



Vision 2030 Community Choices Draft Summary of Core Values, Vision Statements and Strategies

COMMUNITY CHOICES WORKSHOP

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Introduction to Community Choices

This handout describes the Community Choices workshop and presents key results of the Vision 2030 process. It contains the following materials:

- An introduction to Community Choices and terms used;
- A summary of the regional phone survey; and
- Six vision tables that present the draft Vision 2030 core values, vision statements and strategies.

What is Community Choices?

The Community Choices workshop gives residents of the region a chance to review and comment on the results of Vision 2030. The workshop will begin with a presentation on the work accomplished up to this point, including the results of the phone survey of 1203 residents conducted in July.

After the presentation, participants will break up into small groups to review the Vision 2030 core values, vision statements and strategies, which are divided into six thematic areas, as follows:

- Economic Development
- Education
- Environment
- Government and Public Policy

- Livable Communities
- Transportation

What are core values?
A “core value” is something that is clearly desirable. The core values represent the fundamental and basic outcomes that Vision 2030 should address.

The Vision 2030 Stakeholder Subcommittees developed the core values during a series of meetings held from November 2001 to March 2002. Subcommittee members are from a variety of sectors and backgrounds.

What are vision statements?

The vision statements represent desired goals for the region. The Vision 2030 Oversight Committee developed the vision statements based on ideas gathered from public meetings held last spring. The Oversight Committee went through a process of reviewing the ideas and writing vision statements that captured the essence of the ideas.

There are 15 vision statements for the following categories:

- **Culture and Recreation:** the promotion of recreational and cultural activities throughout the region.
- **Economic Development:** accessible, well-paying jobs and an economically strong region.
- **Education:** a well-funded, high quality Pre-K–16 educational system represented by small community schools and alternative educational options.
- **Environment:** clean air and water, a well-designed public transit system, parks and open space.
- **Farmland and Agriculture:** a viable agricultural economy based on preservation of critical agriculture lands and businesses.
- **Health:** a healthy region with an affordable, high-quality health care system and where environmental health risks have been minimized.
- **Housing:** a diversity of housing choices for all ages and income groups.
- **Land Use:** walkable, mixed-use neighborhoods and open space preservation.
- **Neighborhoods and Community Character:** diverse, beautiful neighborhoods and historic preservation.
- **Parks and Open Space:** expansive forests and parklands that include a mix of accessible urban and suburban green spaces, recreational facilities, and protected open space.
- **Redevelopment:** redeveloped and revitalized communities, town centers, vacant buildings, abandoned sites, brownfields, and landmark structures through the mobilization of public and private resources.

- **Regional Issues, Leadership and Governance:** a cohesive region with dynamic public and private leadership where residents have opportunities to actively participate.
- **Safety and Crime Reduction:** safe and secure cities and neighborhoods free of fear, crime, and drugs with adequate public safety personnel and facilities.
- **Social Issues:** ethnically and economically diverse communities, which provide economic and social opportunities for all segments of the population.
- **Transportation:** a well-funded, safe, connected and convenient public transportation, highway, pedestrian and bike trail system.

What is a strategy?

A strategy is a specific and detailed action necessary to help accomplish the vision statements. Examples of strategies include the establishment of policies, the start of an initiative or program, or the creation of an organization.

The Vision 2030 Oversight Committee wrote the strategies after developing the vision statements. Each vision statement has two to nine strategies. There are more than 75 strategies in all.

Summary of Regional Phone Survey

Research Goals And Objectives

The survey was conducted with these primary goals:

- To understand which Vision 2030 issues are “hot buttons” for residents;
- To test the degree to which the core values and supporting strategies that came out of the visioning process resonate with the public;
- To compare regional attitudes to those nationally where appropriate; and
- To paint a demographic and psycho-graphic profile of residents across issue areas.

Methodology

Twelve hundred and three (1,203) interviews were conducted among a random sample of Baltimore metropolitan regional residents using a CATI system. This sample size was chosen to ensure a large enough number of interviews in each of the six jurisdictions that comprise the region (Baltimore City, Carroll, Harford, Howard, Anne Arundel and Baltimore counties), and interviews were controlled to ensure accurate representation by jurisdiction. Interviews were conducted in July 2002. The margin of

error for the sample as a whole is +/-2.8 percentage points at the 95% confidence level; the margin of error for subgroups is larger.

Key Findings

- The survey confirms that the core values and strategies that came out of the Vision 2030 process resonate strongly with Baltimore metropolitan regional residents. Large majorities agree that each of the core values and principals tested are important, if not “very important,” and there is no value that a meaningful number deem unimportant. The Vision 2030 strategies are also extremely popular with the public. At least two thirds favor each of the strategies tested, and there is no significant opposition to any of the strategies tested.
- The “hot button” Vision 2030 issues are education, crime and drugs and the spread of these traditionally urban problems to the counties, traffic congestion, and loss of open space. However, various groups have different issue agendas, which must be taken into consideration as Vision 2030 is marketed to the public.
- Education must be an integral part of Vision 2030, as it is a priority for regional residents and tied to many of the Vision’s issues in the public’s mind. Across the data set, education ranks as a top issue, and there is consistent concern and support for values and strategies to improve the education system across subgroups. In addition, when stacked against several other budget items, education is residents’ spending priority.
- The region’s populace clearly has a strong environmental ethic. Under this issue umbrella, loss of open space is a key Vision 2030 issue, particularly for those in more rural areas. The survey reveals a tripod of sentiment about current growth and development in the region, with majorities in the more rural counties concerned that it has been too fast, those in the more suburban counties mixed, and a significant percentage of those in the City feeling as if it has been too slow. A plurality of residents are concerned that future growth and sprawl will get worse. They believe that there must be a balance between economic growth and environmental protection, and support strategies that encourage such policies.
- There is heightened concern about traffic and congestion, particularly in the more developed suburban counties. Yet, the data reveals a car-dependent public who is not ready to consider public transportation alternatives. The survey and focus group findings suggest that while residents support improving public transportation, it will take a huge cultural shift to get most (particularly those in the counties) to actually use mass transit (if it existed).

- Residents are concerned about the region's social problems, particularly crime and drugs. Urban residents feel the impact now, and county residents are worried about this social malaise spreading to their neighborhoods. At the same time, there is mixed support for the values and strategies that seek to tackle these social problems. The data's subtext reveals an "us" and "them" dichotomy between urban and county residents. City residents are much stronger in their support of values and strategies that deal with urban decline, poverty, and housing opportunities for low- and moderate-income residents, while in many cases, these are not priorities for county residents.
- Baltimore metro residents appear to be less anxious about the economy than those nationally. Under this umbrella is job mobility and opportunity, which the qualitative and quantitative data suggests will be a difficult issue on which to engage the public. Residents have a hard time connecting the dots between transportation alternatives and social equity, and thus, do not see this as a huge concern.
- Civic planning and participation are mid-tier concerns for regional residents. Residents are more interested in encouraging public participation than developing regional cooperation and coordination among local leaders. This may tie back to the ambiguity that seems to exist over a regional identity. Survey data, coupled with the qualitative findings, implies that some are confused by the notion of a "Baltimore metropolitan region." Vision 2030 will need to spend some time educating the public and creating a regional identity.
- Statistical analysis reveals several distinct psycho-graphic and demographic segments, which will help with targeting communications efforts. There is a "Concerned Core" which represents twenty percent (20%) of the region's populace who will be engaged on the host of Vision 2030 issues. At the same time, there is a similar number (22%) who make up the "Ambivalent" and "Apathetic" clusters; those who are fine with the status quo, and thus, do not care about this effort. In the middle lay several interesting clusters with unique profiles.

Thematic Area: Economic Development

Core Values

A highly trained, educated and flexible workforce.

A vibrant, dynamic economy and cultural core of the region.

Vision Statements

A. Vision Statement: Economic Development. An economically strong region attracting a wide range of accessible, well-paying and career advancement employment opportunities for persons of all skill levels; attracting businesses of all sizes that balance economic needs with responsible environmental concerns; promoting economic development through public/private partnerships; and, designing/implementing a workforce development system helps to insure job readiness and opportunities for residents of the region.

B. Vision Statement: Redevelopment. A region that redevelops and revitalizes the region's urban core, existing communities and town centers, vacant buildings, abandoned sites, brownfields, and landmark structures through mobilization of public and private resources, reinvestment, infrastructure repairs, financial incentives, and infill construction in order to create a sense of community, improve quality of life, promote transit-oriented development, and preserve undeveloped land.

C. Vision Statement: Culture and Recreation. Extensive cultural and recreation opportunities that benefit residents across the region through coordination of new and existing resources as well as comprehensive, synergistic planning of libraries, local activity centers, regional education facilities, transportation opportunities, and recreation and cultural activities.

Strategies

A1. Develop a viable workforce by teaching vital skills and instilling a strong work ethic.
 A2. Create a business-friendly climate.
 A3. Create and use fully public/private partnerships to attract, support and retain new and existing businesses.
 A4. Attract and assist in expansion of new and existing business operations tied to goods and services in growth industries and most likely to produce well-paying and career advancement opportunities.
 A5. Support small and minority-owned businesses by providing various services that are likely to help those organizations be competitively successful.
 A6. Effective, reliable, cost-efficient transportation programs assuring access to jobs throughout the region.
 A7. Establish a regional group comprised of private and public sector workforce development interests, economic development organizations, chambers of commerce and employer representatives to develop and implement a responsible regional workforce development system.

B1. Focus state and regional attention on the need to take immediate steps to support initiatives that redevelop and revitalize the region's urban core (Baltimore City) which will provide a renewed emphasis on supporting the growth of residential, commercial and employment opportunities.
 B2. Promote the redevelopment of existing communities and town centers through the setting of goals, policies, and programs that concentrate resources toward the improvement of existing infrastructure systems and promote utilization of vacant buildings, brownfield sites, and available infill sites.
 B3. Prioritize transportation expenditures toward the development of a system of transportation opportunities which enhances accessibility and provides efficient connections of the region's population to the central city, cultural facilities and attractions, town centers and older urban centers.
 B4. Integrate all modes of transportation to support transit oriented development and improved service to the region's population.
 B5. Prioritize public resources and encourage private initiatives which support the improvement in the quality of life in communities throughout the region.

C1. All elected officials should commit to provide the resources to bring all interested parties together in an ongoing effort to review all existing resources and funding.
 C2. From this information and the community input that follows this review, the interested parties should create an ideal model for culture and recreation.
 C3. An overlay of existing and future transportation and funding needs should be created and a prioritizing process would eventually identify a final plan for implementation.
 C4. Communication during this effort requires participation (dedication) of all institutions (church, media, government) so that the vision planning and prioritizing process and community support is maintained, sufficient to assure realization of the vision.

Thematic Area: Education

Core Value

Quality Education for All.
Opportunities for quality education at all levels, from early childhood to life-long learning, are available to all our people.

Vision Statement

A. Vision Statement: Education. A well-funded, high quality Pre-K–16 educational system represented by small community schools and alternative educational options that provide relevant instruction and extended learning opportunities to children and adults in the areas of technology, values education, and a rigorous academic curriculum to produce a well-educated workforce.

Strategies

- A1. Maintain class sizes that provide for optimal interaction and individualized attention between teacher and student.
- A2. Create a sense of community “ownership” of schools to strengthen the curriculum and involve parents in the education process.
- A3. Improve the preparation of teachers through strengthening of the curriculum and minimum credentials of all teachers.
- A4. Develop public/private partnerships with the business community and religious organizations to strengthen the curriculum and provide alternate experiences to classroom instruction.
- A5. Guarantee an adequate revenue stream to adequately fund education to get the best possible teachers and principals and provide for the maintenance of facilities and state-of-the-art technology.

**Thematic Area:
Environment**

Core Values

A common regional environmental ethic.

Public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality.

Mixed base of land use to include agriculture, open spaces, forests, small towns, working landscapes and a mix of residential and commercial.

Vision Statements

Strategies

A. Vision Statement: Environment. A region with clean air and water, a well-designed public transit system, clearly defined borders between developed areas and open spaces, and parks accessible to all citizens, with a culture that protects natural resources, enforces environmental laws, promotes energy efficiency, and provides environmental education for all students.

- A1. Establish energy efficiency as a fundamental principle for development projects and as an operating principle for local governments throughout the region.
- A2. Protect rural land from development through better zoning of open space and agricultural lands. Zoning for the rural and agricultural lands should be a minimum of one house per 20 acres with a goal to reach one house over 50 acres. This zoning must be coupled with adequate funding of land acquisition programs to protect most vulnerable and most environmentally sensitive lands.
- A3. Create educational information and programs for the public to inform and assist individuals, families, and property owners on making environmentally friendly choices and practices for their homes and businesses. The effort would focus especially on the environmental problems afflicting the region and how people can help alleviate them.
- A4. Include an assessment of environmental and economic costs and benefits for major development projects, public projects, and public policies.
- A5. Protect air and water from pollution through stronger enforcement of environmental laws. Increase penalties for violation of environmental laws to create meaningful deterrents to violating the laws. Establish permit fees to significantly cover the cost of inspection, monitoring and enforcement of permitted industries.

B. Vision Statement: Farmland and Agriculture. A region that sustains a viable agricultural economy based on preservation of critical and valuable agriculture lands and businesses and includes expanded opportunities to provide benefits to urban populations through farmers markets, community gardens, and educational on-farm experiences.

- B1. Within the state and regional agricultural markets and consistent with Chesapeake Bay restoration and watershed protection goals and policies, local governments should review their agricultural preservation program target areas to ensure regional compatibility and modify zoning distributes, not threatened by other land use activities.
- B2. Expand opportunities for farmers markets, community gardens, and on-farm experiences as part of an urban health and nutrition program as well as improved direct service economic return to farmers.

C. Vision Statement: Land Use. A region comprised of neighborhoods created and/or revitalized based on compatible mixed-uses within walking distance (housing, employment, education, cultural, retail, and green spaces) and sensitivity to the environment, served by adequate infrastructure and transportation systems that link to an efficient public transit system. Land preservation, open space, and agriculture characterize areas outside of developed neighborhoods.

- C1. Implement the Baltimore Rail System Plan.
- C2. Enhance zoning protections and funding for open space and agricultural land preservation.
- C3. Adopt zoning classifications and codes that promote mixed use, walkable and environmentally sensitive communities.
- C4. Promote proactive state and county infrastructure funding in targeted growth areas.

D. Vision Statement: Parks and Open Space. A region of expansive acreage of forests and parklands that provide recreational opportunities and environmental benefits and include a mix of urban and suburban green spaces, community parks, recreational facilities, protected open space, and enhanced public access.

- D1. Conduct strategic forest assessment in all jurisdictions to guide decisions about which to protect and which ones to restore.
- D2. Establish targets for reforestation, forest protection and park development.
- D3. Set criteria for park development including adequate funding for maintenance and public support (volunteers, friends groups).
- D4. Develop a mechanism that provides expertise and capacity needed to hold title to land for protection and conservation purposes for parks and open space in urban and suburban areas. Engage all stakeholders (public and private) in the management and care of these properties.
- D5. Support development of a volunteer base and program to encourage community-based maintenance and programming for parks and open space.
- D6. Develop/support education initiatives and programs that highlight the importance and value of forested parks and private open space.
- D7. Develop a campaign that highlights parks (bike trails, ball fields, open space, greenways) as an essential ingredient to crime prevention, health, economic development and neighborhood revitalization.
- D8. Enforce ADA requirements and improve public access to parks.

E. Vision Statement: Neighborhood and Community Character. A region that contains a network of communities that promote neighborliness, are functional for diverse households, and promote beautification, open space, and historic preservation.

- E1. Examine zoning to encourage mixed use and transit-oriented development.
- E2. Develop jurisdictional historical master plans.
- E3. Promote walkable communities – sidewalks, enhanced street lighting, etc.
- E4. Promote neighborhood beautification programs: parks, plantings, billboard management architectural guidelines/standards.
- E5. Promote neighborhood/community activities: special events, clean-up days.
- E6. Promote formation of neighborhood and community associations.
- E7. Promote resident involvement in community policing programs.

**Thematic Area:
Government and Public
Policy**

Core Values

A public leadership that integrates local and regional decision-making (including intra-jurisdictional cooperation).

A stronger and more diverse involvement in regional decision-making of the community, non-profit organizations and businesses.

The identification of equitable implementation mechanisms, policies and funding priorities for the vision's goals.

Participation. All of our people are involved members of their communities, actively participating in the civic process to make well informed and just decisions and to choose leaders who responsibly consider the needs and desires of all the people of our region.

Responsible and cohesive regional public and private leadership.

Vision Statement

Vision Statement: Regional Issues. A cohesive region with dynamic public and private leadership where residents have awareness, willingness, and opportunity to actively cooperate in effective and efficient planning and problem solving while respecting local needs.

Strategy

Create an entity or organization focused on implementation of Vision 2030 initiatives, committed to educating the public and elected officials of progress and the importance of Vision 2030 goals, objectives and action steps necessary to carry out the Vision.

Thematic Area: Livable Communities

Core Value

Inclusive Communities. Communities in all jurisdictions of the region, include housing opportunities for all people that maximize diversity of racial, social and economic backgrounds and minimize segregation or concentration of population by race or class.

Vision Statements

Strategies

A. Vision Statement: Housing. A region that has a diversity of housing choices for all ages and income groups within well-planned and attractive new and redeveloped communities.

- A1. Increase the supply of affordable housing in the region/state through a moderately-priced dwelling unit program.
- A2. Increase state housing bonds and housing funding to leverage finance mixed income development.
- A3. Create effective mobility programs related to job access.
- A4. Establish flexible zoning/development regulation.
- A5. Develop procedural incentives for better planning/site design/infill development.
- A6. Revitalize and fully utilize the existing affordable housing stock.
- A7. Perform a regular inventory of need and potential land for development.
- A8. Revise local development regulations to not discourage growth consistent with smart growth principles.
- A9. Provide incentives through land assembly and infrastructure re-investment in existing communities.

B. Vision Statement: Social Issues. A region of ethnically and economically diverse communities which provide opportunities for children, youth, seniors and other segments of the population and which reduce problems such as poverty, racism, crime and drug addiction.

- B1. Create state-wide legislation with adequate funding to provide substance abuse treatment on demand.
- B2. Provide public funding (transportation, facilities, etc.) to support development which is ethnically and economically diverse.
- B3. Initiate a campaign in the region to reduce fears of being close to other cultures and races and to help open discussion about racism, its motives, its causes, its impact and its elimination.
- B4. Encourage private financing for development which is ethnically and economically diverse.
- B5. Provide facilities and programs for children, youth and seniors which are accessible by walking or by convenient public transportation.
- B6. Initiate a statewide campaign with adequate funding to substantially reduce teenage pregnancy.

C. Vision Statement: Public Safety and Crime Reduction. A safe region in which to live and work comprised of safe and secure cities and neighborhoods free of fear, crime, and drugs with adequate public safety personnel and facilities including police, neighborhood watch programs and community policing, street lighting, support centers for victims of crimes, special programs for youth offenders, fire safety programs, and an effective and convenient judicial system.

- C1. Decentralize District Court and Criminal Justice resources i.e. Department of Juvenile Justice, Parole and Probation, Alcohol/Drug treatment and mental health coordination at focal points.
- C2. Improve Juvenile contact through schools i.e. school policing, family counseling with mental health professionals inside schools and with school based programs.
- C3. Provide early intervention of first time juvenile offenders with more detention facilities for juveniles and adults with more treatment and education resources.
- C4. Allow community based groups to identify specific problems which can be addressed through intervention by government or grants provided to the community-based groups i.e. community based youth panels which take ownership of problems and solutions.
- C5. Provide anti-domestic violence and sexual assault education at an early age through schools, churches, police, athletic leagues, youth centers and homes.
- C6. Expand public safety resources to meet community growth and needs.

D. Vision Statement: Health. A healthy region where environmental health risks have been eliminated for all citizens and which provides a comprehensive, affordable, high-quality health care system accessible to all citizens emphasizing education and preventive strategies and also providing ample services to prevent and treat addictions.

- D1. Evaluate addiction prevention and treatment programs to determine best and most effective practices. Direct resources to expand and replicate the most effective programs and practices, emphasizing both prevention and treatment.
- D2. Develop outreach programs to publicize the availability of coverages. Provide service and treatment for all segments of the community.
- D3. Provide incentives for doctors and mobile or satellite facilities to locate in more remote, less accessible parts of the region, as well as in more densely developed neighborhoods.
- D4. Encourage young people to choose health care careers and provide incentives for them to remain in the region.
- D5. Work toward providing universal health insurance by 2030.

**Thematic Area:
Transportation**

Core Values

A comprehensive, multi-modal transportation system.

Universal mobility throughout the region.

Accessibility. Each person has reasonable and safe access from home to a job that pays a family-supporting wage with benefits, to educational and retail facilities, to open space and recreation, to quality medical care, and to personal and social services.

Vision Statement

Vision Statement: Transportation. A fully funded, safe, and convenient transportation system, connecting the region and helping to shape and direct the region's growth. A public transit system that is reliable, understandable, affordable, clean, and accessible to all of the region's residents. A highway system that is connected and efficient with priorities focused on congested and distressed areas. A pedestrian and bike trail system that is interconnected throughout the region.

Strategies

1. Create an adequate, dedicated funding source for mass transit.
 2. Increase funding for other transportation modes.
 3. Improve conditions within and between jurisdictions when planning transportation improvements.
 4. Expand opportunities for public input into the transportation process.
 5. Provide incentives to incorporate transit opportunities and alternatives to auto use in new projects.
 6. Improve incentives to use alternative transportation modes (car pooling, mass transit, etc.).
 7. Create a comprehensive subway and/or light rail system (like DC) that goes to more places (Columbia, Annapolis) and connects major employment centers with each other (radial as well as circumferential).
 8. Improve the interconnection of transportation elements: auto, bus, subways light rail, etc.
 9. Create a program for a motor pool system for use by transit patrons for short trips during the day.
- From Land use:**
Implement the Baltimore Rail System Plan
- From Housing:**
Effective mobility programs related to job access.
- From Neighborhood Community Character:**
Examine zoning to encourage mixed use and transit-oriented development.