Element 6: Economic Development

Goals & Objectives

Goal: Facilitate economic development opportunities that support the local skilled workforce and entrepreneurs, and expand the County's employment tax base.

Objective 1: Support the goals of the Carroll County Department of Economic Development.

Objective 2: Focus on the growth of existing businesses and employment retention, as well as attracting new commercial and industrial enterprises.

Objective 3: Focus on development and redevelopment of existing vacant and underutilized commercial and industrial properties.

Objective 4: Create a positive business and regulatory environment to compete with surrounding jurisdictions.

Objective 5: Promote economic development opportunities that leverage Freedom's natural, cultural, and heritage assets.

Objective 6: Promote development that creates areas with a "sense of place" and "destinations" that encourage interaction among residents and users.

Objective 7: Encourage economic development that provides a broader range of skill levels and earning potential for residents who desire to work and live in Freedom and Carroll County.

Background & Existing Conditions

Economic Development Assets

When considering locating in a particular area, businesses assess a number of factors, including the suitability of the potential workforce, the proximity and type of other businesses in the area, the transportation network and other necessary infrastructure, and the quality of life in the area for potential employees, clients, and customers. Freedom has many assets that make it attractive to a variety of businesses, including:

- Freedom's residents are more educated, earn higher incomes, and live in higher priced homes than the County as a whole, as well as most surrounding jurisdictions.

This provides both a skilled workforce for emerging businesses and demand for a variety of retail and service uses.

- Freedom is one of the County's centers of commerce, with MD 26 and MD 32 bisecting the planning area. The density of work locations in Freedom is primarily concentrated in the vicinity of MD 26 and MD 32 (See EL6_Map 1 on the following page).
- There is relatively little crime, and adequate public safety facilities and manpower to respond to emergency calls. (See Public Facilities and Services Element)
- School capacity in the Freedom area is adequate to accommodate new residents and students, particularly in the next ten years.
- According to the most recent Carroll County Water and Sewer Master Plan[1], Freedom has adequate water supply and sewer service capacity for the next ten years. According to the 2010 Water Resources Element and growth projections, found in the Land Use Element, adequate water and sewer services currently exist, although the County remains proactively engaged in ensuring that future growth can be accommodated.
- Freedom also has numerous parks and recreational opportunities, as well as ample publically-owned conservation land for passive recreation uses.
- Freedom, as well as the County, has been wired with a fiber-optic network to support employment uses and redevelopment.
- The population of Freedom has been growing steadily.
- Freedom's housing vacancy rate has remained low, indicating a stable housing market.
- Finally, business retention in Freedom is relatively high.

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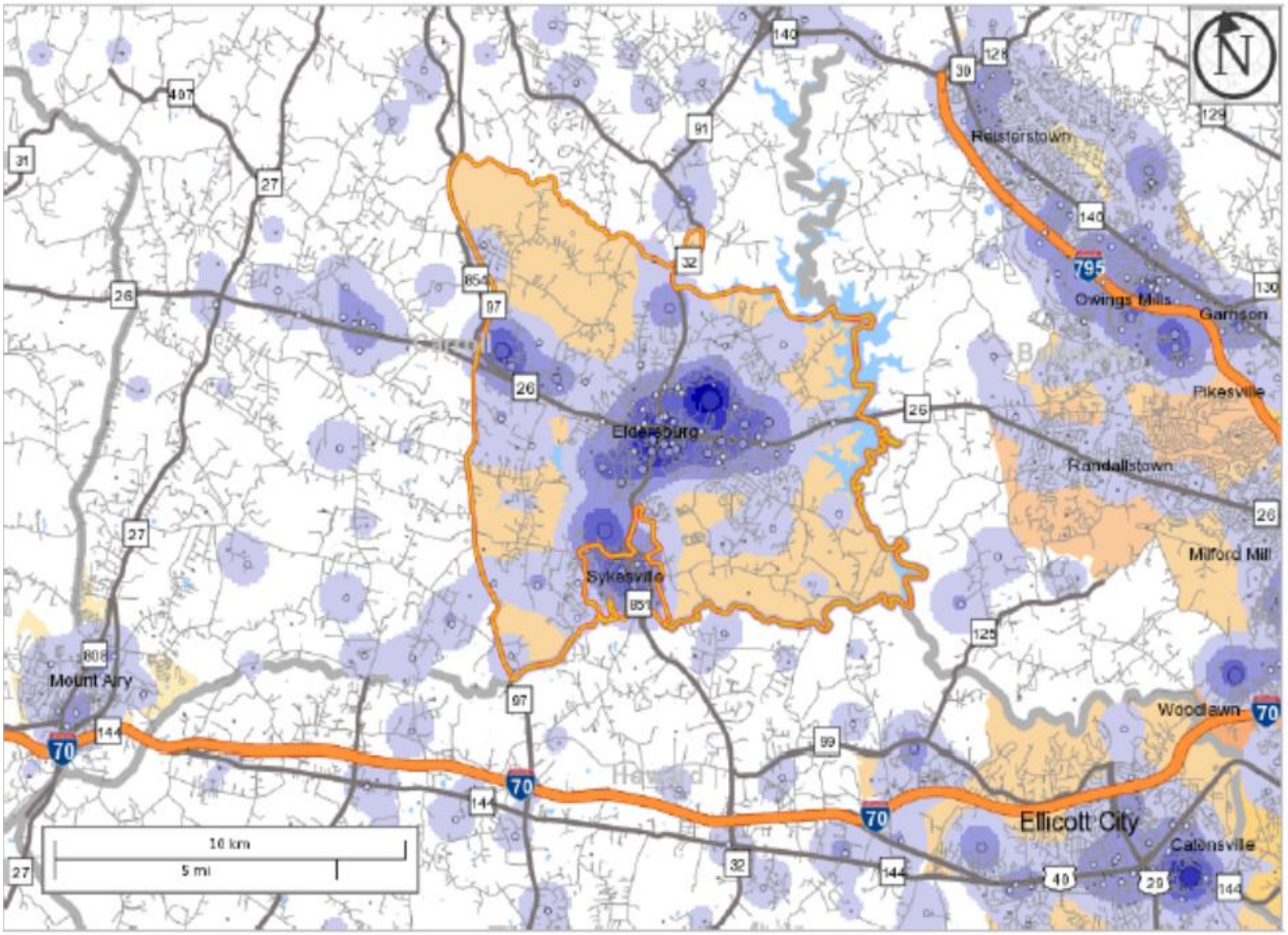
[1] July 2, 2014, p. 88 (projected water supply) and p. 144 (projected sewer capacity).

Counts and Density of Work Locations for All Jobs in Home Selection Area in 2010

All Workers



Map Legend

Job Density [Jobs/Sq. Mile]
- 5 - 32
- 33 - 115
- 116 - 254
- 255 - 447
- 448 - 697

Job Count [Jobs/Census Block]
- 1 - 3
- 4 - 19
- 20 - 63
- 64 - 149
- 150 - 291

Selection Areas
- Analysis Selection

Source: U.S. Census Bureau. Prepared by Baltimore Metropolitan Council.

Major Employers

According to the Department of Economic Development, major employers in Carroll County are in the construction, clothing, education, engineering, government, health services, manufacturing, retirement/assisted living, and warehousing/distributing industries. The County's 29 major employers employ an estimated 15,105 people, with an estimated 51.4% of those employees working regular full time hours. Five of those major employers, Carroll County Public Schools, Springfield Hospital Center, Intergrace – Fairhaven, Northrop Grumman, and GSE Systems, Inc., are located in the Freedom area, including Sykesville. (See Table EL6_1). Other notable businesses in Freedom include Dal-Tile and Ottenberg's Bakery.

Several properties with significant economic development potential are not located in the Freedom planning analysis area, but rather in the Town of Sykesville. These properties, most notably the Warfield Complex, have the potential to be major employment centers in the region, and the catalyst for commercial development throughout the area. The Warfield Complex is an historic property that is envisioned to be redeveloped as a mixed-use commercial office, retail, and residential development.

The U.S. 2012 Economic Census data indicate that a major portion of establishments surveyed in the Eldersburg CDP in late 2012 were professional, scientific, and technical services (17.9%); and health care and social assistance (13.8%). Two relatively new companies of this type located in Eldersburg include Advanced Biotechnologies (ABI) and America's Remote Help Desk (ARHD). As a bedroom community to other major employment centers, a great deal of the commercial development in recent years has also been in the retail (14.2%), food service (10.4%), and other service (9.0%) sectors to serve the needs of the residential community. Freedom has not been home to new large-scale manufacturing or wholesale trade uses in recent years, and these two sectors account for only 2.6% and 4.4% of all establishments, respectively. (See EL6_Fig1).

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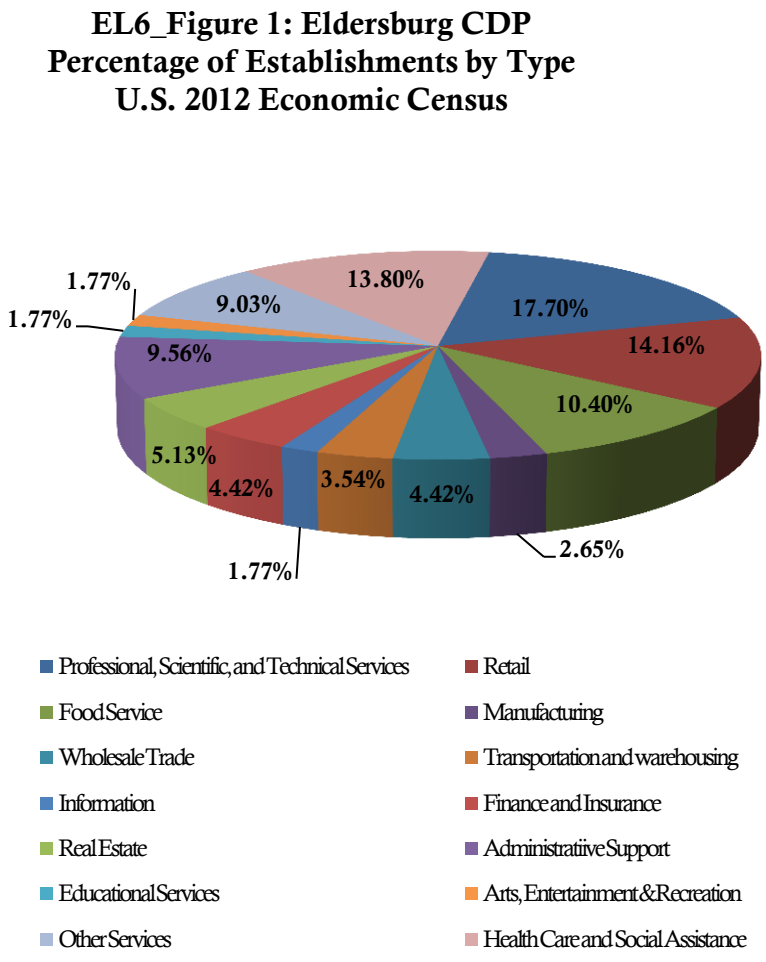
EL6_Figure 1: Eldersburg CDP
Percentage of Establishments by Type
U.S. 2012 Economic Census
17.70%
14.16%
10.40%
2.65%
4.42%
3.54%
1.77%
4.42%
5.13%
9.56%
1.77%
1.77%
9.03%
13.80%
Professional, Scientific, and Technical Services
Retail
Food Service
Manufacturing
Wholesale Trade
Transportation and warehousing
Information
Finance and Insurance
Real Estate
Administrative Support
Educational Services
Arts, Entertainment & Recreation
Other Services
Health Care and Social Assistance

EL6_Table 1: Freedom Area Major Employers

Employer	Location	Product/Service Type	# of Employees	Regular FT Employees
Carroll County Public Schools	Various Locations	Education (K-12)	N/A	N/A
Springfield Hospital Center	Sykesville/Freedom DGA	Mental Health Care	833	810
Intergrace – Fairhaven	Sykesville/Freedom DGA	Retirement/Assisted Living	700	not available
Northrop Grumman	Sykesville/Freedom DGA	Electronic Manufacturing/ Testing	400	400
GSE Systems, Inc.	Eldersburg/Freedom DGA	Technology Engineering	109	109

Source: Carroll County Department of Economic Development, 2015.

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Workforce

Workforce Composition

According to the ACS Selected Economic Data '09-'13, 16,910 people over the age of 16 who live in Freedom are employed, both inside and outside of the area. Approximately 58% of these workers are between the ages of 30 and 54; almost equal shares of the remaining workers (approximately 20%) are either below the age of 30 or above the age of 54 . The unemployment rate is relatively low, particularly compared to surrounding jurisdictions, at 3.1 percent. (See EL6_Table 2) Freedom's resident workforce composition breaks down as follows:

- 52.2% are in management, business, science and arts;
- 21.6% are in sales and office occupations;
- 12.1% are in service occupations;
- 7.4% are in natural resources, construction and maintenance;
- 6.7% are in production, transportation and material moving.

The majority of Freedom's resident workers, 75%, are employed in the private sector, followed by nearly 21% employed by the government, and approximately 5% are self-employed.

Workforce Earnings

Fifty-four percent (54%) of Freedom's households earn $100,000+ annually, including benefits. Freedom's workforce earns comparatively more than Carroll County, the state, and with the exception of Howard County, the surrounding jurisdictions. (See

EL6_Table 2: Unemployment Rate in the Freedom Planning Area & other Maryland Jurisdictions

Jurisdiction/Area	Unemployment Rate
Town of Sykesville	2.1%
Freedom DGA	3.1%
Carroll County	3.6%
Baltimore County	5.1%
Cecil County	6.0%
Frederick County	4.4%
Harford County	5.2%
Howard County	3.8%
Washington County	5.5%
Maryland	5.6%

Source: ACS 5-Year Estimates '09-'13

EL6_Table 3: Workforce Earnings of $100,000 + Including Benefits in Freedom and the Comparison Jurisdictions – Selected Economic Data

Jurisdiction/Area	Households Earning $100,000+ annually including benefits
Town of Sykesville	42.1%
Freedom DGA	54.0%
Carroll County	41.5%
Baltimore County	29.6%
Cecil County	29.3%
Frederick County	41.7%
Harford County	37.8%
Howard County	55.1%
Washington County	21.2%
Maryland	35.7%

Source: ACS 5-Yr Estimates '09-'13

EL6_Table 3) As expected, this correlates to the information regarding Median Household Income presented in Element 5, Table 2.

Workforce Destinations

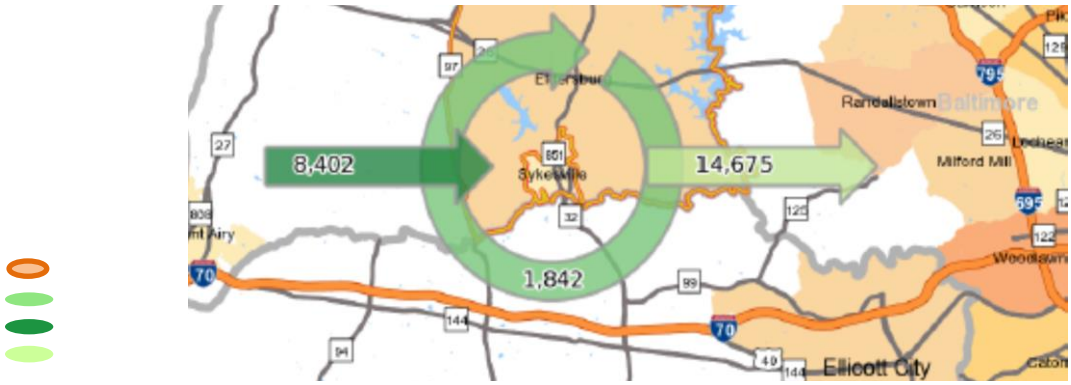
According to Census 2010 and Transportation Analysis Zone (TAZ) data[2], 16,517 workers reside in Freedom, of which 88.8% are employed outside of Freedom. The majority of job destinations are to the south and east of the Eldersburg area, in areas such as Baltimore (8.0%), Columbia (7.2%), Ellicott City (4.1%), Woodlawn (3.1%), Towson (2.8%), and Owings Mills (2.5%). These job destinations of Freedom residents require daily peak hour travel on MD 32 and MD 26.Westminster, to the north, accounts for 2.7% of Eldersburg residents' employment. No other location accounts for more than 2% of all work destinations. Of the 10,244 people working in businesses located in Freedom, 82% live outside of Freedom. (See Table EL6_Table 5 for workforce and employee flows and

EL6_Table 5: Freedom Worker Totals and Flows
Census 2010: Transportation Analysis Zones

Worker Flow	Count	Share
Employed in Freedom	10,244	100%
Employed in Freedom but Living Outside	8,402	82%
Employed and Living in Freedom	1,842	18%
Living in Freedom	16,517	100%
Living in Freedom but Employed Outside	14,675	88.8%
Living and Employed in Freedom	1,842	11.2%

Source: U.S. Census Bureau, Center for Economic Studies, 2010

EL6_Map 2: Inflow/Outflow of Jobs in Freedom, 2010



Note: Overlay arrows do not indicate the specific directionality of worker flow between home and workplace.
Source. U.S. Census Bureau, Center for Economic Studies, 2010

[2] 2010 census data and Transportation Analysis Zones (TAZs): 00000967 - 00001065. Note: The TAZs do not match the Eldersburg CDP boundaries precisely; however, they provide a useful approximation of workers and commuter data that correlates with the Freedom Planning Area.

EL6_Map 2 for the inflow and outflow of workforce and employees in Freedom).

Workforce Travel Times

The majority of workers who reside in Freedom, (almost 57%) commute between10 and 24 miles to work. Approximately 21% of Freedom's workers commute less than 10 miles to work, which includes the estimated 665 workers, or 4.0% of the total employed residents of Freedom who work from home. Almost 18% of all workers travel between 25 to 50 miles to work. (See EL6_Table 6) For frame of reference, Columbia is approximately 22 miles from Eldersburg; Baltimore City is approximately 26 miles; Fort Meade is approximately 30 miles; and Washington, D.C.is approximately 50 miles from Eldersburg.

Median travel times for resident workers in Freedom and Carroll County are among the highest in the region, compared to Baltimore, Cecil, Harford, Howard and Washington counties, although the margin between Freedom and Washington County is only 6 minutes. (See EL6_Table 7) The median travel times of all the comparable jurisdictions are between 28 and 35 minutes, which is typical of suburban communities, but higher than the national average, which is 25.4 minutes. Factors that influence travel time include not only the distance between home and work, but the capacity and condition of the roads, as well as the level of congestion during peak travel times.

EL6_Table 6: Freedom Workers' Distance Traveled Census 2010: Transportation Analysis Zones

Distance	Count	Share
Less than 10 Miles	3,491	21.1%
10 to 24 Miles	9,353	56.6%
25 to 50 Miles	2,951	17.9%
Greater than 50 Miles	722	4.4%
Total Jobs	**16,517**	**100%**

Source: U.S. Census Bureau, Center for Economic Studies, 2010

EL6_Table 7: Median Commute Times in Freedom & Other Maryland Jurisdictions

Jurisdiction/Area	Median Commute Time (minutes)
Town of Sykesville	32.9
Freedom DGA	35.4
Carroll County	34.8
Baltimore County	28.8
Cecil County	29.5
Frederick County	34.6
Harford County	31.8
Howard County	30.6
Washington County	28.1
Maryland	32.0

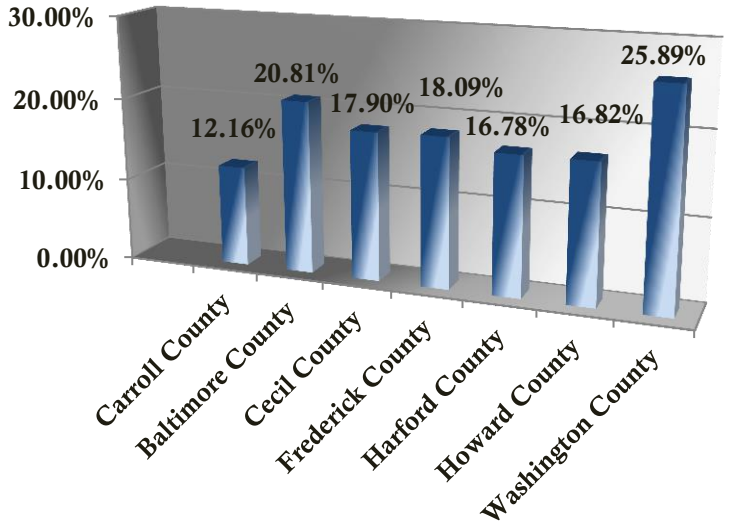
Source: ACS Selected Economic Characteristics 5-Year Estimates '09-'13

Expansion of, and improvements to, Freedom's roads, particularly MD 26 and MD 32, would alleviate the burden of these travel times on Freedom's residents. More importantly, improvements to these major roads would facilitate the migration of workers into Freedom, and would also attract employers to the area. These improvements are therefore an integral element of an overall economic development strategy.

Commercial and Industrial Tax Base

A strong and vital economy is essential to the fiscal sustainability of any community. Real property taxes, from all types of property, account for almost one-half of all Carroll County revenue.[3] This revenue is used to fund a myriad of County services, including schools, public safety, recreation, roads, citizen services, and general government functions. A strong commercial/industrial base can relieve the tax burden on residents. Conversely, a relatively small commercial/industrial base increases the burden on residential taxpayers, often constraining the level of services that can be offered at a given tax rate. For every tax dollar contributed to Carroll County's revenue for a typical residential unit, more than one dollar is spent for facilities and services. This is not unique to Carroll County or Freedom. Virtually all nationwide studies support this conclusion. For every tax dollar collected from residential properties, between $1.15 and $1.53 is returned in the form of local government services, primarily because of the cost of public schools.[4] On the other hand, for every tax dollar collected from commercial/industrial land uses, between $.35 and $.65 is returned in the form of government services, indicating the provision of fewer public services for this land use. While these dollar figures do not take into account specific types of development in each land use category, amenity value, the interaction of multiple land uses, or traffic and environmental impacts, they provide a framework for assessing the

EL6_Figure 2: Commercial & Industrial Tax Base Percentage of Total Tax Base Freedom & Surrounding Jurisidictions (2015)



Source: Carroll County Adopted Budget, Operating Budget FY 2016,

3 Adopted Operating & Capital Budget - FY 16

[4] Source: Urban Programs Resource Network.

desirability of broad land use categories. In Carroll County, commercial and industrial uses accounted for 12.16% of the property tax base in FY2014, and in Freedom, commercial and industrial land uses accounted for 10.37%[5] of Freedom's property tax base. The commercial and industrial tax bases in Freedom and Carroll County are the lowest among the surrounding jurisdictions. (See EL6_Figure 2) As stated above, this shortfall places a heavier burden on the homeowners of the County.

Current Land Use

As discussed previously, a number of properties designated in the 2001 Freedom Community Comprehensive Plan as industrial and residential along MD 26 and MD 32 have been or are in the process of being developed as commercial businesses. Currently, 12% of the land designated for industrial purposes in the 2001 Master Plan is used for business, retail and other commercial uses. This includes a number of conditional uses that have been approved by the Board of Zoning Appeals (BZA) for commercial purposes. There have also been a number of rezonings to the B-NR and B-G districts, primarily in the MD 26 and MD 32 corridors. (See EL6_Map 3) The recent rezoning of parcels within these areas reflects the growing demand for commercial uses to support the residential population. The rezoning requests have been granted partially based on findings of consistency with the concepts expressed in the 2001 Plan. The 2001 Plan also described that while there was a shortage of employment designated land generally throughout the County, there was an even greater shortage of commercial land available within Freedom. In 2001, less than one percent (0.9) of Freedom was designated for commercial or business uses.

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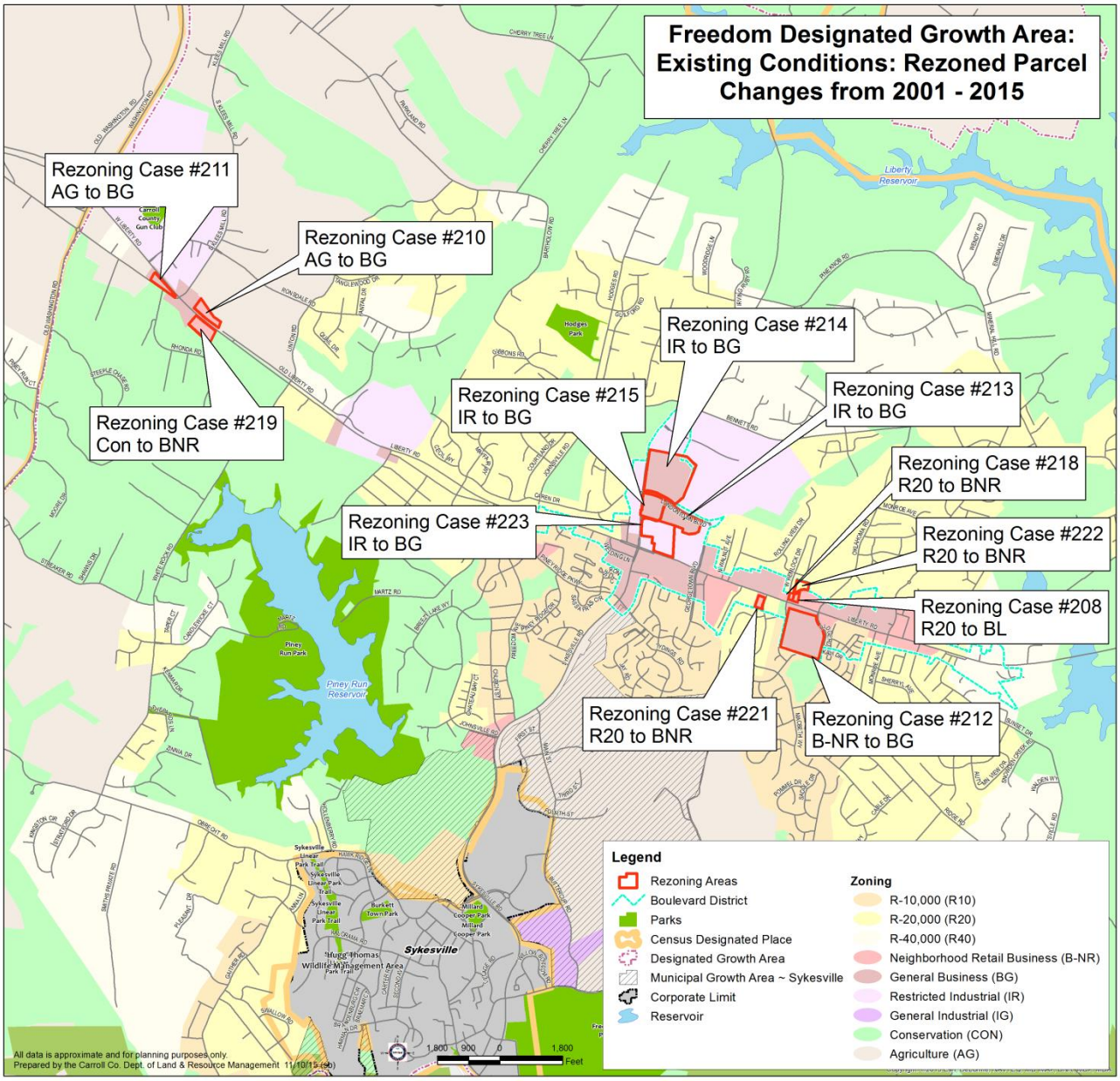
[5] Source: Carroll County Office of Management and Budget.

Freedom Area Approved Commercial Rezoning Requests Since 2001

Case Number	Request	Name	Location
208	Residential 20,000 to Business Local	M&I Properties LLC	1708 Liberty Rd Eldersburg north side of Liberty Rd (Rt 26 ~150 ft east of W Hemlock Dr)
210	Ag to Business General	44 Liberty LLC	44 Liberty Rd Sykesville 700 ft SE of Klee Mill Rd
211	Ag to Business General	Virginia W Marriott	100 West Old Liberty Rd southwest intersection of Liberty & Old Liberty Rds
212	Business Neighborhood Retail to Business General	Carrolltowne Mall	South side of Liberty Rd, MD Rt. 26, and west side of Ridge Rd.
213	Industrial Restricted to Business General	Mainstreet Eldersburg	South side of Londontown Boulevard, East of Bevard Road
214	Industrial Restricted to Business General	Eldersburg Marketplace	North East corner of Sykesville Road (MD 32) and Londontown Boulevard
215	Industrial Restricted to Business General	Bevard Square, Lot 1	South East corner of Sykesville Road (MD 32) and Londontown Boulevard
218	Residential 20,000 to Business Neighborhood Retail	Opossum Hollow, LLC	North side of Liberty Road (MD 26), east side of West Hemlock Drive, and south side of Dickenson Road
219	Conservation to Business Neighborhood Retail	Long Reach Farms Inc. Property	South side of MD 26 and north side of Rhonda Road
221	Residential 20,000 to Business Neighborhood Retail	Bonnie Brae	Southwest corner of MD 26 and Bonnie Brae Road
222	Residential 20,000 to Business Neighborhood Retail	Track Z-1	Dickenson Road and Hemlock Lane
223	Industrial Restricted to Business General	Wal-Mart	1320 Liberty Road

A number of additional property owners of property along MD 26 and MD 32 have expressed interest in rezoning their properties. These properties will be considered for rezoning through a comprehensive zoning process, which occurs after the update of a master or community plan.

EL6_Map 3: Rezonings to Business Districts, 2001 - 2015



Assessment of Employment Potential

A comprehensive assessment of the County's employment land and needs was conducted by Parsons Brinckerhoff (PB) in 2007. This study evaluated trends in regional and local commercial land development, and analyzed factors that could hinder successful economic

development. The study included projections of the number of jobs that could be expected to be created in Carroll County through 2030. Based on the emerging economic opportunities identified, PB concluded that jobs in Carroll County could increase by approximately 50%, from 80,000 to 120,000. It was concluded that this would only be possible if appropriate land is zoned for non-residential development, and if the County makes the investment necessary to serve these areas with water and sewer service and adequate roadways. The presence and severity of environmental features was also considered a limiting factor.

The study further assessed the areas in the County that were in the best position to meet the projected demand for employment. Freedom, particularly the MD 26 and MD 32 corridors, was identified. Of the 41,125 projected new jobs, 25% were projected to be in the MD 26 corridor and 11% in the MD 32 corridor. It was estimated that the projected acreage requirements to accommodate these new jobs is 1,155 in the MD 26 corridor and 490 acres in the MD 32 corridor. According to recent Buildable Land Inventory calculations, undeveloped, non-residential land in Freedom is approximately 35% short of the projected need. This assessment does not take into account the specific zoning categories of the land or the size of the parcels. However, it provides a guide as to whether or not Freedom's land use, and by extension, zoning, lays the groundwork and provides the implementation measures to accommodate potential economic development opportunities in Freedom. Based on the current land use numbers, Freedom is significantly short of meeting the non-residential lands recommended by the PB study.

Summary of Assets, Employers, Workforce, Tax Base, and Employment Potential

Freedom, which is one of Carroll County's Designated Growth Areas, has a number of attributes that make it attractive for future economic development. Its location, educated workforce, concentration of high-income residents, availability of water and sewer capacity and other public facilities, and existing commercial corridor make it the ideal location to grow the County's commercial tax base. The land necessary to accommodate some new commercial uses exists, but not to the extent deemed necessary.

The transition of Freedom's 1977 vision from an industrial employment center to a service, retail and commercial employment center is evidenced by the changes in land use over the past 35 years. The majority of jobs are in the various service sectors, including professional, health care, retail and food services. The concept in the original 1977 Freedom Comprehensive "Mini" Plan was for some portions of MD 26 to develop commercially, but not in a continuous strip. However, as a result of market forces, many properties in the corridor envisioned and zoned for residential and industrial uses now contain commercial land uses. The number of approved conditional uses within the MD 26 corridor

demonstrates the need to re-examine land use designations of developed properties within the vicinity to reflect the uses that are actually in place.

Additionally, while the representation of commercial development in Freedom appears to provide diverse employment opportunities, the job market in Freedom does not necessarily allow for local citizens to work in the community in which they live. This is evident in the data regarding travel distances and times, and the fact that the majority of residents, 88.8%, are commuting outside of Freedom, and the County, to work. Additionally, most of Freedoms' workers, 82%, live outside of Freedom. In addition to the relevance of these facts to employment opportunities for residents in Freedom, they also highlight the importance of the improvement of the transportation system to the vitality of the local economy.

Freedom falls short of the County's goal of 14%[6] for the commercial and industrial property tax base, at 10.37%. This is notable since as one of the County's nine DGAs, Freedom is targeted for a greater share of all types of development.

Economic Development Needs

Employment

The vast majority, almost 90%, of employed Freedom residents travel outside of the area to reach their employment destinations. Another way to measure the balance between commercial and residential development is the ratio of jobs to housing. With a higher proportion of jobs, residents in the workforce have a greater opportunity to live and work in the same jurisdiction. According to the 2014 Carroll County Master Plan, the County's jobs-to-housing ratio, 1.37 in 2010, was second to last in the region only to Harford County. Howard and Montgomery County's ratios surpassed Carroll County's by a wide margin, at 1.81. In Freedom, the 2010 ratio of 10,244 jobs to 10,549 households is .97, meaning there are more households than jobs. An increase in the employment opportunities within Freedom would benefit existing residents, and serve to attract future residents to the area.

Furthermore, national employment trends, as well as recent commercial growth in the Freedom area, indicates a need for less heavy industrially-zoned land, and a greater need for appropriately zoned light industrial and commercial property within Freedom. This is particularly true in the MD 26 corridor.

Services

As recommended in Element 5: Housing, the Freedom area is envisioned to be home to residents of all ages with a variety of service needs. These needs, which will include health

[6] The Carroll County Department of Economic Development.

care, business services, retail, restaurants, and other services, could be met within the Freedom community. This need was expressed during the community outreach process, particularly for more of a variety of service establishments, including a hotel.

Tax Base

As stated in the 2014 Carroll County Master Plan, the County's objective is to improve the disparity in the tax base, and to increase the ratio of the commercial and industrial tax base in order to reduce the tax burden on the county residents. As the largest Designated Growth Area, raising the ratio in Freedom is integral to this strategy.

Sense of Place

Throughout the citizen outreach process, the residents of Freedom noted the lack of a "town center" in Eldersburg and expressed a desire for more of a "sense of place" in the commercial corridors. While "sense of place" is not definable, it may be described as a place that has an identity or character that is strongly felt by residents. The problem is exacerbated by the fact that the majority of the MD 26 corridor, which bisects the area, is already developed. A cohesive vision for design improvements is therefore difficult to achieve. However, there remains a desire for scale-appropriate, pedestrian–friendly places, which could possibly be accomplished as economic redevelopment occurs.

Economic Development Resources Assessment

Land Use and Zoning

Land use designations and zoning regulations are among the most significant implementation tools that local government has to influence economic development. Successful economic development efforts largely depend on ensuring that suitable land is available and accessible. During the 2014 Carroll County Master Plan approval process, three commercial land use designations were approved. The new commercial land use designations replace the two former business designations. The three commercial land use designations that are now in place in the County are:

> ***Land Use Terms***
>
> Existing (Actual) Land Use – Current use of land - i.e., residential, commercial, industrial, institutional, conservation, etc.
>
> Future (Designated) Land Use – land use envisioned by a master plan and forms the basis for future zoning.

- Commercial - Low Intensity
- Commercial - Medium Intensity
- Commercial - High Intensity

See Appendix A for an explanation of the new land use definitions.

The three new commercial land use designations will be the basis for three new commercial zoning districts that will replace the B-NR (Business Neighborhood-Retail) and the B-G (Business General) zoning districts. These three zoning districts will provide the implementation tool to better represent the type of commercial development that is on-the-ground, and to better plan for future commercial development throughout Freedom and the County.

The Carroll County Department of Economic Development

The Carroll County Department of Economic Development promotes Carroll County as an ideal location for prospective industries and businesses. The goals of the Department of Economic Development include:

- Increasing the commercial/industrial tax base and number of quality jobs;
- Supporting the development of new technology and the growth of residential industries;
- Increasing tourism in Carroll County and supporting the efforts of local tourism related businesses; and
- Assisting Carroll County businesses with workforce development needs, and citizens in finding employment opportunities. [7]

The Department of Economic Development utilizes numerous tools, including financing incentives, regulatory agency assistance, workforce training and development, business advocacy, and site identification and tours to accomplish its goals. For more information about economic development opportunities in Freedom and in Carroll County, see the Department of Economic Development's website.

Recommendations

Economic development is primarily dependent on private sector forces, as well as national and regional factors, but the tools must be in place to facilitate the County's vision. The County can contribute to the attainment of its economic development objectives through the following actions:

1. Look for opportunities to increase the amount of land in the commercial and light industrial districts in the areas targeted for economic development.

[7] Carroll County Adopted Operating and Capital Budget FY16-21

2. Continue to aggressively pursue capacity improvements to MD 32 and MD 26 in order to reduce the travel time for Freedom residents working in areas to the south and east, for employees in Freedom commuting from outside the area, and for the more efficient movement of goods into and out of the area.

3. Ensure that local road connections are made and service road options are adequately explored and, if determined feasible, implemented, so that the road network enhances economic development opportunities within Freedom.

4. As recommended in the 2014 County Master Plan, ensure that the development review process for industrial and commercial development is predictable, consistent, and evenly applied to make Carroll County more attractive to existing and potential businesses.

5. Conduct a comprehensive, comparative analysis of the economic development policies, regulations and strategies in Carroll County and the surrounding jurisdictions.

6. Work with the Department of Economic Development to conduct an analysis of the businesses in Freedom to ensure that the businesses are adequately and appropriately meeting the needs of the residents.

7. Consistently maintain the adequacy of water and sewer capacity in the Freedom area to accommodate the increased commercial development proposed in this Plan.

8. Since economic development is closely tied to the adequacy of the transportation network, continue to improve and enhance the movement and conveyance of people and materials within Freedom's transportation network.

9. Continue to work closely with the Town of Sykesville and the Warfield Development Corporation to facilitate a development strategy for the Warfield Complex, and support the development of the Warfield Complex by designating complimentary land uses adjacent to it.

10. Address the visual appearance and lack of "sense of place" in Freedom's commercial corridors (MD 26 and MD 32) by working with the development community to address citizens' concerns, jointly developing policies that may be implemented through the development review process, possibly by incorporating development criteria or standards for specific uses.

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