


M E M O R A N D U M

June 4, 2020

TO: Education and Culture Committee

FROM: Carolyn Chen, Legislative Analyst 

SUBJECT: **Worksession: Arts & Humanities Operating Support Grants Discussion**

PURPOSE: Review and Make Recommendations for Council Consideration

Expected Participants:

Suzan Jenkins, Chief Executive Officer, Arts & Humanities Council of Montgomery County

Nationwide and in Montgomery County, the arts and culture sector, which includes organizations and individual artists, has experienced a disproportionate negative economic impact as a result of the COVID-19 global pandemic. The purpose of this Education & Culture Committee discussion is to explore specific arts sector relief programs to mitigate the impact of the pandemic, proactively spur recovery efforts to catalyze the County's economy.

Discussion points to consider:

- Initiate an additional round of Public Health Emergency Grants (PHEG) for arts and humanities organizations [~\$1.5M - \$3M]
- Capacity-building funds to Arts & Humanities Council for organization and individual artist initiatives – grant sourcing and coordination, technical assistance grant writing, technology training, website development, online classes with Maryland Institute College of Art, etc. [\$50,000 - \$75,000]
- Matching funding to Arts & Humanities Council for individual artist relief in mini grants [~\$150,000 - \$250,000, range \$1,000 to \$3,000]
- Align arts sector relief efforts with Thrive Montgomery 2050 goals for Design, Arts & Culture
 - Public Arts Trust funding [\$218,000]
 - Strategically expand arts sector to include culinary arts sector and creative class migration investments in key growth areas of Wheaton, Germantown [~\$500,000 - \$1M]

Tracking and Research: COVID-19 Impact on the Arts Sector

Americans for the Arts, the nation's leading nonprofit organization for advancing the arts and arts education, leads the four premier national studies tracking the human and financial impacts of the COVID-19 crisis on the arts. As of June 1, 2020 (see © 1):

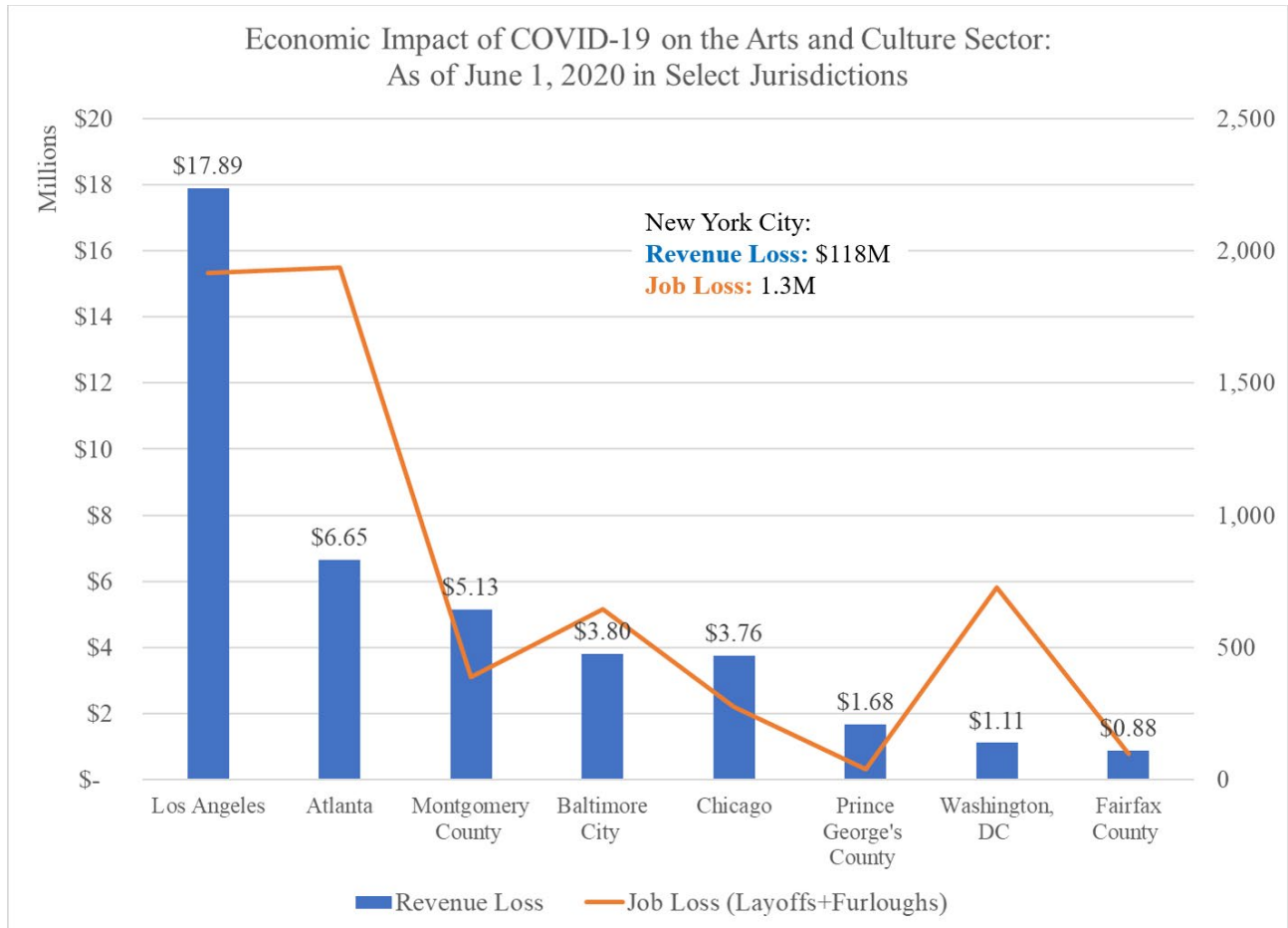
1. *Impact of Nonprofit Arts and Cultural Sector* - Financial losses to nonprofit arts and cultural organizations are an estimated \$5.9 billion.
2. *Impact on Artist/Creative Workers* - 62% have become fully unemployed and the average financial loss per artist/creative worker is \$21,000.
3. *Impact of Arts and Other Activities on Mental Health* (Expected June 2020)¹ - New study designed to strengthen understanding of the mental health impacts of sheltering in place, social distancing, and isolation—and to determine if arts activities buffer against those ill effects.
4. *CARES Act Arts Funding Tracker* - Measures the success of the arts sector in securing eight federal CARES Act relief funding programs. Selected programs and success rates include: Payroll Protection Program (PPP): 79% success rate; Emergency Injury Disaster Loan (EIDL): 40% success rate; Pandemic Unemployment Assistance (PUA): 36% success rate.

The Arts & Humanities Council of Montgomery County conducted a survey released in April 2020 on COVID-19's impact on the County's arts sector (see © 2); includes projected financial losses at 90 days in June 2020 to be ~\$7M.

¹ The study is a partnership between University College London, University of Florida, and Americans for the Arts

Jurisdictional Comparison: Economic Impact on Arts & Culture Sector

- Montgomery County leads in revenue loss among local jurisdictions with Washington, DC and Baltimore City leading in job loss in total layoffs and furloughs as of June 1, 2020.



Jurisdictional Comparison: COVID-19 Relief Programs for Arts Organizations & Individuals

- Comparable jurisdictions in revenue and job loss have a combination of local philanthropy, government support and local arts agency programs; specifically providing mini-grant relief to individual artists (visual arts, dancers, musicians, actors) and to artists who are disabled or immunocompromised or who identify as black, indigenous, people of color, transgender, and/or nonbinary.

Jurisdiction	Local Philanthropy		Government Support
Los Angeles	\$12M raised from philanthropic partners for museums and visual arts organizations ²	\$655,000 raised from philanthropic partners for individual artists ³ Max \$2,000	\$750,000 shifted from developer fees to arts relief by district ⁴ Max \$8,000 for performing arts orgs; \$3,000 - \$5,000 for other arts orgs; \$500 - \$2,000 to individual artists
Atlanta ⁵	\$30,000 raised for arts organizations Max \$5,000	\$50,000 raised for individual artists; \$5,000 raised for African American artists Max \$500	
Chicago ⁶		\$92,000 raised for artists; Max \$300 Additional funds raised for dancers; Max \$500 to \$4,000 Pending fund for musicians to cover lost wages	Raised \$3.3M from local government and philanthropic partners Max \$6,000 – \$30,000 for arts organizations; Max \$1,500 for individual artists

² <https://www.calfund.org/la-arts-covid19-relief-fund/>

³ <https://www.cciarts.org/LAEmergencyRelief.htm>

⁴ <https://www.latimes.com/entertainment-arts/story/2020-05-16/coronavirus-emergency-arts-grants-los-angeles-city-council-approves-using-developer-fees>

⁵ <https://www.artsatl.org/the-artsatl-covid-19-resource-page-information-grants-and-funding-sources/>

⁶ https://www.chicago.gov/city/en/depts/dca/supp_info/covid19_artist.html

- Surrounding local jurisdictions launched singular relief programs usually from one source of funds or a coordination of government and philanthropic funds by the designated local arts agency.
- Montgomery County COVID-19 relief programs include arts sector and individual artists' *access* to the Public Health Emergency Grants Program (PHEG), Telework grants, individual emergency, rent and food assistance compared to programs *designed specifically* for the arts sector.

Jurisdiction	Government/Philanthropic Support
Baltimore City ⁷	\$125,000 raised for individual artists; Max \$500
Prince George's County ⁸	\$50,000 shifted from arts council for individual artists
Fairfax County (VA) ⁹	ArtsFairfax local arts agency; Max \$1,000 - \$5,000 for arts organizations; Max \$500 - \$1,000 for individual artists
Washington, DC ¹⁰	National Endowment for the Arts (NEA) funds; Max \$3,000 for arts organizations; Max \$2,500 for individual artists

⁷ <https://www.promotionandarts.org/arts-council/baltimore-artist-emergency-relief-fund-0>

⁸ <https://www.pgahc.org/artsreliefdonate>

⁹ <https://artsfairfax.org/err-grants/>

¹⁰ <https://dcarts.dc.gov/page/fy-2020-cah-nea-coronavirus-aid-relief-and-economic-security-cares-act-grant-program>

County-Level Economic Development and Planning: Aligning Arts Sector with Thrive Montgomery 2050

- Montgomery County Planning Department is scheduled to brief the Planning Board on June 11, 2020 and the County Council in Spring 2021 on the County's General Plan, Thrive Montgomery 2050 (see © 13). A key goal for the County is to become “nationally recognized as a home to people of diverse cultures and a leader in new ideas and emerging trends in arts and entertainment.”

Thrive Montgomery 2050 Goal 8.5 (Draft June 2020)

Montgomery County is nationally recognized as a home to people of diverse cultures and a leader in new ideas and emerging trends in arts and entertainment.

- *POLICY: Celebrate the county's arts, cultural institutions, and sports and entertainment related businesses as a part of the county's identity and economy.*
 - ACTION: Create a Cultural Plan that leverages the county's diversity and promotes the arts to attract talent and spur economic development.
- *POLICY: Create affordable space for artists and cultural uses by including them in public facilities such as schools, libraries, and community centers, and through other types of public/private partnerships.*
 - ACTION: Update the county's zoning ordinance to further incentivize the provision of affordable space for arts and cultural uses and eliminate regulatory barriers to live-work, home studios, galleries, and other small-scale artmaking activities and creative businesses.
- *POLICY: Ensure that the county's design, heritage, arts and institutions are inclusive and representative of its cultural diversity. Engage underrepresented groups, including youth, in planning for and making public art.*
 - ACTION: Partner with the Arts and Humanities Council and Montgomery County Economic Development Corporation (MCEDC) to create incentives for the creation of smallscale museums and cultural centers throughout the county. Make them low-cost and accessible ways to highlight local history and culture.
 - ACTION: Partner with the Arts and Humanities Council, schools, nonprofits and other community groups to create youth art installations in parks, open spaces and public buildings. Develop programs that foster love of art and creativity among the county's future residents.
 - ACTION: Partner with the Arts and Humanities Council to reinstate the “Art in Architecture” program. Allocate 0.5% of construction costs in all public buildings for public art projects.
 - ACTION: Partner with the Arts and Humanities Council to create and fund programs that provide grants and opportunities for local artists and residents to share their works in public spaces and along streets.

Packet Attachments:

Circle #

Americans for the Arts COVID-19's Impact on the Arts:

[Research and Tracking Update: June 1, 2020](#)

© 1

Arts & Humanities Council of Montgomery County April 30, 2020 Webinar:

[FY21 Advocacy, Survey Results, & COVID-19 Relief Update Presentation](#)

© 2-12

Montgomery County Planning Department June 11, 2020 Briefing:

[Thrive Montgomery 2050 – Draft Vision, Goals, Policies and Actions](#)

© 13-18



COVID-19's Impact on The Arts

Research & Tracking Update: June 1, 2020

The coronavirus has had a devastating impact on America's arts sector. Since the first U.S. case was reported on January 20, 2020 cancellations and closings have taken place at thousands of arts organizations across the country, and two-thirds of the nation's artists are now unemployed. Americans for the Arts leads the four premier national studies tracking the human and financial impacts of the COVID-19 crisis on the arts.

1. Impact on Nonprofit Arts and Cultural Sector

Nationally, financial losses to nonprofit arts and cultural organizations are an estimated \$5.9 billion as of June 1, 2020. They have also lost 231 million admissions due to cancelled events, resulting in a \$7.3 billion loss in event-related spending by audiences at local businesses (restaurants, lodging, retail). The economic impact of these losses is \$2.2 billion in lost government revenue and 377,000 jobs no longer being supported. Findings are based on 12,100 survey responses. ([Survey](#). [Dashboard](#).)

- 96% cancelled events.
- 67% expect this crisis to have a "severe" impact on their organization.
- 29% reduced artistic workforce.
- 24% reduced staff (39% are "likely" to reduce staff).
- 10% are "not confident" that they will survive the COVID-19 pandemic (a potential loss of 12,000 organizations).
- *And yet, 67% are delivering artistic content to raise community spirits and morale.*

2. Impact on Artist/Creative Workers

Artists/creatives are among the most severely affected workers by the COVID-19 crisis. 62% have become fully unemployed and the average financial loss per artist/creative worker is \$21,000, to date. Nationally, they expect to lose \$50.6 billion in income in 2020. Findings are based on 19,100 survey responses. ([Survey](#). [Dashboard](#).)

- 94% report income loss
- 79% experienced a decrease in creative work that generated income (61% "drastic decrease")
- 66% are unable to access the supplies, resources, spaces, or people necessary for their work.
- *And yet, 75% report their artistic practice has been used to raise morale, create community cohesion, or lighten the COVID-19 experience of the community.*

3. COVID-19 and Social Distancing: Impact of Arts and Other Activities on Mental Health

Due to COVID-19, millions of Americans are isolated in their homes. This new study is designed to strengthen our understanding of the mental health impacts of sheltering in place, social distancing, and isolation—and to determine if certain activities buffer against those ill effects (such as the arts). The study is a partnership between University College London, University of Florida, and Americans for the Arts. All are welcome to participate. Initial results are expected in June 2020. ([Survey](#))

4. CARES Act Arts Funding Tracker

On March 27, 2020, Congress passed the \$2.3 trillion CARES Act, with new funding added to replenish popular programs, to financially support small businesses, nonprofit organizations, and gig workers impacted by the COVID-19 pandemic. This Tracker measures the success of the arts sector in securing eight federal CARES Act relief funding programs. Results to date are based on 2,000 respondents. ([Share your experience here](#).)

- Payroll Protection Program (PPP): 79% success rate
- Emergency Injury Disaster Loan (EIDL): 40% success rate
- Pandemic Unemployment Assistance (PUA): 36% success rate

STATE OF THE ARTS AND HUMANITIES

4.29.2020



MISSION

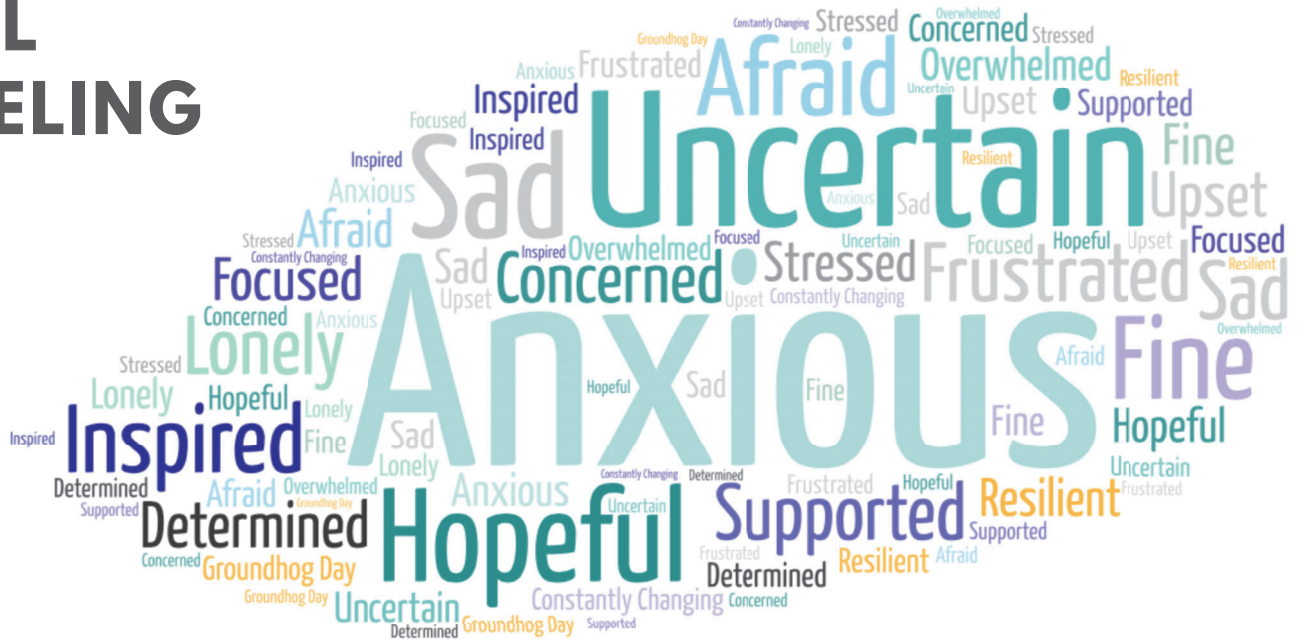
The Arts and Humanities Council of Montgomery County in partnership with the community, cultivates and supports excellence in the arts and humanities, expands access to cultural expression, and contributes to economic vitality in the region.

VISION

Our vision is to provide leadership that sustains arts and humanities organizations, artists and scholars and inspires participation in our County's rich cultural assets.



**WE'RE
ALL
FEELING
IT**



BUT YOU CONTINUE TO INSPIRE



AGENDA

Survey Results

Advocacy & FY21 Budget

Grants Update

COVID-19 Relief Response

Virtual Content & Programming

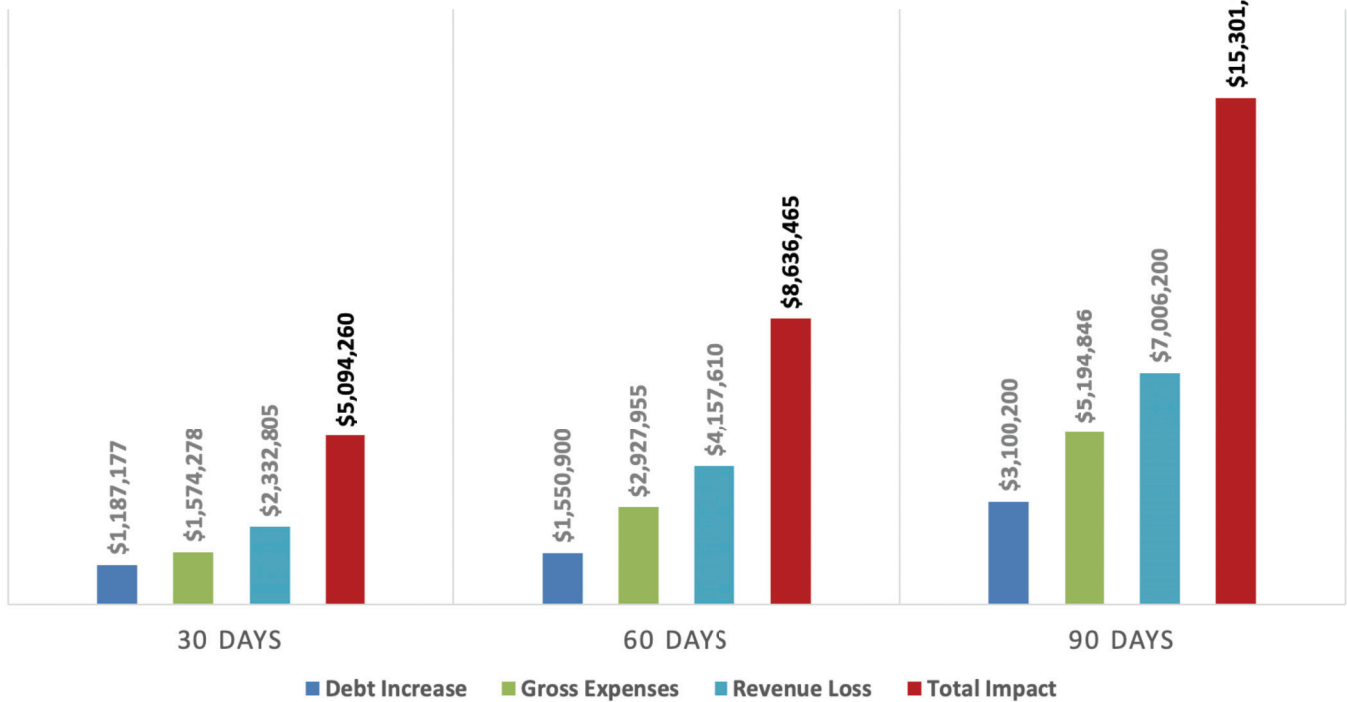
AHCMC | 2020

ARTS & HUMANITIES UNCERTAIN TIMES

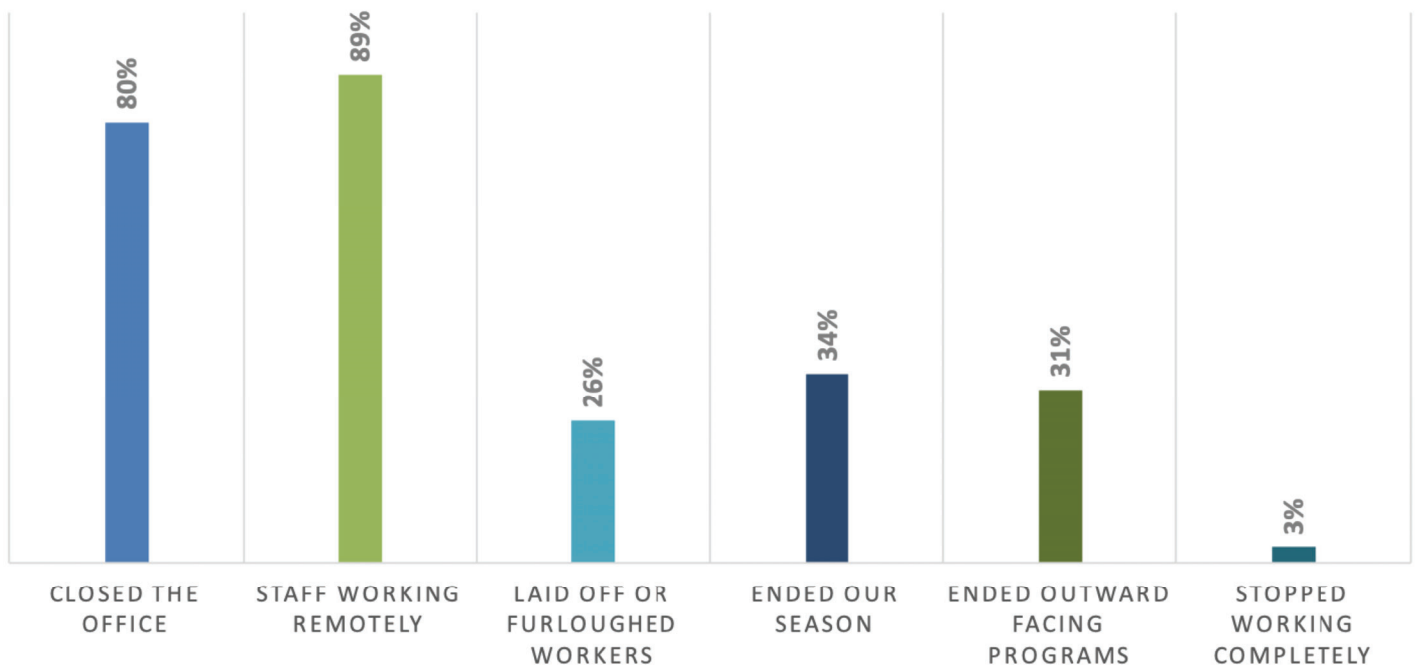


- Vulnerable sector
- Lean budgets
- Loss of earned income = outsized impact
- Fewer jobs at organizations and suppliers
- Canceled performances, exhibitions and events
- Organizational viability and long-term survival
- Serious commitment to staff retention
- Frank conversations with funders, landlords and vendors

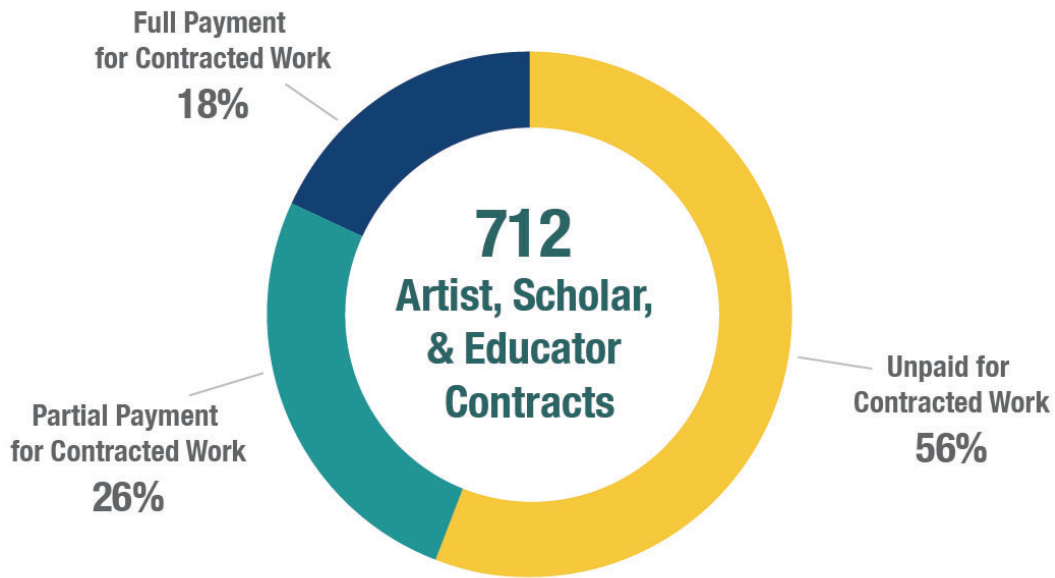
PROJECTED FINANCIAL IMPACT OF COVID-19 ON THE ARTS AND HUMANITIES SECTOR IN MONTGOMERY COUNTY



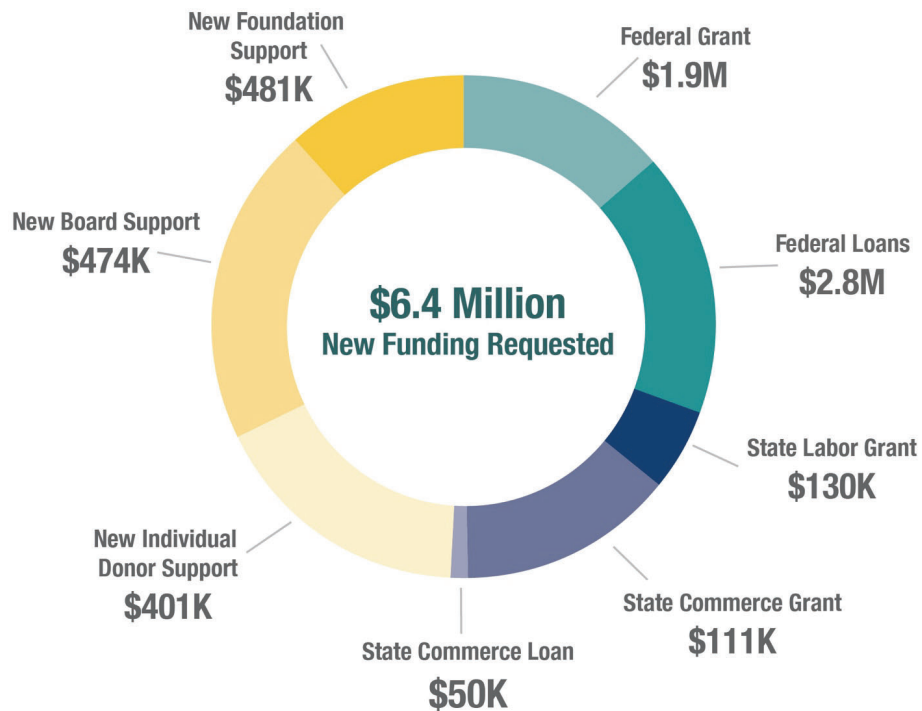
What organizational steps have you taken thus far during this pandemic?



**100% of respondents have cancelled, suspended, or delayed
712 contracts for independent artists, scholars, and educators
they can no longer employ.**



New Funding Requested Due to Covid-19



ADVOCACY UPDATE

FY 2021 Budget

AHCMC | 2020

Impact

The Arts & Humanities Sector in Montgomery County:



Investment



The Arts & Humanities Boost the Local Economy

Average Montgomery County Cultural Event Attendee Spends

\$22.53	
Meals Before or After	\$12.47
Refreshments or Snacks	\$2.48
Transportation	\$2.53
Souvenirs & Gifts	\$2.25
Other	\$2.80

×

3.4 million Attendees

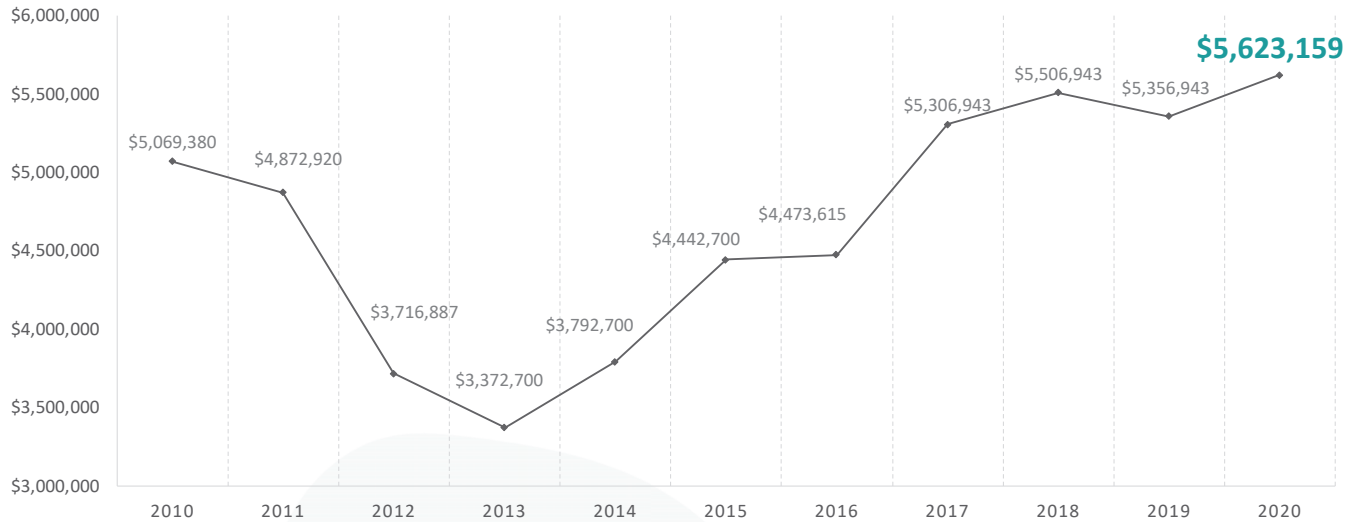


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\$75.8 million
ANNUAL LOCAL SPENDING
by Arts & Humanities Audiences

COUNTY APPROPRIATION

\$5.6 million for FY21

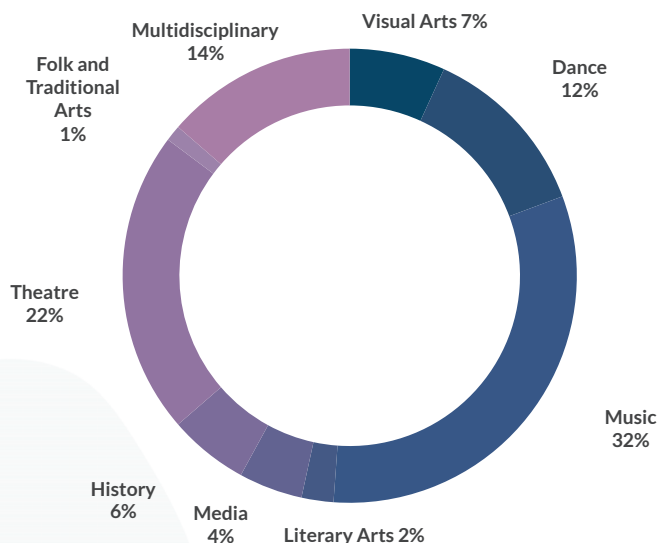


GRANTS DEPARTMENT UPDATE

FY20 COVID-19 Response

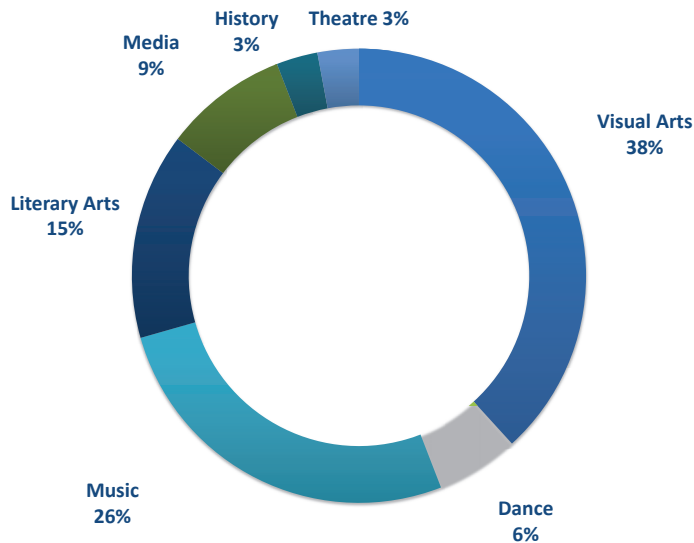
88 ORGANIZATIONS

BY PRIMARY DISCIPLINE



34 INDIVIDUALS

BY PRIMARY DISCIPLINE



GRANTS RELIEF FOR COVID-19

- Expediting FY20 grant disbursements
- Relaxing award policies
- Extending project timelines
- Authorizing changes to project descriptions
- Allowing flexible use of awarded funds
- Providing additional emergency funds



RAISING OVER
\$373,989
FOR COVID-19
RELIEF

1,007 Donors
37 Projects
\$163,032 Matching



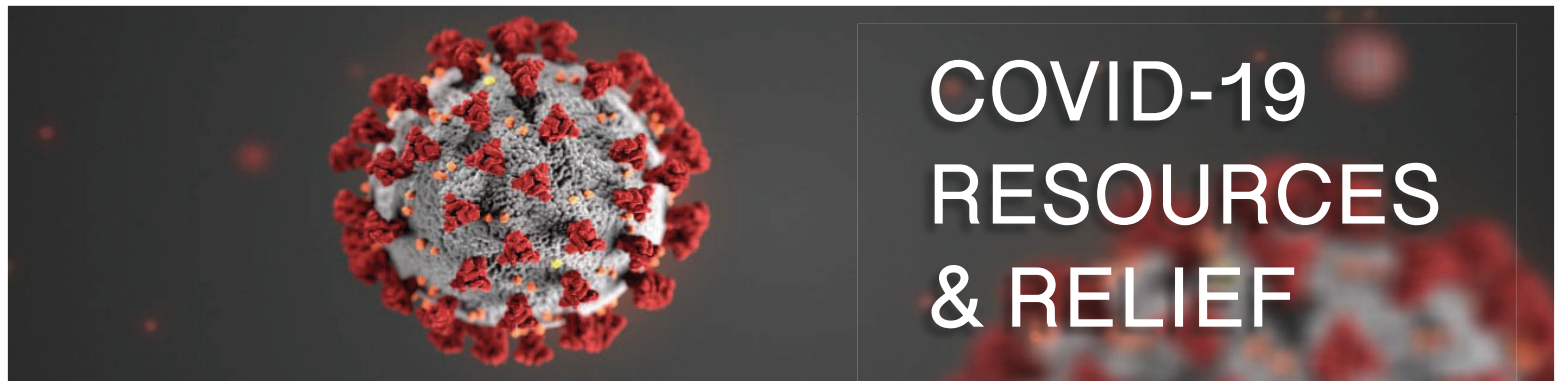
RAISING OVER
\$1.3 Million
SINCE 2013

4,014 Donors
202 Projects
\$50 Median Gift
\$567,884 Matching

CREATIVE VOICES + VIRTUAL HAPPENINGS

CultureSpotMC.com

- Virtual Events & Online Promotions
- Opportunity to Share New Narrative
- 17,000+ Subscriber E-mail List



- ✓ Creativemoco.com
- ✓ Nonprofit Montgomery
- ✓ Americans for the Arts
- ✓ Montgomery County
- ✓ National Service Organizations

Q & A

THANK YOU!

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MCPB
Item # 3
Date: 6/11/2020

Thrive Montgomery 2050 – Briefing on Draft Vision, Goals, Policies and Actions

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Completed: 6/4/2020

Introduction:

Montgomery Planning staff presented the draft Thrive Montgomery 2050 Vision and Goals to the Planning Board on April 16, 2020. The Board asked the staff to be bold and more clearly state the hard choices we will need to make if want to achieve the desired outcomes of a thriving county with strong economy, equitable growth and a healthy and sustainable environment. The Board emphasized the need to shift from a car-oriented suburban development pattern to a more compact, transit-oriented, urban form that will give us a wider choice of travel options, encourage a more active lifestyle for all residents, and be resilient in the face of climate change. Staff also received feedback from community and the inter-agency Technical Advisory Group.

The attached draft Thrive Montgomery 2050 Vision, Goals, Policies and Actions report has two parts:

- Part 1 sets the stage for and provides a conceptual framework to the Thrive Montgomery 2050 Plan's draft recommendations. It starts with explaining what Thrive Montgomery 2050 is all about, provides context and background for where we are today, states why the changes proposed in this Plan are the right approaches for the county in the next 30 years, and delineates an overall vision for the county.
- Part 2 contains detailed information about each of the draft recommendations of the Plan organized in chapters. Each chapter includes a summary of issues and challenges; the Plan's vision for the given topic area and pertinent ideas to the issue; and a draft list of goals, policies and actions. Part 2 also includes a brief outline of the implementation chapter to be included in the Thrive Montgomery 2050 Working Draft (September 2020).

Staff is looking for guidance and comments from the Board about both the main ideas and rationale in Part 1 that provide the basis for the detailed set of goals, policies and actions in Part 2 and for the actual goals, policies, and actions. The goals, policies and actions are the first full draft of specific proposals to be included in the Plan. They will evolve over the next couple of months through feedback from the Planning Board, the community, the Technical Advisory Group and other stakeholders.

Next Steps

Montgomery Planning staff will continue collaborating with the community for ideas and suggestions on the next phase of Plan development: revising the vision, goals, policies and actions based on Planning Board and community feedback.

- In September 2020, Montgomery Planning will publish the first full draft of the Thrive Montgomery 2050 Plan, including an implementation chapter, for public review and feedback.
- In November 2020, the Planning Board will hold a public hearing on the draft Plan, followed by Planning Board work sessions through February 2021 to review public testimony and finalize the draft Plan.
- In March 2021, the Planning Board will finalize the draft Plan and transmit it to the County Executive and the County Council for their review and approval.

Thrive Montgomery 2050 Draft Vision, Goals, Policies and Actions

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space conservation, protect environmentally sensitive areas, respond to climate change and ensure that rural complete communities are compatible with the intent of the Reserve.

Policy 7.4.7: Balance support for an evolving agricultural industry with the conservation of farmland, rural open space and environmental resources in the Agricultural Reserve.

Action 7.4.7.a: Develop recommendations to enhance economic viability and environmental resilience to reflect the evolution in agriculture.

Action 7.4.7.b: Analyze the Montgomery County Zoning Ordinance, including industrially zoned land, to support an evolving agricultural industry. Identify recommendations for flexibility in accommodating industries and services that support agriculture including food processing, distribution, sale, consumption and waste management.

Action 7.4.7.c: Look at and enhance the Transfer of Development Rights and the Building Lot Termination programs to ensure that they continue to fulfill their desired goal of preserving contiguous farmland as well as maintaining the economic viability of farming.

Policy 7.4.8: Establish food production and distribution infrastructure to enable county growers to process their products locally and to reach residents through culinary, grocery and wholesale outlets. This system will increase the competitiveness of farmers and reduce reliance on imported agricultural products and associated carbon emissions.

8. Design, Arts and Culture

Issues and Challenges

Montgomery County is home to one of the most diverse populations in the nation. The county's diversity, however, is not fully represented in its arts and cultural institutions. This deficiency excludes those who have been historically underrepresented based on race and ethnicity, age, disability, sexual orientation, gender identity, socioeconomic status, geography, citizenship status and religion.

The 1964 Plan envisioned a variety of living environments and encouraged "imaginative urban design" to avoid sterile suburban sprawl. As we try to retrofit our existing neighborhoods to be complete communities, good urban design will help resolve conflicts and concerns about the changes in our built environment. These design changes include introducing new housing types in our single-family neighborhoods and creating a more resilient infrastructure in the face of climate change. Major corridors within the county have become auto-dominated traffic arteries, devoid of a sense of place, mostly as a result of poor design decisions regarding land use and urban design. As the county strives to create more places with an emphasis on walkability and opportunities for social interaction, the design of every part of our built environment—buildings, streets, parks and open spaces, public facilities and infrastructure—will need careful attention.

Vision for Design, Arts and Culture

In 2050, Montgomery County is home to diverse cultures and is a leader in new ideas and emerging trends in culture, arts and entertainment. A comprehensive urban design vision strengthens and creates a collection of great towns, cities and rural villages, each with neighborhoods built around a walkable center.

Montgomery County's buildings, public spaces, streets and infrastructure are designed to meet the needs of a changing population and combat climate change. Beautiful buildings frame walkable streets and welcoming public spaces that engage residents in activities that build relationships. All buildings and infrastructure contribute positively to the environment and improve the physical and mental health of users by encouraging an active lifestyle and exposure to nature at various scales. Streets are designed as a part of the public space network, offering a reliable and delightful journey that encourages people to walk, bike or take transit. Public buildings and major infrastructure projects are conceived by world-class designers who work directly with residents to integrate art, showcase local cultures and set a high bar for innovative design.

All residents have a say in how their neighborhoods look and everyone benefits equally from good design. Opportunities to experience art and culture as a part of daily life are equitably distributed. The county celebrates its heritage while welcoming newcomers.

Urban design and planning policies protect vulnerable communities against gentrification and displacement, and the planning process engages all residents in decision making about the future of their communities. Architecture is a problem-solving tool to encourage innovation, increase affordability and provide access to well-designed buildings for everyone.

A strong emphasis on design, arts and culture in Montgomery County makes our communities welcoming, inspiring, connected and fun. Residents, visitors and workers are attracted to the area and support economic development.

Good Design, Art & Culture Build Resilient Places

Montgomery County is one of the most livable places in the country with a high per capita income. It has a wealth of cultural, economic and natural resources. However, these assets that make Montgomery County a great place to live are not equitably accessible to all its residents. In addition, we are facing increased competition regionally to attract jobs and are projected to add 200,000 residents over the next thirty years. All this is set to unfold in a period likely to be marked by increased disruption caused by climate change, technological advancement and a higher frequency of unforeseen events such as the current pandemic.

The way we design our communities will have a great impact on how they fare in this uncertain future. Good design is not a luxury. It must be considered as a critical tool to create resilient places that can adapt to change, be attractive to workers and businesses and house residents in diverse neighborhoods with welcoming public spaces that build social trust.

Design is not just about architecture. It affects all aspects of the built environment—overall land use pattern, infrastructure, public facilities, buildings, open spaces and physical accessibility. We need good design to reflect the cultural diversity of the county in its built environment, provide communal beauty in the public realm and create great places that address the varied needs of a diverse population and bring people together.

As the county strives to emphasize walking, biking and accessibility for people with disabilities and opportunities for social interaction, the design of every part of our built environment—buildings, streets, parks and open spaces, public facilities and infrastructure—will need careful attention. Redevelopment will put pressure on the county's historic resources and require a greater emphasis on preserving them for future generations.

Montgomery County is also home to cultures and people of various ethnicities, races and

backgrounds. We must use our diversity to attract talent, spur innovation through exchange of ideas and create a robust creative economy. Not only do arts and cultural organizations enrich the lives of county residents, they can also become significant contributors to the county's economy. As parts of the county become denser, we must use good design and the arts to create distinct identities for these places that reflect their culture and history. Supporting locally based artists, and offering a variety of music and other entertainment venues will attract patrons and visitors of all ages.

Goals, Policies and Actions

Goal 8.1: Use design to shape Montgomery County as a collection of world class towns, cities and rural villages, with neighborhoods that celebrate their history, geography and culture.

Policy 8.1.1: Use form-based codes, design guidelines and other innovative regulatory tools to ensure future developments across the county respond to their context through massing, architecture, public spaces, landscape and street design.

Action 8.1.1.a: Create a county-wide urban design vision to guide future growth and provide design guidance based on a rural-to-urban transect.

Action 8.1.1.b: Use design competitions for major new civic facilities such as schools, libraries, post offices and fire stations to create the highest-quality public structures that are a source of civic pride. Retrofit existing civic buildings with a goal of design excellence and less dependence on cars.

Goal 8.2: Create and preserve great places with attractive streets and public spaces, inspired urban design and high-quality architecture that delivers lasting beauty.

Policy 8.2.1: Ensure high-quality design for all public and private architecture, infrastructure and open space projects through the use of design guidelines, design advisory panels, design competitions and other tools. Make design excellence a priority, even when cost saving measures are considered.

Policy 8.2.2: Create county-wide or area-specific design guidelines that facilitate the construction of well-designed, accessible, cost-efficient housing at various price points.

Action 8.2.2.a: Create design guidelines focused on projects that deliver high levels of affordable housing. Guidelines should illustrate how great architecture can be achieved at an affordable price point through simple design and new construction technologies that reduce costs.

Policy 8.2.3: Use a variety of existing and new parks and trails to support communities with compact development and sustainable design.

Action 8.2.3.a: Within complete communities, assure that there is a strategic real estate development framework that relates new development to nearby parks and trails.

Action 8.2.3.b: Create design guidelines for high-density sustainable development near parks and trails.

Action 8.2.3.c: Implement the [Energized Public Spaces Functional Master Plan](#)'s analysis tool and implementation framework. Promote an integrated system of parks and public spaces where every resident is within walking distance of an appropriate space for community gathering, physical activity and events.

Policy 8.2.4: Through the regulatory process, incorporate accessible design features such as a no-step entrance, wider doors and barrier-free entrances. These and other improvements in housing will help people age in place, assist those living with a temporary or permanent disability and accommodate populations with mobility limitations.

Policy 8.2.5: Use placemaking activities to engage residents in higher levels of social interaction in public spaces. Create public spaces that are welcoming and encourage all residents to gather and interact in ways that builds a sense of community.

Action 8.2.5.a: Develop placemaking plans that define and highlight distinctive identities for all neighborhoods based on local history and culture. Establish and fund a program that invites communities to submit applications to implement their placemaking ideas within their neighborhoods.

Action 8.2.5.b: Integrate on-the-ground placemaking activities as a part of community engagement for master plans intended to transform infill and redevelopment sites. Include placemaking recommendations in new sector plans, functional plans and studies when appropriate.

Policy 8.2.6: Maximize use of county and state-owned rights-of-way to create more opportunities for active transportation and public use spaces.

Action 8.2.6.a: Encourage walking and bicycling through smaller blocks, narrower streets, buffered bike lanes and sidewalks, the lowest possible auto speeds, and no new surface parking.

Action 8.2.6.b: Adopt a Vision Zero approach with regard to public service vehicles (e.g., purchasing smaller fire engines) so that street safety improvements, quality urban design and public safety are not compromised.

Action 8.2.6.c: Adopt the 8-80 Principle as official county policy. This policy promotes the idea that if all buildings, streets and public spaces are safe and easily accessible for an 8-year-old and an 80-year-old, then they will function well for all people.

Action 8.2.6.d: Create a "Ciclovía" or "open streets" program for the county that facilitates temporary and long-term closures of streets for community events, recreation and play.

Action 8.2.6.e: Create a Parklet program for the county that facilitates the creation of small-scale public spaces to support retail businesses and provide gathering places within rights-of-way.

Goal 8.3: Use design as a tool to avoid and mitigate the negative effects of climate change.

Policy 8.3.1: Maximize the environmental benefits of transit-oriented development by increasing density and removing regulatory barriers such as parking requirements within one-half mile of Metro and Purple Line stations.

Policy 8.3.2: Retrofit the design of single-use commercial developments and car-oriented residential communities to reduce their energy consumption. Promote walking and biking to reduce reliance on single-occupancy vehicles and minimize disruptions caused by a changing climate.

Action 8.3.2.a: Develop a sprawl repair manual for the county that highlights strategies to retrofit the design and mix of uses for single-use commercial areas and car-oriented residential communities. Apply the strategies outlined in the manual on a neighborhood scale. Use the manual as a guide to prioritize capital improvement projects and to implement new and existing master plans and studies.

Policy 8.3.3: Make high-impact sustainability features such as net-zero buildings and district-level energy generation a top priority for the design of structures, blocks and neighborhoods across the county.

Action 8.3.3.a: Create design guidelines, regulations and incentives that help achieve the goal of having all new and retrofitted buildings and projects in the county be net-zero by 2035.

Action 8.3.3.b: Create a funding stream that provides incentives for upgrading existing buildings to minimize their energy consumption.

Action 8.3.3.c: Create an Urban Tree Canopy Assessment and analyze trends from 1990 to 2020. Establish policies to regain and exceed 1990 tree canopy levels. Ensure a countywide net-zero loss of tree canopy through a robust street tree planting program in coordination with bicycle and pedestrian facilities.

Goal 8.4: Make buildings in the county more resilient to disruption through flexible design and high adaptive reuse potential.

Policy 8.4.1: Prioritize the reuse of existing structures where possible through incentives to maintain building diversity, preserve naturally occurring affordable space and retain embodied energy of structures.

Action 8.4.1.a: Partner with DPS and other county agencies to update the County Code to fast track and create incentives for projects that adaptively reuse at least 50% of an existing structure or preserve at least 50% of all existing building materials on site.

Action 8.4.1.b: Update and strengthen the Historic Preservation Ordinance to prioritize adaptively reusing or repurposing existing buildings. Require mitigation and other offsets to benefit arts and cultural uses in the community when demolition is required.

Action 8.4.1.c: Create a program that periodically catalogs building types in the county with a high risk of obsolescence such as suburban office buildings and shopping malls. Promote their conversion and adaptive reuse through design guidelines and ideas competitions.

Action 8.4.1.d: Conduct a study exploring future uses for parking and automobile related transportation infrastructure in the context of impending automation and shared mobility trends.

Policy 8.4.2: Design all buildings and parking structures to be adaptable to changing demographics, technologies, generational and program needs over time. Prioritize resilient design for all buildings and promote ideas through design guidelines that enable buildings and communities to function well during periods of disruption. For example, encourage residential building types in the county to incorporate semi-public spaces such as porches, stoops and balconies that can function well during periods requiring social distancing.

Policy 8.4.3: Encourage trade organizations, colleges and high schools to teach building trades and connect them with local businesses that repair structures and reuse building materials.

Goal 8.5: Montgomery County is nationally recognized as a home to people of diverse cultures and a leader in new ideas and emerging trends in arts and entertainment.

Policy 8.5.1: Celebrate the county's arts, cultural institutions, and sports and entertainment related businesses as a part of the county's identity and economy.

Action 8.5.1.a: Create a Cultural Plan that leverages the county's diversity and promotes the arts to attract talent and spur economic development.

Policy 8.5.2 Partner with private property owners, nonprofit groups, and county agencies to maximize the economic potential of parks and public spaces through programming, activation, placemaking events and updates to operating procedures.

Policy 8.5.3: Create affordable space for artists and cultural uses by including them in public facilities such as schools, libraries, and community centers, and through other types of public/private partnerships.

Action 8.5.3.a: Update the county's zoning ordinance to further incentivize the provision of affordable space for arts and cultural uses and eliminate regulatory barriers to live-work, home studios, galleries, and other small-scale artmaking activities and creative businesses.

Policy 8.5.4: Ensure that the county's design, heritage, arts and institutions are inclusive and representative of its cultural diversity. Engage underrepresented groups, including youth, in planning for and making public art.

Action 8.5.4.a: Partner with the Arts and Humanities Council and Montgomery County Economic Development Corporation (MCEDC) to create incentives for the creation of small-scale museums and cultural centers throughout the county. Make them low-cost and accessible ways to highlight local history and culture.

Action 8.5.4.b: Partner with the Arts and Humanities Council, schools, nonprofits and other community groups to create youth art installations in parks, open spaces and public buildings. Develop programs that foster love of art and creativity among the county's future residents.

Policy 8.5.5: Provide every resident in the county opportunities to experience art and culture daily by making public art an integral part of the public realm and physical infrastructure. Integrate art and interactive design into parks, public spaces and civic facilities like libraries, post offices and schools. Use art and design to reflect the history and unique

characteristics of the place, stimulate the mind and encourage physical activity. Add public art to bridges, noise barriers, bike racks, streetscape elements, etc.

Action 8.5.5.a: Partner with the Arts and Humanities Council to reinstate the "Art in Architecture" program. Allocate 0.5% of construction costs in all public buildings for public art projects.

Action 8.5.5.b: Partner with the Arts and Humanities Council to create and fund programs that provide grants and opportunities for local artists and residents to share their works in public spaces and along streets.

Action 8.5.5.c: Amend the zoning ordinance to make public art a prerequisite of receiving incentive density within the Commercial/Residential and Employment Zones.

Action 8.5.5.d: Host competitions for the design of countywide streetscape elements.

Goal 8.6: Ensure all communities benefit equitably from good design, regardless of their location or demographics.

Policy 8.6.1: Develop and implement tools and strategies to ensure that the quality of design of public and private buildings, streets and public spaces in all parts of the county are equitable and respond to the needs of local residents.

Action 8.6.1.a: Create a design literacy campaign for the county, with a focus on educating residents regarding the positive impacts of equitable and innovative design.

Action 8.6.1.b: Partner with Montgomery County Public Schools to introduce all students to the Thrive Montgomery 2050 vision as a part of the standard educational curriculum.

Action 8.6.1.c: Establish a neighborhood design center within the Planning Department that equitably supports citizens through community-engaged design and planning services for projects identified by neighborhood residents.