborhoods that serve both employment and residential users
- » 2-31 Match appropriate physical environments with areas planned for mixed use development to take full advantage of the benefits of this land use pattern
- » 2-32 Adopt a re-tooled Mixed Use zoning district (or districts) that improves upon the current MX and MXD districts
- » 2-33 Support municipal plans to invigorate or create mixed use neighborhoods through the coordination of public infrastructure and cooperative planning

INDICATORS TO WATCH

The following indicators are critical to understanding if the County is achieving the goals articulated in this Theme:

- Re-investment in the South Frederick Corridors Area – Are new residential uses being established in the wake of the adoption of the Form Based Code and other regulatory and policy changes?
- Commute Time – Are local investments and land use changes increasing local employment opportunities for Frederick County residents?
- Work at Home – Will the workforce continue to maintain or even increase the number of workdays spent in the home? What will be the impact of changes at the Federal level in terms of remote work?
- Site Readiness – Is the County able to increase the number of marketable employment sites within the next 3-5 years through expansion of growth areas and select rezoning efforts?
- Redevelopment Activity – Can the County increase the number of redevelopment projects in future years?
- Critical Small Area and Corridor Planning – Will the County complete the Urbana/I-270 Community and Corridor Plan as well as the Jefferson Pike Employment District Small Area Plan in the next three years? Can the County identify other planning efforts that will support more intensive development patterns in its growth areas before the next planned 10-year update of the Livable Frederick Master Plan?
- Avoiding Self-Imposed Planning Challenges – Can the County demonstrate the discipline necessary to avoid facilitating future obstacles to the type and patterns of growth identified in the Livable Frederick Master Plan?
- Employment in Targeted Industry Clusters – Can Frederick County increase the percentage of local jobs within its Targeted Industry Clusters? Can the County reduce the number of missed employment opportunities due to a lack of appropriately-zoned and development-ready sites?

NEXT STEPS: RECOMMENDED ACTIONS – THEME 2

A table of strategies summarizing recommended actions to implement the IW2's Theme 2

Strategies are numbered as they appear in the Theme.

Effort generally represents the type of action being recommended including:

Policy: High-level action or actions involving multiple efforts across County divisions

Planning: Land Use tools and processes need to be deployed and utilized to implement policies

Legislative: Changes to specific codes or regulations are required

Investment: Requires impactful spending by the public sector, through added flexibility, better targeting, or additional funds

Priority is described in broad terms indicating speed, timing, and required maintenance of effort.

Strategic: Decisions that guide long-term and far-reaching policy-making efforts

Quick Fix: Tools or policies that can be acted upon or implemented quickly and with one-time effort

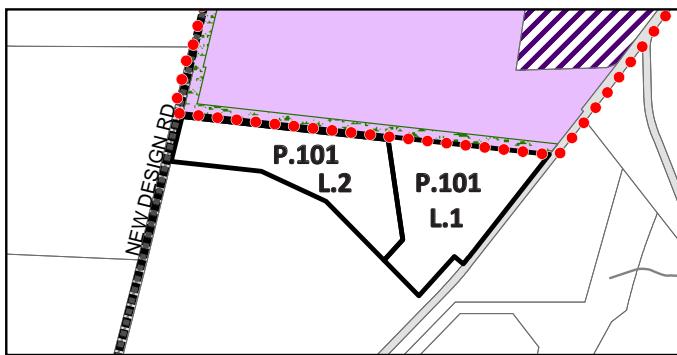
On-going: Continuous multi-faceted effort required over a significant time period

Strategies	Effort	Priority
2-1 Focus future growth and development in areas best able to accommodate the option for redevelopment	Policy, Planning	Strategic
2-2 Consider the cost-effectiveness of public investment in active or potential redevelopment areas, including the South Frederick Corridors growth area	Policy, Investment	Strategic
2-3 Develop CIP projects for public infrastructure in redevelopment areas	Investment	On-going
2-4 Adjust the County's regulatory review structure	Policy, Planning	On-going
2-5 Identify shortcomings in existing public infrastructure	Planning	On-going
2-6 Identify shortcomings in private infrastructure networks (electrical power, high-speed data)	Planning	On-going
2-7 Identify existing Community Growth Areas that can accommodate economic development activity	Planning	Strategic, On-going
2-8 Consider the option for expanding existing CGAs to increase the supply of employment sites	Planning, Policy	On-going
2-9 Coordinate with our towns and cities to support economic development strategies	Planning, Policy	On-going
2-10 Provide the full suite of public facilities and services to support employment centers	Planning, Investment	On-going, Strategic
2-11 Expand the Jefferson Pike Employment District CGA	Planning, Policy	Quick Fix
2-12 Incorporate amendments to the Comprehensive Plan and Zoning Maps for the Jefferson Pike Employment District CGA	Planning	Quick Fix
2-13 Prepare a small area plan for the expanded Jefferson Pike Employment District CGA	Planning	Strategic
2-14 Expand the New Market CGA at the MD 75/I-70 Interchange	Planning	Quick Fix
2-15 Incorporate amendments to the Comprehensive Plan and Zoning Maps for the New Market CGA	Planning	Quick Fix
2-16 Prepare a small area or corridor plan for the I-70/MD 75 interchange area	Planning	Strategic
2-17 Expand the South Frederick Corridors CGA by adding two parcels (approx. 51 acres)	Planning	Quick Fix

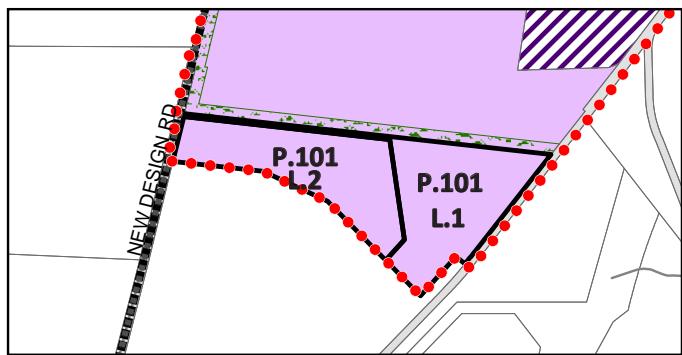
2-18	Incorporate amendments to the Comprehensive Plan and Zoning Maps for the South Frederick Corridors CGA	Planning	Quick Fix
2-19	Address the longstanding challenges for land development in the ORI zoning district by incorporating amendments to the Comprehensive Plan and Zoning Maps	Planning	Quick Fix, On-going
2-20	Continue to include a corridor planning effort for the I-270 Corridor CGA in the LF Work Plan	Policy, Planning	Strategic
2-21	Incorporate amendments to the Comprehensive Plan and Zoning Maps for the Catoctin Furnace community and Fish Hatchery Road properties	Planning	Quick Fix
2-22	Reconcile recent municipal comprehensive plan changes with county maps and plans for the Cities of Brunswick and Frederick	Planning	Quick Fix
2-23	Continue to coordinate economic development efforts between the County and its municipalities	Policy	On-going
2-24	Plan for dense and intense physical environments in our community growth areas.	Planning, Policy, Investment	Strategic, On-going
2-25	Support continued small area and corridor planning	Planning	Strategic
2-26	Avoid placing long-term, permanent, agricultural easements on properties that are disruptive to the County's growth centers	Policy, Planning	On-going
2-27	Assess the infrastructure needs for employment areas on a regular basis	Planning	On-going
2-28	Incorporate a multi-modal approach to mobility in areas planned for employment growth	Planning, Policy, Investment	Strategic, On-going
2-29	Continue efforts of our Division of Economic Opportunity to ensure that the infrastructure needs of existing, expanding, and prospective employers are accommodated when feasible	Policy, Planning	On-going
2-30	Invest in public infrastructure and services within mixed use neighborhoods	Investment	Strategic, On-going
2-31	Match appropriate physical environments with areas planned for mixed use development	Planning	On-going
2-32	Adopt a re-tooled Mixed Use zoning district (or districts) that improves upon the current MX and MXD districts	Planning	Quick Fix
2-33	Support municipal plans to invigorate or create mixed use neighborhoods	Policy, Planning	On-going

RECOMMENDED COMPREHENSIVE PLAN MAP AND ZONING MAP CHANGES

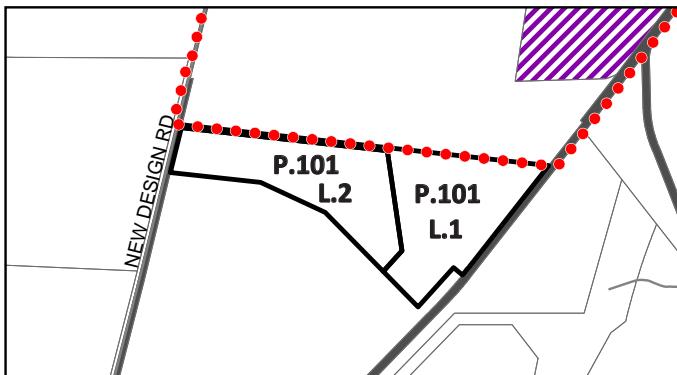
Recommended mapping changes for each of six geographic areas in Frederick County are illustrated on the following pages. Recommended mapping changes associated with the Comprehensive Plan Reconciliations for Brunswick and Frederick are included in Theme 5 of this document.



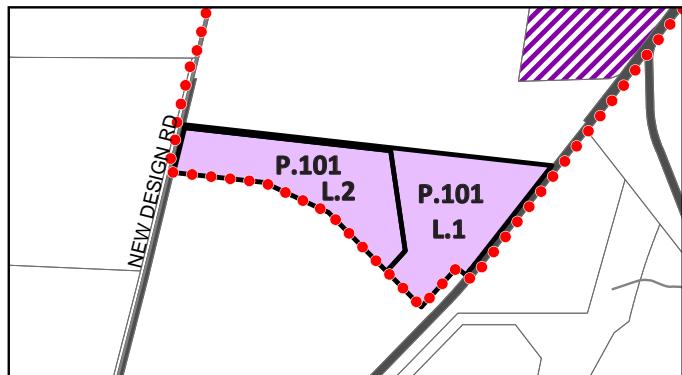
Before IW2- Comprehensive Land Use Plan



After IW2- Comprehensive Land Use Plan



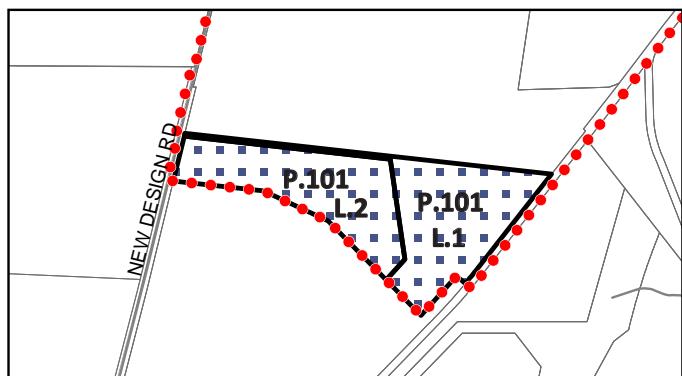
Before IW2- Zoning



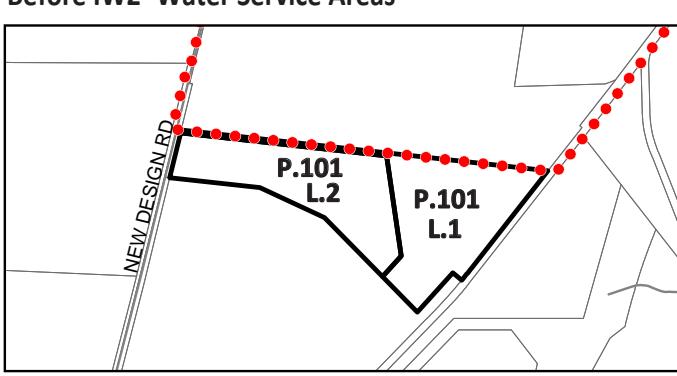
After IW2- Zoning



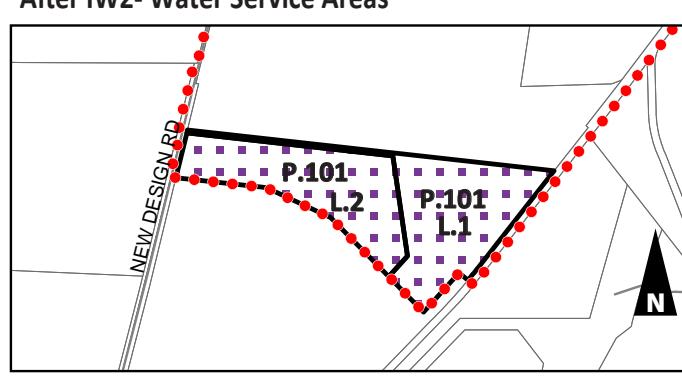
Before IW2- Water Service Areas



After IW2- Water Service Areas



Before IW2- Sewer Service Areas



After IW2- Sewer Service Areas

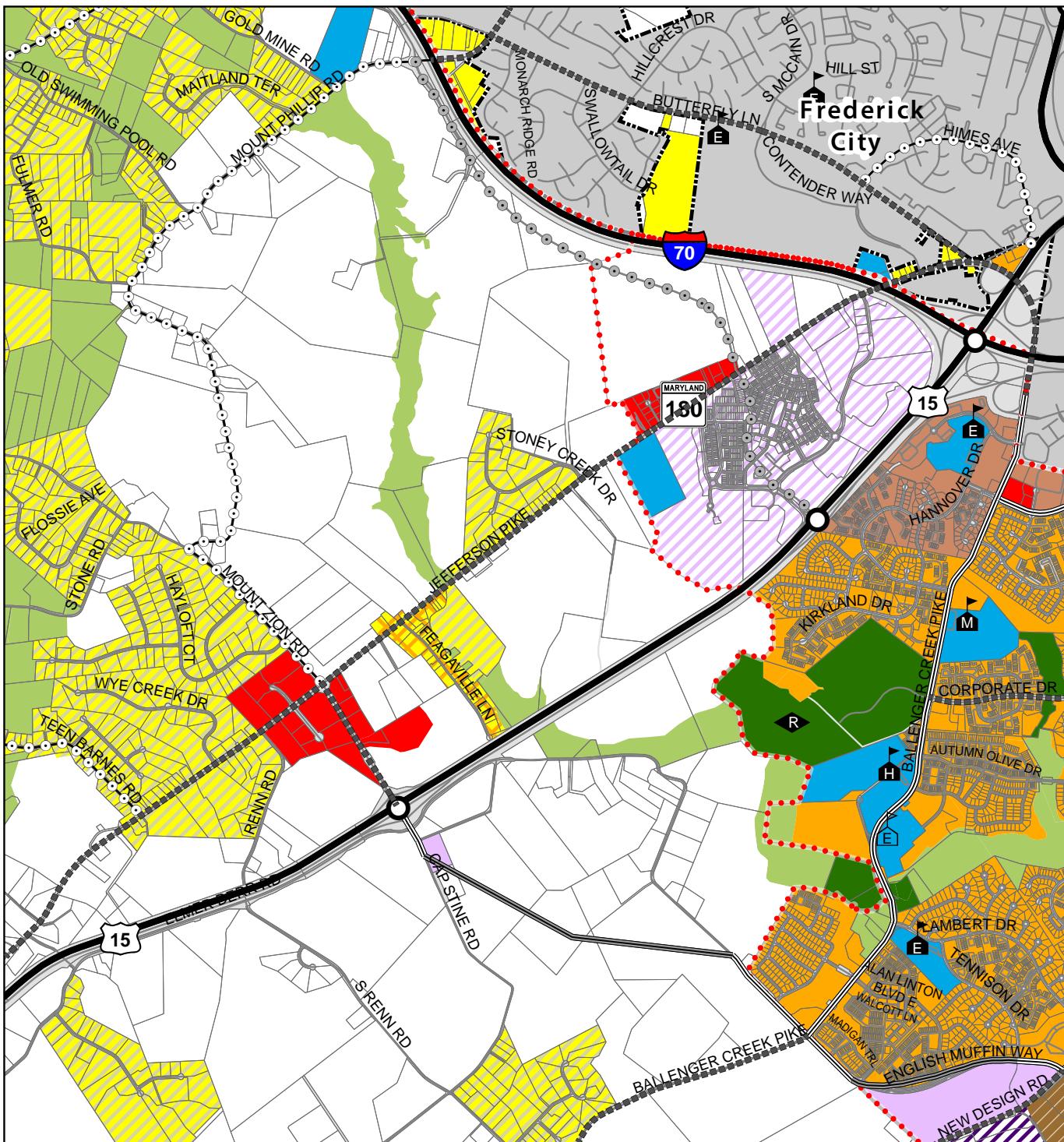
●●● Community Growth Area
 Agricultural / Rural
 Limited Industrial

■■■ Mineral Mining
 Buffer

■■■ PS-Planned Water Service- 11-20 Years
 ■■■ PS-Planned Sewer Service- 11-20 Years
 ■■■ NPS-No Planned Service

0 0.1 0.2 Miles

Map 1: South Frederick Corridors



Before IW2-Jefferson Pike Employment District Comprehensive Plan Designations

• • • Community Growth Area

Municipality

Land Use Designations

Agricultural / Rural

Natural Resource

Public Parkland/Open Space

Rural Community

Rural Residential

Low Density Residential

Medium Density Residential

High Density Residential

General Commercial

Limited Industrial

Office/Research/Industrial

Institutional

Community Facilities*

Existing / Proposed

Schools Elementary (E)

Middle (M)

High (H)

Special (S)

Parks Community (C)

Regional (R)

Special (S)

Existing / Proposed

Fire Station (F)

Landfill (LF)

Library (L)

Police Station (P)

Transit Station (T)

* The symbols for proposed community facilities are not fixed on the specific properties, but identify appropriate general locations.

Highways

Existing / Proposed

Freeway / Expressway

Major Arterial

Minor Arterial

Collector

Transit Easement

Interchange

0

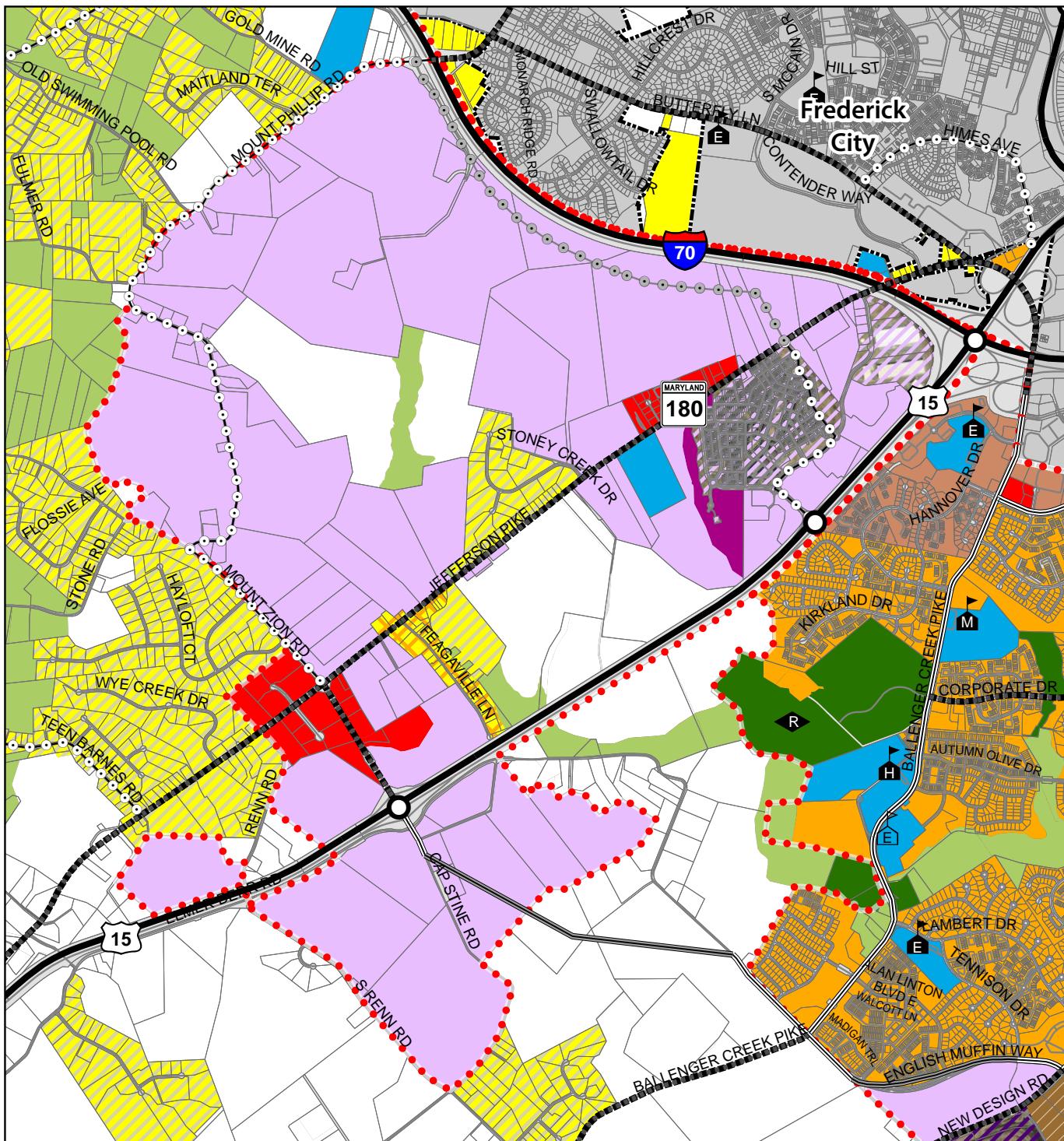
0.2

0.4

Miles



Map 2: Before IW2 - Jefferson Pike Employment District Comprehensive Plan Designations



After IW2- Jefferson Pike Employment District Comprehensive Land Use Plan

Community Growth Area

Municipality

Land Use Designations

Agricultural / Rural

Natural Resource

Public Parkland / Open Space

Rural Community

Rural Residential

Low Density Residential

Mixed Use

Medium Density Residential

High Density Residential

General Commercial

Limited Industrial

Office / Research / Industrial

Institutional

Community Facilities*

Existing / Proposed

Schools

Elementary (E) Middle (M) High (H) Special (S)

Community (C) Regional (R) Special (S)

Fire Station (F) Landfill (LF) Library (L)

Police Station (P) Transit Station (T)

* The symbols for proposed community facilities are not fixed on the specific properties, but identify appropriate general locations.

Highways

Existing / Proposed

Freeway / Expressway

Major Arterial

Minor Arterial

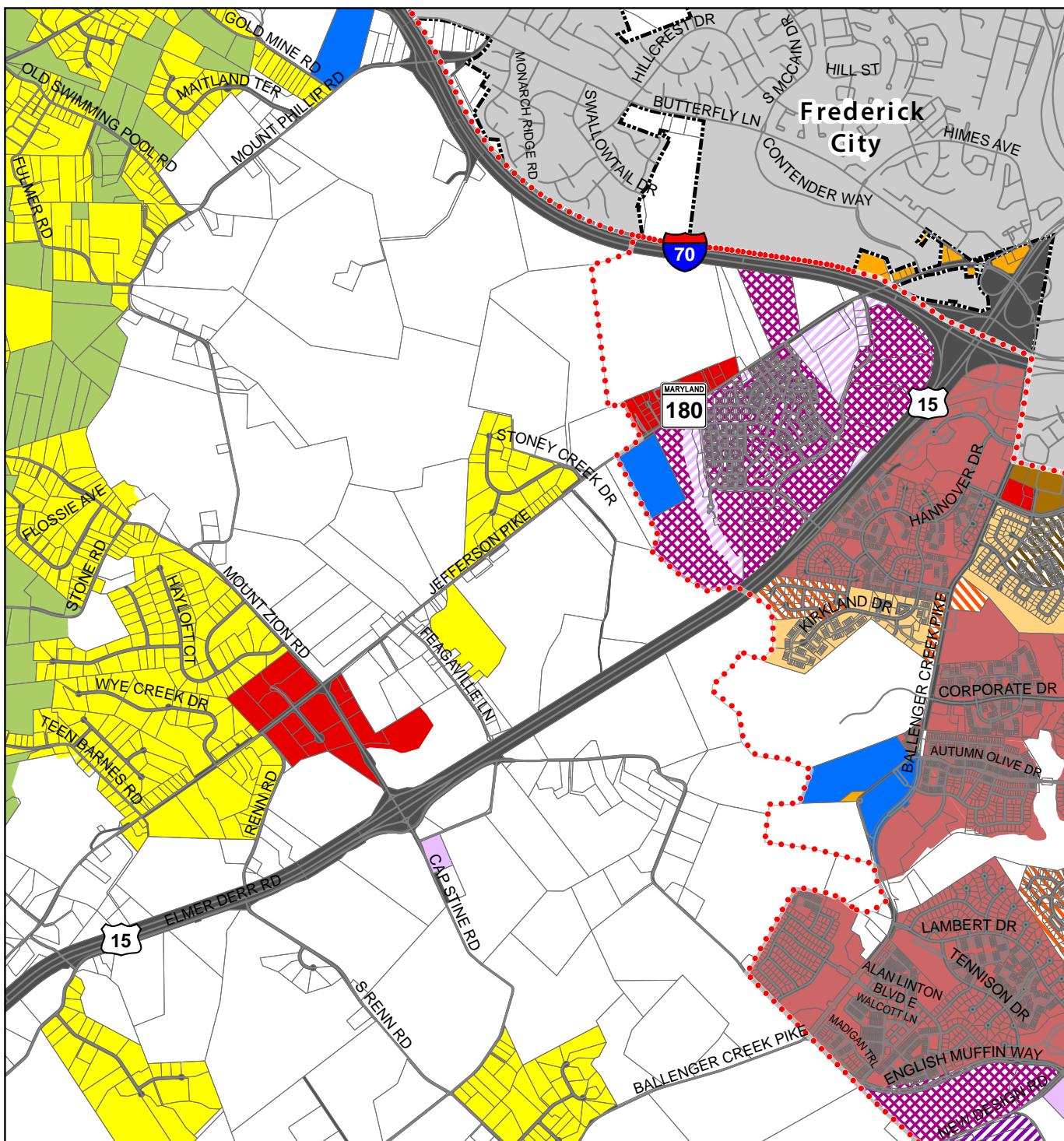
Collector

Transit Easement

Interchange

0 0.1 0.2 Miles

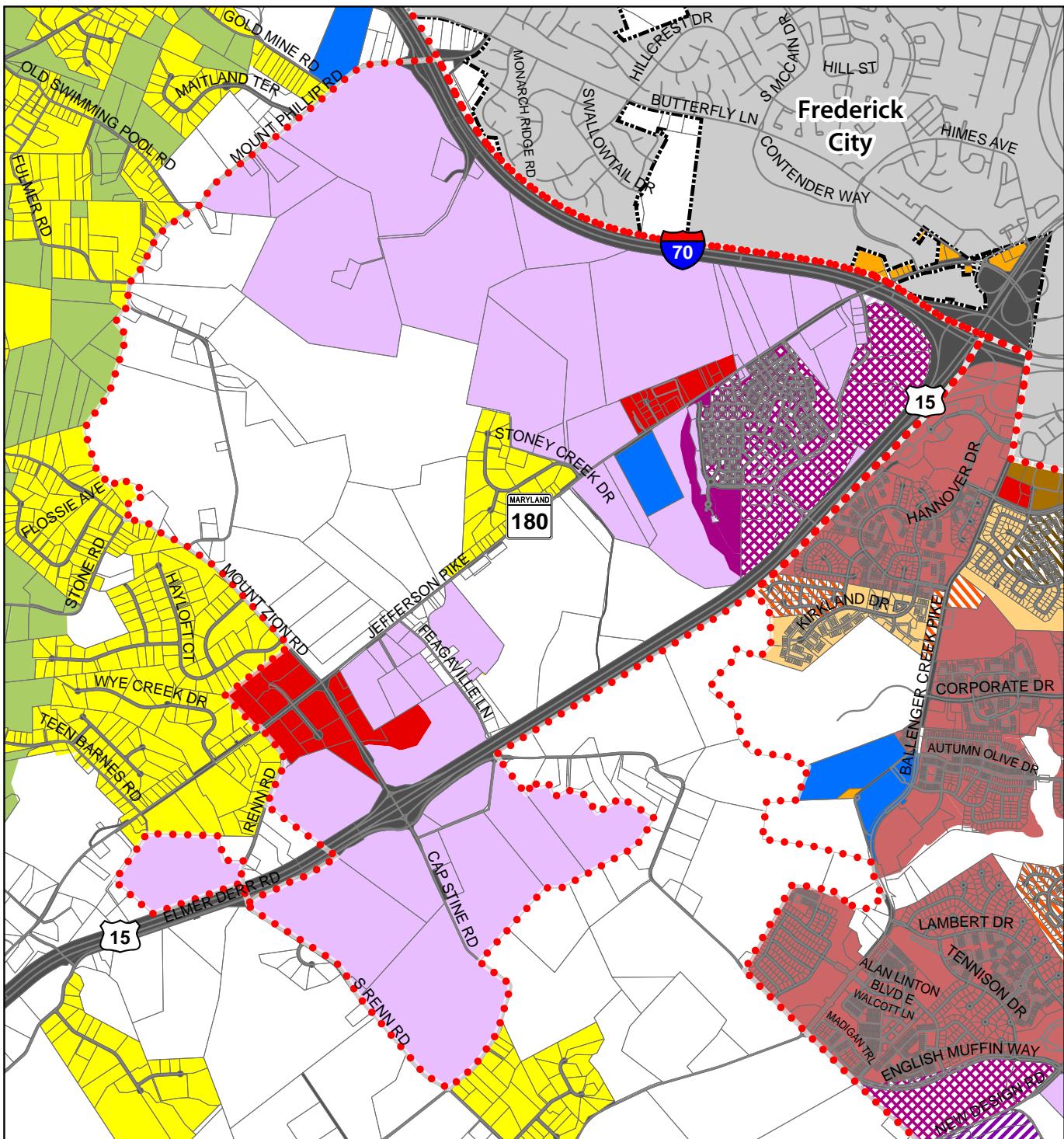
Map 3: After IW2 - Jefferson Pike Employment District Comprehensive Plan Designations



Before IW2-Jefferson Pike Employment District Zoning



Map 4: Before IW2 - Jefferson Pike Employment District Zoning



**After IW2- Jefferson Pike Employment District
Zoning**

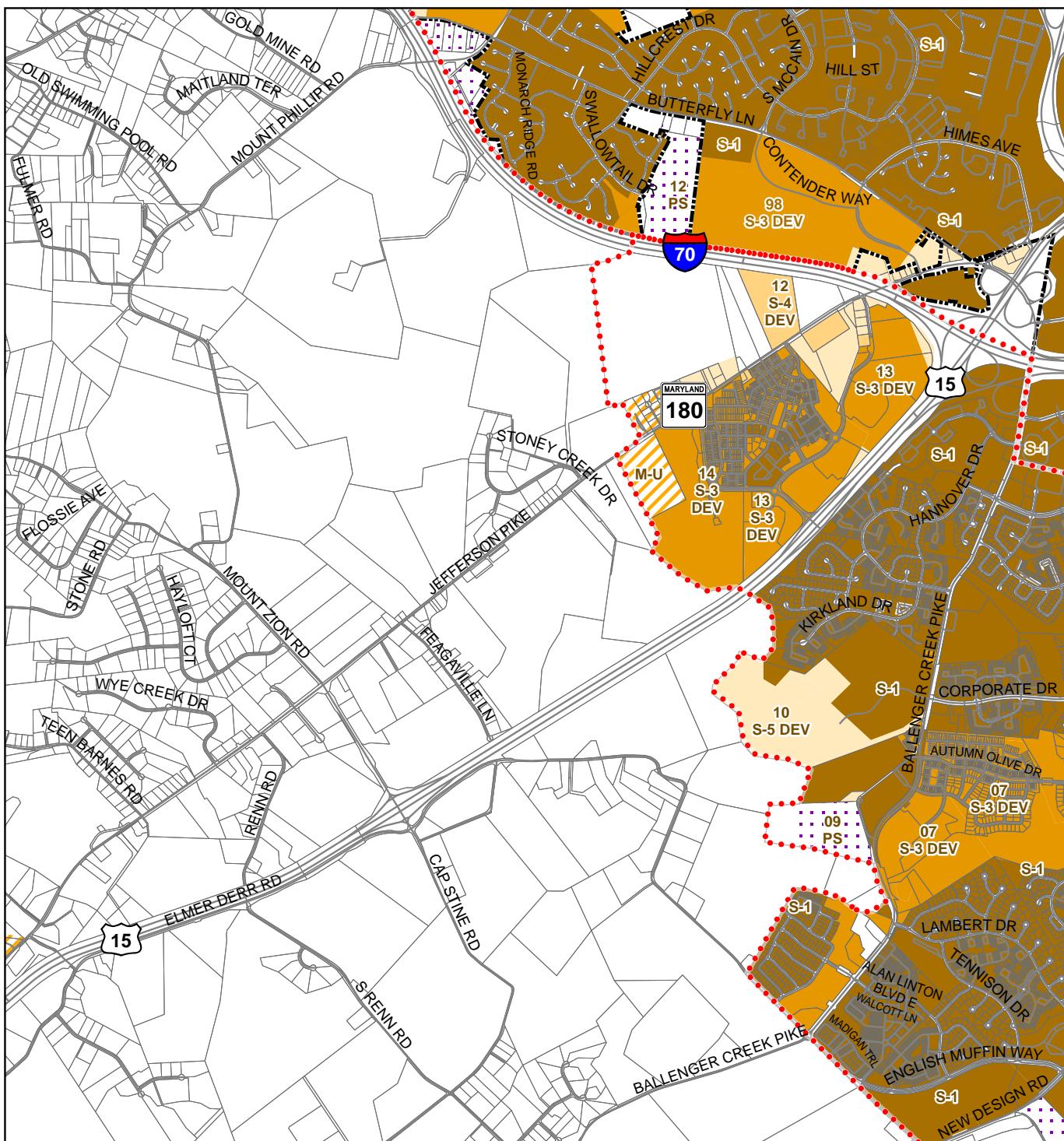


Frederick County, Maryland
Division of Planning & Permitting
December 02, 2025

0 0.2 0.4 0.8 Miles

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Map 5: After IW2 - Jefferson Pike Employment District Zoning



Before IW2-Jefferson Pike Employment District Sewer Service Areas

••• Community Growth Area

S-1- Connected

Water Service Areas

S-3- 1-3 Years

No Planned Service- No Planned Service

S-4- 4-6 Years

M-U- Multi-Use (Private)

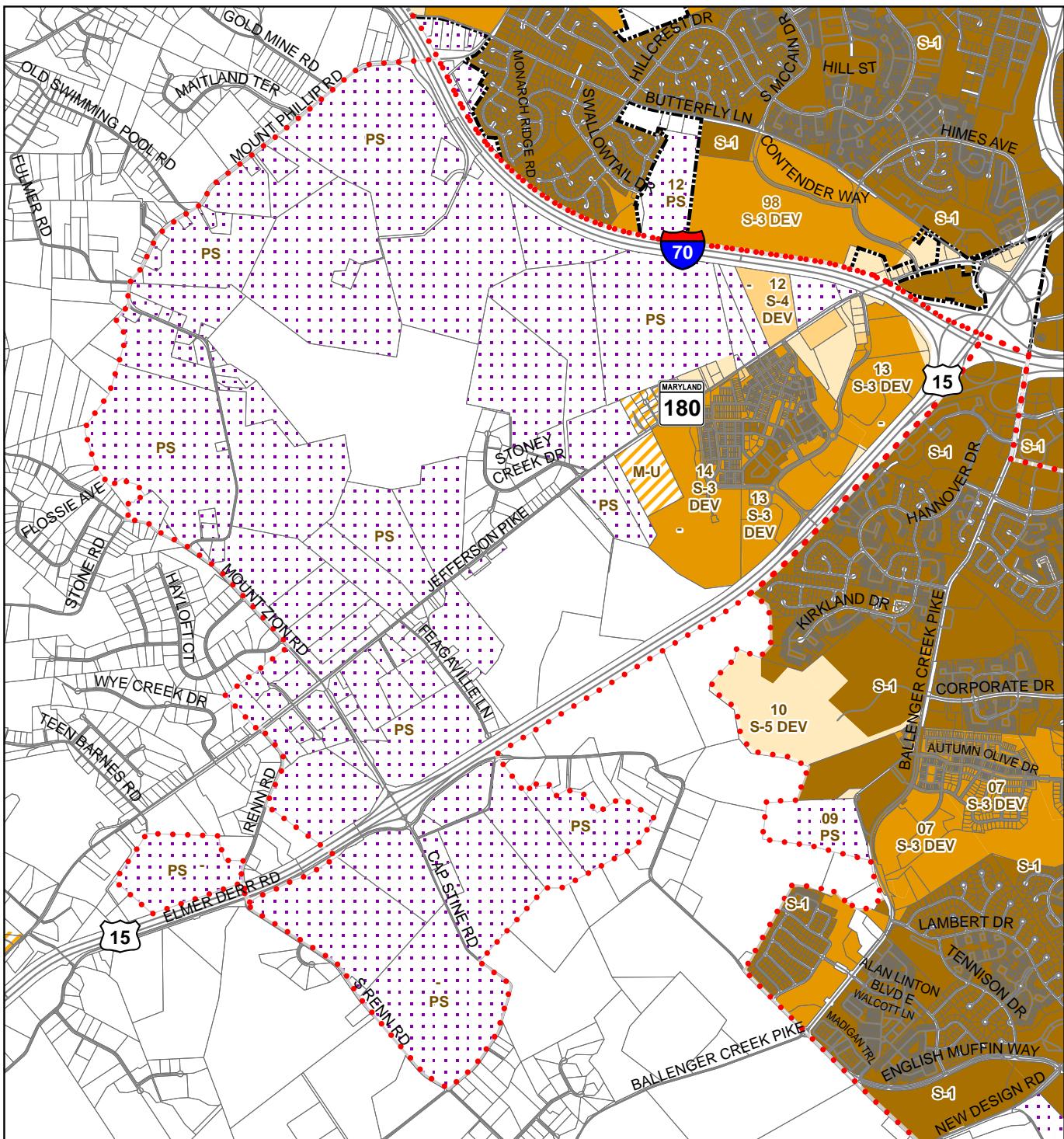
S-5- 7-10 Years

Planned Service- 11-20 Years

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Map 6: Before IW2 - Jefferson Pike Employment District Sewer Service Areas



After IW2- Jefferson Pike Employment District Sewer Service Areas

Community Growth Area	M-U- Multi-Use (Private)	S-5- 7-10 Years
Sewer Service Areas	S-1- Connected	PS- Planned Service
NPS-No Planned Service	S-3- 1-3 Years	11-20 Years
	S-4- 4-6 Years	



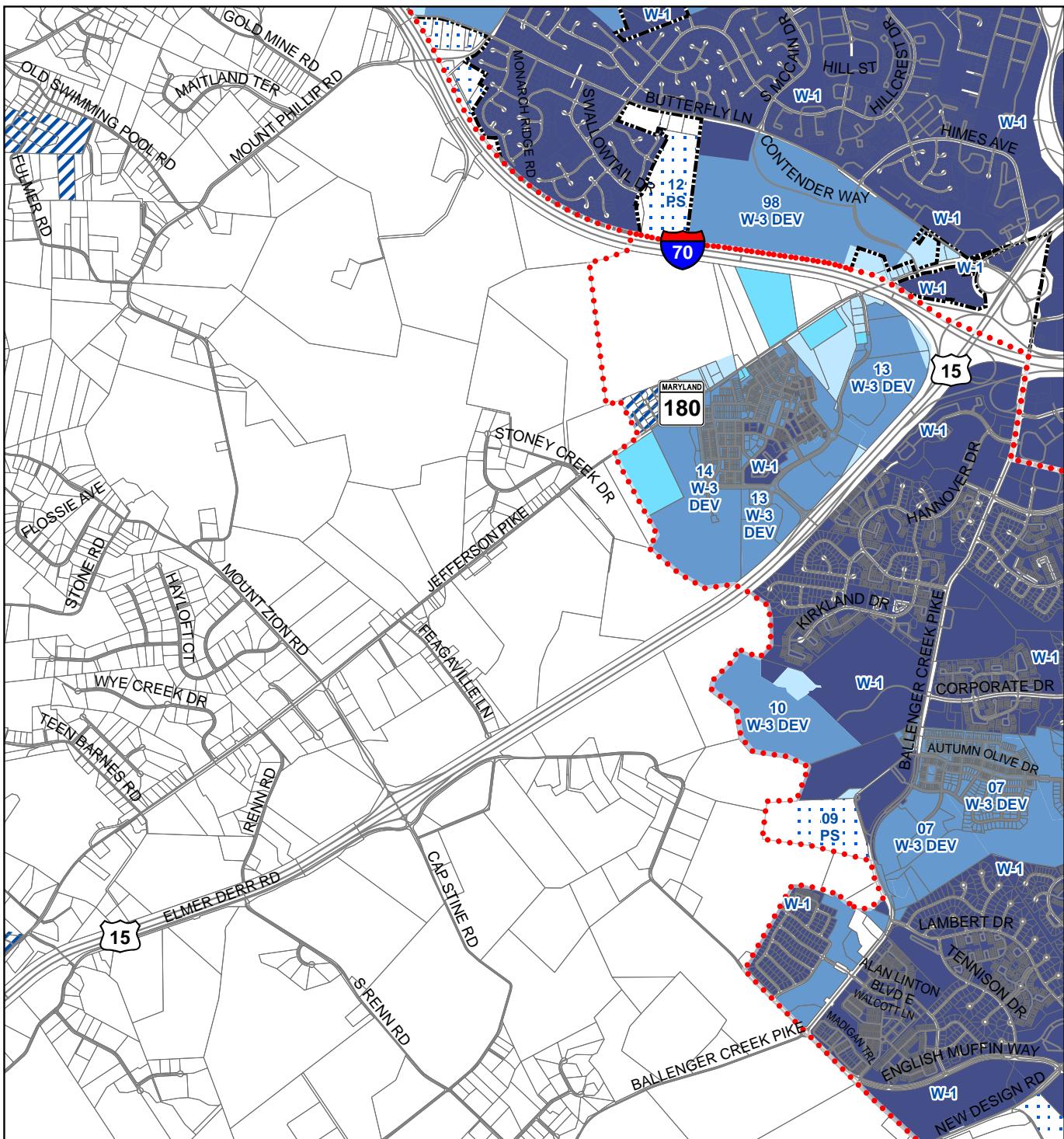
Frederick County, Maryland
Division of Planning & Permitting
December 03, 2025

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Miles

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Map 7: After IW2 - Jefferson Pike Employment District Sewer Service Areas





Before IW2- Jefferson Pike Employment District Water Service Areas

Community Growth Area

Water Service Areas

No Planned Service- No Planned Service

Multi-Use (Private)

W-1- Connected

W-3- 1-3 Years

W-4- 4-6 Years

W-5- 7-10 Years

PS- Planned Service- 11-20 Years

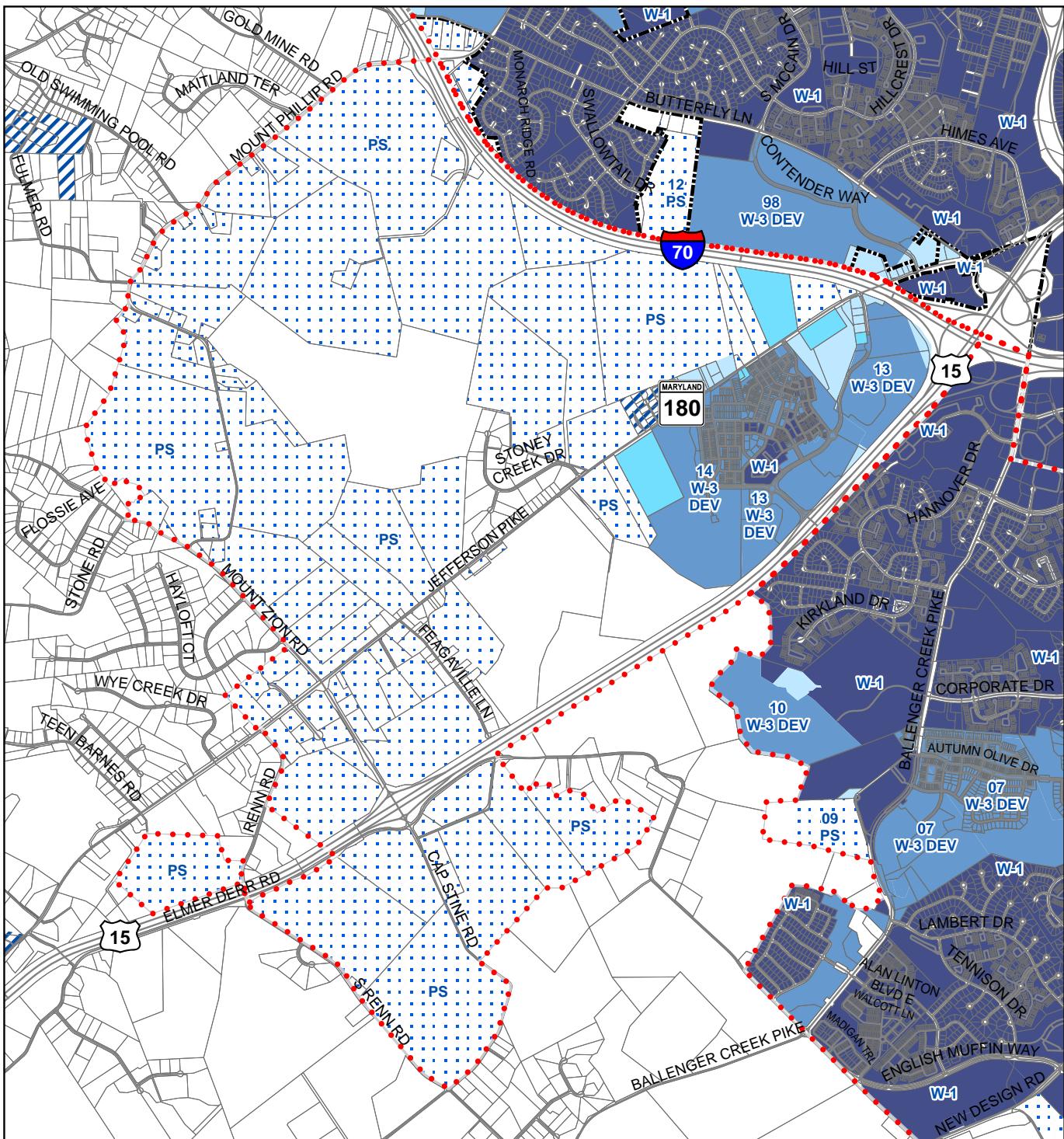


Frederick County, Maryland
Division of Planning & Permitting
November 18, 2025

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Map 8: Before IW2 - Jefferson Pike Employment District Water Service Areas



After IW2- Jefferson Pike Employment District Water Service Areas



Frederick County, Maryland
Division of Planning & Permitting
December 03, 2025

0 0.2 0.4 0.8 Miles

Community Growth Area

Water Service Areas

No Planned Service- No Planned Service

Multi-Use (Private)

W-1- Connected

W-3- 1-3 Years

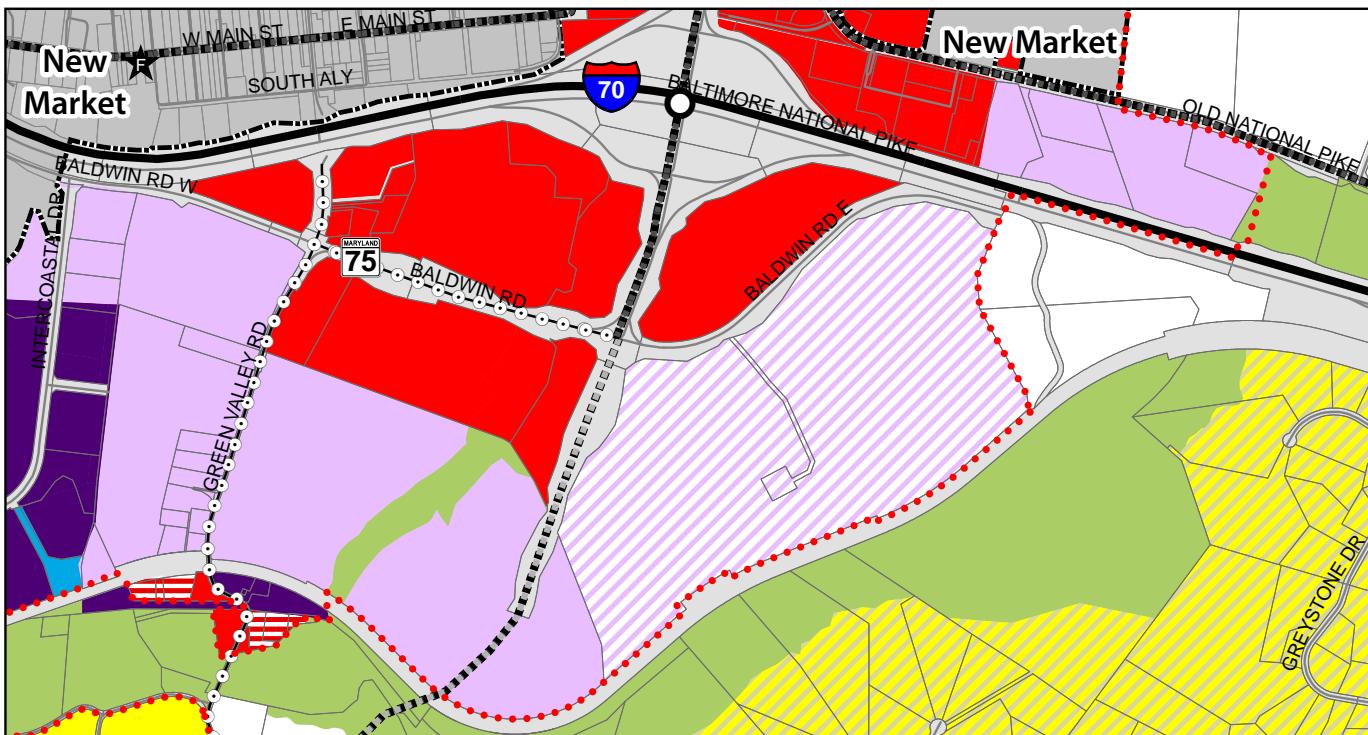
W-4- 4-6 Years

W-5- 7-10 Years

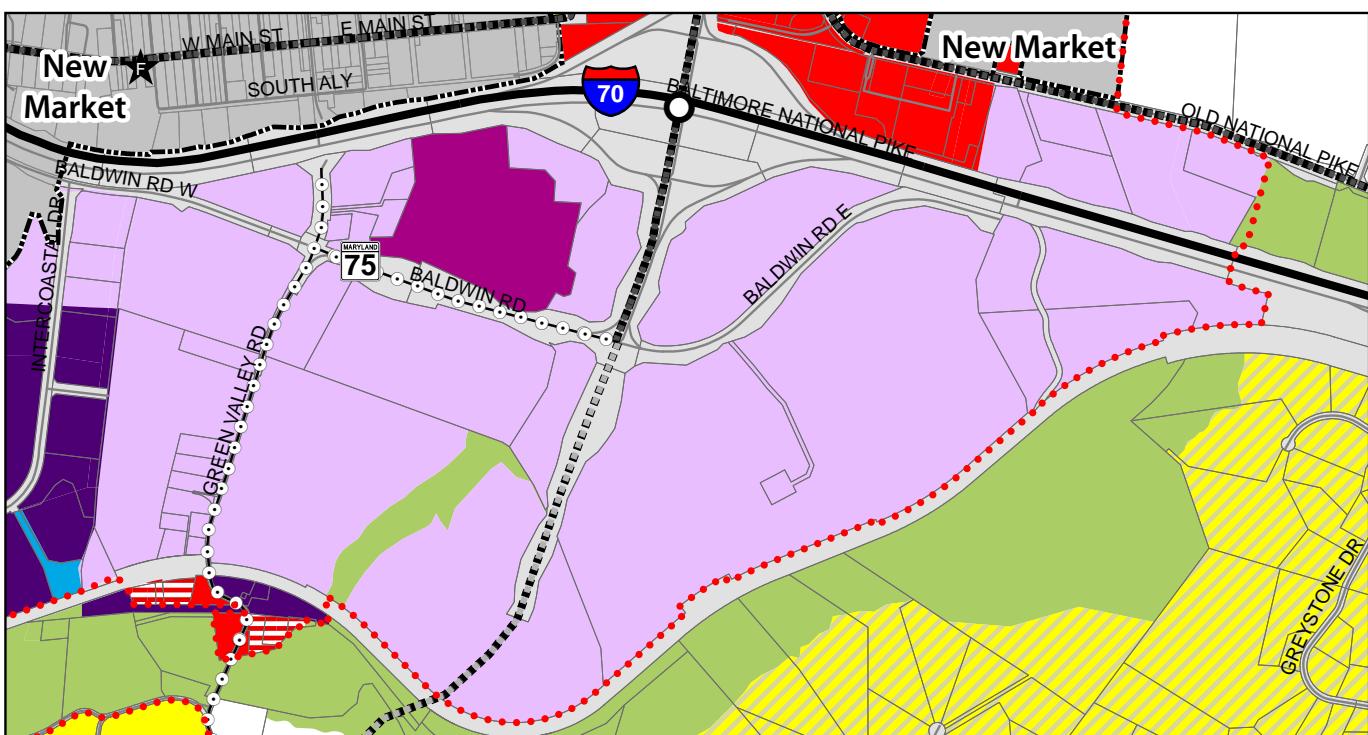
Planned Service- 11-20 Years

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Map 9: After IW2 - Jefferson Pike Employment District Water Service Areas



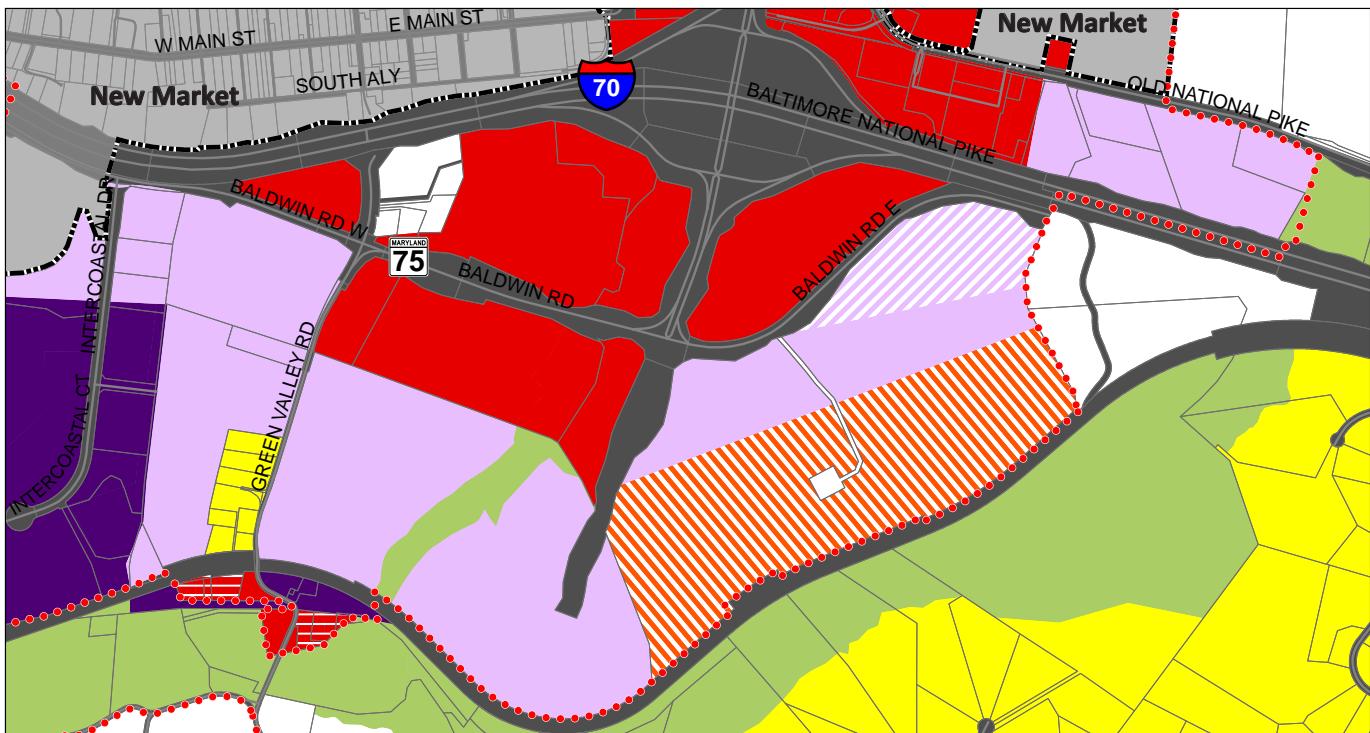
Before IW2- New Market Comprehensive Land Use Plan



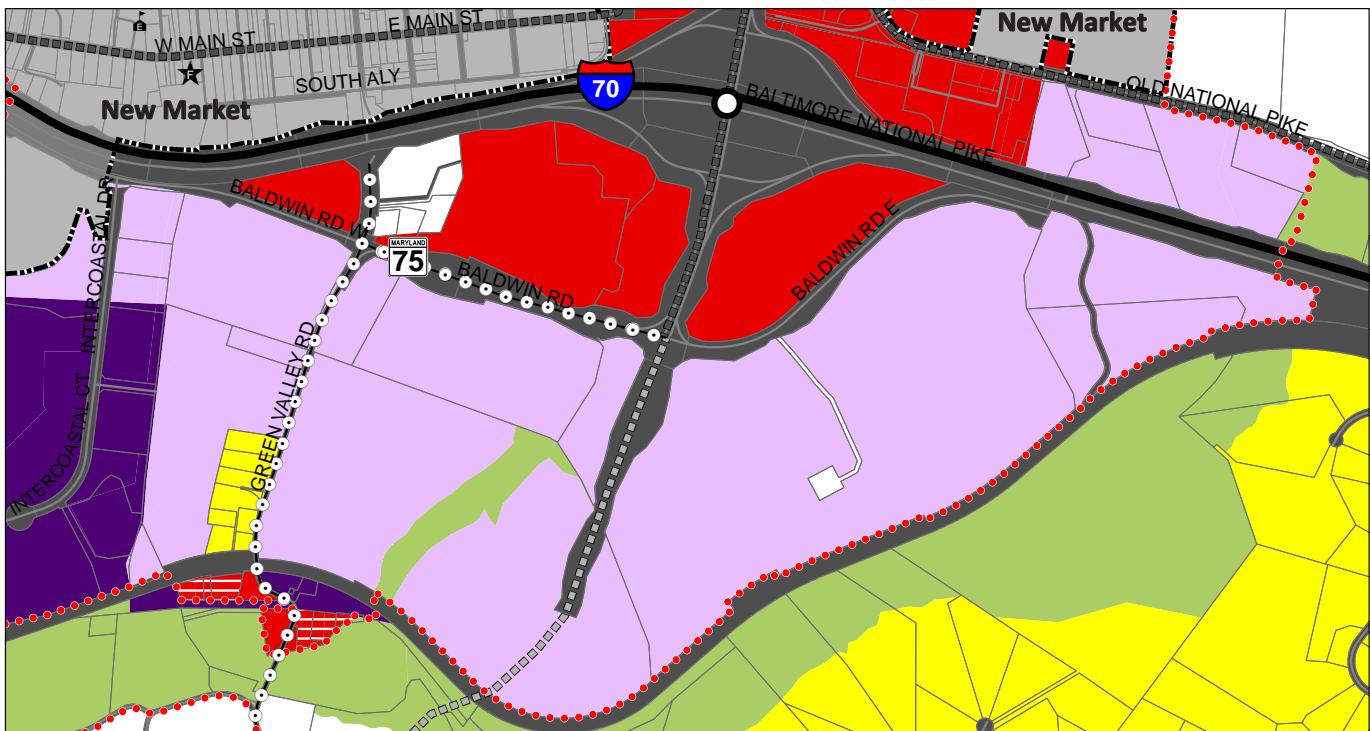
After IW2- New Market Comprehensive Land Use Plan



Map 10: New Market Comprehensive Plan Designations



Before IW2- New Market Zoning



After IW2- New Market Zoning

Zoning Districts

- A - Agricultural
- RC - Resource Conservation
- R1 - Low Density Residential
- R5 - Middle Density Residential

VC - Village Center

GC - General Commercial

GI - General Industrial

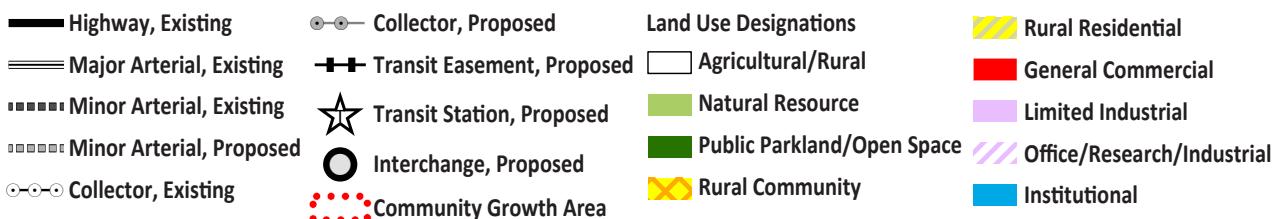
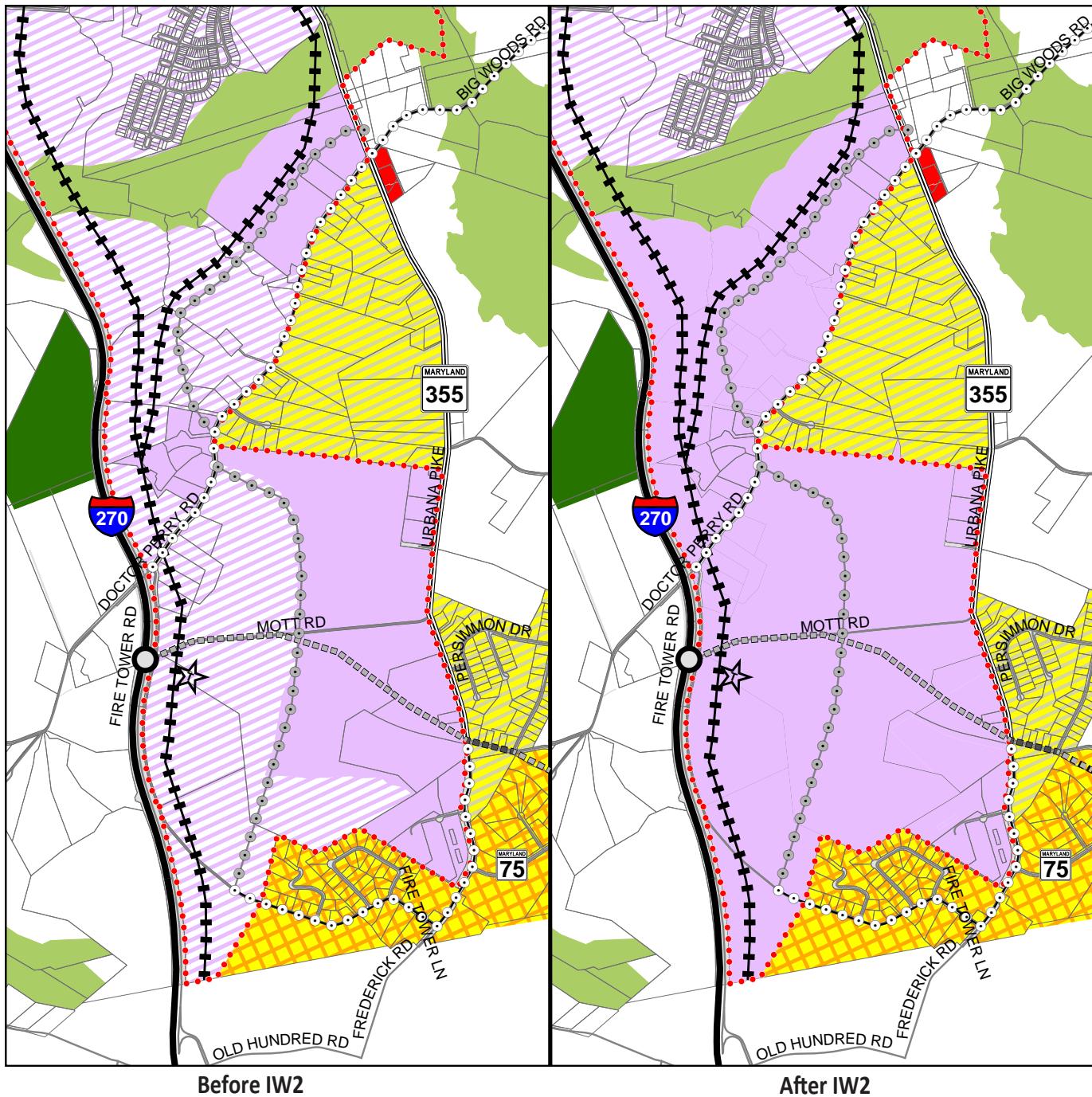
LI - Limited Industrial

ORI - Office/Research/Industrial

Municipality

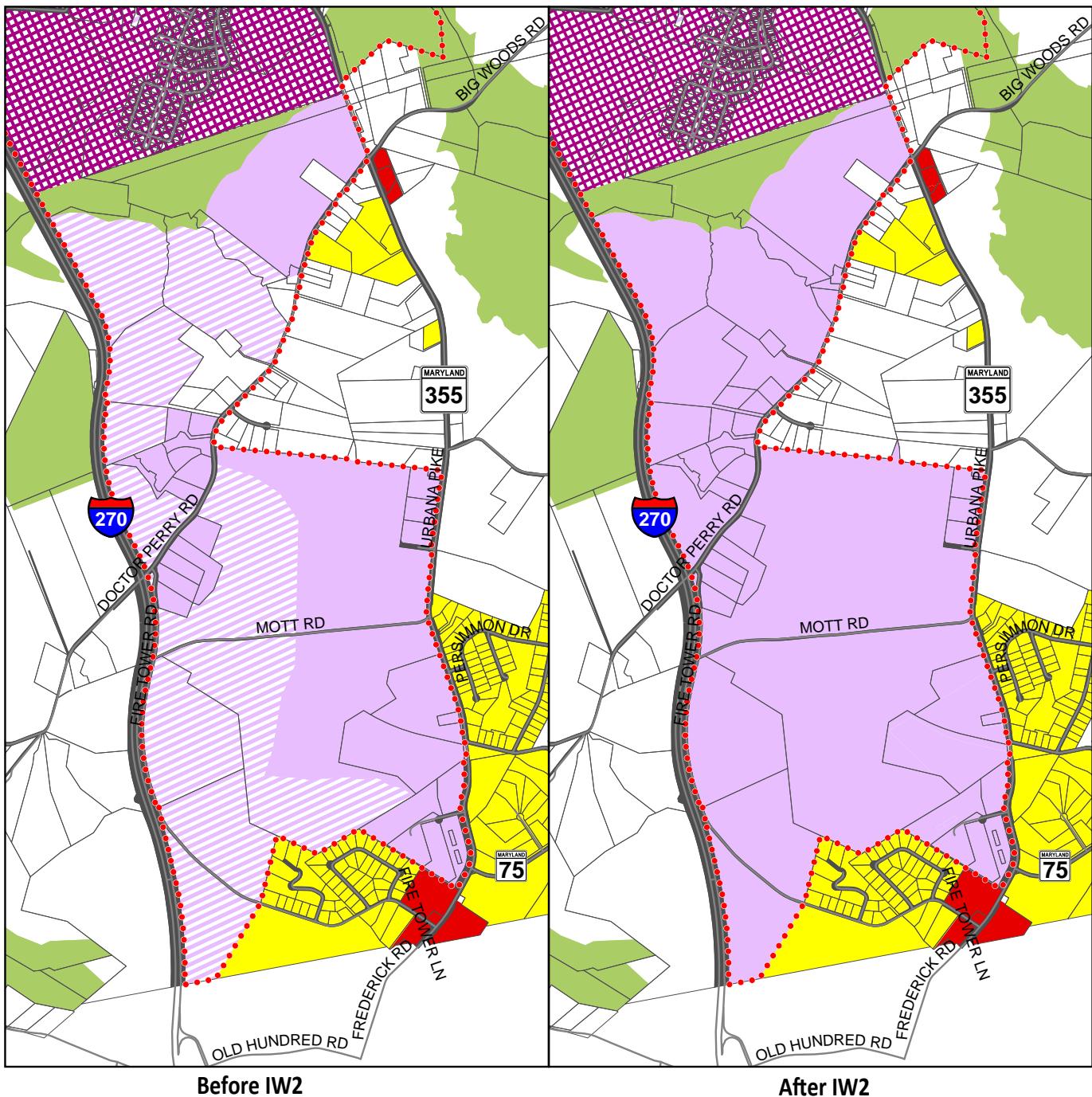
0 0.1 0.2 0.4 Miles

Map 11: New Market Zoning



0 0.2 0.4 0.8 Miles Rotation: -20

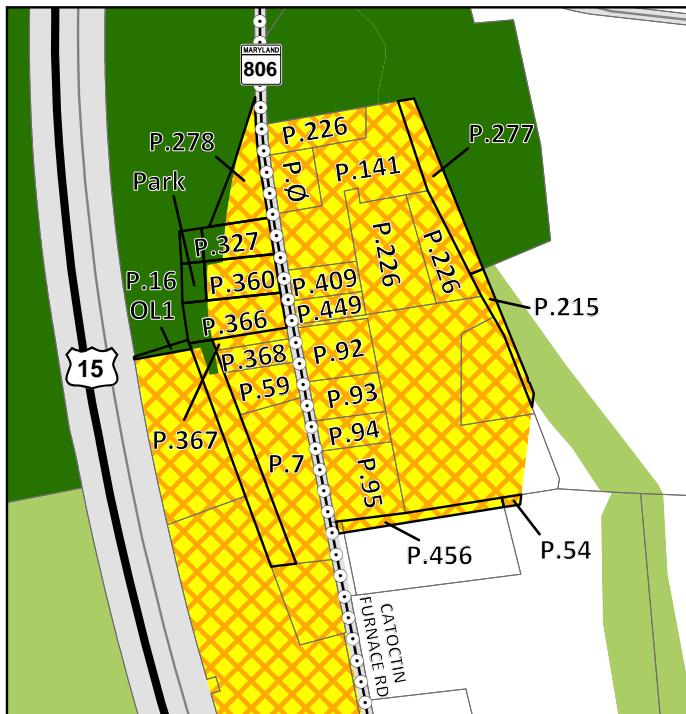
Map 12: I-270 Corridor Comprehensive Plan Designations



Community Growth Area	RC – Resource Conservation	LI – Limited Industrial
Zoning Districts	R1 – Low Density Residential	ORI – Office/Research/Industrial
A – Agricultural	GC – General Commercial	MXD – Mixed Use Development



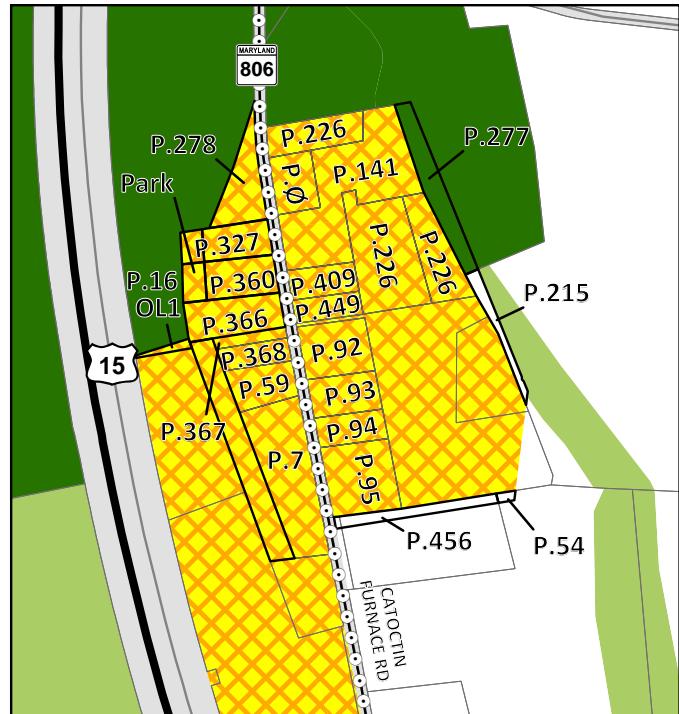
Map 13: I-270 Corridor Zoning



Before IW2- Comprehensive Land Use Plan

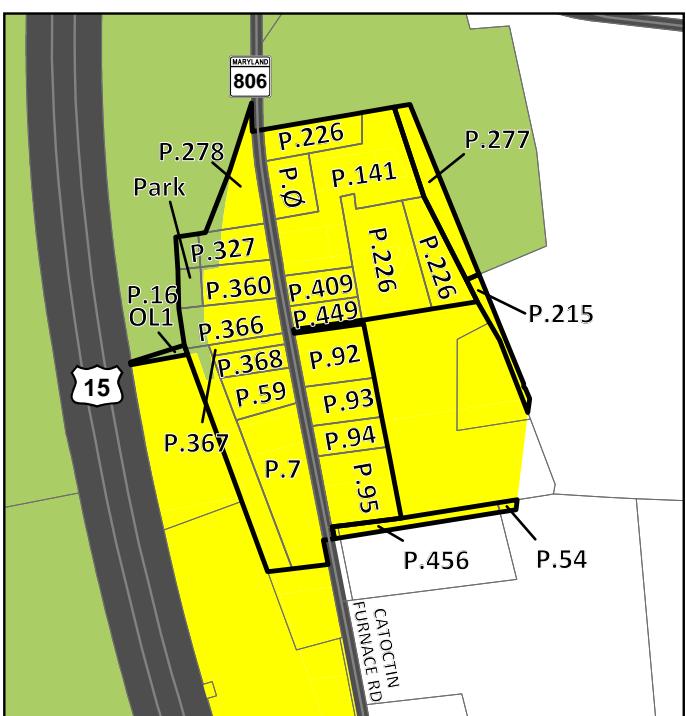
Land Use Designations

- Natural Resource
- Agricultural / Rural
- Public Parkland / Open Space



After IW2- Comprehensive Land Use Plan

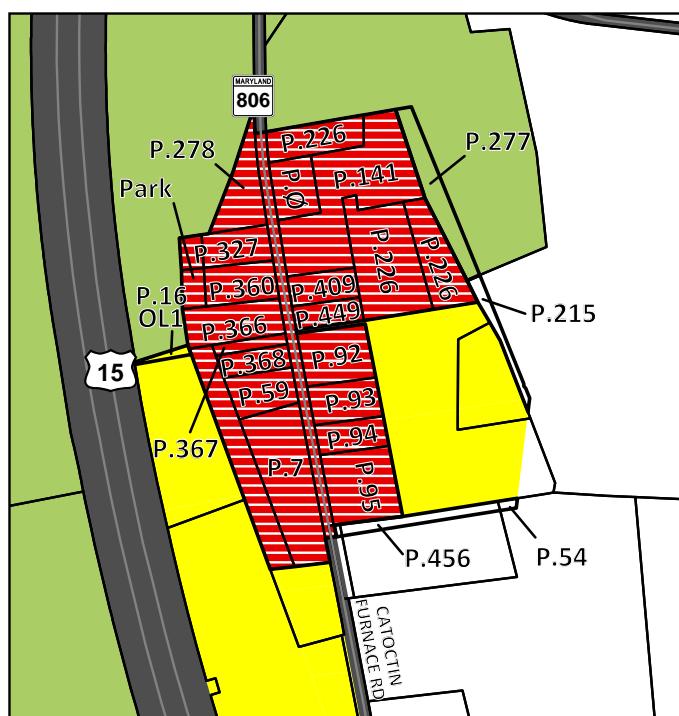
Rural Community



Before IW2- Zoning

Zoning Districts

- A - Agricultural
- RC - Resource Conservation



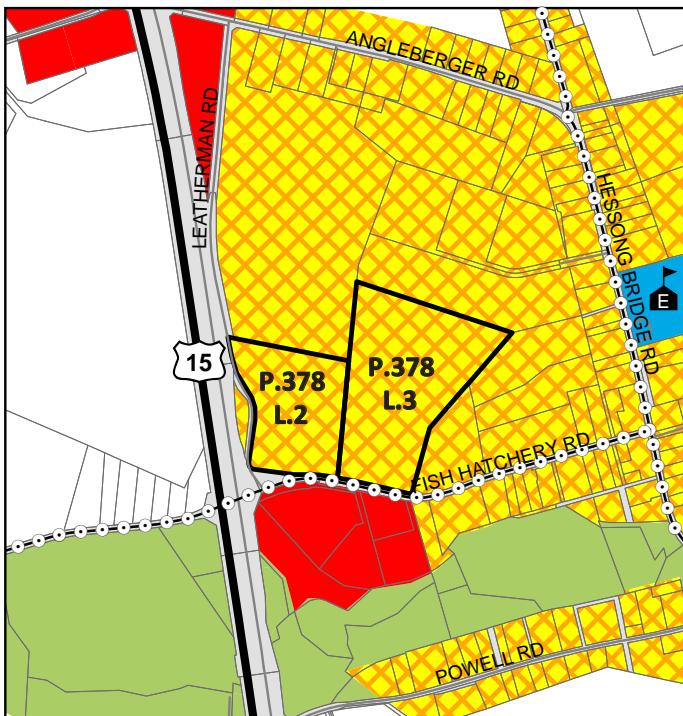
After IW2- Zoning

R1 - Low Density Residential
VC - Village Center

0 0.05 0.1 Miles



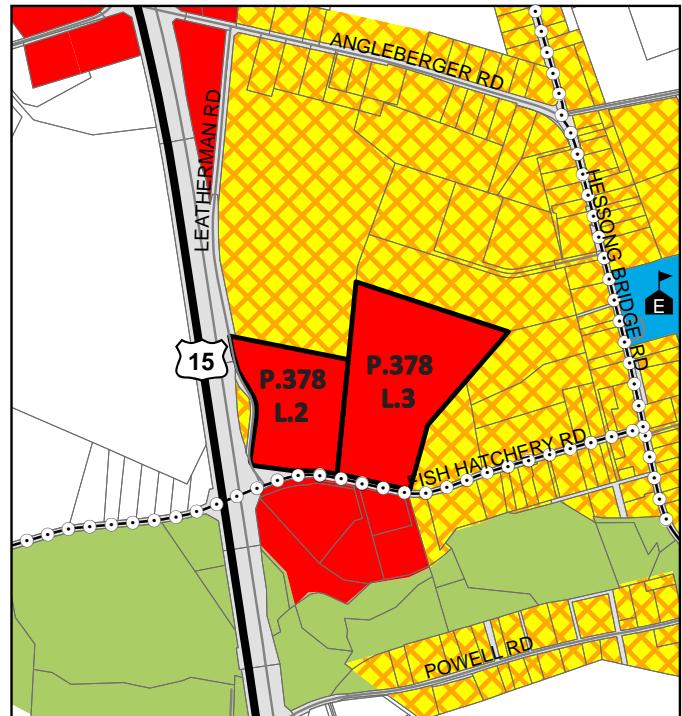
Map 14: Catoctin Furnace



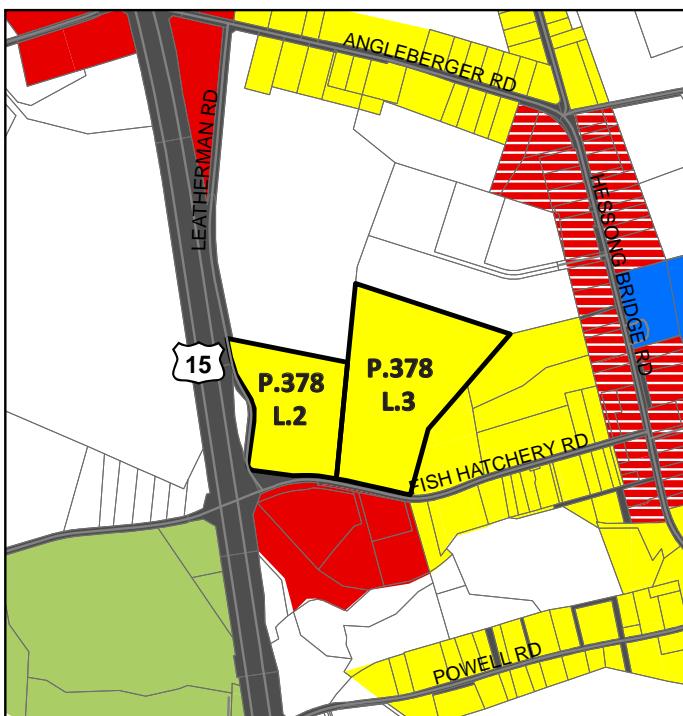
Before IW2- Comprehensive Land Use Plan

Land Use Designations

■ Agricultural / Rural	■ Natural Resource	■ General Commercial
■ Rural Community	■	■ Institutional



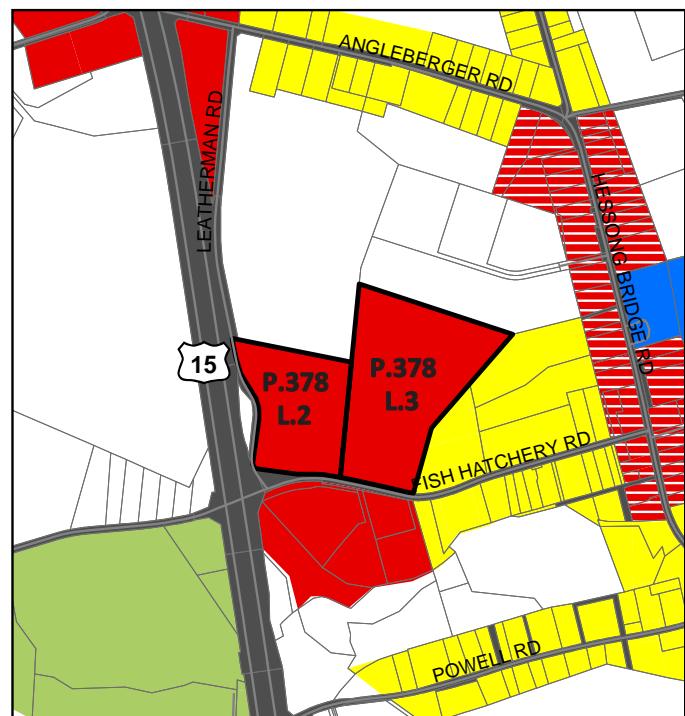
After IW2- Comprehensive Land Use Plan



Before IW2- Zoning

Zoning

■ A - Agricultural	■ R1 - Low Density Residential	■ GC - General Commercial
■ RC - Resource Conservation	■ VC - Village Center	■ Ie - Institutional



After IW2- Zoning

0 0.1 0.2 Miles



Map 15: Fish Hatchery Rd/US 15

Theme 3: Improving Life for Our Local Workforce



THEME SUMMARY

This Theme emphasizes reducing barriers to employment, strengthening workforce participation, and enhancing quality of life in Frederick County. The plan calls for investing in affordable childcare, expanding customized workforce training programs, aligning education with industry needs, and broadening access to lifelong learning opportunities through schools, colleges, and apprenticeships. It highlights the importance of attainable housing, multimodal transportation, and mixed-use communities as key supports for a stable, productive workforce. The chapter also stresses engaging older workers as a valuable talent pool and creating clear “on-ramps” for students and jobseekers into sustainable, fulfilling careers. Success will be measured by improvements in childcare availability, workforce participation rates, housing supply, transportation options, and the capacity of career and technical education programs.

HIGHLIGHTS FROM THE LFMP VISION

Frederick County provides interesting and fulfilling jobs and options for everyone to support their families.

Frederick County offers excellence in public education and lifelong learning opportunities, which results in an educated and trained workforce to ensure our long-term economic prosperity.

Our community enables young and old to lead fulfilling lives. We ensure that all people can be successful, enjoy a high quality of life, and are free from poverty.

Our transportation system is multi-modal and diverse. It moves people and goods, both locally and regionally, in a timely and safe manner, and provides the ability to enjoy and function in life without needing a car.

LFMP GOALS

Quality of Life: Ensure that quality of life assets that are important to residents, businesses, and visitors, especially those that assist Frederick County with attracting and retaining a high-quality workforce, are maintained for the future to ensure our sense of place.

Access To Education: Ensure that all students, regardless of age, have access to high quality educational opportunities and programs available in Frederick County to prepare them for jobs of the future or to enable them to become part of the workforce, contribute to the economy, and maintain a high quality of life.

Employment Opportunity: Encourage businesses to provide meaningful employment opportunities in Frederick County that are free from barriers and appeal to a wide-range of potential skilled employees.

STRATEGIC INITIATIVES

The following five (5) Strategic Initiatives form the core of the IW2 Plan's 'Local Workforce' theme. This theme presents ways in which Frederick County's economic development policies and programs may be optimized to enhance the quality of life for its workforce and their families.

Reduce barriers that impede labor force participation, such as lack of affordable and sufficient childcare, gaps in critical marketable skills, and lack of access to educational/training opportunities.

As everyday citizens, we often focus our attention on the successes and failures of business growth and business attraction. Which start-up is planning to expand its operations in Frederick County? Which out-of-state company is moving into a vacant office building in the City? How large is the new facility under construction in the industrial park? The tendency of residents to measure economic success purely through the lens of the employer, and to view our challenges solely as failures to produce more local jobs, is only seeing half of the picture. A job opening, without a skilled employee to fill it, does little to boost the local economic fortunes of either employer or worker. In order to make significant and long-lasting impacts on Frederick County's economic health and fiscal well-being, the community must maintain, and expand when possible, those services, programs, and efforts that seek to reduce the barriers impeding labor force participation.

While the unemployment rate in Frederick County has hovered around two and a half percent since the end of the COVID-19 emergency, the labor force participation rate has dropped by nearly as much. This is an indicator that a significant segment of the workforce does not actually hold a wage-earning job that is measured in our economic data. It should not be forgotten that non-wage earners contribute mightily to our local economy, and always have. This specific discussion, however, focuses on the traditional wage-earning positions that provide the talent and energy behind successful businesses in our County.

Unemployment and Labor Force Participation Rates

For a business, the inability to fill positions results in untapped potential for success and future growth. For the County, low labor force participation can hamper our efforts to attract and retain employers. While the regional labor force can often step in to fill employment gaps, this model is unsustainable and can create negative impacts on our transportation networks, as well as diminish the quality of life for those workers traveling to fill positions in the County.

Ultimately, reducing the primary barriers to employment can be a powerful tool in unlocking economic potential in existing and future businesses. Notable barriers include:

Affordable and Sufficient Childcare: Released in March 2024, the Frederick County Child Care Market Study noted that 68% of families in the community responded in its survey that cost had prevented them from using the type of childcare appropriate to their family's situation. In addition to the high costs of quality child care services, the County faces additional challenges in the next decade, punctuated by the combination 'one-two punch' of shrinking childcare capacity (projected to decrease by 19% in the next ten years), and a concurrent increase in the population of children under 5 years of age (projected to grow by 31% through 2035). These trends and projections would result in a severe local childcare shortage with 2.6 childcare-age children per available slot...and this does not reflect the geographic, care type, hours of operation, or other characteristics that influence where and how parents provide

out-of-home care for their children. The capacity shortcomings are already more acutely felt in the northern and southern regions of the County, and the trends demonstrate that the competition for adequate childcare service is likely to intensify in future years.

Frederick County's Childcare Initiative, a collaboration between the Division of Family Services (DFS) and Frederick County Workforce Services (FCWS), aims to "...address the growing need for quality childcare while creating career pathways for individuals interested in joining or advancing in the childcare industry.", through the following program offerings including, the Family-Owned Childcare Program, the Childcare Certification & Professional Development program, and the Childcare Certification Course (a 90-hour in-person course developed in partnership with Frederick Community College).

Gaps in Critical Marketable Skills: Building our local employment engine is a two-way exercise of matching business attraction efforts to current workforce skills, and matching current workforce skills to the existing and prospective jobs in our local economy. Which comes first? Neither. Both efforts are legitimate ways in which we can facilitate participation by a greater percentage of our workforce.

While educational attainment is useful in analyzing general preparedness for the work environment, it is not necessarily finely tuned to identify specific job skills and how those might apply to the jobs available in Frederick County.

Table 4: Comparison of Educational Attainment, Population 25 years and over (ACS 2023 5-Yr. Estimate)

Highest Level Completed	Frederick County	Maryland	DMV Region	US
No High School Diploma	6.6%	9.0%	8.4%	10.6%
High School Graduate	23.2%	23.7%	16.5%	26.2%
Some College, No Degree	17.3%	17.7%	14.1%	19.4%
Associate's Degree	8.0%	6.9%	5.6%	8.8%
Bachelor's Degree	24.7%	22.5%	27.4%	21.3%
Graduate or Professional Degree	20.1%	20.3%	25.4%	13.7%
TOTAL HS Graduate or Higher	93.4%	91.0%	92.0%	89.4%
TOTAL Bachelor's Degree or Higher	44.9%	42.7%	51.9%	35.0%

Top Hard Skills Companies Are Looking For

The list of 'Top Hard Skills Companies Are Looking For' (a national accounting of the topic) makes apparent the notion that the modern workplace is not a homogenous environment in terms of what is required of its workers.

The Division of Workforce Services offers a bevy of customized workforce programs that serve to align the needs of local job seekers with the needs of the local labor market including programs providing: on the job training, childcare certification, career navigation services, summer jobs, adult career development, internship support, incumbent worker training, apprenticeship support, and work readiness for those in recovery.

As the County refines its list of Target Industry Clusters in 2025 and in future years, maximizing alignment of workforce skills and employer needs should continue to be a high priority for our economic development professionals.

Access to educational/training opportunities: Filling the gaps in marketable skills addresses some portion of the need to provide access to a variety of robust, local educational and training opportunities. For most people, educational

attainment, whether through conventional pathways such as K-12 education, college and university, and specialized training programs, or through apprenticeship and on-the-job training opportunities, is geared toward the ultimate goal of gaining knowledge and skills useful in the workplace. Frederick County should continue its local efforts to support programs through its educational institutions including FCPS's Career & Technical Education Program (CTE), Frederick Community College, Hood College, and Mount St. Mary's University's Division of Continuing Studies.

Strategies

- » 3-1 Invest in current and future efforts to increase access to childcare services
- » 3-2 Expand the local workforce by increasing the local workforce participation rate
- » 3-3 Grow the customized workforce programs managed by the Division of Workforce Services
- » 3-4 Align Target Industry Clusters with skills of the existing and future local workforce
- » 3-5 Bolster access to educational and specialized training opportunities

Support housing attainability for local work force.

A primary component of any strategy intended to improve the lives of workers in Frederick County should include initiatives making the availability of attainable and affordable homes widespread in this community. Most people working in Frederick County cannot afford housing near to where they work without having multiple jobs or incomes. Housing affordability is a challenge for current and would-be residents of Frederick County:

- According to the 2023 5-Year American Community Survey Estimates, almost one-in-two Frederick County renter households and one-in-five homeowner households spent 30% or more of their income on housing costs.
- The United Way also tracks "ALICE" households, an acronym that stands for "Asset Limited, Income Constrained, Employed." According to the 2024 ALICE report, approximately one-third of Frederick County households likely experience financial difficulty in meeting all of their household needs, including shelter.

This document will not provide solutions to the housing challenge, but rather defer to the County's Housing Element (under development as of the writing of the IW2 Plan). However, this plan does offer the following guidance in building the argument as to why housing initiatives are of paramount importance when developing economic development policies.

Homes are Not Widgets: As stated elsewhere in the IW2 Plan, managing growth in such a way as to create mixed use communities that are purpose-built to reduce the cost of maintaining a household in Frederick County, is of critical importance if this community is to maintain a healthy, happy, and local workforce. The work conducted during the development of the Livable Frederick Master Plan in 2017 and 2018, very clearly indicated that employers value a variety of physical environments as they determine the best locations to build or grow their companies. Multimodal, mixed use communities ranked high on the list of preferred place types and continue to provide fertile ground for employment growth in Frederick County.

When considering the adequacy of our local housing supply, cost, access, type, environment, convenience, and geographical location are all key factors considered by people when deciding where to live. A single-family detached, 5-bedroom home on 4 acres of land in Sabillasville, is not a good fit for a young couple who value low maintenance costs (money and time), access to workplaces, and proximity to bars, restaurants, and shops. In addition to developing a sufficient housing stock as measured numerically, the County would be well-served by providing for a

range of housing types in order to provide options for the many types of households needed to support a varied and robust local workforce.

Economic Competitiveness: Companies seeking to relocate to Frederick County, or expand existing operations here, are influenced by a wide variety of factors, including those local attributes which support a committed and loyal workforce. Employees that are housing-stressed, or who are unable to find or maintain housing that fits their needs may pursue other employment options. In terms of raw affordability, it has often been the case that employees were willing to drive longer distances – and thus trade away hours of their lives – in order to live in a home that is more affordable, or in the type of neighborhood they prefer. This can strain both worker and employer, and can result in higher costs to the employer if positions are regularly vacated and require expensive personnel efforts to maintain company operations. The County’s economic development team will improve their rates of success if the County can find ways to manage its housing challenges.

Employee Health = Economic Health: While it may be obvious, it is worth noting here that a healthy workforce, both physically and mentally, can improve the economic health of the community by providing readiness to work, fewer missed shifts, fewer on-site accidents, and lower long-term costs often absorbed by the employer. Mental and emotional well-being can be adversely affected by less-than-ideal housing situations. A distracted worker, or a worker under financial duress, may not be capable of delivering the best performance on behalf of their employer. Businesses that are successful in the long-term, understand this dynamic and the County should ensure that its efforts to develop the policies and initiatives of its Housing Element do not languish as powerless words on a page, but instead become functional components of local housing policy aimed at making housing attainable – and maintainable – by as many residents as possible.

Employee Mobility: The consequences and disruption of losing shelter means housing costs are a priority in many household budgets. People financially struggling under the cost of housing may be less able to pursue education and training to qualify for higher-paying jobs, may have less reliable transportation or rely on public transportation to get to work which could limit job options, and may not be able to justify the expense of child or elder care relative to a job’s pay. These factors limit economic mobility and labor force participation.

Strategies

- » 3-6 Adopt and aggressively implement the Housing Element update to the Comprehensive Plan
- » 3-7 Plan for and develop mixed use, multimodal communities and neighborhoods to take best advantage of business locational trends, to support a variety of more attainable housing types, and to provide transportation options for a greater number of Frederick County residents
- » 3-8 Improve local economic resiliency and the health of local businesses by improving the housing stability and mental health of workers and their families

Nurture and develop transportation choices to reduce costs – financial, environmental, and social.

Lack of adequate, consistent, and affordable transportation continues to be a major factor in a household’s ability to maintain adequate, consistent, and affordable housing in Frederick County. The ability to maintain employment located out of the house is dependent upon reliable means of transport. Mobility should be measured in this context not simply by determining the viability of any single mode – car, bus, train, walking – but by how well the County can

provide a variety of modes to get workers to their workplaces, and back home again, in a reasonable amount of time and at a reasonable cost. Cars break down. Buses can be delayed by snow. Trains offer limited departure and arrival times. Walking can be seasonably difficult for some people. But being able to assemble a 'team' of commuting options that serve the local workforce may be a pivotal component of our future economic development plans.

Each mobility option carries with it certain costs – measured in dollars, time, or convenience. Allowing our workers access to a full range of transportation options will foster a more resilient workforce and increase our odds of attracting and maintaining a range of employers.

If our only option for bolstering mobility choice in Frederick County was to build out – with public resources or through public-private partnerships – new and upgraded modes across our existing patterns of development, we might struggle to make this happen. However, a second option remains that the County has already begun to implement – mixed use development. The South Frederick Corridors planning area provides a potential template for the creation of new places built upon settlement patterns proven over 10,000 years of human development. Neighborhoods of homes and businesses, tied together by strong pedestrian networks, and with access to robust streets and roads serving vehicles of all types, can provide a means by which the County can support better and cheaper transportation options to a greater number of residents and employers. Instead of forcing our transport modes to fit the sprawling patterns of growth prevalent since the 1960's, the County can instead focus the lion's share of its political and fiscal resources on growth and development patterns that – by design – integrate this multimodal approach to the movement of people.

It is also worth noting here, that the types of neighborhood environments that best support multimodal transportation, also remain in high demand by many employers.

Strategies

- » 3-9 Support community development that is built upon multimodal mobility
- » 3-10 Find ways to affordably and practically retrofit older, mostly suburban, communities for a wider range of transportation choices using infill redevelopment as a primary method of adding proximate functionality to these places
- » 3-11 Pursue public-private, and public-public, partnerships that can deploy alternative transportation modes to smaller population centers in Frederick County

Continue to increase and improve educational and training opportunities for workers of all ages.

It is notable that as the population of Frederick County continues to trend older – and at a slightly higher rate than its neighboring jurisdictions – the collective work experience and life wisdom of its workforce also grows. Older, experienced members in the community, some of whom have retired, decreased their participation in the labor force, or left it altogether, offer an often untapped reservoir of talent waiting to be utilized by employers. For those employees who have experience in the information economy, this can often mean a second career in consulting work, remote delivery of products based on data analysis or information synthesis, or partnerships constructed to transfer knowledge from one generation to another.

Programs, both public and private, that can take advantage of Frederick County's natural 'knowledge economy' advantage may allow additional participation in the workforce by those who wish to continue their working lives beyond the current norms. Skills refreshers, as well as training programs that help participants to learn new skills, can help to unlock the economic value that experienced workers – in any field – can deliver.

While the word 'education' is a pliable term, it is often used in a constrained context, leaving out many in the post-young adulthood population. Continued support for adult learning, life-long learning, and training to support switches in career paths, is imperative to the on-going health of our community. Households disrupted by economic changes impacting the workplace, should have access to local programs that work to keep Frederick County workers in Frederick County.

Strategies

» 3-12 Tap the skills and knowledge reservoir of our older residents in order to increase the local workforce, bring expertise and experience to new and emerging industries, and to facilitate knowledge transfer to new generations of employees.

Build 'On-Ramps' for Students/Workers to foster transition into satisfying careers that offer self-sufficiency, economic mobility, and a sustainable career path.

Building an "on-ramp" for students – and those already workforce who are seeking advancement or alternative employment - into satisfying careers means creating clear, supportive pathways that help young people move smoothly from school and other educational environments into the workforce. The metaphor of the highway on-ramp is instructional in this discussion since it highlights a primary obstacle for many students who, after completing necessary studies or training, may not readily discover the potential routes to long-term employment in their chosen fields without some additional assistance. This assistance and support can involve things like career and technical education (CTE) programs, internships, apprenticeships, job-shadowing, mentorship, dual-enrollment course-work, and partnerships between schools and local employers. The goal is to give students early exposure to different industries, practical skills, and professional networks so that by the time they graduate or complete specialized training, they have both the confidence and the preparation to enter a career that matches their interests and strengths.

Frederick County already supports the concept both structurally, through the implementation of programs linked to local employers, and through assistive programs which add employment value to educational pathways without a direct connection to the workplace:

Public School Dual Enrollment/Early College Program with Frederick Community College: Frederick County Public Schools and Frederick Community College offer Dual Enrollment (High School-Based, Open Campus, Career Pathways, and Early College) that let high school students earn college credits and their high school diploma simultaneously. As of Spring 2023, FCPS students in many dual enrollment programs do not have to pay tuition.

Career Pathways & Industry Credentials: The "Career Pathways" option of dual enrollment lets students take courses aligned with specific career tracks, earning high school credit and industry certifications or credentials either before or soon after high school graduation.

Career & Technical Education (CTE): All FCPS high schools (and the County's centralized Career & Technology Center or CTC) include CTE programs that combine academic coursework with hands-on, career-focused skills. Students can become "CTE completers" (completing 3-4 courses in a pathway), often earning credentials or college credit.

Work-Based Learning, Internships, and Apprenticeships: FCPS supports work-based learning which includes internships, work-study, mentorships, etc. The Maryland Youth Apprenticeship "Earn and Learn" Program is a valuable component of this effort, allowing 11th-12th graders to gain paid, on-the-job experience, industry-recognized credentials, and high school credit.

Health & Bioscience / STEM-Related CTE Pathways: Tuscarora High School manages programs in Biomedical Science (through Project Lead the Way) as part of its Health & Bioscience CTE offerings. The program grants students early exposure to healthcare/biotech sector skills, and provides a window into how their educational experiences can translate into a career.

Support for Employment & Real-World Skills: High school students (age ≥ 16) can participate in structured internships helping students to learn life skills, leadership, responsibility, teamwork - as well as some technical skills – all within the context of a real work environment.

The County should continue these efforts as well as consider instituting programs that are currently succeeding in other jurisdictions (Maryland and beyond).

Strategies

- » 3-13 Continue to support and expand the variety of 'on-ramp' efforts currently underway in Frederick County where needed, through program funding, facility improvement, and expanded or enhanced programs with local employers
- » 3-14 Continually seek out successful implementations of the on-ramp concept in Maryland and beyond, and integrate those that have local resonance
- » 3-15 Build upon the success of the County's CTE programs by expanding the current, highly competitive, CTC programs
- » 3-16 Expand the CTC facilities through expansion at the current location, relocating the programs into a larger central facility, distributing the CTC programs across the FCPC network of existing buildings, or by creating a CTC 'home school' to avoid lost student educational time and split school affiliations/loyalties

INDICATORS TO WATCH

The following indicators are critical to understanding if the County is achieving the goals articulated in this Theme:

- Access to Childcare Services – Can the County reduce the projected supply shortfall of childcare slots over the next ten years? (2035 projection of 2.6 children per available slot)
- Workforce Participation – Against the backdrop of an acute and localized demographic trend of an increasing older population, as well as changing federal employment patterns, can the County increase its workforce participation rate?
- Housing Supply – Can the community increase its supply of affordable and attainable housing for households of all types and sizes?

- Mixed Use Growth Patterns – Will the County make progress on facilitating mixed use communities and improving transportation options for workers?
- CTE/CTC Expansion – Can the County increase its capacity to deliver these needed programs in facilities that are capable of meeting student demand for these programs?

NEXT STEPS: RECOMMENDED ACTIONS – THEME 3

A table of strategies summarizing recommended actions to implement the IW2's Theme 3

Strategies are numbered as they appear in the Theme.

Effort generally represents the type of action being recommended including:

Policy: High-level action or actions involving multiple efforts across County divisions

Planning: Land Use tools and processes need to be deployed and utilized to implement policies

Legislative: Changes to specific codes or regulations are required

Investment: Requires impactful spending by the public sector, through added flexibility, better targeting, or additional funds

Priority is described in broad terms indicating speed, timing, and required maintenance of effort.

Strategic: Decisions that guide long-term and far-reaching policy-making efforts

Quick Fix: Tools or policies that can be acted upon or implemented quickly and with one-time effort

On-going: Continuous multi-faceted effort required over a significant time period

Strategies	Effort	Priority
3-1 Increase access to childcare services	Policy, Investment	Strategic, On-going
3-2 Increase the local workforce participation rate	Policy	Strategic, On-going
3-3 Grow customized workforce programs	Investment	On-going
3-4 Align Target Industry Clusters with skills of existing and future local workforce	Policy	Strategic
3-5 Bolster access to educational and specialized training opportunities	Investment, Strategic	On-going
3-6 Adopt and aggressively implement the Housing Element	Planning	Strategic, On-going
3-7 Plan for and develop mixed use, multimodal communities and neighborhoods	Planning, Policy	On-going
3-8 Improve the housing stability and mental health of workers and their families	Policy	On-going
3-9 Support community development that is built upon multimodal mobility	Planning	Strategic
3-10 Retrofit older communities for a wider range of transportation choices using infill redevelopment	Planning, Investment	Strategic
3-11 Deploy alternative transportation modes to smaller population centers in Frederick County	Policy, Investment	Strategic
3-12 Tap the skills and knowledge reservoir of our older residents	Policy	Strategic, On-going
3-13 Continue to support and expand where needed, the variety of on-ramp efforts currently underway in Frederick County	Policy	On-going
3-14 Seek out successful implementations of the on-ramp concept and integrate those that have local resonance	Policy	On-going
3-15 Expand the current, highly competitive, CTC programs.	Investment	Strategic
3-16 Expand the CTC facilities	Planning, Policy, Investment	Strategic

Theme 4: Leveraging Local Assets While Expanding Local Wealth and Resiliency



INTRODUCTORY NOTE – DIVISION OF ECONOMIC OPPORTUNITY’S ECONOMIC OPPORTUNITY STRATEGIC ACTION PLAN

The County’s Division of Economic Opportunity is currently developing a chapter-based, Economic Opportunity Strategic Action Plan to guide the Division’s work over the next three years. The consultant hired to complete the EOS Action Plan, TIP Strategies, Inc., is expected to complete the following tasks including:

- Analyzing local economic conditions and trends
- Identifying key growth industries/sectors
- Proposing strategies for business attraction, retention, and workforce development
- Recommending performance metrics and implementation timelines
- Facilitating stakeholder engagement sessions to gather input and build consensus
- Evaluating existing economic development programs and offering improvements
- Integrating equity and inclusion into the plan

This chapter, describing Theme 4 (Leveraging Local Assets While Expanding Local Wealth and Resiliency), was originally conceived as a statement of the County’s overarching economic development goals and strategies and how they currently align with the vision and goals articulated in the Livable Frederick Master Plan.

With the EOS Action Plan currently underway, and likely to be completed within the next 3-6 months, this chapter will instead defer to the pending conclusions of that plan and include a direct reference to the document in the adopted version of the IW2 Plan.

THEME SUMMARY

Leveraging Local Assets While Expanding Local Wealth and Resiliency emphasizes Frederick County’s strategy to build on its strengths while preparing for future challenges. With the County’s Division of Economic Opportunity developing a three-year Economic Opportunity Strategic Action Plan through TIP Strategies, this chapter defers to that forthcoming work but outlines guiding principles drawn from the Livable Frederick Master Plan. The vision centers on balancing growth with stewardship of local culture, history, and natural resources, while supporting traditional and emerging industries. Four strategic initiatives form the core: leveraging the County’s advantageous regional location within the Washington, D.C. metro area; maximizing the use of existing infrastructure to promote efficient growth; protecting and enhancing natural, cultural, and recreational assets as integral to economic vitality; and aligning strategies with future economic opportunities and regional trends. These efforts aim to foster resiliency, attract and retain a high-quality workforce, and sustain long-term prosperity while carefully balancing development with preservation of the County’s defining characteristics.

HIGHLIGHTS FROM THE LFMP VISION

Residents are energized by our unique sense of place, our rich and deeply rooted history, small towns, natural resources, and cultural amenities.

Frederick County planning enhances our towns and neighborhoods, while preserving what we love: farms, history, outdoor activities, and the environment.

We value our traditional industries while seizing the opportunities of the future, healthcare, biotech, advanced technology, and more.

Good health is fundamental to our quality of life. We value a healthy environment, clean air, water, and green energy, and are good stewards of our environmental & natural resources.

LFMP GOALS

Opportunity: Identify and pursue opportunities to efficiently grow economic sectors in the county that blend the advantages provided by local assets with the possibilities offered by regional and global economic trends

Quality of Life: Ensure that quality of life assets that are important to residents, businesses, and visitors, especially those that assist Frederick County with attracting and retaining a high-quality workforce, are maintained for the future to ensure our sense of place.

Small Business: Build on existing and explore new ways to support the growth and longevity of locally-based small businesses in the county.

Knowledge-Based Industry: Work to expand opportunities in knowledge-based industries – those industries where production and services are based on a vast knowledge of technical and scientific skills, with workers highly skilled in those areas – such as information technology, life and natural sciences, and other new and emerging technical business opportunities.

STRATEGIC INITIATIVES

The following four (4) Strategic Initiatives form the core of the IW2 Plan's 'Local Assets/Local Resiliency' theme. This theme looks at ways that the County may take best advantage of its regional position, existing infrastructure, and talented workforce to build local wealth and long-term economic stability. These initiatives are intended to reflect, amplify, and align with the strategies forthcoming in the County's Economic Opportunity Strategic Action Plan (2026-2029), and as such are presented generalized strategic initiatives.

Build upon regional locational advantages.

Frederick County enjoys, generally and in most circumstances, its geographic position within the greater Washington D.C. metropolitan region. County residents and businesses have benefitted greatly from their proximity to the nation's capital. It remains unlikely that these benefits will diminish significantly, even under the current circumstances surrounding the retraction of the federal employment and federal investment 'footprint'.

While in the short term the decrease in local economic activity due to changes in the federal presence will be measurable and require action by both local and state governments, in the longer term the characteristics that

support a thriving DMV region will likely remain quite strong. Access to a highly-skilled regional workforce allows local businesses to draw from an elite labor pool, while Frederick County residents' access to a diversifying regional employment landscape allows our own workforce to weather cyclical political and economic storms.

The current County economic development strategic initiatives articulate the advantages of existing in the DMV and it is likely that the 2025/2026 update will do the same, while also helping the County pivot to address the shorter-term implications of regional economic adjustments.

Strategies

- » 4-1 Continue to seek out opportunities to capitalize on the advantageous regional position currently enjoyed by Frederick County
- » 4-2 Aggressively pursue economic opportunities in industry sectors where the County enjoys a future growth advantage over regional partner jurisdictions
- » 4-3 Exploit the opportunity presented by the existence of a highly-mobile and highly-skilled regional workforce to support local business growth
- » 4-4 Pursue regional transportation improvements that allow Frederick County workers to more readily travel to surrounding jurisdictions for employment when local jobs are unavailable

Maximize use of existing infrastructure to minimize inefficient expansion of costly facilities and systems.

The County has embraced redevelopment as an opportunity to stem the loss of farmland as well as natural and rural landscapes. An equally important characteristic of redevelopment – including measured expansion of existing community growth areas – is that this land use pattern can accommodate significant growth and development while making efficient use of existing infrastructural systems. In most cases, the incremental upgrades and improvements to systems such as public water and wastewater treatment, are less financially burdensome than the planning, engineering, and construction of new systems.

This approach to managing future growth can benefit both residential development as well as employment growth. As discussed previously in this plan, the County is pursuing planning strategies that incentivize and prioritize mixed use development which can also help the community use its precious infrastructure most efficiently and prevent the costly duplication of physical environments created for each land use separately.

Strategies

- » 4-5 Support redevelopment strategies that incentivize and prioritize mixed use development
- » 4-6 Focus employment growth in areas already served by existing infrastructure, including strategic expansions of these existing growth areas when necessary to support community economic well-being
- » 4-7 Seek funding support from public and private sources that can be used to upgrade and expand existing facilities and systems

Protect and enhance local natural, cultural, and recreational assets that increase our value as an economic activity center and provide for a happy and healthy workforce.

The County has taken extraordinary steps to maintain its culture, history, and natural assets. Local citizens and elected officials understand the value of these assets, not only as character-defining features of the community, but as characteristics that hold value for employers expanding within or relocating to Frederick County.

Continuing to take seriously its stewardship role in honoring and protecting our local environment and culture, the County should view this effort as a viable and critically-important economic development strategy as well.

Furthermore, it is worth stating in this plan, in direct and unequivocal language, that the County should not under any circumstances, make economic development decisions that severely threaten the quality or existence of the resources and characteristics that define this community.

Strategies

- » 4-8 Protect valued local character-defining features and value them as legitimate economic development assets
- » 4-9 Continue to expend political capital and financial resources to ensure that our natural, cultural, and recreational assets are protected, cared for, and enhanced
- » 4-10 Carefully consider economic development decisions that may threaten valued local assets, understanding that these characteristics are what differentiate Frederick County from other jurisdictions and cannot be easily restored, replicated, or resurrected once diminished or destroyed

INDICATORS TO WATCH

- Regional Shifts in Business Investment – Is the County able to negotiate the evolving nature of regional investments in new and expanding industries? Can the County exploit its natural advantages within a highly-competitive regional economy?
- Federal Spending and Federal Employment – Will the County benefit or suffer from cyclical federal disinvestment in the region and in the key industries that support its economy?
- Regional Transportation Improvements – Can the County expand local employment opportunities for its workforce?
- Hyper-scale Data Center Development – What will be the measurable benefits of the County's embrace of this high-growth industry? Will support industries emerge to serve this critical digital infrastructure and will those businesses choose to locate in Frederick County or a neighboring jurisdiction?

NEXT STEPS: RECOMMENDED ACTIONS – THEME 4

A table of strategies summarizing recommended actions to implement the IW2's Theme 4

Strategies are numbered as they appear in the Theme.

Effort generally represents the type of action being recommended including:

Policy: High-level action or actions involving multiple efforts across County divisions

Planning: Land Use tools and processes need to be deployed and utilized to implement policies

Legislative: Changes to specific codes or regulations are required

Investment: Requires impactful spending by the public sector, through added flexibility, better targeting, or additional funds

Priority is described in broad terms indicating speed, timing, and required maintenance of effort.

Strategic: Decisions that guide long-term and far-reaching policy-making efforts

Quick Fix: Tools or policies that can be acted upon or implemented quickly and with one-time effort

On-going: Continuous multi-faceted effort required over a significant time period

Strategies	Effort	Priority
4-1 Capitalize on the advantageous regional position currently enjoyed by Frederick County	Policy	Strategic
4-2 Pursue economic opportunities in industry sectors where the County enjoys an advantage over regional partner jurisdictions	Policy	Strategic, On-going
4-3 Exploit the regional workforce to support local business growth	Policy	Strategic, On-going
4-4 Pursue regional transportation improvements	Investment, Planning	Strategic
4-5 Support redevelopment strategies that incentivize and prioritize mixed use development	Planning, Legislative	Quick Fix
4-6 Focus employment growth in areas already served by existing infrastructure, including strategic expansions of these existing growth areas when necessary to support community economic well-being	Policy	Strategic
4-7 Seek funding support from public and private sources that can be used to upgrade and expand existing facilities and systems	Policy, Investment	On-going
4-8 Protect valued local character-defining features and value them as legitimate economic development assets	Policy, Investment	On-going
4-9 Ensure that our natural, cultural, and recreational assets are protected, cared for, and enhanced	Investment, Planning, Policy	On-going, Strategic
4-10 Carefully consider economic development decisions that may threaten valued local assets	Policy	On-going, Strategic

Theme 5: Municipal Coordination - Nurturing Vital Partnerships



THEME SUMMARY

Municipal Coordination – Nurturing Vital Partnerships focuses on strengthening collaboration between Frederick County and its twelve municipalities to support shared economic development goals. Recognizing that each municipality has unique assets, infrastructure, and economic strategies, the County aims to amplify local efforts through coordinated planning, infrastructure sharing, and policy alignment. The Division of Economic Opportunity plays a central role in supporting municipal initiatives, resolving policy conflicts, and fostering communication with local economic development staff and Main Street program leaders.

The theme emphasizes the importance of shared infrastructure – particularly water, sewer, and transportation systems—and encourages regular assessments and cooperative planning to ensure these systems meet the needs of both County and municipal growth. It also highlights the value of maintaining regulatory differentiation while coordinating codes and policies where beneficial, ensuring that businesses have access to a variety of supportive environments across jurisdictions.

A key component of this theme is the use of Comprehensive Plan Reconciliations to align County and municipal planning documents. The IW2 Plan includes detailed reconciliation efforts for the City of Frederick and the City of Brunswick, updating growth boundaries, land use designations, and infrastructure plans to reflect recent municipal comprehensive plans. These efforts aim to reduce miscommunication, support efficient development, and ensure that both County and municipal visions for growth are clearly communicated to citizens and elected officials.

HIGHLIGHTS FROM THE LFMP VISION

Frederick County planning enhances our towns and neighborhoods, while preserving what we love: farms, history, outdoor activities, and the environment.

We embrace businesses of all types and sizes to ensure a vibrant and strong economy.

We value our traditional industries while seizing the opportunities of the future, healthcare, biotech, advanced technology, and more.

LFMP GOALS

Infrastructure: Ensure that infrastructure needed to support and maintain Frederick County as a great place to live and work is in place to meet the needs of residents and the business community by expanding, augmenting, or creating new infrastructure as opportunities expand to live and work in Frederick County.

Quality of Life: Ensure that quality of life assets that are important to residents, businesses, and visitors, especially those that assist Frederick County with attracting and retaining a high-quality workforce, are maintained for the future to ensure our sense of place.

STRATEGIC INITIATIVES

The following five (5) Strategic Initiatives form the core of the IW2 Plan’s ‘Municipal Coordination’ theme. This theme addresses on-going efforts to encourage coordination and collaboration between the County and its twelve towns and cities. While the City of Frederick – and the unincorporated County lands surrounding it – draws most of the economic development attention, each municipality nurtures its own economic goals and personality, and ultimately enhances the overall employment picture for the entire Frederick County community.

Support municipal economic development initiatives to amplify local positive impacts.

Frederick County’s incorporated towns and cities provide an array of options for local business activity, with each place offering a unique set of economic development policies, land use characteristics, locational advantages, physical infrastructure, and workforce profiles. As a matter of County policy, support for municipal economic development efforts serves to enhance the business environment for the entire County. The Division of Economic Opportunity works closely with municipal economic development staff, local business leaders, and often, individual business owners, to ensure a healthy environment for economic growth.

Strategies

- » 5-1 Continue efforts by the Division of Economic Opportunity to support municipal economic development goals
- » 5-2 Identify any municipal or county initiatives that reduce the overall effectiveness and fairness of the community’s economic development goals and seek to resolve conflicts that are economically counter-productive
- » 5-3 Coordinate with municipal economic development representatives and Main Street program directors.

Coordinate with the municipalities on shared infrastructure.

Key infrastructural systems that support the healthy growth and expansion of local businesses, and provide landing spots for businesses relocating from other places, must be developed and maintained over time at great expense to the local communities being served. Where practical, shared infrastructure such as public water or sewer systems, makes fiscal sense for the County and its municipalities. Currently, the Towns of Walkersville and New Market, as well as the City of Frederick utilize some level of capacity in these County systems. Transportation infrastructure, in the form of local roadways, represents an interconnected infrastructural network where cooperation between the County and its municipalities is the norm rather than the exception. Where the private sector generally provides key infrastructure, such as in power, data, and communications systems, County and municipal regulatory frameworks become a potential area for cooperative efforts.

Strategies

- » 5-4 Regularly assess the capacity and condition of existing and planned water and sewer infrastructure systems where such systems are shared with municipalities.
- » 5-5 Continue to explore enhanced or expanded county and state transit services to towns and cities in Frederick County.

Identify regulatory differences between the municipalities and the county and work toward shared economic goals by simplifying or coordinating codes and policies.

The variety of business environments in Frederick County is a key competitive advantage for local workers and business owners. Coordinating policies and regulations between the County and its municipalities offers an opportunity to make certain that, economically-speaking, all bases are covered. However, coordination does not necessarily require that codes and regulations repeat across jurisdictions with planning and zoning powers. Differentiation is critical as well and can allow each place to support broad economic strategies in a way that best suits the jurisdiction's long-term goals and vision.

Strategies

- » 5-6 Work to maintain differentiation between municipal and county economic development opportunities by creating a broad array of business-friendly geographical locations in Frederick County.
- » 5-7 Coordinate codes and regulations where such coordination advances the economic development goals of each jurisdiction.
- » 5-8 Partner with municipalities to ensure that economic development options for new or expanding businesses are available when the County itself cannot provide the entire array of appropriate locations.

Reconcile future growth area boundaries and planned public facilities mapping to avoid county-municipal miscommunication regarding growth or redevelopment.

With the adoption of the Livable Frederick Master Plan in late-2019, the County initiated a process by which it would regularly review and update the county portion of Municipal Growth Areas. The goal of these updates would be to pursue consistency between municipal and county planning documents. Known as Municipal Comprehensive Plan Reconciliations, efforts thus far have resulted in amendments to the County's comprehensive plan for growth areas centered on Myersville and Middletown. The cities of Brunswick and Frederick are addressed as part of this IW2 Plan. The initiation of a Comprehensive Plan Reconciliations are generally timed to occur shortly after the adoption of a new or updated comprehensive or master plan in a municipality, and provide an opportunity for a broader discussion of shared economic goals, infrastructure expansion and maintenance, and shared land use interests.

Strategies

- » 5-9 Continue efforts to adopt Comprehensive Plan Reconciliations as each community updates its comprehensive or master plan.
- » 5-10 Take advantage of the Comprehensive Plan Reconciliation process to advance economic development goals in the best interest of both the County and the subject municipality.
- » 5-11 Adopt the Comprehensive Plan Reconciliations included in this IW2 for the cities of Brunswick and Frederick.

SUMMARY OF ECONOMIC STRATEGY: FREDERICK COUNTY'S MUNICIPALITIES

The following summaries explore the economic development support system for each of the County's twelve municipalities:

Brunswick

- Municipal economic development organizations: Economic Development Commission; Brunswick Main Street
- Staff: Main Street Manager
- Economic Development Plan: Brunswick Forward Initiative; Downtown Small Area Plan (2019)
- Comprehensive Plan Updated: Adopted August 2023

Burkittsville

- Municipal economic development organizations: None
- Economic Development Plan: None
- Comprehensive Plan Updated: Adopted 2015

Emmitsburg

- Municipal economic development organizations: None
- Economic Development Plan: None
- Comprehensive Plan Updated: Adopted July 2025

Frederick

- Municipal economic development organizations: Department of Economic Development (DED); Downtown Frederick Partnership (DFP)/Main Street Program
- Staff: (DED) Director, plus three staff positions; (DFP) Executive Director, plus 3 staff positions
- Business Districts: Downtown Frederick; East Frederick; Golden Mile
- Economic Development Plan: (DED) Annual Economic Development Overview of the City; 2025 Strategic Plan (DFP)
- Comprehensive Plan Updated: Adopted April 2021

Middletown

- Municipal economic development organizations: Main Street Middletown
- Staff: Main Street Manager (and Board of Trustees)
- Economic Development Plan: None
- Comprehensive Plan Updated: Adopted March 2024

Mount Airy

- Municipal economic development organizations: Economic Development Commission; Mount Airy Main Street Association (MAMSA)
- Economic Development Plan: Strategic Marketing Plan (2016)
- Comprehensive Plan Updated: Adopted October 2014

Myersville

- Municipal economic development organizations: None
- Economic Development Plan: None
- Comprehensive Plan Updated: Adopted January 2023

New Market

- Municipal economic development organizations: Main Street Program
- Staff: Main Street Program Manager
- Economic Development Plan: None
- Comprehensive Plan Updated: Adopted June 2017

Rosemont

- Municipal economic development organizations: None
- Economic Development Plan: None
- Comprehensive Plan Updated: Does not exercise planning and zoning authority

Thurmont

- Municipal Economic Development Organizations: Economic Development Office/Main Street Program
- Staff: Economic Development Manager; Economic Development Assistant
- Economic Development Plan: None
- Comprehensive Plan Updated: Adopted April 2022

Walkersville

- Municipal economic development organizations: Economic Development Commission
- Economic Development Plan: None
- Comprehensive Plan Updated: Draft Comprehensive Plan (2024); Last updated August 2011

Woodsboro

- Municipal economic development organizations: None
- Economic Development Plan: None
- Comprehensive Plan Updated: Adopted April 2008

MUNICIPAL RECONCILIATION PLANS

The IW2 Plan includes Municipal Reconciliation Plans for two of the County's largest municipalities: The City of Frederick and the City of Brunswick. Each jurisdiction is a significant contributor to the County's overall economic activity and the inclusion of these two documents acknowledges the need to seek alignment between the County's long range vision for its own land surrounding these municipalities and the planning vision of each city as well.

INDICATORS TO WATCH

- County Infrastructure Support for Municipal Growth – How will the County manage its responsibilities to provide water and sewer support to both County property owners and those within some municipalities like Frederick and New Market?
- Employment: County/Municipal Share of Jobs – Will most new job creation in Frederick County continue to be centered in and around the City of Frederick?
- Municipal Plan Reconciliation – Will the County and municipalities continue to seek alignment and consistency between their respective comprehensive planning documents?

NEXT STEPS: RECOMMENDED ACTIONS – THEME 5

A table of strategies summarizing recommended actions to implement the IW2's Theme 5

Strategies are numbered as they appear in the Theme.

Effort generally represents the type of action being recommended including:

Policy: High-level action or actions involving multiple efforts across County divisions

Planning: Land Use tools and processes need to be deployed and utilized to implement policies

Legislative: Changes to specific codes or regulations are required

Investment: Requires impactful spending by the public sector, through added flexibility, better targeting, or additional funds

Priority is described in broad terms indicating speed, timing, and required maintenance of effort.

Strategic: Decisions that guide long-term and far-reaching policy-making efforts

Quick Fix: Tools or policies that can be acted upon or implemented quickly and with one-time effort

On-going: Continuous multi-faceted effort required over a significant time period

Strategies	Effort	Priority
5-1 Support municipal economic development goals	Policy	On-going
5-2 Identify municipal or county initiatives that reduce effectiveness of the community's economic development goals and resolve conflicts that are economically counter-productive	Policy	Strategic
5-3 Coordinate with municipal economic development representatives	Policy, Planning	Strategic
5-4 Regularly assess capacity/condition of shared water and sewer infrastructure systems	Planning	On-going
5-5 Explore enhanced or expanded transit services to towns and cities	Planning, Investment	Strategic, On-going
5-6 Maintain differentiation between municipal and county economic development opportunities	Policy, Planning	Strategic, On-going
5-7 Coordinate codes and regulations	Legislative, Planning	On-going
5-8 Ensure that options for new or expanding businesses are available in the County or in municipalities	Planning, Policy	On-going, Strategic
5-9 Adopt Comprehensive Plan Reconciliations for each municipality	Planning	On-going
5-10 Use Comprehensive Plan Reconciliation process to advance economic development goals	Planning, Policy	Strategic, On-going
5-11 Adopt the Comprehensive Plan Reconciliations Brunswick and Frederick	Policy	Strategic

CITY OF BRUNSWICK RECONCILIATION

At-a-Glance

What:

Recommended revisions to the Frederick County Comprehensive Plan Map (land use designations, growth area boundaries, transportation, public facilities) as well as reclassifications under the Frederick County Water and Sewerage Plan in and around the City of Brunswick.

Where:

The City of Brunswick and surrounding unincorporated area.

Why:

Brunswick adopted a new comprehensive plan, Brunswick Forward, effective February 2, 2024. The plan adopted a new growth boundary and a modified vision for Brunswick's future growth. Frederick County's comprehensive plan map should be changed (reconciled) to reflect the new plan where possible. This provides clarity that should development occur, it would be under Brunswick's jurisdiction through the annexation process.

How:

The comprehensive plan map and associated changes are being made through the Investing in Workers and Workplaces plan instead of a stand-alone reconciliation plan.

Introduction

The City of Brunswick adopted a new comprehensive plan, Brunswick Forward, effective February 2, 2024. The plan is organized around three themes: Livable and Connected; Prosperous and Innovative; and Healthy and Sustainable. Each theme has associated goals and strategies to recognize the plan's vision:

"Brunswick is home to a thriving and inclusive community of residents and businesses who have places they are proud to call home. Brunswick's historic roots are the foundation for the City's future as a place with character that draws visitors and maintains high standards of living."

To support Brunswick in advancing these goals as their plan is implemented, an update of the Livable Frederick Comprehensive Plan to better align with Brunswick Forward is warranted. Specific elements reviewed through this reconciliation process include growth area boundaries, land use designations, planned public facility locations, planned transportation improvements, and water and sewer classifications.

A County reconciliation plan is not a stand-alone comprehensive plan for a municipality. It is not intended to address all required components under Maryland planning statute. The purpose of a reconciliation plan is to bring the County's comprehensive plan map, zoning map, and water and sewer classifications into alignment with a municipality's adopted plan.

Livable Frederick Master Plan – A Vision of Collaboration

The Livable Frederick Master Plan envisioned a county-wide growth strategy built upon a collaborative planning effort between the County and its municipalities. A critical initiative to implement this approach is stated in the LFMP's Action Framework (Our Community, Page 97):

Initiative: Collaboration and Coordination - Foster cooperation, participation, and coordination within and between government agencies including municipalities, citizens, and other interested organizations when developing plans. Specifically,

"3) Foster a collaborative process between the county and municipalities when developing plans and capital budgets."

"5) Maintain consistency between municipal comprehensive plans and the County's Comprehensive Plan."

"7) Initiate a review and update of the county portion of Growth Areas around municipalities concurrent with the respective municipal comprehensive plan update."

Including a Municipal Growth Area Reconciliation Plan for Brunswick as part of the Investing in Workers and Workplaces represents Frederick County's earnest attempt to provide consistent direction to elected and appointed officials, residents, and employers who must make decisions regarding their own properties and communities, while navigating multiple long-range planning documents.

Parcels in Brunswick / Not in the County-Designated Growth Area

Recommended County Comprehensive Plan Map Changes

Two parcels have been annexed into Brunswick but were not in the County growth boundary. They are shown on Map 15 in blue. The parcel has City land use and zoning designations. They are shown in gray on the current County land use and zoning maps, like all properties within municipal limits. The parcels are recommended for addition to the County-designated growth area.

Table 5: Parcels in Brunswick, not in the County-Designated Growth Area

Parcel	Lot	Acres	Existing Growth Area (GA) Status	Existing County Land Use	Existing City Land Use	Existing County Zoning	Existing Town Zoning	Staff Recommendation
315	--	9.56	In Town, Not in County GA	N/A	Mixed Use Center	N/A	R-1, PUD Overlay	Add to County GA
121	--	15.68	In Town, Not in County GA	N/A	Mixed Use Center	N/A	R-1, PUD Overlay	Add to County GA

Parcels in the Brunswick Growth Area / Not in the County-Designated Growth Area

Recommended County Comprehensive Plan Map Changes

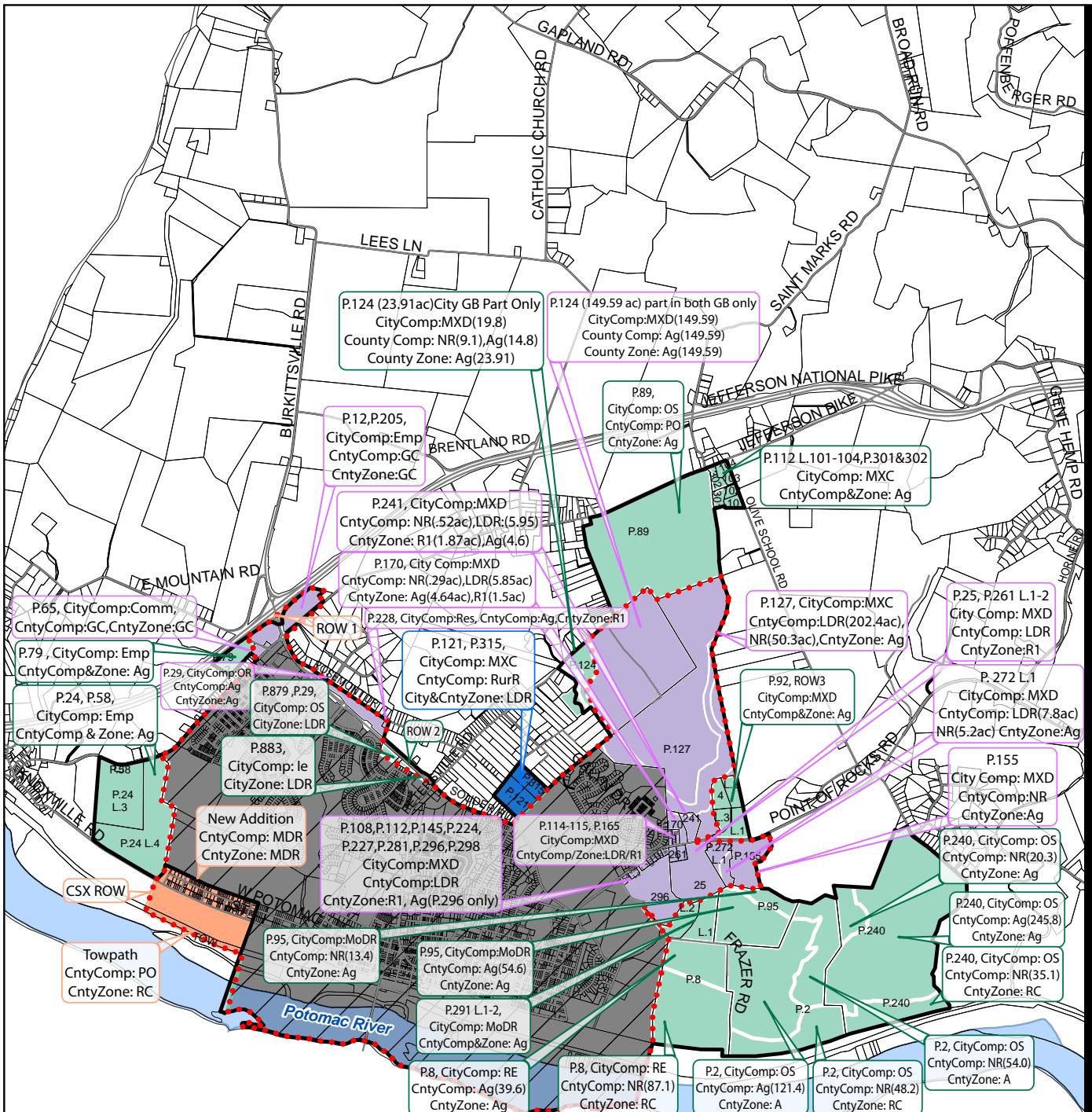
Parcels that are in the Brunswick Growth Area, but not in the County-designated growth area are shown on Map 15 in green, described below, and listed in Table 2.

West Brunswick (Jefferson Pike/MD-180 and US-340).

Four parcels are in the City's growth boundary with the Employment land use.

Parcel 79 (Lot 2). Parcel 79, Lot 2 is on the south side of US-340 and is undeveloped. It is adjacent to a commercial building in the City of Brunswick and unincorporated single family homes.

Parcel 58, Parcel 24 (Lots 3 and 4). These parcels are further south and west and are located between Jefferson Pike (MD-180) and Knoxville Road. These two parcels are improved with single family homes and agricultural buildings. They are adjacent to the future Vista Pointe age-restricted development.



City of Brunswick Growth Areas

While efforts have been made to ensure the accuracy of this map, Frederick County accepts no liability or responsibility for errors, omissions, or positional inaccuracies in the content of this map. Reliance on this map is at the risk of the user. This map is for illustration purposes only and should not be used for surveying, engineering, or site-specific analysis. Printed 12/3/2025

- City of Brunswick
- City Growth Boundary
- County Community Growth Area
- Parcel Boundary
- Parcel in City Growth Area
- Parcel in City Growth Area, in City
- Parcel in City & County Growth Areas
- Parcel in County Growth Area

0 0.25 0.5 Miles

000513

Map 16: Growth Areas – Frederick County and City of Brunswick Growth Areas

East Brunswick (North of Point of Rocks Road).

Twelve parcels are in the City's growth boundary with the Mixed Use District, Mixed Use Center, and Open Space/Park land uses.

Parcel 89. Parcel 89 is the County-owned and maintained Othello Regional Park. It is designated Open Space in the City's plan. If annexed, it would remain a County-owned and maintained facility. The County already owns and maintains a County park in a municipality in the Town of Middletown.

The City has discussed the possibility of serving the park with public water and sewer if annexed. This could allow for the construction of bathrooms at Othello Park in the future.

Parcel 112 (Lots 101, 102, 103, 104, 301, 302). These six parcels are adjacent to Othello Park and accessed from Olive School Road. All lots are approved for one single family home but all are unbuilt. Surrounding uses are the park and agricultural and residential uses. The City designates the parcels as Mixed Use Center.

Parcel 124. The 19.87 acres listed in the table are part of a larger parcel already within the County and City growth boundaries. The parcel is accessed by Petersville Road. The property is improved with a single family home and agricultural buildings. It borders Othello Regional Park and other residential or agricultural uses.

The entire parcel is included in the City's growth boundary with the Mixed Use District designation. The 19.87-acre portion is designated Agricultural/Rural and Natural Resource on the County Comprehensive Plan. The County growth boundary is recommended to follow parcel boundaries.

Parcel 92 (Lots 1, 2, 3, 4). These four lots are accessed from Point of Rocks Road. All four are improved with single family homes and outbuildings. They are designated Mixed Use District in the City's plan.

East Brunswick (South of Point of Rocks Road).

Six parcels are in the City's growth boundary with the Recreational Employment, Open Space/Park, and Moderate Density Residential land uses.

Parcel 95. This is an improved parcel with a single family residence and outbuildings. It is accessed from Frazer Road off of Point of Rocks Road. Surrounding uses are agricultural and residential. It is designated Moderate Density Residential in the City's plan.

Parcel 291 (Lots 1 and 2). These two adjacent lots are located on the west side of Parcel 95 and also accessed from Frazer Road off of Point of Rocks Road. The lots technically are adjacent to Brunswick Middle School however mature tree buffer provides visual separation. It is designated Moderate Density Residential in the City's plan.

Parcel 8. This parcel is on the south side of Frazer Road and adjacent to Parcels 95 and 291 (L. 1-2) and to the east of Brunswick Middle School and the Brunswick Sports Complex. Like Parcel 291 there is mature tree buffer between the school and sports complex. The parcel is improved with a single family home and outbuildings. It is designated Recreational Employment in the City's plan.

Parcel 2. Parcel 2 is on the south side of Frazer Road and adjacent to Parcel 8 and Parcel 95. The parcel is improved with a single family home and outbuildings. It is designated Open Space/Park in the City's plan.

Parcel 240. Parcel 240 is adjacent to Parcel 2 but is accessed off W Boss Arnold Road. The parcel used to be improved but is currently unimproved and used for agricultural purposes. It is designated Open Space/Park in the City's plan.

Table 6: Parcels in the Brunswick Growth Area, not in the County-Designated Growth Area

Parcel	Lot	Acres	Existing Growth Area (GA) Status	Existing County Land Use	Existing City Land Use	Existing County Zoning	Staff Recommendation
West Brunswick (Jefferson Pike/MD-180 and US-340)							
79	2	11.79	In City GA Not in County GA	A	Employment	A	Add to County GA Change Land Use to Future Municipal Growth
58	-	0.97	In City GA Not in County GA	A	Employment	A	Add to County GA Change Land Use to Future Municipal Growth
24	Farm Lot 3	49.13	In City GA Not in County GA	A	Employment	A	Add to County GA Change Land Use to Future Municipal Growth
24	4	73.37	In City GA Not in County GA	A	Employment	A	Add to County GA Change Land Use to Future Municipal Growth
East Brunswick (North of Point of Rocks Road)							
89	-	214.02	In City GA Not in County GA	PO	Open Space/Park	A	Add to County GA
112	101	3.45	In City GA Not in County GA	A	Mixed Use Center	A	Add to County GA Change Land Use to Future Municipal Growth
112	102	2.29	In City GA Not in County GA	A	Mixed Use Center	A	Add to County GA Change Land Use to Future Municipal Growth
112	103	1.72	In City GA Not in County GA	A	Mixed Use Center	A	Add to County GA Change Land Use to Future Municipal Growth
112	104	2.91	In City GA Not in County GA	A	Mixed Use Center	A	Add to County GA Change Land Use to Future Municipal Growth
112	301	3.70	In City GA Not in County GA	A	Mixed Use Center	A	Add to County GA Change Land Use to Future Municipal Growth
112	302	4.27	In City GA Not in County GA	A	Mixed Use Center	A	Add to County GA Change Land Use to Future Municipal Growth
124	-	19.87	In City GA Not in County GA	A/NR	Mixed Use District	A	Add to County GA Change Land Use to Future Municipal Growth
92	1	10.09	In City GA Not in County GA	A	Mixed Use District	A	Add to County GA Change Land Use to Future Municipal Growth
92	2	7.51	In City GA Not in County GA	A	Mixed Use District	A	Add to County GA Change Land Use to Future Municipal Growth

92	3	7.41	In City GA Not in County GA	A	Mixed Use District	A	Add to County GA Change Land Use to Future Municipal Growth
92	4	5.18	In City GA Not in County GA	A	Mixed Use District	A	Add to County GA Change Land Use to Future Municipal Growth

East Brunswick (South of Point of Rocks Road)

95	-	68.05	In City GA Not in County GA	A/NR	Moderate Density Residential	A	Add to County GA Change Land Use to Future Municipal Growth
291	1	18.18	In City GA Not in County GA	A	Moderate Density Residential	A	Add to County GA Change Land Use to Future Municipal Growth
291	2	13.15	In City GA Not in County GA	A	Moderate Density Residential	A	Add to County GA Change Land Use to Future Municipal Growth
8	-	126.62	In City GA Not in County GA	A/NR	Recreation Employment	A/RC	Add to County GA Change Land Use to Future Municipal Growth
2	-	223.61	In City GA Not in County GA	A/NR	Open Space/Park	A/RC	Add to County GA
240	-	301.21	In City GA Not in County GA	A/NR	Open Space/Park	A/RC	Add to County GA

County Land Use: (A) Agricultural/Rural (NR) Natural Resources (PO) Public/Quasi Public Park or Open Space

County Zoning: (A) Agricultural (RC) Resource Conservation

Areas of Difference Recommended for No Change

South Side of Burkittsville Road (MD-17)

The City of Brunswick depicts its growth boundary extending to include the full right-of-way of Burkittsville Road (MD-17). The new City growth boundary includes land within the municipal limits of the Village of Rosemont. The County's growth boundary extends only to the current municipal limits of the City of Brunswick. Therefore, no changes are recommended to the County's growth boundary.

Parcels in the County-Designated Growth Area / Not in the Brunswick Growth Area

Parcels that are in the County-designated growth area but, not in the Brunswick Growth Area are shown on Map 15 in orange.

Areas of Difference Recommended for No Change

The County Comprehensive Plan Map and a municipality's local plan map(s) do not have to be identical, but if they are not there should be an intentional reason for the difference. The following section describes recommended areas of difference between the County and City.

New Addition

The City of Brunswick has removed the community of New Addition as well as two parcels that are part of 84 Lumber/CSX Right of Way and the C&O Canal Towpath from its growth boundary. All parcels are within the County growth boundary. The New Addition community is served by public water (City of Brunswick) and sewer (County-owned low-pressure system with treatment by the City of Brunswick).

The New Addition community was connected to the Brunswick sewer system in the early 1990s due to failing septic systems. Although Frederick County's Water and Sewerage Plan allows for public service outside of growth areas when there is a public health concern (such as failing septic tanks in New Addition), it is more consistent to leave these properties in the County growth area.

This also would allow the community to retain Priority Funding Area (PFA) status which could assist with water or sewer infrastructure projects if needed in the future. Similarly, the two parcels directly south of New Addition (portion of 84 Lumber and CSX right of way and the C&O Towpath) are recommended to remain in the County growth area to retain Priority Funding Area (PFA) status.

MD-17 and US-340 Interchange

Currently, Brunswick's municipal limits end at the gas station at the southwestern "corner" of the MD-17 and MD-180 traffic circle. The City's growth boundary extends to include parcels on both sides of MD-17 but does not go fully up to US-340. There is a small, triangle-shaped cutout of land that has been excluded from the City growth boundary, approximately at the on- and off-ramps for US-340. The County's growth boundary is roughly parallel to US-340. MD-17, MD-180, and US-340 in this area are all maintained by State Highway. Therefore, the County growth boundary is recommended for no change in this area.

Parcels in the Brunswick Growth Area / Also in the County-Designated Growth Area

A number of parcels remained in the City's growth boundary between their previous comprehensive plan and Brunswick Forward. These parcels are already in the County's growth boundary. They are shown on Map 15 in purple and listed in Table 7. Brunswick Forward envisions more walkable and bikable Brunswick, with easy access to amenities, public spaces, and some type of non-residential use nearby without having to travel in a vehicle. To realize this vision, Brunswick has designated most of the land in its growth area as Mixed Use Centers or Mixed Use Districts. The plan also envisions a greater mix of housing types and densities.

The existing County land use designations are largely not consistent with Brunswick's vision. Instead of assigning the County's mixed use land use designations which could send unintentional signals, these properties are recommended for the "Future Municipal Growth" land use designation.

Table 7: Parcels in the Brunswick Growth Area / Also in the County-Designated Growth Area

Parcel	Lot	Acres	Existing Growth Area (GA) Status	Existing County Land Use	Existing City Land Use	Existing County Zoning	Staff Recommendation
West Brunswick							
5	-	2.59	In City GA In County GA	GC	Employment	GC	Change County Land Use to Future Municipal Growth
12	2	14.74	In City GA In County GA	GC	Employment	GC	Change County Land Use to Future Municipal Growth
205	-	8.23	In City GA In County GA	GC	Employment	GC	Change County Land Use to Future Municipal Growth
29	-	13.78	In City GA In County GA	A	Outdoor Recreation	Ag	Change County Land Use to Future Municipal Growth
228	-	0.66	In City GA In County GA	A	Residential	R1	Change County Land Use to Future Municipal Growth

East Brunswick (North of Point of Rocks Road)

124	-	149.59	In City GA, In County GA	A	Mixed Use District	A	Change County Land Use to Future Municipal Growth
127	-	252.67	In City GA, In County GA	LDR/NR	Mixed Use Center	A	Change County Land Use to Future Municipal Growth
241	PC00A	6.47	In City GA, In County GA	LDR/NR	Mixed Use District	A/R-1	Change County Land Use to Future Municipal Growth
170	PC002	6.14	In City GA, In County GA	LDR/NR	Mixed Use District	A/R-1	Change County Land Use to Future Municipal Growth
114	-	0.99	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
115	-	0.58	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
165	-	1.20	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth

East Brunswick (South of Point of Rocks Road)

108	-	0.54	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
112	-	0.53	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
154	-	1.12	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
224	-	0.44	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
237	-	0.43	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
281	25	0.80	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
296	-	36.42	In City GA, In County GA	LDR	MXD	Ag	Change County Land Use to Future Municipal Growth
298	2	1.12	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
298	3	1.00	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
25	-	36.88	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
261	1	2.00	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
261	2	2.27	In City GA, In County GA	LDR	MXD	R1	Change County Land Use to Future Municipal Growth
272	1	12.99	In City GA, In County GA	LDR/NR	Mixed Use District	A	Change County Land Use to Future Municipal Growth
155	-	25.38	In City GA, In County GA	NR	MXD	Ag	Change County Land Use to Future Municipal Growth

Comprehensive Plan Facility Locations

The County Comprehensive Plan Map includes various symbols for community facilities. The following updates are recommended to reflect changes in Brunswick and future plans. The use of the term “existing” and “proposed” reflect how the symbol appears on the Comprehensive Plan Map. The recommended Comprehensive Plan Map, including the land use designations discussed in the previous sections, are illustrated on Maps 2 (west) and 3 (east).

Police Station

- Remove existing police station symbol at 20 E A Street.
- Add existing police station to 811 W Potomac Street.

Fire Station

- Remove existing fire station symbol at 223 W Potomac Street.
- Add existing fire station symbol at 1500 Volunteer Drive.

Elementary School

- Move existing elementary school symbol at 400 Central Avenue to reflect new location of Brunswick Elementary School.
- Remove proposed elementary school symbol at 1530 Souder Road.

Community Park

- Add proposed community park symbol at 1530 Souder Road.

Special Park

- Add existing special park 210 13th Avenue (Brunswick Sports Complex).

Transportation Alignments

The Livable Frederick Comprehensive Plan Map identifies existing transportation infrastructure in the Brunswick area. There are three areas of change to reflect the final alignment of constructed infrastructure as well as modifications to proposed infrastructure. These are reflected on Map 18.

- Brunswick Crossing adds existing collectors to reflect the final constructed alignment and removes the proposed collector alignment.
- Vista Pointe updates the proposed collector alignment that will connect Brunswick Crossing to Brunswick Street near the Potomac River and Vista Pointe to Jefferson Pike. Information was provided by Brunswick.
- Cooper updates the proposed collector alignment to connect Galyn Manor to Souder Road and Point of Rocks Road and removes the proposed minor arterial. Information was provided by Brunswick.

Water and Sewer

Water and sewer service for existing and new City growth boundary properties would be provided by the City of Brunswick. The following parcels are recommended for a “Planned Service” designation. The Frederick County Water and Sewerage Plan defines the Planned Service classification as:

“A classification assigned during the Comprehensive Planning Process to an area or property shown on the Comprehensive Plan for growth utilizing publicly-owned community water and/or sewer systems, or within a

Community Growth Area of a community to be served by public water and sewer in the County Comprehensive Plan, within the 11–20-year time frame. Properties within this classification have designations other than Agricultural/Rural or Natural Resource on the County Comprehensive Plan. This classification may also be assigned through the piecemeal application process by a staff-initiated application with regard to location of infrastructure generally or reclassification of properties to implement the Comprehensive Plan, or if the property no longer meets the requirements of its current classification.”

The properties are recommended for the “Future Municipal Growth” land use designation and to be added to the County’s growth boundary or are already in the growth boundary. If annexation and development occur, the properties would be served by the City of Brunswick. If development does not occur, properties will continue to use individual wells and septic systems.

If a parcel is not listed in Table 8, it is not recommended for a change in water or sewer classification. There are corresponding maps for water and sewer (Maps 5 and 6 for water; Maps 7 and 8 for sewer).

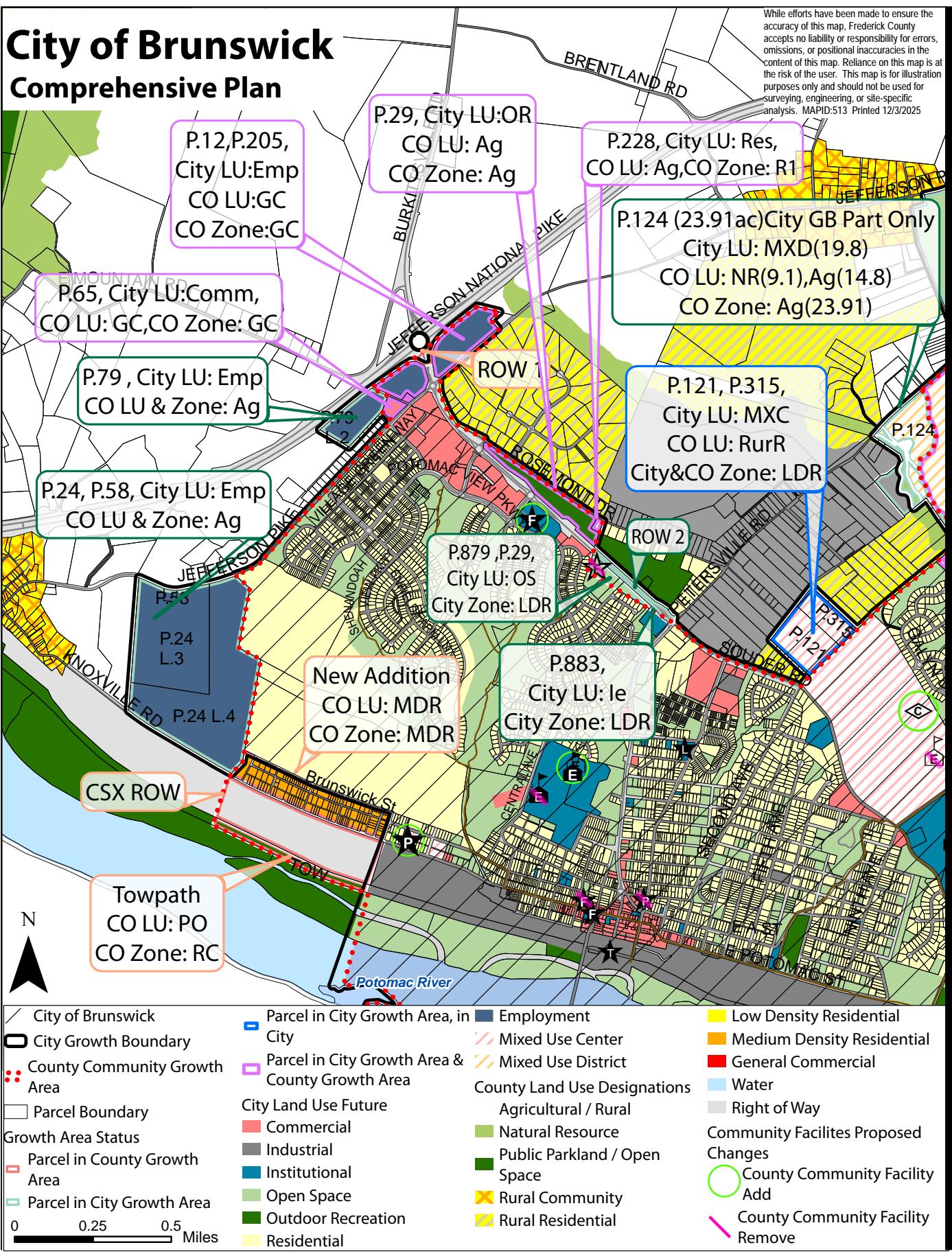
Table 8: Proposed Water & Sewer Reclassifications

Parcel	Lot	Acres	Current Water	Proposed Water	Current Sewer	Proposed Sewer
79	2	11.79	NPS	PS	NPS	PS
58	-	0.97	NPS	PS	NPS	PS
24	3	49.13	NPS	PS	NPS	PS
24	4	73.37	NPS	PS	NPS	PS
89	-	214.02	NPS	PS	NPS	PS
112	101	3.45	NPS	PS	NPS	PS
112	102	2.29	NPS	PS	NPS	PS
112	103	1.72	NPS	PS	NPS	PS
112	104	2.91	NPS	PS	NPS	PS
112	301	3.70	NPS	PS	NPS	PS
112	302	4.27	NPS	PS	NPS	PS
124	-	169.46	NPS	PS	NPS	PS
92	1	10.09	NPS	PS	NPS	PS
92	2	7.51	NPS	PS	NPS	PS
92	3	7.41	NPS	PS	NPS	PS
92	4	5.18	NPS	PS	NPS	PS
95	-	68.05	NPS	PS	NPS	PS
291	1	18.18	NPS	PS	NPS	PS
291	2	13.15	NPS	PS	NPS	PS
8	-	126.62	NPS	PS	NPS	PS
Parcels In City and County GB						
29	-	13.78	NPS	PS	NPS	PS
272	1	12.99	NPS	PS	NPS	PS
155	-	25.38	NPS	PS	NPS	PS

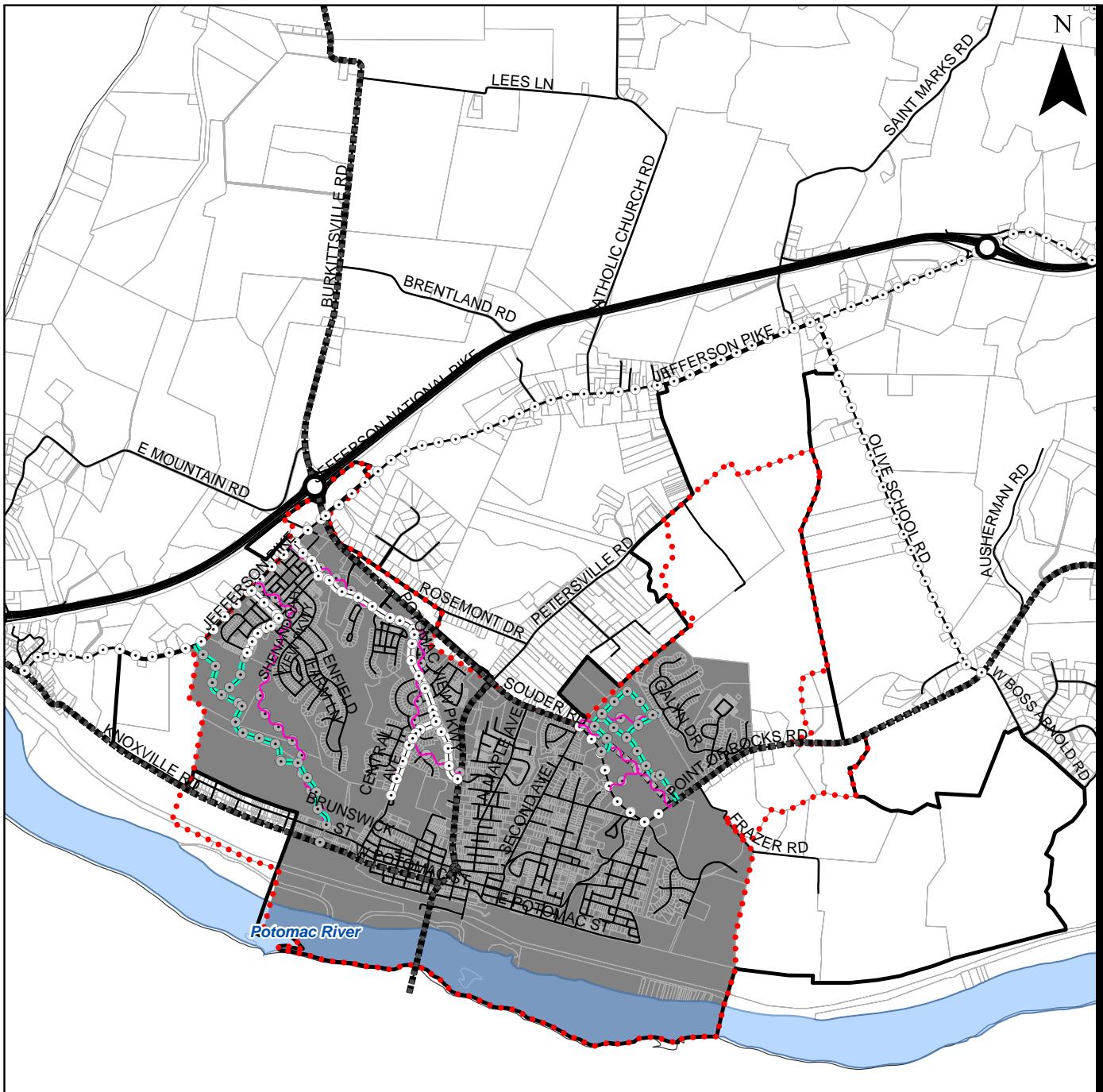
(NPS) = No Planned Service

(PS) = Planned Service

City of Brunswick Comprehensive Plan



Map 17: Proposed Comprehensive Plan map (west side)



City of Brunswick Highway Plan

0 0.25 0.5 1 Miles

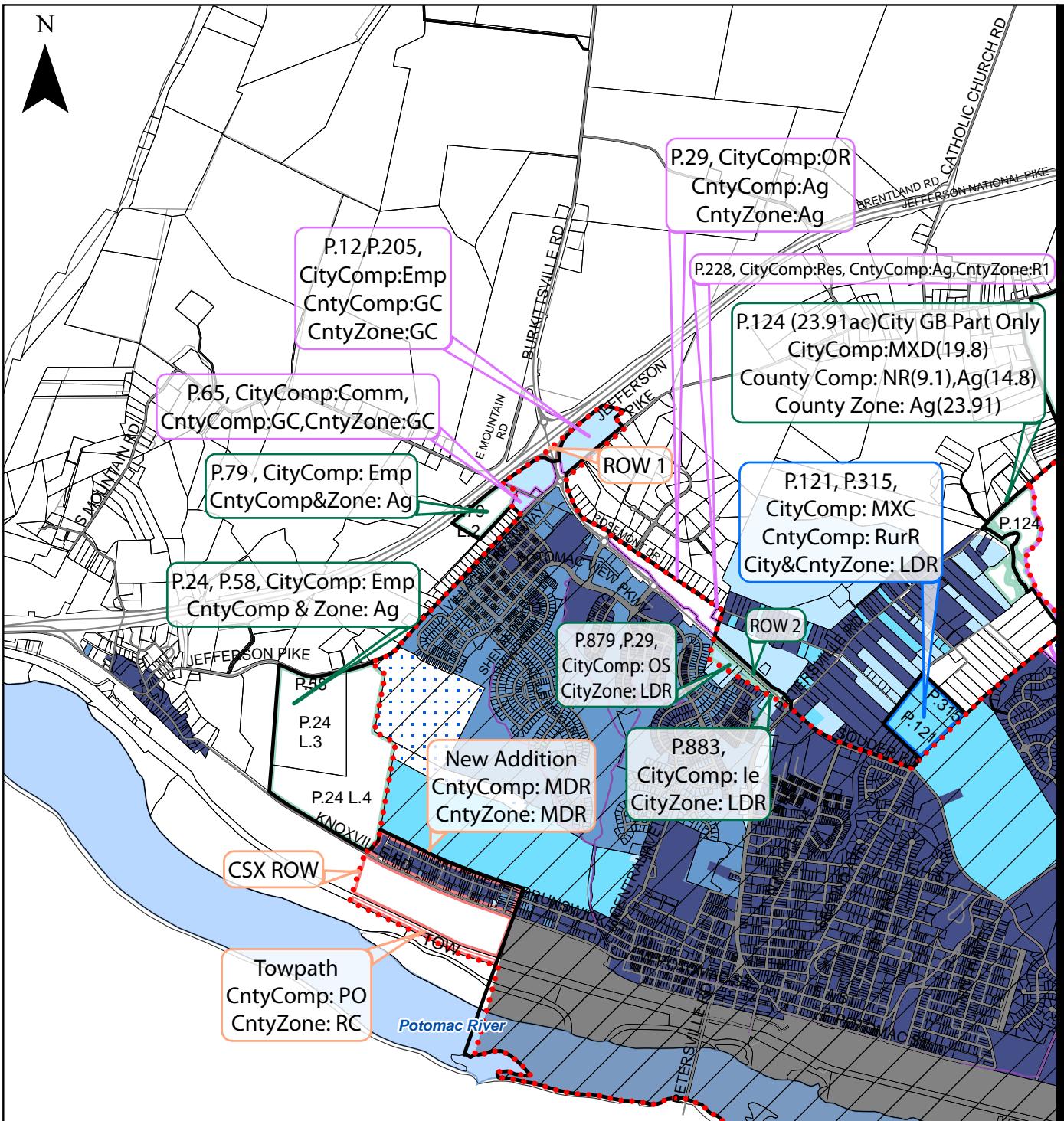
While efforts have been made to ensure the accuracy of this map, Frederick County accepts no liability or responsibility for errors, omissions, or positional inaccuracies in the content of this map. Reliance on this map is at the risk of the user. This map is for illustration purposes only and should not be used for surveying, engineering, or site-specific analysis. Printed 12/3/2025

- City of Brunswick
- City Growth Boundary
- County Community Growth Area
- Minor Arterial, Existing
- Minor Arterial, Proposed
- Collector, Existing
- Collector, Proposed
- Collector, Existing, Add
- Collector, Proposed, Add
- Collector, Proposed, Remove
- Minor Arterial, Proposed, Remove

Map 19: Proposed Transportation Plan

000513

IW2



City of Brunswick

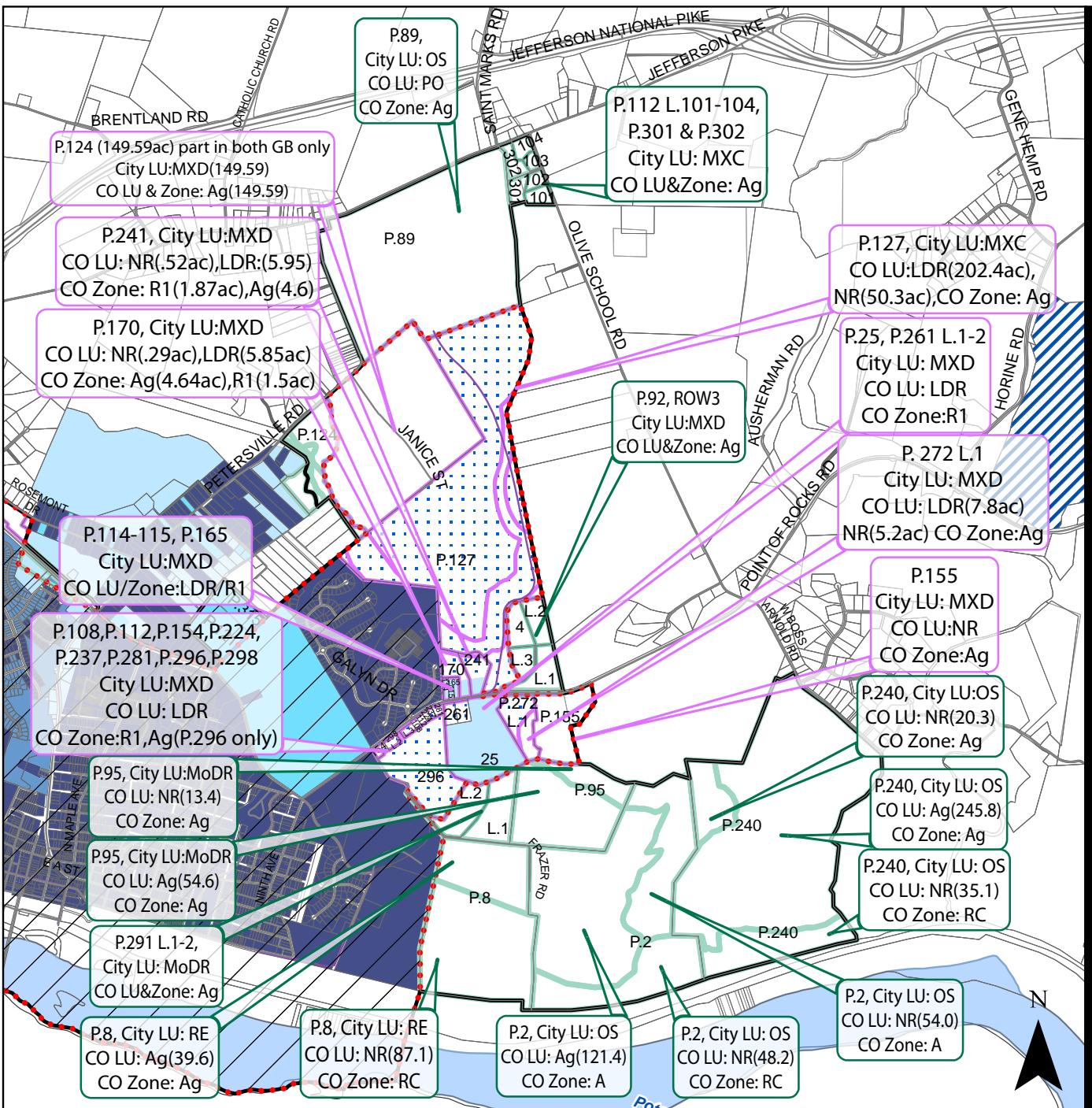
Water Service Areas

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- City of Brunswick
- City Growth Boundary
- County Community Growth Area
- Parcel Boundary
- Water Service Areas
- No Planned Service- No Planned Service
- Existing Reservoir
- Planned Reservoir
- Multi-Use (Private)
- W-1- Connected
- W-3- 1-3 Years
- W-4- 4-6 Years
- W-5- 7-10 Years
- Planned Service- 11-20 Years

Map 20: Proposed Water Classification Map (west side)

000513



City of Brunswick

Water Service Areas

While efforts have been made to ensure the accuracy of this map, Frederick County accepts no liability or responsibility for errors, omissions, or positional inaccuracies in the content of this map. Reliance on this map is at the risk of the user. This map is for illustration purposes only and should not be used for surveying, engineering, or site-specific analysis. Printed 12/3/2025.

The map displays the City of Brunswick's water service areas and growth boundaries. The legend on the left identifies the following features:

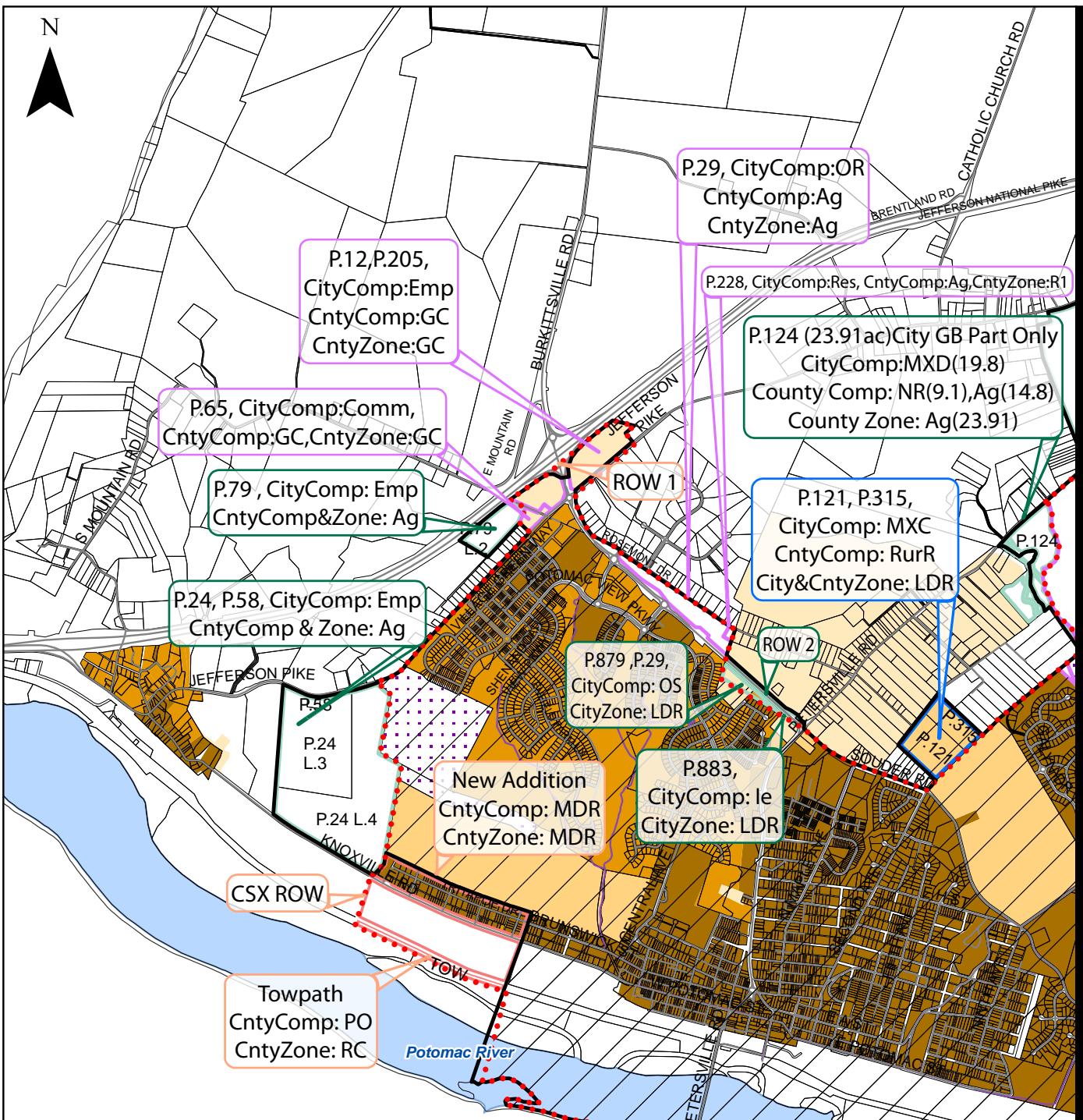
- City of Brunswick:** Shown as a white area with a black outline.
- City Growth Boundary:** Shown as a black line.
- County Community Growth Area:** Shown as a red dotted line.
- Parcel Boundary:** Shown as a white line.
- Parcel in City Growth Area:** Shown as a green line.
- Parcel in City Growth Area, in City:** Shown as a blue line.
- Parcel in City & County Growth Area:** Shown as a magenta line.

The legend on the right details the water service areas:

- No Planned Service- No Planned Service:** Shown as a white area.
- Existing Reservoir:** Shown as a black area.
- Planned Reservoir:** Shown as a white area with a black outline.
- Multi-Use (Private):** Shown as a blue area with diagonal lines.
- W-1- Connected:** Shown as a dark blue area.
- W-3- 1-3 Years:** Shown as a medium blue area.
- W-4- 4-6 Years:** Shown as a light blue area.
- W-5- 7-10 Years:** Shown as a very light blue area.
- Planned Service- 11-20 Years:** Shown as a blue line with dots.

Map 21: Proposed Water Classification Map (east side)

000513



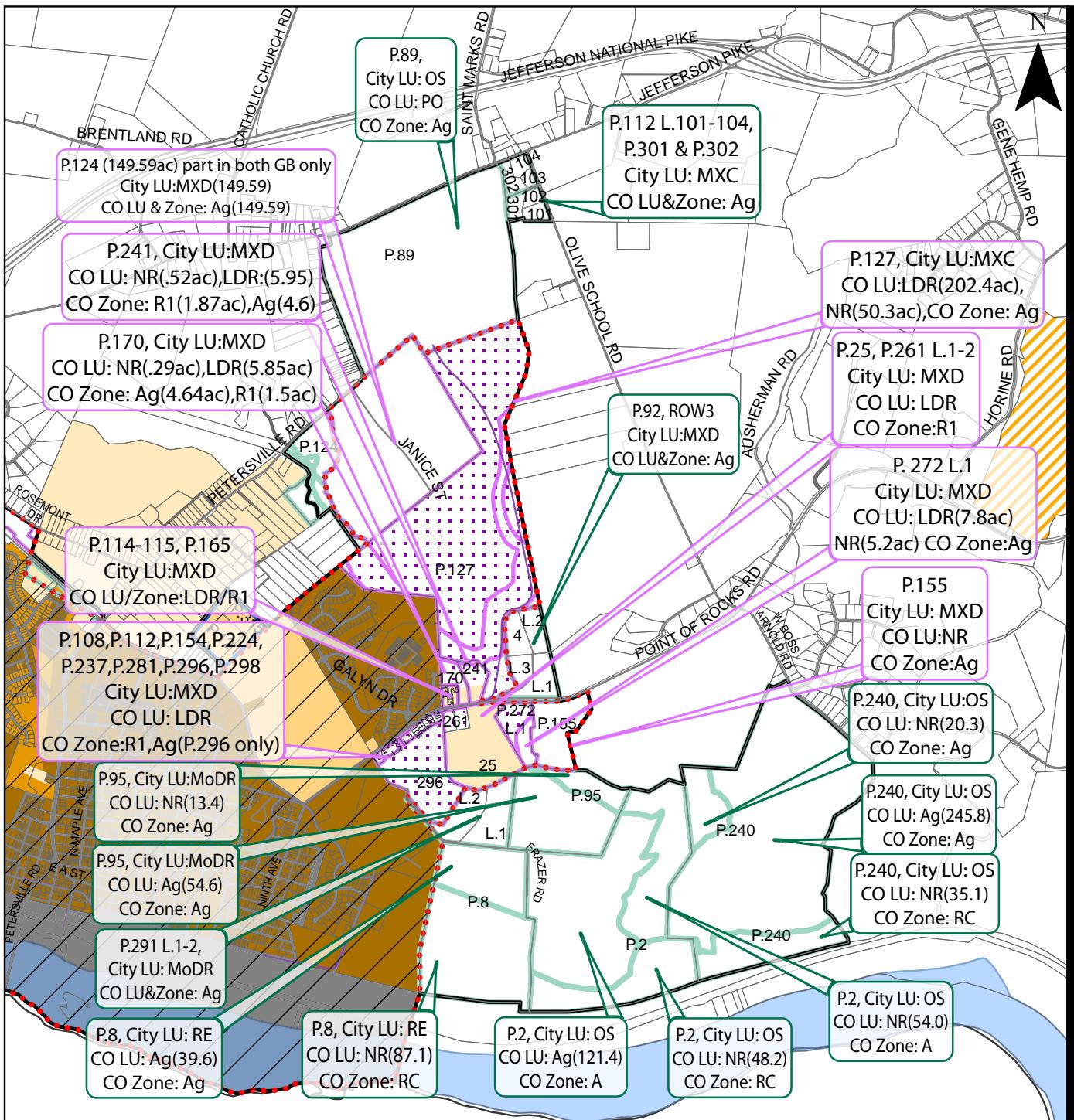
City of Brunswick Sewer Service Areas

0 0.25 0.5 Miles

While efforts have been made to ensure the accuracy of this map, Frederick County accepts no liability or responsibility for errors, omissions, or positional inaccuracies in the content of this map. Reliance on this map is at the risk of the user. This map is for illustration purposes only and should not be used for surveying, engineering, or site-specific analysis. Printed 12/3/2025

Map 22: Proposed Sewer Classification Map (west side)

000513



City of Brunswick

Sewer Service Areas

0 0.25 0.5 Miles

While efforts have been made to ensure the accuracy of this map, Frederick County accepts no liability or responsibility for errors, omissions, or positional inaccuracies in the content of this map. Reliance on this map is at the risk of the user. This map is for illustration purposes only and should not be used for surveying, engineering, or site-specific analysis. Printed 12/3/2025

- City of Brunswick
- City Growth Boundary
- County Community Growth Area
- Parcel Boundary
- Parcel in City Growth Area
- Parcel in City Growth Area, in City
- Parcel in City & County GB

- Sewer Service Areas
- NPS-No Planned Service
-  M-U- Multi-Use (Private)
-  S-1- Connected
-  S-3- 1-3 Years
-  S-4- 4-6 Years
-  S-5- 7-10 Years
-  PS- Planned Service

Map 23: Proposed Sewer Classification Map (east side)

CITY OF FREDERICK RECONCILIATION

At-a-Glance

What:

Recommended revisions to the Frederick County Comprehensive Plan Map (land use designations, growth area boundaries, transportation, public facilities) as well as reclassifications under the Frederick County Water and Sewerage Plan in and around the City of Frederick.

Where:

The City of Frederick and surrounding unincorporated area.

Why:

The Mayor and Board of Aldermen adopted The City of Frederick 2020 Comprehensive Plan on April 15, 2021. It became effective on October 1, 2021.

The plan designates a 790-acre Tier II growth area, which includes specific parcels, and a Tier III growth area that is a more generalized area surrounding the City that does not follow parcel boundaries.

Frederick County's comprehensive plan map should be changed (reconciled) to reflect the new plan where possible. This provides clarity that should development occur, it would be under the City of Frederick's jurisdiction through the annexation process.

How:

The comprehensive plan map and associated changes are being made through the Investing in Workers and Workplaces plan instead of a stand-alone reconciliation plan.

Introduction

The Mayor and Board of Aldermen adopted The City of Frederick 2020 Comprehensive Plan on April 15, 2021. It became effective on October 1, 2021. The plan's vision for the year 2030 is:

Over 85,000 people call the City of Frederick home. It is a place where people have chosen to work, learn, innovate, and relax. Frederick is nationally recognized for thoughtful managed sustainable urban development. Prosperity is balanced with housing, employment, and cultural opportunities for everyone. Our vibrant downtown and livable neighborhoods welcome new residents and creative entrepreneurs. Employers large and small provide competitive employment opportunities for the City of Frederick's workforce. Well-coordinated transportation choices allow movement around, within, and beyond Frederick to nearby metropolitan areas. Frederick is rich in the diversity of talents, cultures, and life stories that connect us with each other. All voices are encouraged and respected, fostering one of the most civically engaged cities in America. Steeped in history, Frederick is a progressive, welcoming, and authentically charming city.

The plan goals and objectives support the vision and address managing thoughtful and sustainable urban growth, providing housing and services to promote social well-being, promoting business and employment opportunities, offering transportation choices, and fostering civic engagement.

City of Frederick is the County seat and primary population center. The City now has a population of approximately 85,700 residents. The City's first comprehensive plan dates to 1964, when the population was approximately 22,000. The City has grown through in-fill development, redevelopment, and annexation to support new development. The plan designates a 790-acre Tier II growth area, which includes specific parcels, and a Tier III growth area that is a more generalized area surrounding the City that does not follow parcel boundaries.

To support the City in advancing the plan goals as their plan is implemented, an update of the Livable Frederick Comprehensive Plan to better align with the 2020 City of Frederick Comprehensive Plan is warranted. Specific

elements reviewed through this reconciliation process include growth area boundaries, land use designations, planned public facility locations, planned transportation improvements, and water and sewer classifications.

A County reconciliation plan is not a stand-alone comprehensive plan for a municipality. It is not intended to address all required components under Maryland planning statute. The purpose of a reconciliation plan is to bring the County's comprehensive plan map, zoning map, and water and sewer classifications into alignment with a municipality's adopted plan.

Livable Frederick Master Plan – A Vision of Collaboration

The Livable Frederick Master Plan envisioned a county-wide growth strategy built upon a collaborative planning effort between the County and its municipalities. A critical initiative to implement this approach is stated in the LFMP's Action Framework (Our Community, Page 97):

Initiative: Collaboration and Coordination - Foster cooperation, participation, and coordination within and between government agencies including municipalities, citizens, and other interested organizations when developing plans. Specifically,

“3) Foster a collaborative process between the county and municipalities when developing plans and capital budgets.”

“5) Maintain consistency between municipal comprehensive plans and the County’s Comprehensive Plan.”

“7) Initiate a review and update of the county portion of Growth Areas around municipalities concurrent with the respective municipal comprehensive plan update.”

Including a Municipal Growth Area Reconciliation Plan for the City of Frederick as part of the Investing in Workers and Workplaces represents Frederick County's earnest attempt to provide consistent direction to elected and appointed officials, residents, and employers who must make decisions regarding their own properties and communities, while navigating multiple long-range planning documents.

Reconciliation

The City of Frederick's Comprehensive Plan includes a Municipal Growth Element that identifies growth capacity within the current municipal limits and beyond. In designating potential areas for annexation, the City seeks to balance its needs for additional land with the impacts of future growth on municipal facilities and services.

The County's Livable Frederick Comprehensive Plan also includes a Frederick community growth area. While municipal and County-designated growth areas are not required to be the same, any differences should be intentional and reflective of significant policy or practical factors. The areas of difference between the City and the County can be sorted into three categories:

- (1) properties that have been annexed into the City of Frederick, but are not in the current County-designated growth area;
- (2) parcels that are in the City's Tier II Growth Area, but not in the County-designated growth area; and
- (3) parcels that are not in the City's Tier II Growth Area or the County-designated Growth Area.

Lands in the City of Frederick / Not in the County-Designated Growth Area

Recommended County Comprehensive Plan Map Changes

Areas that have been annexed into the City of Frederick that are not in the County-designated community growth area are listed in Table 9 and shown in blue on Maps 1 and 2. The properties in these areas have a City land use designation, unless not included in the Tier II growth area, and City zoning designations assigned at the time of annexation. They are shown in gray on the current County land use and zoning maps, like all properties within municipal limits. The parcels are recommended for addition to the County-designated growth area.

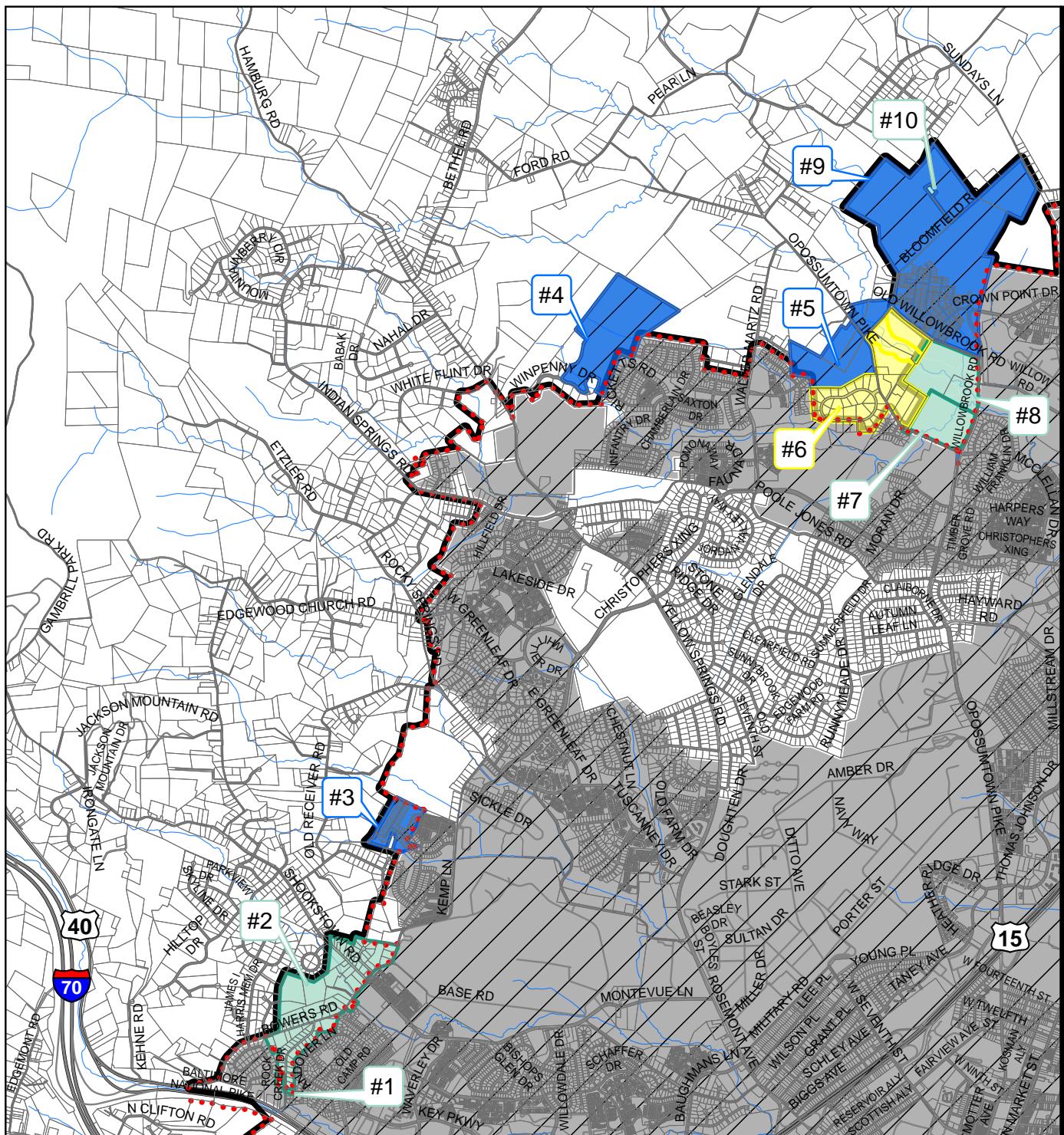
West Frederick. Four areas have been annexed into the City but are not included in the County growth area. All four areas are designated for residential development.

- Area #3. This area includes 75 properties – building lots, HOA land, and road right-of-way – included in the Sycamore Ridge community, east of Kemp Lane. The community is partially developed with single-family residences.
- Area #4. The Winpenny Tell property is situated along Winpenny Drive, adjacent to the County's growth area. The parcel was recently annexed into the City for the development of 284 single-family residences.
- Area #5. The Christoff property is three parcels located along Opossumtown Pike and was recently annexed into the City of Frederick for the development of 228 single-family residences.
- Area #9. This area includes 182 properties – building lots, HOA land, and road right-of-way – included in the Bloomfields community, which is partially developed. A total of 1,032 age-restricted single-family attached and detached residences are planned.

East Frederick. Four areas have been annexed by the City but are not included in the County growth area.

- Area #11. This area is comprised of five properties that are part of the larger East Commerce Center, which is planned for mixed-use or employment-based development.
- Area #12. This property is included in the East Commerce Center and lies along Gas House Pike. It is improved with an industrial center.
- Area #13. This parcel currently contains a single-family dwelling and partially forested areas along a stream corridor.
- Area #15. Part of the East Commerce Center, this parcel is adjacent to the Monocacy River and is currently in agricultural use.

IW2

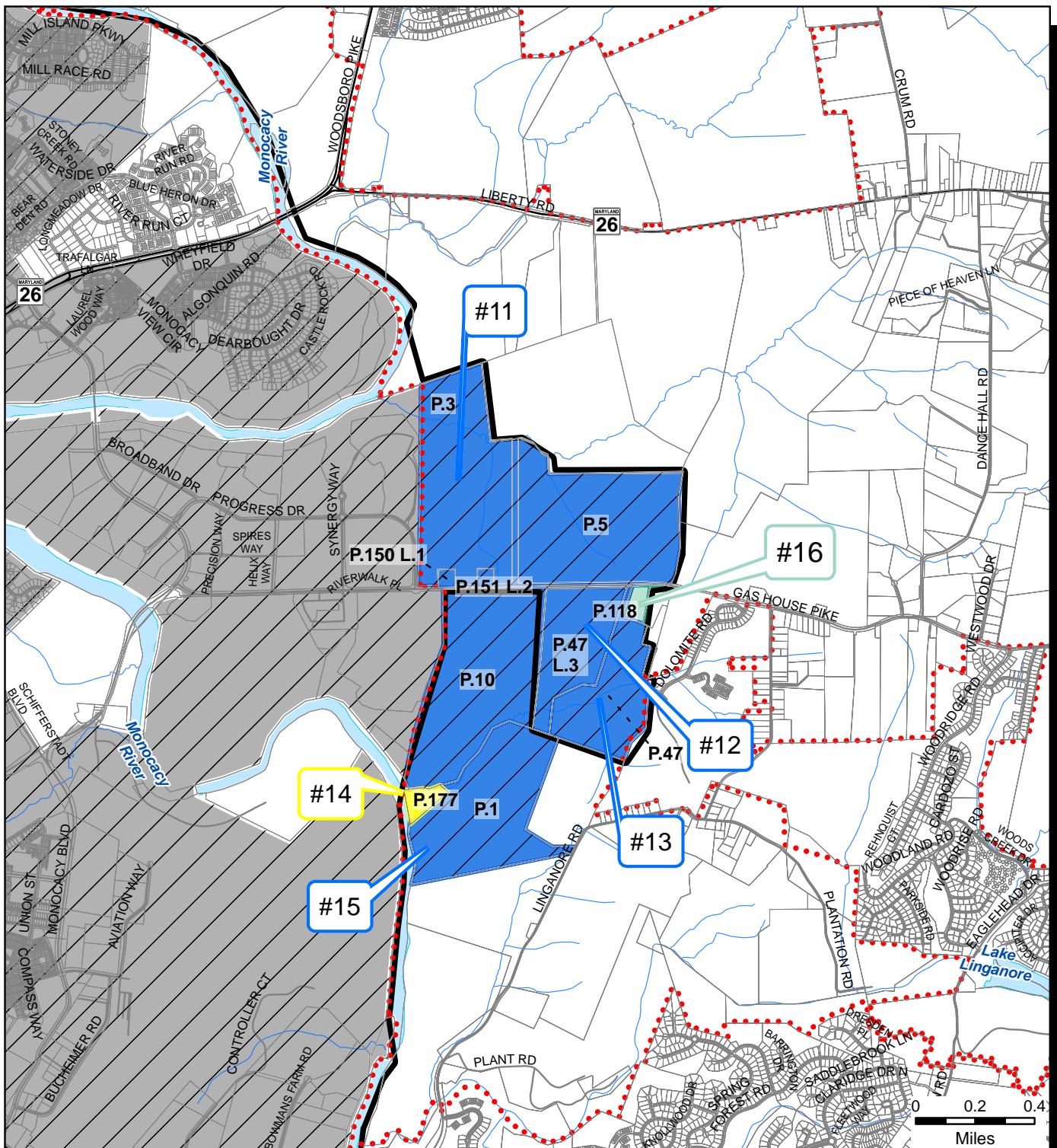


City of Frederick Growth Areas, West

- City of Frederick
- City Growth Area
- Parcels In City Growth Area
- Parcels Within City
- Parcels Not In Any Growth Area
- Parcels In Community Growth Area

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Map 24: Growth Areas – Frederick County and City of Frederick Growth Areas, West



City of Frederick Growth Areas, East

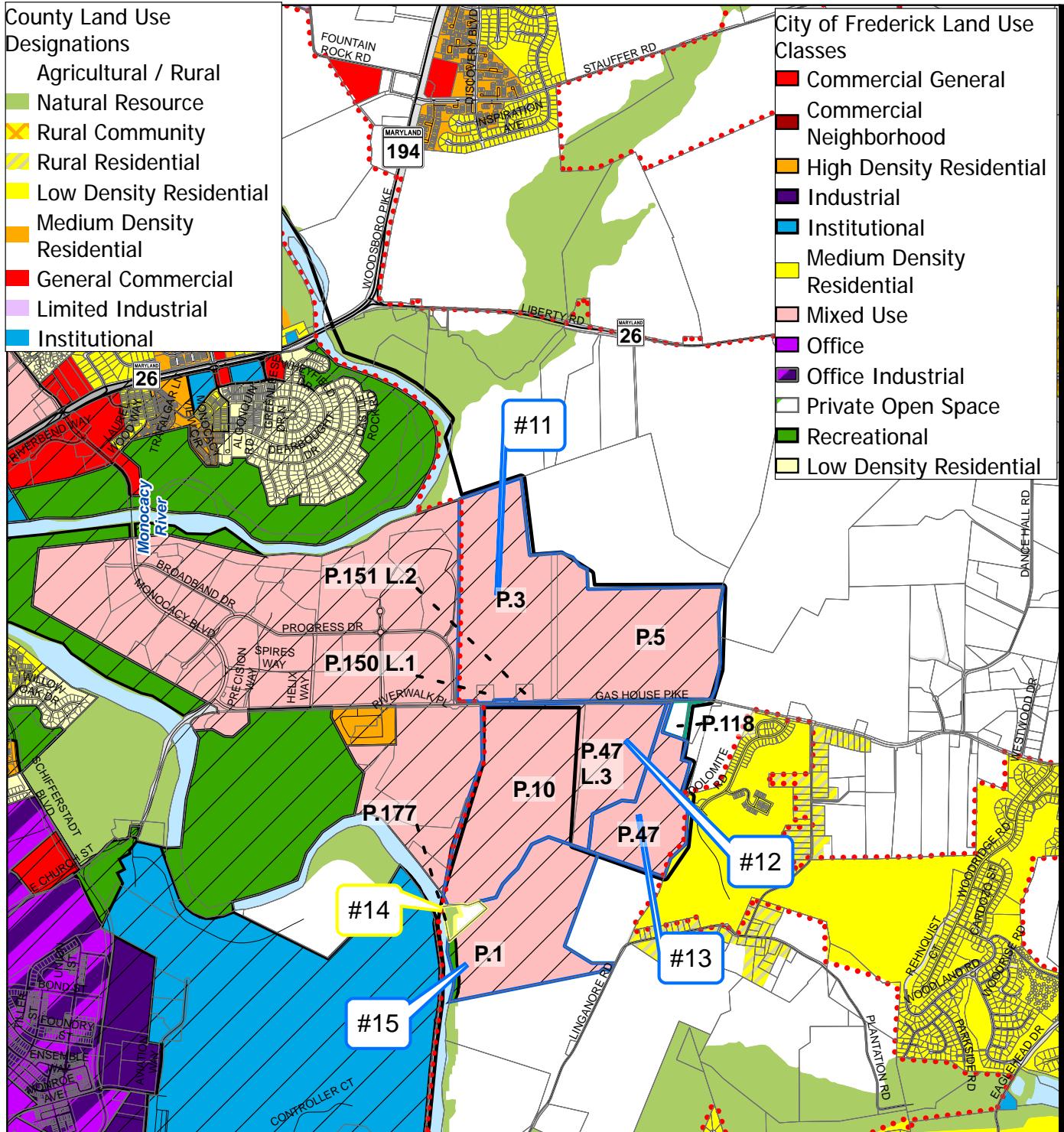
- City of Frederick
- City Growth Area
- County Community Growth Area
- Parcels In Frederick City
In Frederick City Growth
Area
- Parcels Not In Any
Growth Area

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Map 25: Growth Areas – Frederick County and City of Frederick Growth Areas, East

County Land Use Designations

- Agricultural / Rural
- Natural Resource
- Rural Community
- Rural Residential
- Low Density Residential
- Medium Density Residential
- General Commercial
- Limited Industrial
- Institutional



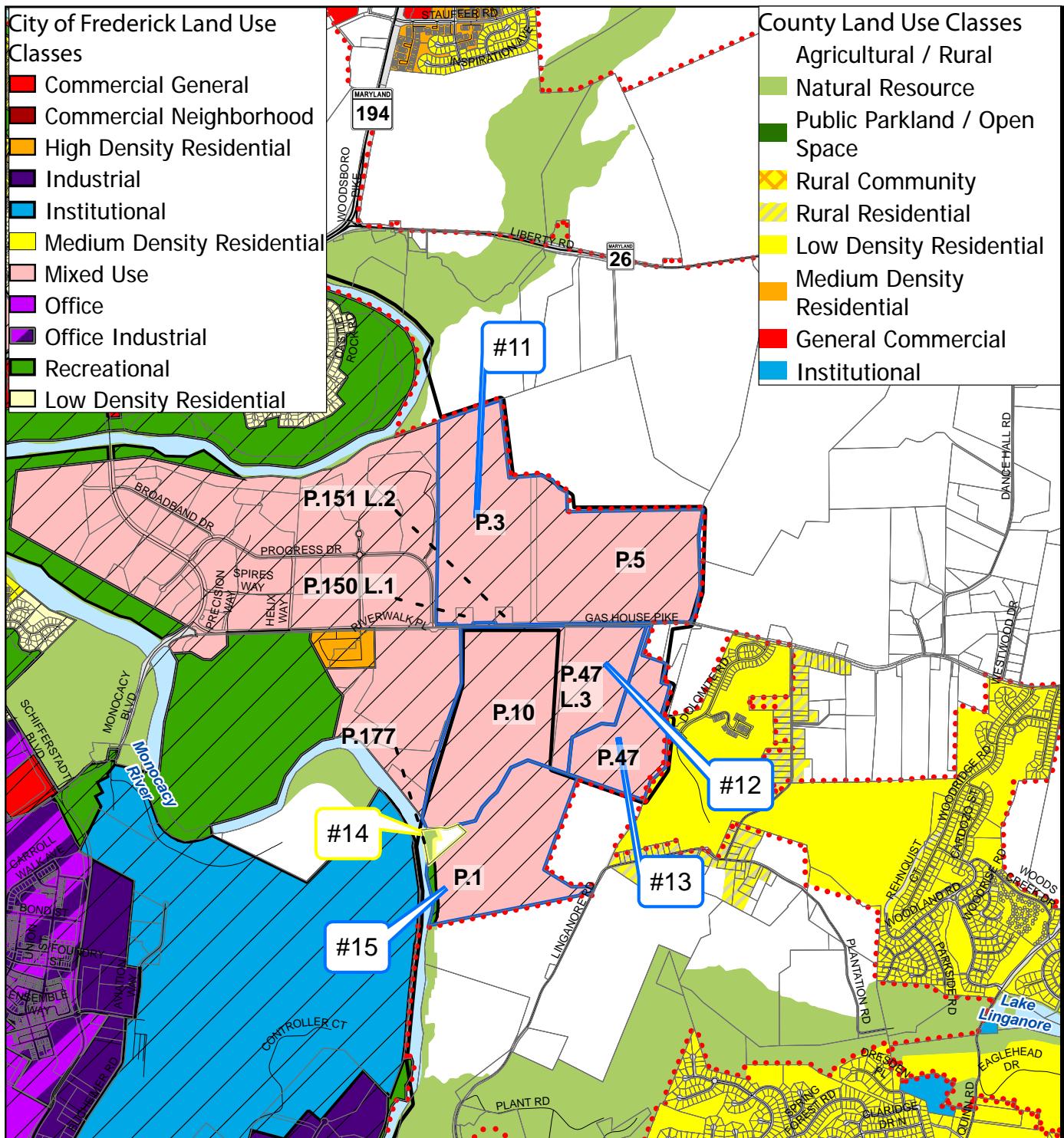
City of Frederick Comprehensive Plan, East

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- ✓ City of Frederick
- City Growth Area
-  County Community Growth Area

- Parcels In City Growth Area
- Parcels Within City
- Parcels Not In Any Growth Area

A horizontal scale bar with tick marks at 0, 0.2, and 0.4. The text 'Miles' is written to the right of the bar.



City of Frederick

Proposed

Comprehensive Plan, East

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City of Frederick

City Growth Area

Proposed County Growth

Boundary

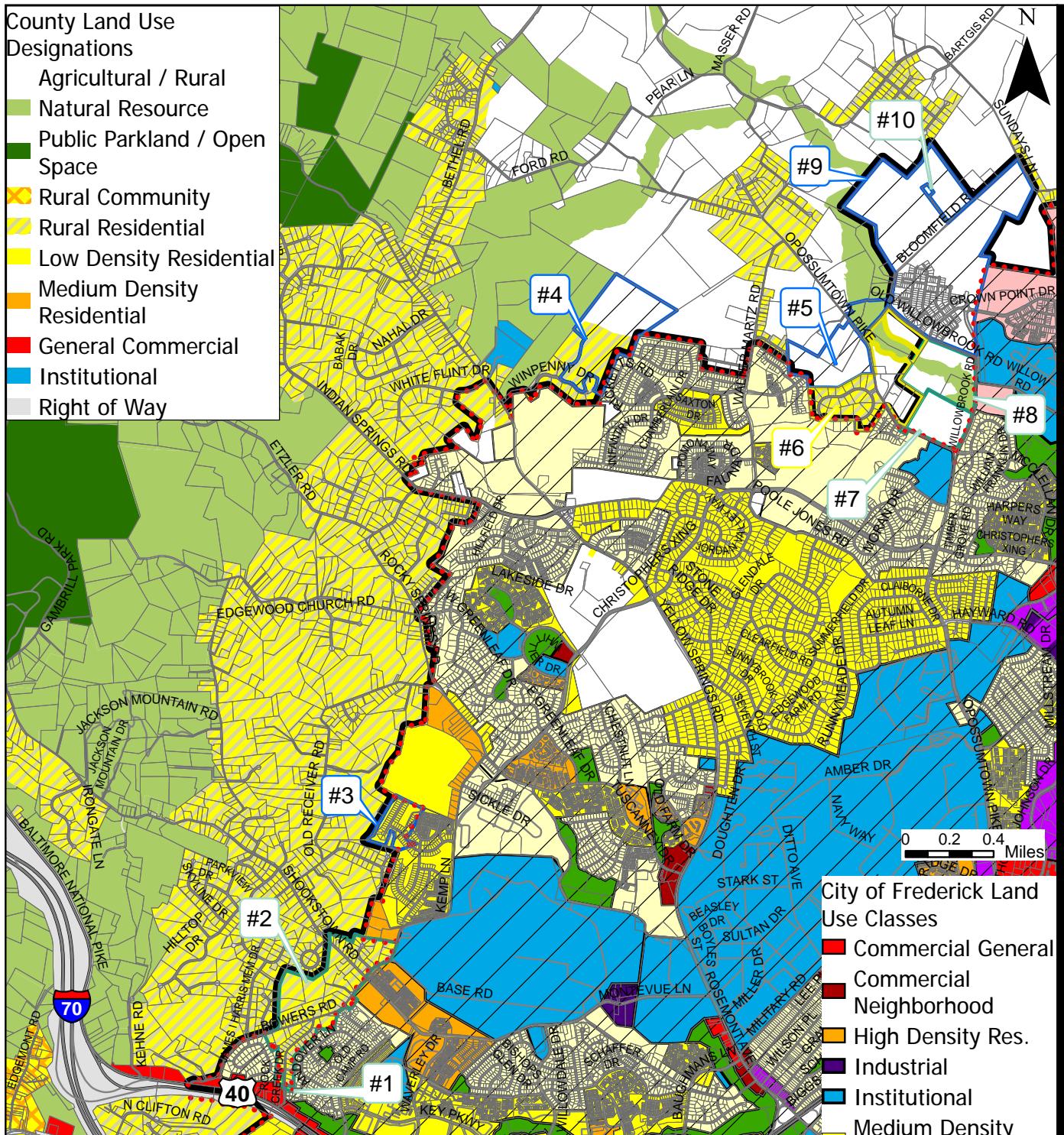
Parcels Within City

Parcels Not In Any Growth Area

N

0 0.2 0.4
Miles

Map 27: Proposed Comprehensive Plan Map, East



City of Frederick Comprehensive Plan, West

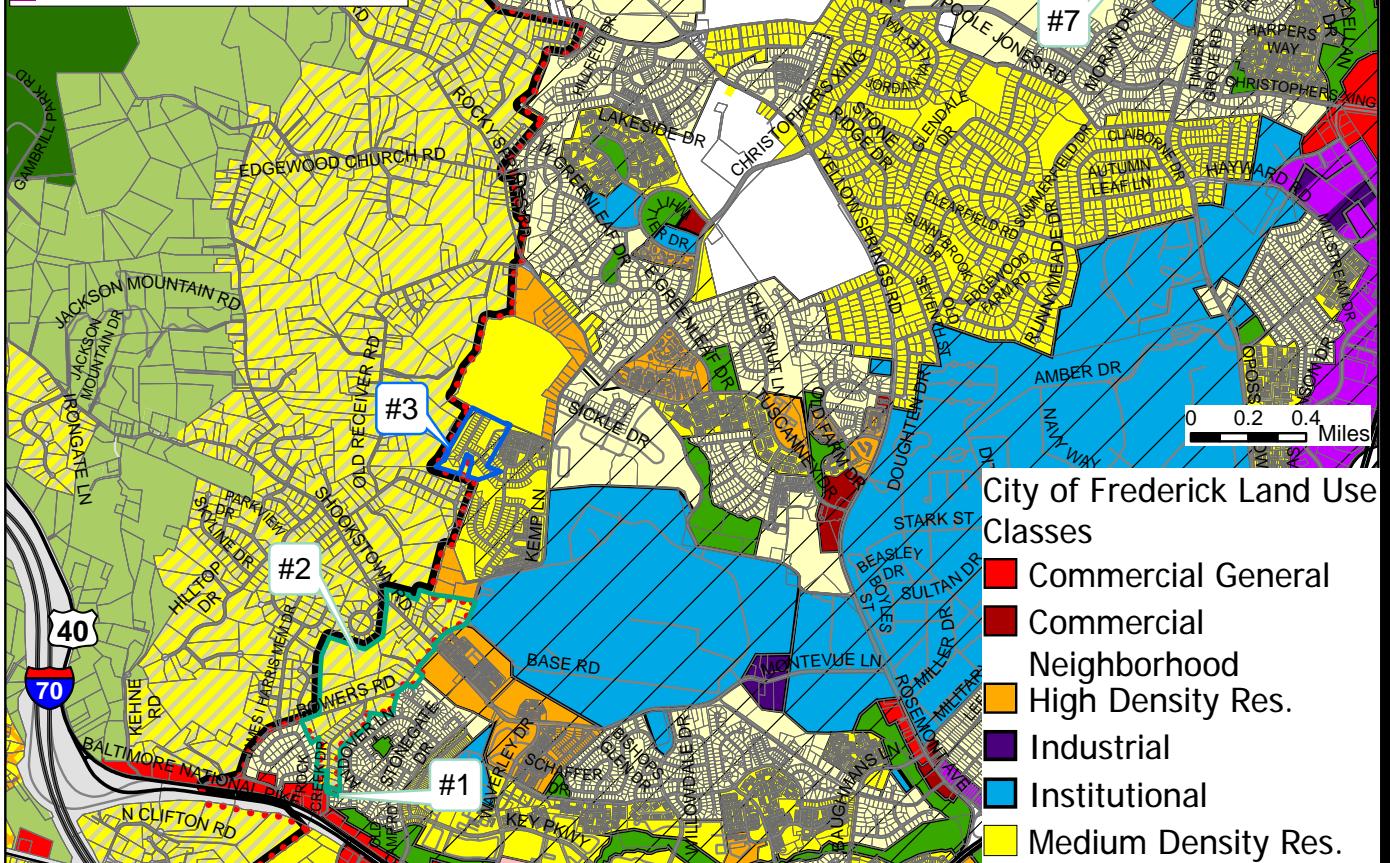
While efforts have been made to ensure the accuracy of this map, Frederick County accepts no liability or responsibility for errors, omissions, or positional inaccuracies in the content of this map. Reliance on this map is at the risk of the user. This map is for illustration purposes only and should not be used for surveying, engineering, or site-specific analysis. Printed 12/4/2025, MapID: 00513MXD1Frederick, 1:38,000, 1" = 3,167'.

- City Growth Area
- County Community Growth Area
- Parcels in City Growth Area
- Parcels within City
- Parcels Not In Any Growth Area

Map 28: Existing Comprehensive Plan Map, West

County Land Use Designations

- Agricultural / Rural
- Natural Resource
- Public Parkland / Open Space
- Rural Community
- Rural Residential
- Low Density Res.
- Medium Density Res.
- General Commercial
- Institutional
- Mixed Use



City of Frederick

Proposed Comprehensive Plan, West

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- City Growth Area
- Proposed County Community Growth Boundary
- Parcels in City Growth Area
- Parcels within City
- Parcels Not In Any Growth Area
- Mixed Use
- Office
- Office Industrial
- Private Open Space
- Recreational
- Low Density Res.

Map 29: Proposed Comprehensive Plan Map, West

Table 9: Parcels in the City of Frederick, not in the County-Designated Growth Area

#	Area	Acres	Existing Growth Area (GA) Status	Existing County Land Use	Existing City Land Use	Existing County Zoning	Existing City Zoning	Recommendation
3	West Sycamore Ridge	20.96, Annexed by City	Not in County GA	N/A	Medium-Density Residential	N/A	R-8	Add to County GA
4	West Winpenny Tell	79.15, Annexed by City	Not in County GA	N/A	N/A	N/A	R-4	Add to County GA
5	West Christoff	56.27, Annexed by City	Not in County GA	N/A	N/A	N/A	R-4	Add to County GA
9	West, Bloomfield	252.8, Annexed by City	Not in County GA	N/A	Mixed Use	N/A	Mixed Use	Add to County GA
11 12 15	East, Commerce Center	566.8, Annexed by City	Not in County GA	N/A	Mixed Use	N/A	M1 – Light Industrial	Add to County GA
13	East, Farm Lot	60.07, Annexed by City	Not in County GA	N/A	Mixed-Use	N/A	RC- Resource Conservation	Add to County GA

Lands in the City of Frederick Tier II Growth Area / Not in the County-Designated Growth Area

Recommended County Comprehensive Plan Map Changes

Areas that are in the City of Frederick's Tier II growth area, but not in the County-designated community growth area, are identified in Table 10 and shown on Maps 1 and 2 in green. Based on discussions with City planning staff concerning likely annexations, not all areas shown in green and described below are recommended for inclusion in the County-designated growth area.

West Frederick. Five areas within the City of Frederick's Tier II growth area are characterized by a mix of agricultural, residential, and natural resource land uses.

- Area #1. This area consists of one parcel that is improved with a single-family residence. No change is recommended, as annexation is unlikely to occur.
- Area #2. This area includes 89 properties – residential lots and road right-of-way. The landscape also includes mature tree cover and forested areas. No change is recommended, as annexation is unlikely to occur.
- Area #7. Situated at the intersection of Willowbrook Road and Opossumtown Pike, this area is one parcel that is improved with a single-family residence. Little Tuscarora Creek runs through the property, contributing to its natural features. This parcel and those in Areas #6 and #8 are surrounded by municipal lands.
- Area #8. This area includes two parcels, one of which contains a single-family dwelling. The area is characterized by forested areas and open space. Little Tuscarora Creek traverses the site. These parcels, and the parcels in Areas #6 and #7, are surrounded by municipal lands.
- Area #10. This area is one parcel improved with a single-family dwelling and associated outbuildings, with access provided via a single driveway from Bloomfield Road. The parcel is surrounded by the Bloomfields development.
- East Frederick. One unimproved, agricultural parcel in the City of Frederick's Tier II growth area.

- Area #16. The parcel is unimproved agricultural land adjacent to the Frederick Commerce Center. It is proposed to be added to the Linganore growth area via the Housing Element.

Table 10: Parcels in the City of Frederick Tier II Growth Area, not in the County-Designated Growth Area

#	Area	Acres	Existing Growth Area (GA) Status	County Land Use	City Land Use	County Zoning	City Zoning	Recommendation
1	West, Rock Creek Drive	0.51	In City GA, Not in County GA	Rural Residential	General Commercial	R-1	N/A	No Change
2	West, Shookstown/ Bowers Road	99.10	In City GA, Not in County GA	Rural Residential	Low Density Residential	R-1	N/A	No Change
7	West, Willowbrook/ Opposumtown Pike	30.01	In City GA, Not in County GA	Agriculture	N/A	A	N/A	Add to County GA, Change Land Use Designation to Low Density Residential
8	West, Willowbrook Road	40.96	In City GA, Not in County GA	Agriculture, Natural Resource	N/A	A	N/A	Add to County GA, Change Land Use Designation to Low Density Residential
10	West, Bloomfields	1.27	In City GA, Not in County GA	Agriculture	N/A	A	N/A	Add to County GA, Change Land Use to Low Density Residential
16	East Farm Lot	5.08	In City GA, Not in County GA	Agriculture	Mixed Use	A	N/A	No Change, to be addressed in the Housing Element

Lands not in the City of Frederick Tier II Growth Area or the County-Designated Growth Area

Recommended County Comprehensive Plan Map Changes

Areas that are not in the City of Frederick Tier II growth area or the County-designated growth area are identified in Table 11 and shown on Maps 1 and 2 in yellow.

West Frederick. One area with County land use designations of Agricultural, Natural Resource, and Rural Residential.

- Area #6. This area includes 38 properties – a mix of single-family residences, including a subdivision (Meadowbrooke) and several individual residences accessed via panhandle or single-driveway configurations, right-of-way, and agricultural property. These parcels, and the parcels in Areas #7 and 8, are surrounded by municipal lands.
- East Frederick. One area with a County land use designation of Agriculture and a City land use designation of Mixed-Use.
- Area #14. Located along the western edge of the Monocacy River, this area is a single unimproved parcel owned by the City of Frederick in the clear zone associated with the Frederick Municipal Airport. It is surrounded by municipal lands.

Table 11: Parcels not in the City of Frederick Tier II Growth Area or the County-Designated Growth Area

#	Area	Acres	Existing Growth Area (GA) Status	County Land Use	City Land Use	County Zoning	City Zoning	Recommendation
6	West, Meadowbrooke	92.08	Not in County or City GA	Agriculture, Natural Resource, Rural Residential	N/A	A, R-1	N/A	Add to County GA, Change Land Use Designations to MX adjacent to Bloomfield and Low Density Residential south of the Natural Resource area
14	East, Clear Zone Airport	6.38	Not in County or City GA	Agriculture, Natural Resource	Mixed Use	A	N/A	Add to County GA

Comprehensive Plan Facility Locations

The County Comprehensive Plan Map includes various symbols for community facilities. The following updates are recommended to reflect changes in the City of Frederick and future plans. The use of the term “existing” and “proposed” reflect how the symbol appears on the Comprehensive Plan Map.

Police Station

- Add station at 100 E. All Saints Street.
- Remove Public Safety Training Center station.

Fire Station

- Add the existing Northgate Fire Station at 37 Thomas Johnson Drive.
- Add the Jefferson Tech Park Fire Station at Fair Oaks Drive / MD 180.
- Add a proposed station near I-70 between East and South streets.

Libraries

- Add a proposed library at the site of the former Hillcrest Park, near the corner of McCain Drive and Butterfly Lane. Design for this facility is currently underway.

Parks

- Add Rose Hill Manor Park & Museum
- Add Hargett Farm Park

Schools

- Add Rock Creek School at 55B W Frederick St, Walkersville (old site is now entirely Waverly Elementary School)
- Remove the former Rock Creek School site
- Add SUCCESS, an existing special school
- Add Earth and Space Science Lab, an existing special school
- Add Monocacy Valley Montessori School, an existing special school
- Remove the site where the Monocacy Valley Montessori School was previously located

- Add Frederick Classical Charter School, an existing special school
- Relocate the proposed high school from the Walter Martz Road area to the north side of the City, near Bloomfield Road
- Add a proposed middle school site off Christopher's Crossing/Walter Martz Road
- Remove the proposed middle school site near Kellerton
- Add a proposed elementary school off of Linganore Road.
- Add a proposed elementary school on the north side of the City, near Bloomfield Road
- Add a proposed elementary school on the southwest side of the City
- Add a proposed elementary school on the southeast side of the City, near Monocacy Boulevard
- Remove 7630 Hayward Road as a school site. The building no longer exists, though was at one time where The Outdoor School program staff were housed.
- Remove the school site in the Dearbought neighborhood, west of Wheyfield Dr. It was deemed too small and approved for disposition in 2019.

Transportation

The City of Frederick Comprehensive Plan map includes planned roads. The following roads are proposed to be added to the County Comprehensive Plan Map. The City UC designation – Urban Collector – is the equivalent of the County C designation – Collector. Likewise, the City MA designation – Urban Minor Arterial – is the equivalent of the County MiA designation – Minor Arterial.

Road Name	Miles	City Class	Proposed County Class
Unnamed Wormans Mill Rd Proposed Extension to Biggs Ford Road, parallel and east of Rt 15	1.343	UC	C
Wormans Mill Rd Proposed Extension (North of Monocacy Blvd, East of Catoctin Mtn Hwy)	0.314	UC	C
Bond St (Highland St to Monocacy Blvd)	0.842	UC	C
Highland Street (proposed extension to Monocacy Blvd)	0.3	UC	C
Controller Court	0.421	UC	C
Reagans Road (Tuscarora Creek Blvd to Opossumtown Pike)	0.65	UC	C
Himes Avenue (new road through Hargett Farm)	0.422	MA	MiA

There are also roads in the City that are identified as Proposed on the County comprehensive plan map that have been constructed and are now Existing. These roads are as follows.

Road Name	Miles	County Class
Schaffer Drive (Waverly Dr to Waverly Elementary)	0.130	C
Thomas Johnson Drive (Byte Dr to Christophers Xing)	0.123	C
Schaffer Dr Extension to Baughmans Ln through Belle Air Farm	0.241	C
Schifferstat Blvd (E Church St to Mohican Dr)	0.315	MiA
Monocacy Blvd (westward from E South St)	0.157	MaA
Mill Pond Rd (Wormans Mill Rd to Monocacy Blvd)	0.464	C

A final category of roads are those where the location has changed as a result of construction or development planning in the area. Those roads are as follows.

Road Name	Miles	County Existing or Proposed
Willowbrook Rd (Old Willbrook Rd to RT 15)	1.068	P
Wormans Mill Rd Prpsd. Ext. (South of Monocacy Blvd, East of Catoctin Mtn Hwy)	0.328	E
Christophers Xing (Rocky Springs Rd/Kemp Ln)	0.296	P
Unnamed Proposed (Kemp Ln to Shookstown Rd)	0.304	P
Proposed Old Camp Rd Extension to Shookstown Rd	0.105	P
Unnamed Rd (Waverly Dr & Binton Commons Dr, by Waverly ES., to Shookstown Rd)	0.355	E
Monocacy Blvd (Schifferstat Blvd to Treatment Plant Rd)	0.236	E
E Church St (to Monocacy Blvd)	0.166	E
Old Gas House Pike (from E 7th St going east)	0.347	E
E Seventh St (Pine Ave to E Church St)	0.312	P
Monocacy Blvd (Monroe Ave to E Church St)	0.729	P
Ramp I-70 WB TO RT85 Ramp (from east to Buckeystown Pike)	0.388	P
Thomas Johnson Dr (Byte Dr to Christophers Xing)	0.123	E
Schaffer Dr Extension to Baughmans Ln through Belle Air Farm	0.241	E
Proposed (Old National Pike at Old Camp Rd to Mount Phillip Rd)	0.122	P
Monocacy Blvd (from west to Buckeystown Pike)	0.199	E
Mount Phillip Rd (Old National Pike to Butterfly Ln)	0.491	E

Zoning Map Reconciliation

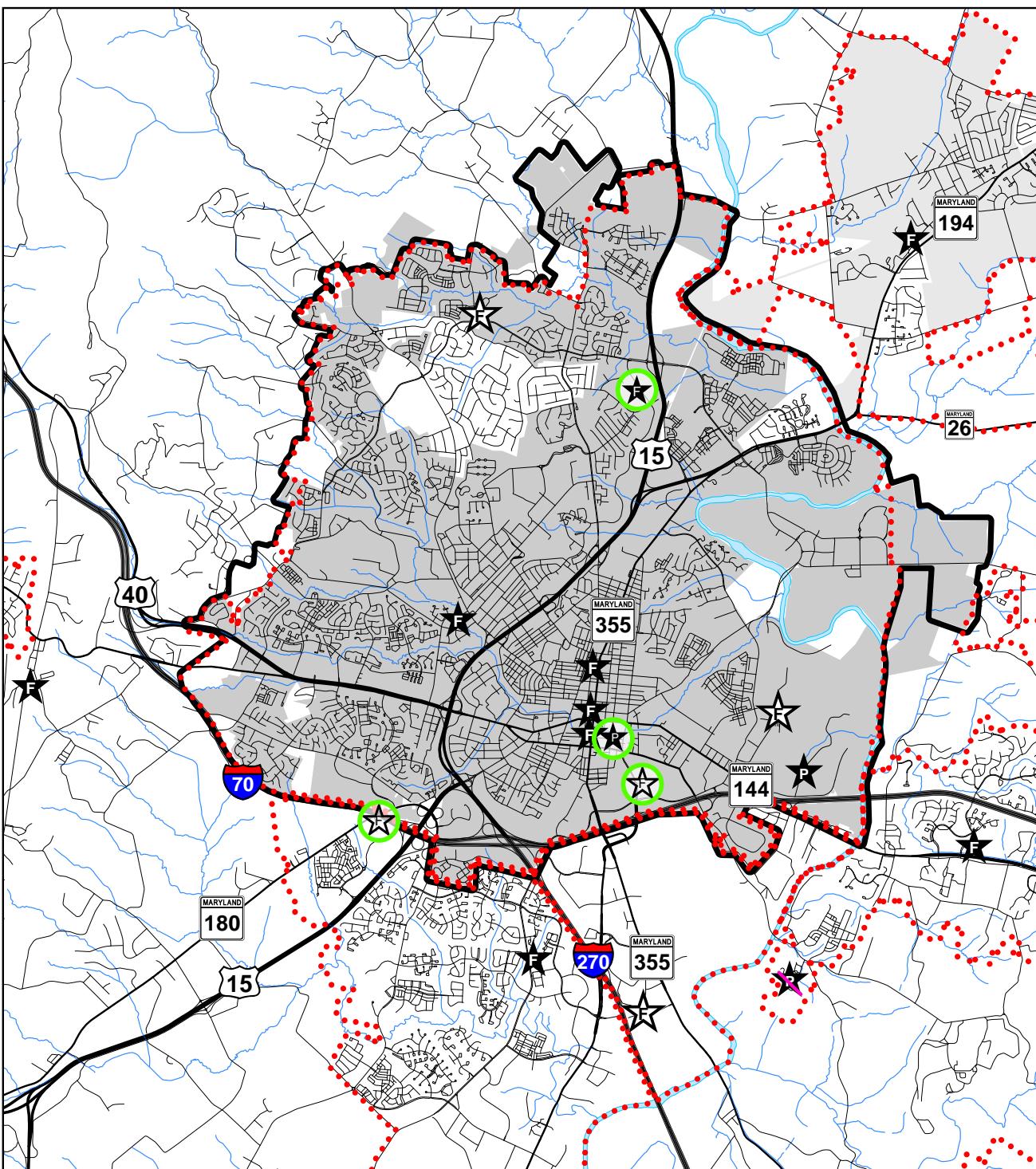
Zoning has been reviewed for consistency with existing and proposed land use designations. No zoning changes are recommended. For the parcels that have been annexed, City of Frederick zoning has replaced County zoning.

Priority Funding Area Map Reconciliation

The Priority Funding Area (PFA) map has been reviewed and no changes are recommended with this amendment. As the City of Frederick annexes parcels, it will determine whether the parcels should be included in the municipal PFA based on their Comprehensive Plan and the State criteria. The criteria are such that there are no areas of County PFA that are impacted by the amendments recommended herein.

Water and Sewer Designation Update

A review of water and sewer designations within the City of Frederick and its growth area has been completed. It is proposed that the water and sewerage classifications of properties currently designated No Planned Service in Areas #4 (Wipenny Tell), #5 (Christoff), #6 (Meadowbrooke), #7 (Willowbrook Road), #8 (Willowbrook Road), #10 (Bloomfields), and #11 (East Commerce Center) be amended to Planned Service.



City of Frederick Community Facilities

0 0.5 1 Miles

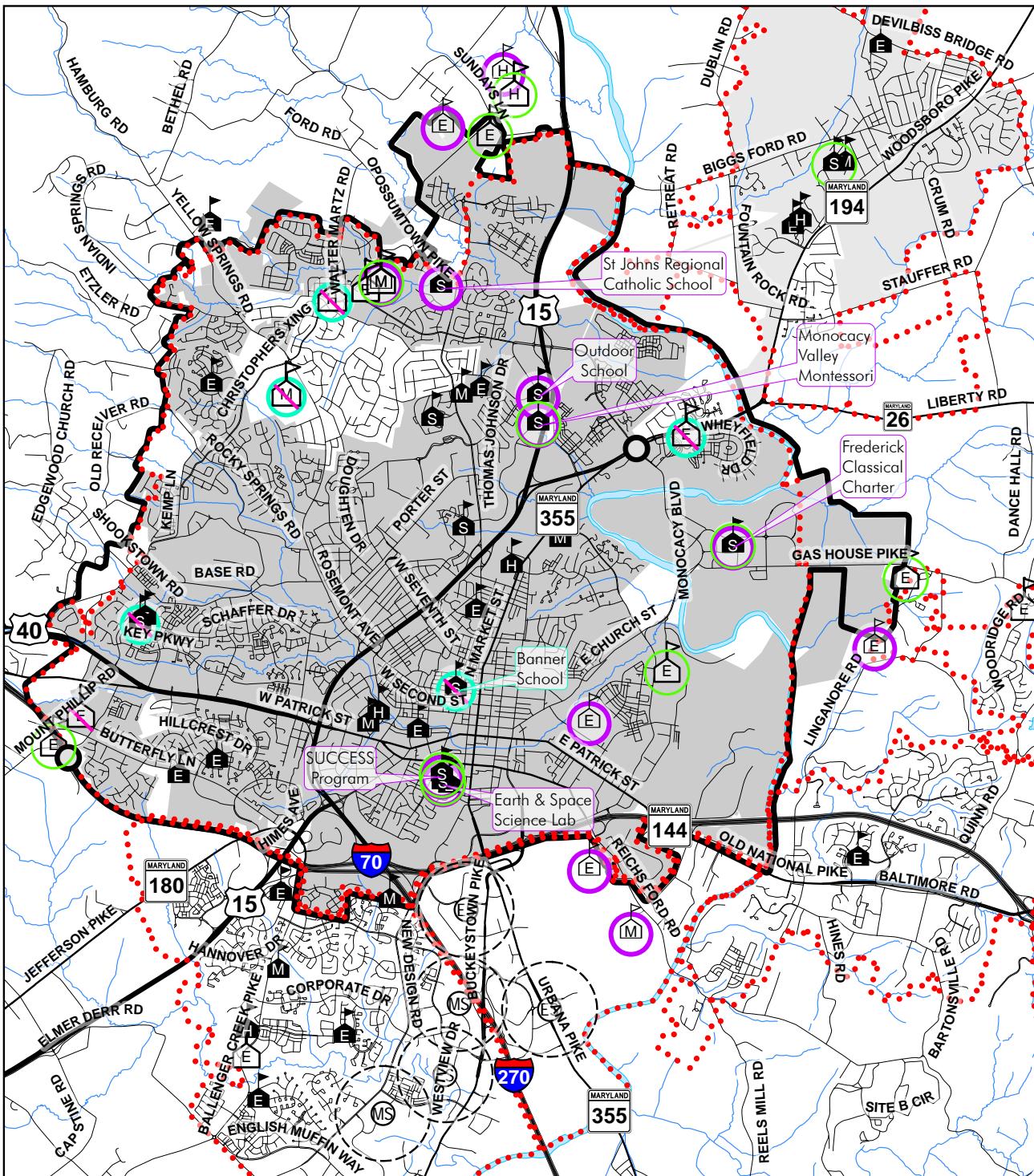
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- City of Frederick
- ▬ City Growth Area
- Proposed Add Community Facilities
- ▬ Proposed Remove Community Facilities
- Existing / Proposed
- ★ / ☆ Fire Station (F)
Police Station (P)

* The symbols for proposed community facilities are not fixed on the specific properties, but identify appropriate general locations.

Map 30: Community Facilities, Public Safety





City of Frederick Community Facilities

N



0 0.5 1 Miles

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City of Frederick

City Growth Area

County Community
Growth Area

Existing / Proposed

Schools

Elementary (E)
Middle (M)
High (H)
Special (S)

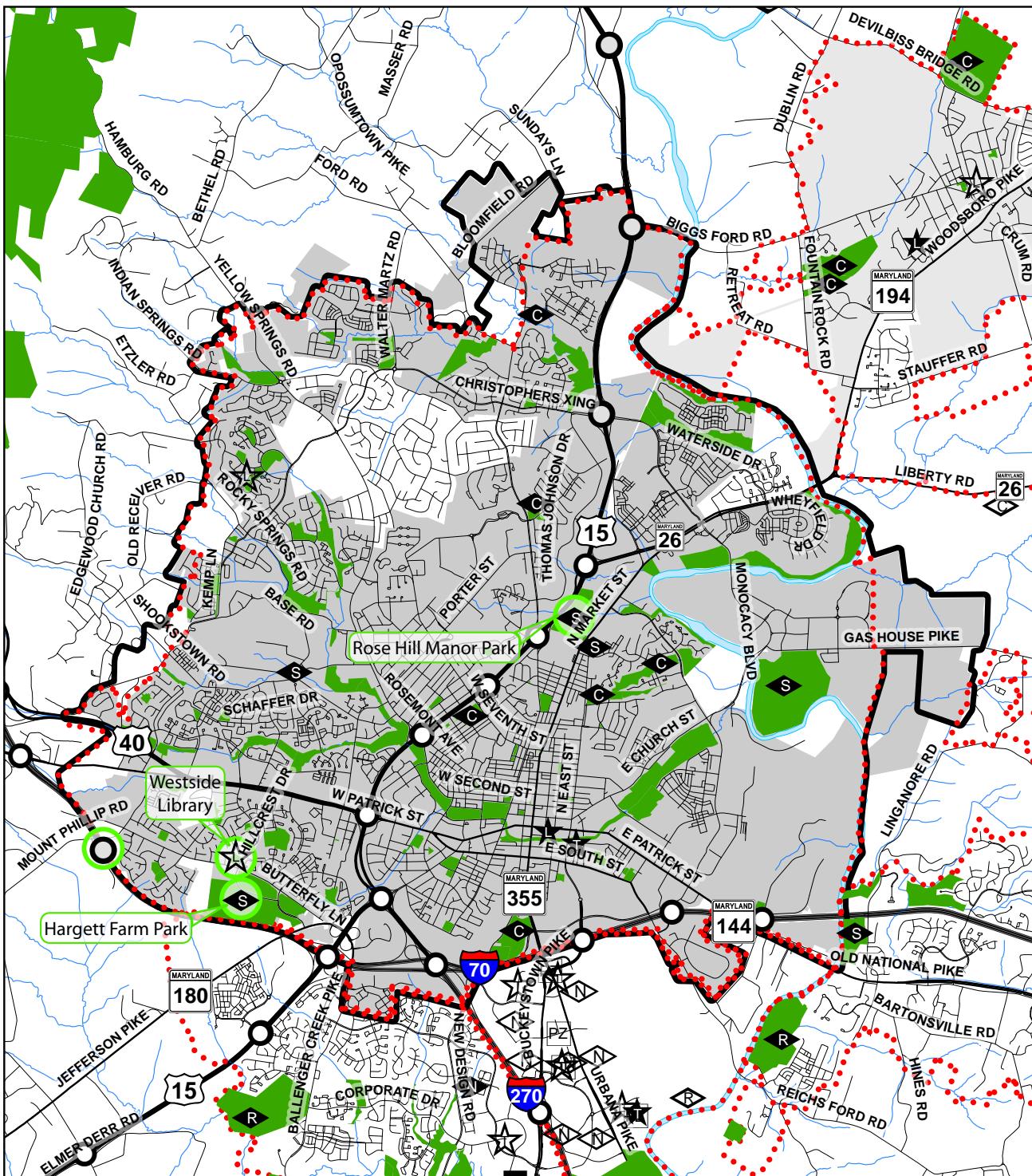
Proposed Add
Community Facilities

Proposed Remove
Community Facilities

City Only
Community Facilities

County Only
Community Facilities

Map 31: Community Facilities, Schools



City of Frederick

Community Facilities

- City of Frederick
- City Growth Area
- County Community Growth Area
- Proposed Add Community Facilities
- Community Facilities Existing / Proposed
- Fire Station (F) / Landfill (LF) / Library (L) / Police Station (P) / Transit Station (T)
- Parks Community (C) / Regional (R) / Special (S)
- Interchange

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Map 32: Community Facilities, Other

Executive Summary



[A brief one or two page summary of the IW2 to be provided at a later date. The following text is a placeholder.]

The Investing in Workers and Workplaces (IW2) Plan is a strategic implementation document developed under the Livable Frederick Master Plan to guide Frederick County's economic development over the coming decade. It addresses the evolving needs of the local economy by focusing on five interrelated themes that collectively aim to expand employment opportunities, strengthen economic centers, improve workforce quality of life, leverage local assets, and enhance municipal coordination.

Theme 1: Expanding Local Employment Opportunities

This theme emphasizes building a diverse and resilient economy by supporting a wide range of industries and job types. It promotes inclusive employment, encourages innovation and entrepreneurship, and aligns land use and infrastructure planning with workforce development. Key goals include expanding knowledge-based industries, supporting agriculture and creative sectors, and increasing local job availability to reduce commuting burdens.

Theme 2: Strengthening Our Economic Growth Centers

The plan prioritizes redevelopment within existing Community Growth Areas (CGAs) to maximize infrastructure investments and reduce environmental impacts. It supports mixed-use development, site readiness for employers, and strategic expansion of the Jefferson Pike Employment District. The theme also calls for improved infrastructure, small area planning, and zoning reforms to foster vibrant, livable economic hubs.

Theme 3: Improving Life for Our Local Workforce

Recognizing that economic success depends on a healthy, stable workforce, this theme focuses on reducing barriers to employment such as lack of childcare, housing, and transportation. It supports expanded career and technical education, lifelong learning, and programs that connect students and jobseekers to sustainable careers. The plan also promotes mixed-use, multimodal communities to enhance affordability and accessibility for workers.

Theme 4: Leveraging Local Assets While Expanding Local Wealth and Resiliency

This theme highlights the importance of Frederick County's regional position, infrastructure, and natural and cultural assets in driving long-term economic resilience. It encourages efficient use of existing systems, protection of community-defining features, and strategic investment in industries where the County holds a competitive advantage. The plan aligns with the County's forthcoming Economic Opportunity Strategic Action Plan.

Theme 5: Municipal Coordination – Nurturing Vital Partnerships

The IW2 Plan underscores the value of collaboration between the County and its twelve municipalities. It promotes shared infrastructure planning, regulatory alignment, and coordinated economic development strategies. The plan includes detailed reconciliation efforts with the Cities of Frederick and Brunswick to ensure consistency in growth boundaries, land use, and public facility planning, reinforcing a unified vision for regional prosperity.

Chapter: Getting Results/ Implementation Guide



HOW TO USE THIS GUIDE

To increase the likelihood that forward progress will be made toward achieving the goals of the IW2, the strategies identified in this document are collected together in this Implementation Guide and are presented in practical sets sorted by their functional approaches.

Each functional set creates a grouping of actions that are related by topic, type of tool used, or deployment timeframe.

It is the recommendation of this plan that the County move quickly on those actions with the greatest chance of achieving short-term benefits for the community, or unlocking the ability to make substantial progress on longer-term goals. In concrete terms, this means that the County should move forward immediately with as many actions listed under the ‘Land Use Initiatives’ as is practical, using the opportunity of this Comprehensive Plan update to do so.

Under the banner of ‘Economic Development Policy’, the County should fully support the 3-year strategic planning effort being undertaken by the Division of Economic Opportunity. When coupled with longer-term strategies identified in the IW2, the County Executive’s Transition Report (2023), and other countywide plans, the Economic Opportunity Strategic Action Plan will allow for a more coordinated and effective approach to improving the local economic environment.

The County should also ensure that any actions with economic development benefits identified in the two primary companion plans currently underway – the Housing Element and the Green Infrastructure Plan – be acted upon with the understanding that their successful implementation further supports improved economic conditions in Frederick County. These planning efforts are called out specifically under the category called ‘Additional Planning’.

Additional Planning

- » Complete the Housing Element of the Livable Frederick Comprehensive Plan and Implement its Key Initiatives
- » Complete Frederick County’s Green Infrastructure Plan Implement its Key Initiatives
- » Complete a Small Area Plan for the Recommended Jefferson Pike Employment District that builds upon existing development and establishes a framework for future employment investments in this expanded growth area
- » Consider IW2 policies and initiatives when developing future small area plans and integrate relevant strategies that support the health of the local economy

Economic Development Policy

- » Complete the current update of the Economic Development Strategic Plan for Frederick County
- » Continue to shift the local real estate tax burden away from residents by expanding the County's business footprint
- » With the Division of Economic Opportunity as the lead, forge a more open and collaborative process among County divisions in future economic planning efforts
- » Continue to prioritize local business innovation that can lead to homegrown economic success

Public Investment

- » Complete public water and sewer studies for planned growth areas to better understand the scale and cost of improvements necessary to support economic development strategies
- » Identify specific public infrastructure improvements that can best unlock the economic value of under-utilized properties in Frederick County
- » Partner with the private sector to invest in education/training programs that are matched with local employment opportunities

Land Use Initiatives

- » Adopt Comprehensive Land Use Plan Amendments proposed in the IW2
- » Adopt Zoning Map Amendments proposed in the IW2
- » Develop and Adopt Zoning Text Amendment to expand the availability of daycare facilities in Commercial/Industrial neighborhoods
- » Develop a new Mixed Use Zoning District that provides the regulatory flexibility to develop neighborhoods that include workplaces, residences, and commercial activities in a more urbanized and compact form

Tracking and Measuring

- » Monitor labor force participation rates in the County and establish public policy that maximizes the skills and knowledge of our residents
- » Continue to monitor and seek to understand the changing workplace in our community and create economic development and land use policies that support the employers and employees of the future
- » Continue to track economic investment in the County and build a refined understanding of how the County can be more supportive of expanding or relocating businesses
- » Track commuting patterns and the general mobility of our local and regional workforce to better understand the impact of transportation systems on the development and redevelopment of our growth centers

IW2



Division of
Planning and Permitting

Livable Frederick Planning and Design Office

Frederick County
Government *Maryland*