

# Appendix 9: Strategic Plans and Benchmarks

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VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER  
**FINAL REPORT**

**PREPARED BY**  
ACP – VISIONING & PLANNING

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# Vision 2030 Strategic Plan and Benchmarks

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## Cultural and Recreation

### Vision

A region with extensive cultural and recreational 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 (All strategies were considered together.)

1. Conduct ongoing review of all existing resources and funding for culture and recreation activities and facilities by convening interested parties with the political and financial support of government.
2. Create an ideal model for culture and recreation in the region using the information and community input collected during the review and develop a prioritized plan for implementation.
3. Ensure future transportation funding to improve accessibility of culture and recreation facilities.
4. Maintain community support for implementing the vision by promoting effective outreach and communication through religious institutions, community organizations, media, and government.

### All Strategies

#### 1. Write your strategy in full:

1. Conduct ongoing review of all existing resources and funding for culture and recreation activities and facilities by convening interested parties with the political and financial support of government.
2. Create an ideal model for culture and recreation in the region using the information and community input collected during the review and develop a prioritized plan for implementation.
3. Ensure future transportation funding to improve accessibility of culture and recreation facilities.
4. Maintain community support for implementing the vision by promoting effective outreach and communication through religious institutions, community organizations, media, and government.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Identify interested parties
- Develop and analyze data
- Examine funding (amount and source)
- Create ideal model
- Overlay transportation and funding
- Establish and maintain communication

#### 3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Cuba

4. **Who should take the lead in initiating this strategy? What should their role be? Please describe.**  
 Elected officials – Mayor, ongoing commitment from top (governor) down.

5. **Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Organize interested parties, do numbers.
2005	Develop model.
2010	Overlay transportation and funding; communicate.

6. **Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

7. **Why should we commit to these strategies?**

If elected officials want to respond to the wants and needs of constituents in the most efficient and cost effective manner using the buy-in of all interested parties.

8. **Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

- Measure progress toward goals.
- Identify impediments to progress.
- Assist in developing community participation.

# Vision 2030 Strategic Plan and Benchmarks

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## Economic Development

### Vision

An economically strong region that attracts and retains a wide range of accessible, well-paying and career advancement employment opportunities for persons of all skill levels; attracts businesses of all sizes that balance economic needs with environmental responsibility; promotes economic development through public/private partnerships that recognize and build upon multimodal transportation infrastructure which is arguably unparalleled in the Nation, i.e. presence and connectivity of major airport, seaport, rail and highway network; and, implements a workforce development system to ensure job readiness and employment opportunities for residents of the region.

### Strategies

1. Establish a regional group comprised of private and public sector workforce development interests, economic development organizations, chambers of commerce, employer representatives, and educational institutions to design and implement a regional workforce development system to develop a quality workforce, teach vital skills, and instill a strong work ethic.
2. Create a business-friendly climate through a combination of tax credits and incentives.
3. Create and use fully public/private partnerships to attract, support and retain new and existing businesses. Be very creative in attracting new growth businesses tied to goods and services with growing demand and creation of good paying jobs.
4. Support start up and recently established businesses by providing some education and information services that help “sharpen” business operations to promote their success.
5. Create effective mobility programs for improved job access and transportation of goods.
6. Promote environmental sensitivity and responsibility among new and existing businesses.
7. Develop and implement State and regional economic development marketing plans containing strategies emphasizing the transportation infrastructure advantages of Metropolitan Baltimore with special attention paid to the movement of products via all modes and/or a combination of modes.
8. Support efforts for commercial and industrial rehabilitation/revitalization, most specifically in and around The Port of Baltimore in order to more fully exploit the economic benefits of this major regional asset.

### Strategy #1

#### 1. Write your strategy in full:

Establish a regional group comprised of private and public sector workforce development interests, economic development organizations, chambers of commerce, employer representatives, and educational institutions to design and implement a regional workforce development system to develop a quality workforce, teach vital skills, and instill a strong work ethic.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- School system teaches what it means to go to work.

- Assist in developing job readiness training and retraining and identify what job opportunities there are.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Need for coordination between GBA and GBC.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Vision 2030 entity set up a Development Committee.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2004	Develop a regional coordinating committee to address workforce development matters.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

NFIB (National Federation of Independent Businesses).

7. Why should we commit to this strategy?

If we don't do residents will not find jobs.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes.

## Strategy #2

1. Write your strategy in full:

Create a business-friendly climate through a combination of tax credits and incentives.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Regional coordination of business development.
- Rationalize permitting and zoning process.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- GBA.
- Maryland Department of Business and Economic Development.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	Convene GBA and MBAD.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Jeff Finkle at IEDC (also see strategy 3).

7. Why should we commit to this strategy?

Incentives are an important part of retaining existing businesses and attracting new businesses to the region.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

To convene parties.

### Strategy #3

1. Write your strategy in full:

Create and use fully public/private partnerships to attract, support and retain new and existing businesses. Be very creative in attracting new growth businesses tied to goods and services with growing demand and creation of good paying jobs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Convene organizations such as GBC, GBA, BWI Business Partners and others to:

1. Form a regional fast respond teams to address business retention and recruiting issues; and
2. Other economic development policy matters.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

GBC, BWI Business Partners and GBA.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Greater Baltimore Alliance should be included as a participant in developing public/private partnerships.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	SWAT team in place.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

State of Pennsylvania SWAT Team.

7. Why should we commit to this strategy?

Creating public/private partnerships strengthens the region’s ability to provide support and create a business friendly environment which is important to attracting new businesses.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes.

**Strategy #4**

1. Write your strategy in full:

Support start up and recently established businesses by providing some education and information services that help “sharpen” business operations to promote their success.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Start up business education and counseling.
- Convene state network of Small Business Development Centers (US Small Business Administration).
- Set up counseling programs and group seminars for small business start up.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Small Business Development Center, Chamber of Commerce, Economic Development.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Small Business Development Center.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2004	Counseling programs in place.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

**7. Why should we commit to this strategy?**

A regional effort to support start-up and recently established businesses not only demonstrates continued support for businesses but assures that they are equipped to deal with arising business issues and continue to be successful.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Convene the groups.

**Strategy #5**

**1. Write your strategy in full:**

Create effective mobility programs related to job access and transportation of goods.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Develop a regional access to jobs program.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

No.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Career caravan (MTA bus, etc) and Baltimore City and counties.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2005	Sustain current levels of.
2005/2010	Increase to extend to rest of region.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Howard Career Caravan, reverse commuting.

**7. Why should we commit to this strategy?**

The movement of businesses to suburban locations in the region has, for some businesses, created a mismatch between where people live and where the available jobs are located. In many cases the only solution to matching jobs with people is to provide a transportation system capable of fulfilling different employment needs and the movement of goods in the region.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

No.

**Strategy #6**

**1. Write your strategy in full:**

Promote environmental sensitivity and responsibility among new and existing businesses.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Develop a model Business Environmental Program to assist businesses in understanding intent and requirements of various federal, state and local environmental regulations.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

No.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

GBC in concert with the Maryland Department of Environment, private sector representatives, local economic development agencies and environmental regulating agencies at the local government level should work cooperatively in the development of a business environmental program.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Development of model Business Environmental Program.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Environmental issues are of paramount concern for businesses in the region and can create uncertainties that cannot be measured by the business community. Any uncertainty in operating a business under these conditions will create economic/social challenges for businesses.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee can serve to promote a consensus between interested parties on approaches and solutions to environmental issues.

**Strategy #7**

**1. Write your strategy in full:**

Develop and implement State and regional economic development marketing plans containing strategies emphasizing the transportation infrastructure advantages of Metropolitan Baltimore with special attention paid to the movement of products via all modes and/or a combination of modes.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Develop a Baltimore Regional Marketing plan which brings together the values of combining together to market the merits of the entire region.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

- GBC/GBA.
- State Department of Business and Economic Development.
- Local economic development organizations.
- Private sector businesses/organizations.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

State Department of Business and Economic Development.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003	Development of a Baltimore Region Marketing plan.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

There are significant programs throughout the United States, but not specifically addressed, solely, to marketing.

**7. Why should we commit to this strategy?**

A regional approach is necessary to convey to the “market” the value and opportunities available in the entire region instead of relying on individual marketing plans to collectively interest economic development prospects.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee should provide the overall coordination of related activities in implementation of this strategy. Since there are multiple players in marketing the region, the Committee is the only entity capable of regional coordination on vision implementation.

**Strategy #8**

**1. Write your strategy in full:**

Support efforts for commercial and industrial rehabilitation/revitalization, most specifically in and around The Port of Baltimore in order to more fully exploit the economic benefits of this major regional asset.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Utilize the Maryland Department of Transportation Port Land Use Development Study as a starting point to develop a rehabilitation/revitalization plan and promotion program for new land use opportunities in and around The Port of Baltimore.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

- Maryland Port Administration.
- Maryland Department of Transportation.
- Baltimore Development Corporation.
- Local economic development agencies.
- Private shipping interests in the region.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Maryland Port Administration.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2005	Develop a Future Land Use Opportunities plan for The Port Of Baltimore.
2006	Develop a promotion program to market new land use opportunities which support revitalization, reuse, and rehabilitation in all areas of the port.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

There must be a concerted effort to market the finite land resources available in The Port of Baltimore to increase economic development and support existing port operations.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee should provide overall regional coordination for implementation of this strategy; the development of the plan and marketing program.

# Vision 2030 Strategic Plan and Benchmarks

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## Education

### Vision

A well-funded high quality Pre-K–16 educational system represented by small community schools or 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

1. Guarantee a strong revenue stream to adequately fund pre-K-12 education to get the best possible teachers and principals and provide for the maintenance of facilities and state-of-the-art technology. As a major part of this, fully fund the Bridge to Excellence in Public Schools Act, based on the recommendations of the Thornton Commission.
2. Create a sense of community “ownership” of schools to strengthen the curriculum and involve parents in the education process.
3. Develop public/private partnerships with the business community, non-profit and faith-based organizations to strengthen educational experiences, provide alternate experiences to classroom instruction (including values education) and improve opportunities for workforce development.
4. Encourage the creation of small community schools, or reorganize large schools into smaller units.
5. Maintain class sizes that provide for optimal interaction and individualized attention between teacher and student.
6. Improve the preparation of new teachers and support existing teachers through strengthening of the curriculum and minimum credentials of all teachers. In addition, reduce the number of provisionally certified teachers in Maryland schools.
7. Provide more opportunities for extended learning within and outside schools through after school and summer programs.
8. Encourage “life-long learning” by supporting adult education through literacy, technology and skills improvement programs.
9. Explore possible relationship in the region between concentrations of poverty and school quality. If correlation is found, pursue ways of addressing it.
10. Increase access to higher education by providing adequate financial assistance for middle and lower income families without increasing the amount of debt students will incur after they graduate.

### Strategy #1

#### 1. Write your strategy in full:

Guarantee a strong revenue stream to adequately fund pre-K-12 education to get the best possible teachers and principals and provide for the maintenance of facilities and state-of-the-art technology. As a major part of this, fully fund the Bridge to Excellence in Public Schools Act, based on the recommendations of the Thornton Commission.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Fully fund the Bridge to Excellence Act.
- Maintain funding of other state education programs.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Maryland State Department of Education, "Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools." January 2002

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The General Assembly, in cooperation with the Governor, should continue its leadership role for public education in the state.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
ONGOING	<p>The Bridge to Excellence Act requires each school system to develop a Master Plan with goals. Each plan must be approved by the State Board, and will be monitored. Among the potential benchmarks are:</p> <ul style="list-style-type: none"> <li>• Graduation Rates/Drop-Out rates.</li> <li>• Post-high school success.</li> <li>• Results on the Maryland School Assessment.</li> <li>• Results on the High School Assessments.</li> <li>• Results on CTBS/5.</li> </ul>

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

The Bridge to Excellence Plan has been termed visionary by the *New York Times* (April 30, 2002). There may be no other state doing as much for K-12 education in this difficult economic atmosphere.

**7. Why should we commit to this strategy?**

Fully funding education is a true investment strategy for the state. It pays off in increased revenue (more education equals better jobs, which results in improved income and higher tax revenues; a better trained workforce brings in more industry, which again increases tax revenue), as well as decreased state expenditures (improved education funding results in fewer drop-outs, which results in a decrease in the need for social services that can result from an inadequately educated citizenry).

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Committee, along with other citizen organizations, should continue its support of education at the National, State and Local levels. The temptation to cut costs by slashing programs will continue, but short-term gains could result in a long-term problem for Maryland.

**Strategy #2**

**1. Write your strategy in full:**

Create a sense of community “ownership” of schools to strengthen the curriculum and involve parents in the educational process.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Extend teaching and learning to community settings.
- Tap community resources for mentors and tutors.
- Develop capacity-building programs for families (parenting skills, family literacy.)
- Include parents in school decisions, governance, and advocacy and in classroom activities.
- Use online tools for communication and engagement.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Maryland State Department of Education, “Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools.” January 2002

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Maryland State Department of Education, in cooperation with local systems and the Maryland PTA, will lead this effort to provide materials and ideas. This will include ongoing outreach and distribution of MSDE’s family involvement policy.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
Ongoing	Extend teaching and learning to community settings. Tap community resources for mentors and tutors. Develop capacity-building programs for families (parenting skills, family literacy.) Include parents in school decisions, governance, and advocacy and in classroom activities. Use online tools for communication and engagement.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Maryland is among the first states to develop a strong family involvement policy. Also, work should continue with the National Network of Partnership Schools at Johns Hopkins University.

**7. Why should we commit to this strategy?**

Schools are local institutions requiring the support and involvement of the community in order to be successful.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Strong local schools deserve the support and involvement of Vision 2030, as well as other opinion leaders.

**Strategy #3**

1. Write your strategy in full:

Develop public/private partnerships with businesses, community non-profit and religious organizations to strengthen the educational experience, provide alternate experiences to classroom instruction (including values education) and improve opportunities for workforce development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Develop “outside the schools” advocacy groups to build credibility for the schools mission and activities.
- Establish and publicize easy-to-use collection programs for collecting used equipment from corporations and the public.
- Develop work place internships that parallel class learning outcomes for students. (School to Work Programs, Career Connections, and Career Academies.)

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland State Department of Education, “Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools.” January 2002

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Maryland State Department of Education, in cooperation with local school systems and other stakeholders, should provide assistance and support. Also, the Maryland Business Roundtable should be part of the conversation.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Ongoing	Develop “outside the schools” advocacy groups to build credibility for the schools mission and activities. Establish and publicize easy-to-use collection programs for collecting used equipment from corporations and the public. Develop work place internships that parallel class learning outcomes for students. (School to Work Programs, Career Connections, and Career Academies.)

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Massachusetts has a program called “Mass Insight” as well as others (The Pritchard Commission and the Kentucky Partnership for Better Schools in Kentucky, the Partnership for Learning in Washington, the North Carolina Public School Forum in NC, the Texas Business Council in TX), may serve as models for MD. Mass Insight has been a particularly effective external supporter, communicator, trainer, and policy facilitator for key statewide education reform initiatives.

7. Why should we commit to this strategy?

See strategy #1 for reasons.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

See strategy #1.

**Strategy #4**

1. Write your strategy in full:

Encourage the creation of small community schools, or reorganize large schools into smaller units.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Provide assistance to local school systems with struggling large schools to enhance reorganization.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

MSDE, working with the Gates Foundation and the Baltimore City Public School System, have embarked on such a program.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The City-State Partnership for Baltimore City Public Schools.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Ongoing	Provide assistance to local school systems with struggling large schools to enhance reorganization.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The Bill and Melinda Gates Foundation is spearheading a national effort in this area.

**7. Why should we commit to this strategy?**

School size should remain a local decision, and some communities have developed highly effective large schools. However, for struggling schools, there is evidence to suggest that dividing the institution into smaller units may provide some added instructional leadership.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

No.

**Strategy #5**

**1. Write your strategy in full:**

Maintain class sizes that provide for optimal interaction and individualized attention between teacher and student.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Provide information to schools and school systems on class size as it relates to learning.
- Provide resources to accommodate the needs of special students especially in light of the fact that not all students learn in the same way.
- Provide adequate supplies and equipment for class size.
- Shift the focus of principal from administration to instruction.
- Place more highly qualified teachers and principals in the lowest performing schools.
- Permit teachers to use their time more effectively by eliminating extraneous duties.
- Provide time for remedial strategies for students that have fallen behind, Saturdays, extra subject periods, summer classes.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Maryland State Department of Education, "Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools." January 2002

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Maryland State Department of Education will continue to work in cooperation with local systems to develop ideas and best practices for class size.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
Ongoing	Provide information to schools and school systems on class size as it relates to learning. Provide resources to accommodate the needs of special students especially in light of the fact that not all students learn in the same way. Provide adequate supplies and equipment for class size. Shift the focus of principal from administration to instruction. Place more highly qualified teachers and principals in the lowest performing schools.

<p>Permit teachers to use their time more effectively by eliminating extraneous duties. Provide time for remedial strategies for students that have fallen behind, Saturdays, extra subject periods, summer classes.</p>
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**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Project STAR in Tennessee.

**7. Why should we commit to this strategy?**

A growing body of research indicates that students in smaller classes perform at higher levels than those in larger classroom settings.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Class size is a fundamentally local issue, as it is directly related to funding. Funding for public schools in Maryland is tied to property tax collections. The Vision 2030 Oversight Committee can play a role in advocating for strengthened school funding.

## **Strategy #6**

**1. Write your strategy in full:**

Improve the preparation of new teachers and support existing teachers through strengthening of the curriculum and minimum credentials of all teachers. In addition, reduce the number of provisionally certified teachers in Maryland schools.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Align the teacher education programs in Maryland's colleges and universities to support Maryland's model of curriculum, instruction, and assessment.
- Create a comprehensive performance-based system of teacher preparation, initial certification, and certification renewal.
- Create incentives for teachers to become certified, pursue professional development opportunities, and qualifications such as "master teachers."
- Support community college teacher education efforts such as the Associate of Arts in Teaching (AAT) by providing for the smooth articulation to baccalaureate degree programs. (Many noncertified teachers and teachers aides choose this route because it is affordable and assessable.)

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Maryland State Department of Education, "Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools." January 2002

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

MSDE, in cooperation with teacher training programs at state colleges and universities.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Ongoing	Increase the number of fully certified teachers at Maryland schools.
	Decrease the number of provisionally certified teachers.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The National Board of Professional Teacher Standards (NBPTS) is the leading national organization in this area.

7. Why should we commit to this strategy?

Evidence from NBPTS, the National Education Association, and other organizations prove the effectiveness of trained teachers in the classroom.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can advocate for strong teachers in the classroom.

### Strategy #7

1. Write your strategy in full:

Provide more opportunities for extended learning within and outside schools through after school and summer programs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Research and develop information on model programs and best practices. Provide learning opportunities through technology.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

There is limited use of summer school for struggling students in Maryland. Delaware, however, began in 2000 to require that every student who fails the mandatory state assessment at the end of grades three, five and eight to attend summer school and retake and pass the exam before being promoted to the next grade. Louisiana requires that all school districts offer summer school for failing students as an extension of the instructional schedule for the school district.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Summer school programs are expensive, requiring the support of the General Assembly and the Governor. The Maryland State Department of Education can provide other assistance in helping districts develop their programs.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Ongoing	Research and develop information on model programs and best practices. Provide learning opportunities through technology.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

See the answer to question #3.

7. Why should we commit to this strategy?

There is a desire among both community leaders and educators to eliminate social promotion and provide the resources and capacity for every child to achieve. Additional instructional time is one way to help assure that this does not happen.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Committee can provide vocal support and advocacy.

### Strategy #8

1. Write your strategy in full:

Encourage “life-long learning” by supporting adult education through literacy, technology and skills improvement programs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Retain and enhance resources for adult education services in Maryland through working with the General Assembly.
- Communicate the value of adult education.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Maryland Association for Adult and Continuing Education is working in this area, as well as the State Advisory Committee for Adult Education (STAC).

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

MSDE, in cooperation with the Maryland Association for Adult and Continuing Education and the State Advisory Committee for Adult Education.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Ongoing	Retain and enhance resources for adult education services in Maryland through working with the General Assembly.
	Communicate the value of adult education.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Education is a life-long process, made especially important by rapid change in the economy and technology. The U.S. Bureau of Labor Statistics reported in 1992 that the average number of jobs held by baby boomers from the time they were 18 to the time they were 36 was nearly 10. Labor researchers believe this trend will continue, requiring constant retraining.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Committee members can help educate the public on the imperative of continuing education and adult learning.

**Strategy #9**

1. Write your strategy in full:

Explore possible relationship in the region between concentrations of poverty and school quality. If correlation is found, pursue ways of addressing it.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Examine available data to identify locations of concentrated poverty and the correlation of school achievement scores for these areas.
- Inventory programs designed to improve school achievement scores.
- Consult with local boards of education to determine current programs in place and recommend new approaches as needed.
- Secure appropriate funding to support expansion of existing and proposed new programs to raise achievement scores in areas of concentrated poverty.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

State Board of Education, local boards of education and organizations working on improving educational achievement.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.  
Local boards of education.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	Examination of data.
2003	Inventory of programs designed to improve school achievement scores.
2004	Consult with local boards of education on current programs and new opportunities.
2005	Secure appropriate funding to support expanded and new programs.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The key component to dealing with the concentration of poverty is to improve educational opportunities to youth so they are not locked in poverty by the lack of educational opportunities.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can facilitate this strategy and lobby for support of increased funding to support programs.

### Strategy #10

1. Write your strategy in full:

Increase access to higher education by providing adequate financial assistance for middle and lower income families without increasing the amount of debt students will incur after they graduate.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Establish program to provide financial assistance to middle and lower income families, seeking private/public resources.
- Examine opportunities to expand employer based programs to provide financial assistance in exchange for a commitment to work for the employer.
- Establish a grant program for students who achieve specific educational achievement levels.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Job Opportunities Task Force.
- Mayor’s Office on Employment and Development and county counterparts.

4. **Who should take the lead in initiating this strategy? What should their role be? Please describe.**

A coalition lead by City and county employment agencies, Job Opportunities Task Force, and other specializing in employment development.

5. **Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Establish financial assistance program.
2004	Examine opportunities for employers to establish a financial assistance program.
2004	Establish grant program based on educational achievement.

6. **Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

7. **Why should we commit to this strategy?**

The importance of obtaining an education and not having families burdened with increasing debt will open opportunities to those that may not have sought higher education.

8. **Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee should initiate the strategy and monitor its progress.

# Vision 2030 Strategic Plan and Benchmarks

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## Environment

### Vision

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.

### Strategies

1. Reduce and prevent air and water pollution through stronger enforcement of environmental laws, coordinated land use and transportation planning, and providing incentives for sound development. 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.
2. 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.
3. Establish energy efficiency as a fundamental principle for development projects and as an operating principle for local governments throughout the region.
4. Create public awareness programs to inform and assist individuals, families, and property owners to make environmentally friendly choices and practices for their homes and businesses. The effort should focus on the environmental problems afflicting the region and how people can help alleviate them.
5. Conduct an assessment of environmental and economic costs and benefits for major development projects, public projects, and public policies.

### Strategy #1

#### 1. Write your strategy in full

Reduce and prevent air and water pollution through stronger enforcement of environmental laws, coordinated land use and transportation planning, and providing incentives for sound development. 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.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Every local government institutes meaningful fines and penalties for violations.
- Every local government institutes fees sufficient to cover regulatory costs.
- Every local government hires a sufficient number of inspectors, legal, and other staff as needed for effective enforcement.
- The region's local jurisdictions and environmental non-profit organizations collectively lobby the state to increase the effectiveness of its enforcement efforts.

- Using scenarios and travel model developed for Vision 2030 public meetings as a starting point, work to improve air quality in Baltimore region through coordinated transportation and land use measures.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Chesapeake Bay Foundation.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

- The counties, cities, and state need step up their enforcement efforts and coordination of land use and transportation policies.
- Local governments and environmental non-profit organizations need to create a coalition for lobbying the state government to improve the enforcement actions of environmental agencies.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
1 year	Evaluation of enforcement efforts completed and released by an independent non-profit organization. Using travel model developed for Vision 2030 public meeting as a starting point, BRTB updates its own model to reflect more accurately land use and transportation impacts on the regional transportation system. Using this new tool BRTB addresses current regional problem in meeting deadlines under the Clean Air Act Amendments of 1990.
2 years	Fines, penalties, fees, and staff increased to a satisfactory level by local governments.
4 years	Fines, penalties, fees, and staff increased to a satisfactory level by state agencies.
4 years	Evaluation of enforcement efforts completed and released by an independent non-profit organization shows a substantial increase in enforcement actions.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Environmental quality is a key component of a high quality of life. Numerous laws exist for the protection of environmental quality, but their success depends on effective enforcement.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

No.

## Strategy #2

### 1. Write your strategy in full

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.

### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Establishment of an effective transfer of development rights program in each county.
- Establishment of an active and well-financed purchase of development rights program in each county.
- Except for Baltimore County, every county adopts effective agricultural conservation zoning that yields no more than one house per twenty acres.
- Every county’s agricultural conservation zoning includes provisions for mandatory clustering and one-acre maximum residential lot size.

### 3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Chesapeake Bay Foundation, 1000 Friends of Maryland, Baltimore Regional Partnership, land trusts such as the Valleys Planning Council.

### 4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Each county needs to create and adopt the necessary programs and policies.

### 5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
4 years	Enact 1/20 zoning with mandatory clustering and maximum one-acre lot size.
4 years	Acres of rural lands preserved by county at least equals the acres of rural lands developed.
8 years	Acres of rural lands preserved by county is at least twice the acres of rural lands developed.

### 6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- Baltimore County – zoning.
- Montgomery County – TDR.
- Carrole County – PDR.
- Calvert County – Cluster zoning.

### 7. Why should we commit to this strategy?

- To preserve food production capacity in the region and a way of life.
- To preserve open space for wildlife habitat and the protection of water quality.

- To curtail metropolitan sprawl, concentrate growth in existing developed areas, and to use growth to revitalize existing communities.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The committee can play a valuable role as an independent, broad-based group that would promote and monitor the progress of the strategy.

**Strategy #3**

**1. Write your strategy in full:**

Establish energy efficiency as a fundamental principle for development projects and as an operating principle for local governments throughout the region.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Integrate energy efficiency into the strategy for environmental education.
- Create minimum energy efficiency standards for development projects and local government buildings.
- Create a purchasing pool for the region’s local governments for the purchase of high fuel efficiency vehicles for local government vehicle fleets.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Chesapeake Bay Foundation, MD Public Interest Research Group.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

A partnership between the Baltimore Metropolitan Council and environmental non-profit organizations to develop and promote energy efficiency.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2 years	Initiate the fuel efficient vehicle purchasing pool.
2 years	Complete an assessment of energy efficiency needs and options for meeting them.
4 years	Institute energy efficiency standards for development projects and local government buildings.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Power plants and vehicles are the leading sources of airborne nitrogen deposition for the Chesapeake Bay. Airborne nitrogen accounts for approximately 30 percent of the Bay’s total nitrogen load. Power plant and vehicle emissions also are leading contributors of pollutants causing unhealthy air quality from ozone pollution. Energy efficiency also helps promote America’s energy independence and lowers the cost of living.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Initially, the committee could produce a regional assessment of energy efficiency. The committee could then lobby local governments to carry out the recommendations contained in the assessment.

**Strategy #4**

**1. Write your strategy in full**

Create public awareness programs to inform and assist individuals, families, and property owners to make environmentally friendly choices and practices for their homes and businesses. The effort should focus on the environmental problems afflicting the region and how people can help alleviate them.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Establish a website containing information and links.
- Create courses through the community colleges, cooperative extension, etc.
- Create and distribute printed materials.
- Create curricula for local schools.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Chesapeake Bay Foundation, Cooperative Extension, Alliance for the Chesapeake Bay.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

A partnership between the Baltimore Metropolitan Council, educational institutions, and environmental non-profit organizations.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2 years	Printed materials and a website containing information and links
3 years	Courses through the community colleges, cooperative extension, etc.
4 years	Curricula for local schools.
8 years	33% of the region’s households and businesses commit to apply environmental friendly practices.
12 years	66% of the region’s households and businesses commit to apply environmental friendly practices.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Coop America, Cooperative Extension Service certifies Bayscapes, CBF and the Alliance publish information.

7. Why should we commit to this strategy?

The daily decisions people and businesses make such as the products they buy and how they choose to travel, or fertilize their lawn can have a large cumulative effect on the amount of pollutants reaching our air and water and the maintenance of wildlife habitats. By choosing environmentally friendly products and practices the region’s citizen can take direct action to improve the region’s environmental quality.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Initially, the committee could investigate which of the daily decisions of the public and businesses can have the greatest positive impact on environmental quality. The committee should then lobby local and state government to carry out the strategy in partnership with others.

**Strategy #5**

1. Write your strategy in full

Conduct an assessment of environmental and economic costs and benefits for major development projects, public projects, and public policies.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Create and implement a methodology for assessing the full environmental and economic costs of major projects and policies.
- Conduct environmental suitability analyses and analyses of fiscal impact on local government as fundamental steps in the preparation of land use plan of a local comprehensive plan.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A partnership between the Baltimore Metropolitan Council, business, and environmental non-profit organizations to develop the assessment, environmental suitability, and fiscal impact methodologies.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2 years	Complete a report containing options and recommendations.
4 years	Implement methodologies.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Fully understanding the environmental and economic costs of major proposals is a prerequisite to balancing environmental protection and economic vitality.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Initially, the committee could produce a report on this subject. The committee could then lobby local governments to carry out the recommendations contained in the assessment.

# Vision 2030 Strategic Plan and Benchmarks

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## Farmland and Agriculture

### Vision

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.

### Strategies

1. Local governments should review and adjust their agricultural preservation program target areas to ensure regional compatibility and should modify zoning laws to uniformly permit agricultural activities to exist within viable zone districts, not threatened by other land use activities. This review should be consistent with the state and regional market context and with Chesapeake Bay restoration and watershed protection goals and policies.
2. 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.

### Strategy #1

#### 1. Write your strategy in full:

Local governments should review and adjust their agricultural preservation program target areas to ensure regional compatibility and should modify zoning laws to uniformly permit agricultural activities to exist within viable zone districts, not threatened by other land use activities. This review should be consistent with the state and regional market context and with Chesapeake Bay restoration and watershed protection goals and policies.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

1. Review agricultural zoning and land conservation programs within a regional context for zoning policy compatibility and consistency among jurisdictions within the region.
2. Examine innovative methods of using zoning laws to protect agricultural land uses to ensure open space values, including downzoning.
3. Examine innovative regional asset and tax sharing program to help create a healthy mix of revenue for each local jurisdiction, without the pressure to zone land for development to achieve tax revenue.
4. In balance with urban land restoration and protection, examine opportunities to effectively use resources for land preservation through private partnerships (land trusts) and other innovative methods.
5. Develop a regional program for transfer of development rights.
6. Encourage the state to increase funding for land preservation.
7. Increase local governments to supplement state funds with local moneys.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

- 1000 Friends of Maryland.
- Maryland Center of Agro Ecology.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

CPHA, 100 Friends of Maryland, Baltimore Regional Partnership, CBF, Maryland Department of Agriculture, county agricultural preservation representatives.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
1 year	Assemble review team and complete detailed study of issues
2 years	Complete recommendation analysis and submit for consideration to local jurisdictions and state.
5 years	Zoning compatibility and consistency changes have been implemented; examine and adopt an asset or tax sharing program to reduce the pressure to rezone good agricultural land.
10 years	Greater consistency has been achieved in protecting agricultural lands and a significant economic activity continues providing local food products and exports.
20 years	Agricultural activities are pursued in an ecosystem sustainable manner with best practice for land management to achieve maximum environmental benefits as well as economic results being achieved.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Preservation of agriculture (land and industry) requires an aggressive strategy based on economics and tailored to this region.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

BMC members need to support the use of an array of tools that will affectively preserve agriculture land while retaining equity for the farmer.

## **Strategy #2**

**1. Write your strategy in full:**

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.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Create farmers markets that can operate daily in urban and suburban locations.
- Provide greater public funding for farmers markets and advertising.
- Create a program for retiring farmers to assist urban residents establish and develop viable community gardens.
- Expand the range of opportunities available to residents of the Baltimore Metropolitan Region to visit farms as part of an aggressive agri-tourism program.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

The Department of Agriculture.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Cooperative Extension Service, Maryland Department of Agriculture, local economic development organizations.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
1 year	Assemble review team and complete detailed study of issues.
1 year	Complete recommendation analysis and submit for consideration to State.
2 years	Expand and improve upon the existing network of farmers markets in urban and suburban communities.
3 Years	Expand and strengthen the urban community gardening activities and improve people's health through better nutrition and exercise.
5 years	Expand and market opportunities to visit farms through an aggressive agri-tourism program.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

New Jersey is apparently way ahead of us on some of this stuff. An action item should be to look for good models in partnership with the Department of Agriculture and Business and Economic Development.

**7. Why should we commit to this strategy?**

- Maryland needs greater direct service outlets for farmers' products.
- Maryland needs an effective strategy to preserve farmland as well as farming.
- Agriculture is a large, unrecognized part of economic base of the state.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes – Acknowledge that it needs to be here. Get BMC leaders to endorse and form partnerships with MDA and DBED to get it done. This is an area where we can really make a difference.

# Vision 2030 Strategic Plan and Benchmarks

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## Health

### Vision

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.

### Strategies

1. Provide incentives for doctors and mobile or satellite facilities to locate in less accessible parts of the region, as well as in more densely developed neighborhoods.
2. Encourage young people to choose health care careers and provide incentives for them to remain in the region.
3. Using a grassroots mobilization/community organizing model, provide all Marylanders access to quality and affordable health care.
4. Develop aggressive health education programs that emphasize prevention, including awareness of environmental health issues.
5. Maximize lead paint hazard reduction through a combination of education, investment and enforcement.
6. 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.

### Strategy #1

#### 1. Write your strategy in full:

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.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Formation of a task force to examine need and identify potential locations for mobile or satellite health care facilities.
- Determination of incentives and funding opportunities.
- Development of model community – based education program to inform communities of the need for health care and opportunities available through mobile or satellite services.

#### 3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A specialized task force with experts/in field practitioners to work with an entity implementing Vision 2030.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	Formation of task force.
2004	Identification/development of incentive packages.
2004/5	Development of model incentive program.
2005/10	Implementation of program.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

To improve the quality of life through the availability of basic health care services in areas of the region where opportunities are not currently available.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

To provide a regional context for initiation of strategy.

**Strategy #2**

1. Write your strategy n full:

Encourage young people to choose health care careers and provide incentives for them to remain in the region.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop private/public partnerships with higher education institutions, foundations, faith based organizations, businesses and others to establish incentive programs to attract individuals to the health care field.

Identify potential funding sources to support incentive program.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Higher education institutions in the region should lead the effort to interest individuals in health care profession.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2004	Formation of task force to identify needed incentives, matched to the type of health care staff needs.
2005	Development of private/public partnerships to promote and provide incentive programs.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Health care services are in desperate need of individuals to fill existing personnel opportunities and will need even greater levels of new personnel to accommodate future health care needs.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can promote coordination of higher education institutions to promote health careers and lobby for financial support to create incentives.

**Strategy #3**

1. Write your strategy in full:

Using a grassroots mobilization/community organizing model, provide all Marylanders access to quality and affordable health care.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Require parents to either enroll their children in their employer-sponsored health plan or buy into the Maryland Children’s Health Care program.

Establish MdCare, a new publicly-accountable insurer created through a federal government Medicaid waiver, that will be open to low and moderate income adults who do not have access to affordable comprehensive health coverage at work.

Maximize employer-based insurance and make the cost to employers more equitable by first having individuals select qualified employer plans before being able to enroll in MdCare. Second, employers not offering affordable, comprehensive health insurance will be required to pay five percent of their total payroll to provide health insurance to make the cost fairer to the large majority of Maryland companies that provide insurance.

Expand access to the high quality, affordable Maryland Standard Comprehensive Benefit Plan to more than 125,000 uninsured Marylanders by expanding the small group health insurance market to more small businesses and to those enrolled in the individual (non-group) insurance market.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Many organizations in the region fight for universal health care, Maryland Health Care for All organization is the only one that has specific funding and a grassroots plan to accomplish the goal.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Maryland Citizens’ Health Initiative began operations four years ago to organize the community around the need for “health care for all.”

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2004	Maryland General Assembly will have enacted a health care for all plans that will guarantee all Marylanders access to quality and affordable health care.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

There are 600,000 Marylanders without health insurance including 43,000 children, 800,000 Marylanders with “bad” insurance (i.e. bad coverage or high costs- deductibles and premiums), and 200,000 Maryland seniors without drug benefit. Uninsurance is a problem that leads to bad health outcomes for the uninsured, higher health care costs for society in general, and economic jeopardy for many Marylanders.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, Vision 2030 should become a partner in the campaign and join more than 1600 religious, community, health care, business, and labor organizations across the state that have already done so.

**Strategy #4**

1. Write your strategy in full:

Develop aggressive health education programs that emphasize prevention, including awareness of environmental health issues.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Local health departments currently operate health education programs tailored to the local needs of residents in each county. They operate with limited staff resources, increasing resources to support additional staff will allow for the expansion of education programs to reach a greater number of residents.

A regional forum on health education programs will allow discussion of regional health issues, i.e. air quality. Sharing this information as well as understanding and developing alternative approaches that assist in improving the health of residents in the region are important steps toward prevention of health issues.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Local health departments operate locally designed health education programs, but a regional effort does not exist at present.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Vision 2030 Oversight Committee should facilitate the discussion of regional approaches and development of new educational programs that assist local health departments.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003	Develop an initiative to lobby for increases resources for local health staff to expand current educational programs.
2004	Secure additional funding.
2004	Establish a regional forum to discuss and develop new approached to health education programs, improving local programs and creating regional education approaches that prevent the growth in health issues.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

The only model program are programs operated at the local jurisdiction. There are no known regional models.

**7. Why should we commit to this strategy?**

It is important to educate residents throughout the region about public health aspects of diseases and conditions that affect their health. Providing alternative or new approaches will help residents prevent health related illnesses.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee can provide the coordination and support for creating a regional forum to review and discuss health issues.

### Strategy #5

**1. Write your strategy in full:**

Maximize lead paint hazard reduction through a combination of education, investment and enforcement.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Section 8 – require all units to be lead safe.
- Make all publicly assisted rehabilitation programs mandate lea safe work practices and clearance.

- Fund an adequate relocation system
- Triple current abatement funding for owners (rental and owner occupants)
- Focus on homes of pregnant women for lead hazard reduction prior o the birth of a child
- Perform lead dust testing on all pre-1960 homes in Baltimore
- Maintain vigilant enforcement of housing code and Health Homes standards (lead, form example)

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

No, not full time. The Coalition to End Childhood Lead Poisoning has published “Windows of Opportunity” a strategic plan for broad use in ending lead poisoning.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Coalition to End Lead Poisoning is the appropriate party as it works in broad partnership with all parties and maintains day-to-day focus ion the issues. The Coalition also wrote the first strategic plan for inter-agency and public/private partnerships. It should maintain an accountability matrix for all groups and convene resources to accomplish the broad goal of ending leaf poisoning by 2010 in partnership with communities, property owners, health care providers, social service providers and government.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2010	No child testing above 20 _gl/dl for lead in Maryland.
2002	5000 new lead safe or lead free units ion Baltimore.
2004	Establishment of transitional housing facility for lead poisoned children.
2004	75% Compliance of all pre-1950 rental units within Maryland laws.
2004	75% compliance of all eligible children tested for lead.
2004	50% of all homes of pregnant women in Baltimore tested for lead.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

The Coalition’s “Windows of Opportunity” program us actually seen as a national model . Other good programs include Hartford, CT Lead Safe House, the Blood Testing in Delaware and the Boston Lead intervention Program.

**7. Why should we commit to this strategy?**

In the last three years alone over 25,000 young children in Baltimore City have been diagnosed with blood lead levels over the “level of concern” established by the Centers for Disease Control and Prevention. We should fully fund and finish implementing “Windows of Opportunity” because under its implementation thus far we have achieved a 45% reduction in poisoned children since 1999 and an 85% reduction since 1994.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

To help the coalition and the Maryland commission on Lead Poisoning Prevention garner the resources to complete the “Windows of Opportunity” program. As the greater Baltimore Committee voted on its Managing for Success Publications – greater lead safe housing will lower expenditures on health care, special education and juvenile justice while also increasing market value of housing, making communities more livable and providing for a better workforce in the future.

**9. Additional Remarks**

Lead Poisoning is an entirely preventable disease that has a tragic and costly impact on our community. Children poisoned by lead are left with irreversible effects ranging from learning disabilities to mental retardation to violent behavior. Children poisoned by lead are seven times more likely to drop out of school and far more likely to end up involved in juvenile crime.

**Strategy #6**

**1. Write your strategy in full:**

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.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Increase funding for both prevention and treatment.
- Centralize treatment services regionally.
- Mandate through legislative process that Alcohol and Drug Abuse Administration (ADAA) design, implement and regulate centralized treatment systems of Maryland.
- Use evaluation process to de-fund ineffective treatment programs.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

- Baltimore City through its drug stat program.
- ADAA is proposing jurisdictional drug czars.
- Addiction Treatmentx.. Advocates of Md. (ATAM) and CPHA by Advocates for Regional Solutions to treatment issue.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

- A coalition or advisory committee to consolidate efforts.
- The Baltimore City “Believe” campaign would impact a large group of people.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003	True treatment on demand within 24 hrs.
2005	Establish a true state-wide, comprehensive treatment system with focus on treatment

	literacy, job training and employment, medical, housing as well as services (counseling and support) for survivors of substance abuse.
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**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

- Women’s Housing Coalition of Baltimore.
- Delaney St. Program in New York.
- Program in California, The Torsa program in North Carolina and a program in Washington, D.C.

**7. Why should we commit to this strategy?**

The epidemic of illegal drugs has turned approximately 120,000 of the regions residents into addicts. Our piece-meal approach has only scratched the surface for effective treatment of the abuse.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

To call for just such a regional or state wide treatment system. It needs to be somewhat immune from politics. The Vision 2030 hopefully will have the vision to realize this is only real solution to a problem that is not going to just fade away.

# Vision 2030 Strategic Plan and Benchmarks

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## Housing

### Vision

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

### Strategies

1. Perform a regular inventory of housing needs, potential land for development, and innovations in building techniques and products to address current and future housing demands.
2. Increase supply of affordable housing in the region/state through a moderately-priced dwelling unit program.
3. Increase state housing bonds and housing funding to leverage or finance mixed income development.
4. Revitalize and fully utilize existing affordable housing stock.
5. Encourage “age in place” housing opportunities in new and existing neighborhoods and developments.
6. Revise local development regulations to encourage growth consistent with smart growth principles through mechanisms such as zoning ordinances, building codes, design guidelines, flexible zoning/development regulations.
7. Develop procedural incentives for better planning/site design/infill development.
8. Provide incentives through land assembly and infrastructure re-investment in existing communities.
9. Create effective mobility programs related to job access.

### Strategy #1

#### 1. Write your strategy in full:

Perform a regular inventory of housing needs, potential land for development, and innovations in building techniques and products to address current and future housing demands.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop methodology to determine housing needs throughout the region, utilizing the data currently generated at the jurisdiction level.

Develop methodology to inventory land available for development based on current local jurisdictional zoning densities and extent of adequate public facility capacities to support development.

Examine and maintain an inventory of various building products and techniques that promote more efficient and less costly housing opportunities.

#### 3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland Home Builders have been calling for inventories for several years. Local jurisdictions maintain certain data concerning developable land, some with more detailed accounting than others. The Maryland Department of State Planning maintains property view data files that account for land change and

development potential. The Baltimore Metropolitan Council maintains data information on housing projections in the region.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

A coalition of parties should work cooperatively to develop and maintain a data base of items identified in this strategy.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003 - 2004	Develop and implement methodology to determine housing needs throughout the region, utilizing the data currently generated at the jurisdiction level.
2004 - 2005	Develop and implement methodology to inventory land available for development based on current local jurisdictional zoning densities and extent of adequate public facility capacities to support development.
2004	Examine and maintain an inventory of various building products and techniques that promote more efficient and less costly housing opportunities.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Unless there is a qualified understanding of available residential development potential in the region; opportunities for new forms of development, where development should be located and the capacity to support new growth; many of the strategies in Vision 2030 can not be implemented.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Committee can provide the structure and guidance in addressing this strategy that individually, existing organizations cannot achieve without a centralized effort.

**Strategy #2**

**1. Write your strategy in full:**

Increase supply of affordable housing in the region/state through a moderately-priced dwelling unit program (MPDU).

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Create a statewide moderately priced dwelling unit requirement to be implemented at the county level.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Montgomery County, Maryland.
- Prince Georges County, Maryland.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Region-wide coalition of builders, developers, affordable housing advocates, government planners and smart growth/environmental groups.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2 years	Statewide legislation.
3 years	County implementing regulations.
5 years	New development of affordable housing units.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Montgomery County.

7. Why should we commit to this strategy?

To increase availability and provide affordable housing opportunities throughout the region and state.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

### Strategy #3

1. Write your strategy in full:

Increase state housing bonds and housing funding to leverage or finance mixed income development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

The State Community Development Administration should review and revise accordingly its funding/financing award criteria to ensure that mixed income housing developments are created/redeveloped throughout the region and state, that an appropriate balance between elderly and family is met and the use of funds encourages redevelopment in addition to new construction.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.  
The Governor.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2 years	Review and revise funding award criteria and include evaluation component.
3 years	Implement new criteria and award state housing funds to reflect new criteria.
5 years	Housing constructed which reflects funding priorities.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.  
No.

7. Why should we commit to this strategy?  
Because we have an idea that state housing financing could better promote smart growth principles. We don't want low-income housing concentrated in one area and want to encourage mixed-income housing.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.  
No.

**Strategy #4**

1. Write your strategy in full:  
Revitalize and fully utilize the existing stock of affordable housing.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.  
Analyze the condition of public and publicly assisted housing on regional basis – HUD provides oversight of each Housing Authority and federally assisted project and the state Department of HCD provides oversight of state funded and tax credit projects but to our knowledge no one looks at this on a regional basis.

The City should commit to completing HOPE VI projects within a reasonable timeframe and Baltimore County should commit to replacement of demolished Section 236 projects.

The City should recognize its inability to manage and maintain scattered site public housing and should contract out management or transfer ownership to non-profit organizations where there is interest.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.  
No.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Baltimore Metropolitan Council or perhaps Maryland Center for Community Development convene high placed county and city officials.

Greater Baltimore Committee – follow up on implementation of recommendations of the Mayor’s Management and Efficiency Study of DHCD.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
1 year	Establish working group to review state of affordable housing regionally.
6 months	Meet with City and County to determine the timeline for replacing demolished housing units.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

There is a lack of safe, decent affordable housing in the region and while attempts are made to increase the supply we should be mindful of the maintenance and management of the existing supply of public and publicly assisted housing to ensure that it is maintained and preserved as affordable housing.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

No.

**Strategy #5**

**1. Write your strategy in full:**

Encourage “age in place” housing opportunities in new and existing neighborhoods and developments.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Amend local zoning codes to promote a mixture of housing types within new developments and appropriate “granny-flat” conversions in existing developments.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

No.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Local planning and zoning offices working with elderly social service providers.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
18 mos.	Adopted zoning regulations/master plan goals setting percent for each jurisdiction.
36 mos.	Initial units completed within one or more jurisdictions.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The % of elderly will double within the region by 2030 and require dramatically different housing types on an unprecedented scale.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Oversight Committee can promote and encourage local jurisdictions and developers throughout the region to initiate actions recommended in this strategy.

### Strategy #6 and #7

1. Write your strategy in full:

Revise local development regulations to not discourage growth consistent with smart growth principles through mechanisms such as zoning ordinances, building codes, design guidelines, flexible zoning/development regulations.

Develop procedural incentives for better planning/site design/infill development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Mayors and County Executives need to appoint task forces to examine existing zoning and regulatory barriers and recommend incentives to encourage more efficient land use and better planning.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Some counties have some flexible zoning provisions but need to be expanded upon.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Mayor and County Executives.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Create Task Forces.

2 years	Task Force recommendations.
4 years	Implementation and first developments under new regulations.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Urban Land Institute and the American Plan Association may have examples.

7. Why should we commit to this strategy?

More efficient land use and better planned communities.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

No.

### Strategy #8

1. Write your strategy in full:

Provide incentives through land assembly and infrastructure re-investment in existing communities.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Improve utilization of brownfield sites through changes to existing state brownfields legislation to model other successful state programs
- Implement recommendation of the Mayor’s management and Efficiency Study by the GBC for overhauling the property acquisition and disposition process in Baltimore City – this is underway but whether there are concrete goals for expected results is unclear.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Brownfields BDC, City of Baltimore, GBC.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Mayor and County Executives and development community.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
By 12/02	Prepare brownfields legislation to be considered during 2003 General Assembly session.
By 12/02	GBC follow up with Mayor to review progress in implementation of committee recommendations.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Pennsylvania, Illinois, Michigan, Massachusetts.

7. Why should we commit to this strategy?

Reducing barriers to investing in older communities and creating incentives for redevelopment are key to making redevelopment an attractive alternative to new development in greenfields.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

### Strategy #9

1. Write your strategy in full:

Create effective mobility programs related to job access.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

There is an existing tool, Section 8 housing voucher, which if better administered and monitored with better supports offered for families could offer a means of housing choices for families to live closer to suburban employment opportunities. If monitored properly it could be a means to force landlords to improve housing quality.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please list below.

The City Housing Authority is aware of the administrative problems of the City's Section 8 programs and is taking some steps to address them. It does not appear to have a commitment to improving the use of Section 8 as a mobility tool.

4. Who should take the lead to initiate the strategy? What should their role be? Please describe.

Mayor and County Executives.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Improve administration of Section 8 program in Baltimore City and create housing mobility program.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

**7. Why should we commit to this strategy?**

To improve the use of a federally-funded tool to offer housing mobility to families with low incomes.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

N/A.

# Vision 2030 Strategic Plan and Benchmarks

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## Land use

### Vision

A region of new and revitalized neighborhoods based on compatible mixed-uses (housing, employment, education, cultural, retail, and green spaces) within walking distance to one another, sensitive to the environment, and served by adequate, efficient, and accessible infrastructure and public transportation systems. Preserved and agricultural land surrounds developed neighborhoods.

### Strategies

1. Adopt zoning classifications and codes that promote mixed use, walkable, environmentally sensitive communities.
2. Implement the Baltimore Rail System Plan and supportive land use around station stops.
3. Promote proactive state and county infrastructure funding in targeted growth areas.
4. Enhance zoning protections and funding for open space and agricultural land preservation.

### Strategy #1

#### 1. Write your strategy in full:

Individual counties do not have the manpower or money to do an overhaul of their zoning codes. Each county is different. A model code with a streamlined approval system would decrease development cost, increase county efficiency and help achieve community design goals.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

State should create model zoning ordinances for county adoption and should provide to counties hardware, software, and training to promote their use. Model codes should be developed with county participation.

#### 3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

A coalition of environmental and real estate groups is working on this. Scottsdale, Az. may be doing some of this. Several Australian cities have done this.

#### 4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Strategy has been initiated by a coalition including Chesapeake Bay Foundation, 1000 Friends of Md., Urban Land Institute and Homebuilders Assoc. of Md. They should be supported by Vision 2030, Maryland Association of Counties, Maryland Municipal League and local planning and zoning offices.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Jan. '03	Detailed strategy agreed to by coalition, state, lead counties.
Jan. '04	Finalization of model codes, software, hardware, training for county adaptation.
June '06	Implemented by major counties.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Individual counties do not have the manpower or money to do an overhaul of their zoning codes. Each county is different and none are computerized. A model code with computerized approvals would decrease development cost, increase county efficiency and help achieve community design goals.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Vision 2030 participants need to commit to the need for change and the willingness to do so. Leadership needs to make sure that counties do not see this as telling them where and how to grow, but rather collectively acquiring modern tools to do so more efficiently.

## Strategy #2

1. Write your strategy in full:

Implement the Baltimore Rail System Plan and supportive land use around station stops.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Retain citizen advisory committee through Plan implementation.
- Gain support of Baltimore Regional Transportation Board.
- Identify and assemble adequate funding to implement the Plan, including public taxation if necessary.
- Use scenarios and transport model developed for Vision 2030 public meetings to help plan redevelopment and other land use around Rail System Plan station.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Baltimore Regional Rail System Plan Advisory Committee.
- Maryland Department of Transportation.
- Maryland Transit Administration.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- BRTB, working with State delegations in legislature.

- MDOT. Prioritize the program within MTA. Solicit for State and Federal Funding.
- Greater Baltimore Committee and Baltimore Regional Partnership. Work together to build private-sector constituency for Rail Plan that will sort through planning issues with MTA and build support for necessary funding.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Bal.'02	MTA start planning and environmental studies for "Priority Projects."
Fall '03	Receive funding through Fed. Surface Trans. Act (TEA-21) reauthorization.
2003-2004	Local governments and State of Maryland engage on a process of developing preliminary plans for land around stations on priority Rail System lines.
2003-2010	Local governments add station-area plans to their comprehensive plans and zoning maps as they come up for review.
10 Years	Complete construction of "Priority Projects."

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Washington DC Metro Area Plan.

7. Why should we commit to this strategy?

- Promotes mixed-use development and other economic development.
- Clean air environmental benefits.
- Enhances mobility of transit dependant population for jobs and services.
- Reduce increase in congestion on heavily traveled highways.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

- Support and urge the implementation of the Plan in our final report.
- Fostering public support.

### Strategy #3

1. Write your strategy in full:

Promote proactive state and county infrastructure funding in targeted growth areas.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

State and counties – direct funding for roads, schools, water and sewer to targeted growth areas as top priority to entice development. Some of this is being done now, but it needs to be more anticipatory and proactive. Prioritization should be at the neighborhood level, not site specific.

Utilize the transportation network model that was prepared to assist public response to appropriate forms of future growth during the public meeting process as a beginning to identify and support target growth areas in the region.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Harford Co. is starting to think along these lines. Southern states have does this for years with industrial development.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Strategy should be articulated and led at the county level with the cooperation of the state.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Jan '04	Policy formulated and in operation.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Development will go where the services are in place. Present policy has services following development, sometimes contrary to public policy. Public sector can better coordinate services if a neighborhood is viewed as an entity rather than on a site specific basis.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Policy will need strong civic and business leadership at both the county and state level for implementation. Vision 2030 is a logical leader.

### Strategy #4

1. Write your strategy in full:

Enhance zoning protections and funding for open space and agricultural land preservation.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Increase funding of preservation programs.
- Create and maintain maximum density zoning in rural areas (1 unit/25+ acres).
- Add transfer of development rights (TDR) from rural areas to designated growth areas.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Baltimore County has excellent zoning and preservation funding programs. The Valleys Planning Council has played an instrumental role there.
- Montgomery County has had success with TDR.
- State GreenPrints, Program Open Space, and Rural Legacy programs.

- The Baltimore Regional Partnership published a study in October 2001 analyzing county growth projections and showing that the region is now slated to lose more than 82,000 acres in rural land to development between 2000 and 2020.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

BMC should convene the region’s elected executives to set an ambitious rural preservation goal for the region and coordinate local policies to achieve it.

Baltimore County should convene a meeting of local planners in the region involved in rural preservation to tell the story of their program and the political dynamic that led to it.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
Apr. ‘03	Inventory completed of rural land protected and/or zoned effectively at 1 du/25+ acres.
Apr. ‘03	Baltimore County convenes meeting of county planners on rural preservation strategies and Baltimore County’s experience.
Fall ‘03	BMC Board meets to set region-wide preservation goal for 2010, 2020, and 2030.
Yearly	BMC monitors progress toward regional preservation goals.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Baltimore County downzoned significant rural land starting in 1979, the same year they joined the newly formed Maryland Agricultural Land Preservation Program.

In Montgomery County, developments such as Hallowell have transferred substantial development from rural areas to growth areas.

**7. Why should we commit to this strategy?**

Our region’s rural heritage is important for the diversity of our local economy, sources of fresh food, and our overall quality of life. The Baltimore Regional Partnership study “Planning for Sprawl” shows that we will lose a substantial part of that heritage over the coming 20 years if we do not act decisively and quickly to change our course. In addition, limiting the conversion of rural land to commercial and industrial development might mitigate the increase of chloride levels in the Liberty reservoir.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Oversight Committee could monitor and advise the counties on achieving progress in this area.

# Vision 2030 Strategic Plan and Benchmarks

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## Neighborhood Community Character

### Vision

The region has a network of safe communities that promote neighborliness, diversity, beautification, and open space and historic preservation.

### Strategies

1. Revise zoning to encourage mixed use and transit-oriented development.
2. Develop jurisdictional historical master plans.
3. Promote walkable communities boosting proliferation of attractive sidewalks, enhanced pedestrian-style street lighting, street trees, traffic calming and reduction and other streetscaping measures.
4. Promote neighborhood beautification programs such as parks, plantings, billboard management, architectural standards and guidelines.
5. Encourage formation of community associations and promote neighborhood/community activities: special events, clean-up days.
6. Promote formation and build the capacity of new and existing neighborhood and community associations.
7. Promote resident involvement in community policing programs.

### Strategy #1

#### 1. Write your strategy in full:

Revise zoning to encourage mixed use and transit-oriented development.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Could be done during local jurisdictions' comprehensive rezoning efforts in concert with non-profits and developers

Would need backing of County Execs and Councils/Commissioners.

#### 3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Affordable housing – statewide MPDU's – CPHA comprehensive re-zoning taking place in Howard County.

#### 4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- Local government officials.
- Local non-profits.
- Developers.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2 years	Assess current zoning regulations in local jurisdictions.
3-5 years	Rewrite zoning regulations to increase mixed-use development, walkable communities.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

This strategy addresses many of the most pressing issues – affordable housing, sprawl, creating community, walkability.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Not sure, depends on the role of the committee in implementation.

**Strategy #2**

1. Write your strategy in full:

Develop historical preservation plans in each jurisdiction.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Work with local preservation organizations and Preservation Maryland and Maryland Historic Trust. Local planning departments and historic district commissions must be involved – only coordinated effort by several groups will make this work.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Preservation Howard County and Howard County government.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- Local non-profits.
- Local government officials.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Inventory and assess current historic resources.
2 years	Develop plan with goals and objectives, action plans; set time frame for action plans.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No, but MHT might.

7. Why should we commit to this strategy?

We are losing our historic resources in the city and elsewhere. This is related to community building (historic perspective), beautification, and architectural integrity.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Not sure, depends on the role of the committee in implementation.

**Strategy #3**

1. Write your strategy in full:

Promote walkable communities boosting proliferation of attractive sidewalks, enhanced pedestrian-style street lighting, street trees, traffic calming and reduction, and other streetscaping measures.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Create a model program for attracting interest in supporting alternative community development opportunities.

Promote design standards to developers as an alternative to traditional development.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Chesapeake Bay Foundation, 1000 Friends of Maryland and the Baltimore Regional Partnership and others have been promoting this strategy as an alternative to traditional forms of development.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local government in cooperation with developers and interested groups involved in promoting this strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2004	Develop model program/ordinance for promoting the principles of walkable communities.
2004 - 2010	Promote design standards throughout the region with examples of walkable communities being in place.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

There are examples of this concept, probably represented through the new urbanism movement, on-going across the country.

7. Why should we commit to this strategy?

Current development patterns consume large acreages of land while utilizing walkable design standards would provide additional benefits of reducing dependence on the automobile.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee should promote examples of walkable communities and encourage developers to use this form of development.

**Strategy #4**

1. Write your strategy in full:

Promote neighborhood beautification programs such as parks, plantings, billboard management architectural standards and guidelines.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Local jurisdictions promote through neighborhoods community and homeowner associations, faith community, conservancies, nature center.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Parks and People Foundation, community associations, state programs – community parks and playgrounds, Program Open Space.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local jurisdictions and their officials in cooperation with Non-profits, environmental groups and associations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2 years	Some number of beautification projects, as defined, conducted by jurisdiction.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

**7. Why should we commit to this strategy?**

Implementing this strategy provides most visible examples of success of neighborhood/community/homeowner associations.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Perhaps in concert with or as subset of implementation of #1 strategy: promote formation of neighborhood and community associations.

**Strategy #5**

**1. Write your strategy in full:**

Encourage formation of community associations and promote neighborhood/community activities: special events, clean-up days.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Review and identify neighborhood/community models which demonstrate successful approaches to energizing the community to promote and sponsor community based programs that have addressed community level issues, neighborliness, community beautification, open space, and historic preservation.

Inventory community associations by jurisdiction and identify key regional type organizations.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

- CPHA – Community Outreach Program.
- Parks and People.
- Columbia Association.
- Governor’s Office on Volunteerism.
- Baltimore Community Foundation.
- Enterprise Foundation.
- Abell Foundation.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Local governments.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Inventory of neighborhood/community associations.
2005	Review and identification of models.
2005	Development of program share and implement model program.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- Columbia Association – Columbia, Maryland.
- Sandtown-Winchester.

7. Why should we commit to this strategy?

Through the promotion, enhancement and formation of neighborhood/community associations, issues raised during the Vision 2030 process, calling for community level involvement will have a greater opportunity to be addressed with a community level organization in place.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee may provide continued monitoring and evaluation of the implementation of visions and strategies.

**Strategy #6**

1. Write your strategy in full:

Promote formation and build the capacity of new and existing neighborhood and community associations.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Local jurisdiction should provide small grants and logistical support/education programs to neighborhood groups.
- Local jurisdictions require formation of homeowner associations as part of development plan for new housing.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Howard County Office of Planning and Zoning.
- Morgan State U. is providing support to NECO in Baltimore City.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local jurisdiction officials and Non-profits, community groups.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2 years	Some number of grants to community associations.
2 years	Number of homeowner associations to number of new housing developments – 1.0.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Neighborhood or community associations would do much of the planning and “leg work” for preservation, beautification, and public involvement for implementing the other strategies.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Committee should contact local officials and ascertain extent to which associations exist and educate as to need for them.

**Strategy #7**

1. Write your strategy in full:

Promote resident involvement in community policing programs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Examine neighborhood crime prevention programs and create partnerships between communities, police agencies and states attorney offices.

Promote neighborhood crime prevention programs to neighborhood/community associations throughout the region.

Promote “National Night Out” as a means of engaging residents of communities to get involved in policing their community to prevent crime.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Governor’s Office on Crime Prevention.

Local Police agencies.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local elected officials.

Local police agencies in partnership with neighborhood/community associations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	Conduct inventory of models that have successfully executed programs that actually reduce crime in communities.
2004	Link community policing effort with safety/crime vision strategies.
2005	Execute a regional program to inform and engage neighborhood/community associations to establish community policing programs.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

- National Neighborhood Night Out.
- Neighborhood Watch.
- Citizens on Patrol.

**7. Why should we commit to this strategy?**

Creation of programs to reduce crime that involves the community in policing itself will improve the resources available to not only reduce but prevent future growth in crime in communities.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee may provide continued monitoring and evaluation of the implementation of visions and strategies.

# Vision 2030 Strategic Plan and Benchmarks

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## Parks and Open Space

### Vision

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.

### Strategies

1. Conduct a green infrastructure inventory (including forest, wetlands, fields, agricultural lands, streetscaping and urban parks) in all jurisdictions to guide decisions about which areas to protect and which ones to restore.
2. Establish regional targets for reforestation, forest protection and park development.
3. Set regional criteria for park development including adequate funding for maintenance, public safety, programming, and public support (volunteers, friends groups).
4. 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.
5. Support development of a volunteer base and program to encourage community-based maintenance and programming for parks and open space.
6. Develop/support education initiatives and programs that highlight the importance and value of forested parks and private open space.
7. Develop an awareness campaign that highlights parks (bike trails, ball fields, open space, greenways) as an essential ingredient to crime prevention, health, economic development and neighborhood revitalization.
8. Enforce ADA requirements and improve public access.

### Strategy #1

#### 1. Write your strategy in full

Conduct a green infrastructure inventory (including forest, wetlands, fields, agricultural lands, streetscaping and urban parks) in all jurisdictions to guide decisions about which areas to protect and which ones to restore.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Maryland has prepared a statewide strategic forest assessment and Baltimore County has nearly completed its assessment. Baltimore City is just beginning its urban forest assessment. These efforts should be integrated and other local jurisdictions invited to participate so the regional forest system issues can be addressed at the level of detail needed to plan and make decisions about targeting sites, etc.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Many metropolitan areas are beginning to approach this issue in this fashion, meaning GIS and modeling. See American Forest web site for more information and USFS UFORE program. Maryland can be a leader with its Green Print and Forest Assessment, but this needs to be more fully integrated with local jurisdictional planning and environmental protection assessments and strategies with the intention of creating specific action plans for capital funded restoration, protection and conservation projects identified.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Baltimore Metropolitan Council should assist in leading a region-based forest management assessment that can be developed into a management plan. This would involve working with State and Federal agencies. Parks & People Foundation has developed these relationship and would be willing to partner with BMC to accomplish this task.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
1 year	Organize team and review work accomplished to date.
2 years	Complete assessment stage .
5 years	Complete regional forest management plan with details for targets for protection and restoration (reforestation) having integrated this element with local land use plans and regional air and water quality plans.
10 years	Accomplish half of the significant targeted plantings through multiple organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government forces and contractors; enlist the private sector and private property owners in this cooperative effort; resolve deer browsing problem and incorporate sustainable forestry harvesting aspects on targeted site this is felt appropriate; deal with forest health issues such as invasive plants.
20 years	Accomplish 100% targeted planting and have moved on to fully range of forest health issues; create forest system that general public recognize as healthy and vibrant contributions to quality of life.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Baltimore County is a model locally; look to LTER network (NSF) and their experimental forests.

**7. Why should we commit to this strategy?**

Forest assessment leading to forest management plan will help public and private property owners adopt ecosystem management goals and techniques leading to greater resolution of Chesapeake Bay restoration and improve urban community life.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes, support federal and state funding to initiate effort and help to develop the public-private coalition; educate business and civic leaders on the meaning of ecosystem management and how this can be incorporated in all line of business and other activities in addition to land management.

**Strategy #2**

**1. Write your strategy in full**

Establish regional targets for reforestation, forest protection and park development.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Local and state jurisdictions, private property owners, and nonprofit conservation organizations should team up to develop an effective and consistent management system for public lands and cooperating private land owners to maximize ecosystem values through ecosystem management and restoration techniques and systems.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

The Revitalizing Baltimore project collaboration is in a position to begin this work.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

We would suggest the private sector take the lead with government agencies cooperating and assisting. Parks & People Foundation, manager of the Revitalizing Baltimore project could provide leadership with other organizations to create a coalition.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
1 year	Form coalition and establish the ecosystem outcomes desired.
2 year	Based on regional forest assessment and watershed restoration plans, select property targets and begin implementation of ecosystem restoration projects and management systems.
5 years	Accomplish significant restoration projects as demonstration models.
10 years	Begin to realize measurable ecosystem benefits and condition changes based on establish outcome measurements.
20 years	General public can readily recognize ecosystem health improvements positively affecting quality of life for all living things.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

- Chicago Wilderness project.
- New York City Natural Resources Management Team.

**7. Why should we commit to this strategy?**

It is critical to sustaining quality of life within the Baltimore region and assisting with Chesapeake Bay restoration.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes, support federal and state funding to initiate effort and help to develop the public-private coalition; educate business and civic leaders on the meaning of ecosystem management and how this can be incorporated in all line of business and other activities in addition to land management.

**Strategy #3**

**1. Write your strategy in full**

Set regional criteria for park development including adequate funding for maintenance, public safety, programming, and public support (volunteers, friends groups).

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Address park resource deficiencies in older communities particularly in those communities with significant abandonment so that creation of adequate open space and other park amenities can be planned and implemented in coordination with urban redevelopment or older suburban needs for stabilization.

Address organizationally and structurally the lack of attention and interest by public agencies for small community-based parks and open space that often define the quality and character of small communities, usually used passively (this includes trails) that local agencies do not use for regional recreation and therefore do not generate revenue.

Establish a standard for maintenance and a minimum level of care that the public can expect that is adequately funded by sustainable public resources that is consistent among jurisdictions and not discriminatory to low income communities.

Create mechanisms so that communities can further improve or extend public maintenance to include beautification and ecosystem management.

Facilitate private mechanisms to assist low income communities to undertake self-help projects to improve park maintenance should they wish to do so.

Establish a regional park concept identifying unmet needs and opportunities based on land publicly owned but undeveloped for regional and/or community use.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Parks & People Foundation.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

DNR (as part of POS and its planning requirements) and Baltimore Metropolitan Council should assist in leading a region-based park maintenance assessment that can be developed into a management plan. This would involve working with State and Federal agencies. Consult and work with private sector regarding funding issue and assistance system for low income communities.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Organize team and complete detailed assessment of work needing to be done.
2 years	Develop public-private coalition ready to address sustainable funding and regional equity issues.
5 years	Complete assessment with action details including having implemented maintenance standards, identified small park opportunities to provide older communities with new amenities; resolve funding issues and social justice/equity issues; have negotiated a regional system of parks with possible joint funding mechanism; create a capital action plan for restoration and development of targeted parks as part of regional system.
10 years	Accomplish half of the significant targeted regional projects through capital improvements funded by new public-private mechanism; have fully engaged a wide range of organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government agencies.
20 years	Accomplish 100% targeted regional capital improvements and small park development targets and moved on to fully implement adequate maintenance programs to ensure sustainability of parks of all sizes that general public recognize as healthy and vibrant contributions to quality of life.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Boston, Chicago, St. Louis, go to Urban Parks Institute web site for more examples and details.

7. Why should we commit to this strategy?

Sustaining parks and open space in healthy, well-maintained conditions is essential to ecosystem management goals and improves urban community life.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support federal and state funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders on the requirements for adequate maintenance of public parks and a system of regional park system for use and funding.

### Strategy #4

1. Write your strategy in full

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.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Explore creation of an urban land trust that is adequately funded to address park resource deficiencies in older communities particularly in those communities with significant abandonment so that creation of

adequate open space and other park amenities can be planned and implemented in coordination with urban redevelopment or older suburban needs for stabilization.

An urban land trust could address organizationally and structurally the lack of attention and interest by public agencies for small community-based parks and open space.

An urban land trust can help to organize and sustain community driven efforts to assist public agencies with maintenance of communities spaces.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Parks & People Foundation, Charm City Land Trusts, Baltimore County NeighborSpace program.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Maryland Environmental Trust and Parks & People Foundation could assist in nurturing creation of an urban land trust system.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
1 year	Organize team and complete detailed assessment of work needing to be done.
2 years	Develop public-private coalition ready to address sustainable funding and secure local government commitment to work together.
3 years	Identified 250 small park opportunities to provide older communities with new amenities; resolve funding issues and social justice/equity issues; have fully engaged a wide range of organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government agencies.
10 years	Identified 700 small park opportunities to provide older communities with new amenities.
20 years	Identified 2000 small park opportunities to provide older communities with new amenities; fully implement adequate maintenance programs to ensure sustainability of parks of all sizes that general public recognize as healthy and vibrant contributions to quality of life.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Chicago NeighborSpace, Los Angeles Walk to the Park Initiative.

**7. Why should we commit to this strategy?**

Sustaining parks and open space in health well maintained conditions is essential ecosystem management goals and improves urban community life.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support state and local public funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

**Strategy #5**

1. Write your strategy in full

Support development of a volunteer base and program to encourage community-based maintenance and programming for parks and open space.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Support existing organizations working to mobilize volunteers to assist with parks maintenance and programming of activities.

Provide funding support for volunteer organizing efforts and programs.

Help to create improved communications systems to strengthen networking and information sharing among existing groups of volunteer working on park and community greening efforts.

Organize and officially support community greening celebration to acknowledge volunteers efforts and to support exchange of information among communities.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Chicago Open Lands, Philly Green, Parks & People Foundation.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Private sector should lead with support from public sector – Parks and People Foundation has developed a network that could form the basis for this work.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Organize team and complete detailed assessment of work needing to be done.
2 years	Develop public-private coalition ready to address sustainable funding and secure local government commitment to work together; identified 1000 volunteers and support their efforts engaged in working in older communities.
5 years	Identify 5000 volunteers and support their efforts engaged in working in older communities; resolve funding issues; have fully engaged a wide range of organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government agencies.
10 years	Identify 10,000 small park opportunities to provide older communities with new amenities.
20 years	Identify 20,000 small park opportunities to provide older communities with new amenities; fully implement to ensure sustainability of volunteer efforts.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Philly Green; Chicago; LA; NY; Washington, DC.

7. Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action as volunteers that are willing to work on urban forest health.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

**Strategy #6**

1. Write your strategy in full

Develop/support education initiatives and program that highlight the importance and value of forested parks and private open space.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Organize a campaign to draw attention to the value and importance of forested areas to the health of the regional ecosystem and what actions people can take to ensure sustainability of this resource.

Help to create improved communications systems to strengthen networking and information sharing among existing groups of volunteer working on forest health issues.

Create an Urban Watershed Forest Health Institute to focus on this agenda for the long-term including education, training, research and demonstration projects.

Seek national designation for the first Demonstration Urban Forest and consider the Gwynns Falls regional greenway for this designation.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

US Forest Service, Maryland Forest Service, Parks & People Foundation, and some other Bay oriented groups.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Private sector should lead with support from public sector – Parks and People Foundation has developed a network that could form the basis for this work.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Organize team, conduct focus group message research and launch campaign.
2 years	Compete initiate campaign and evaluate results; research and plan adjustments and run

	campaign and run campaign again in year three.
5 years	Evaluate effectiveness of campaign and relate to other initiative so they are organized in a supportive way; reach agreement of designation of National Demonstration Urban Forest.
10 years	Establish the Urban Watershed Forest Health Institute.
20 years	General public supports healthy forest systems similar to that in some European cities.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Philly Green; Chicago; LA; NY; Washington, DC.

**7. Why should we commit to this strategy?**

Help to gain understanding and support from general public leading to action as volunteers that are willing to work on urban forest health.

**8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

**Strategy #7**

**1. Write your strategy in full**

Develop an awareness campaign that highlights parks (bike trails, ball fields, open space, greenways) as an essential ingredient to crime prevention, health, economic development and neighborhood revitalization.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Organize a campaign to draw attention to the value and importance of parks to the health of the regional economic and ecosystem that targets decision-makers as well as the general public.

Draw upon recent research on this subject and explain to decision-makers the economic value of properly maintained parks to property values, crime reduction, etc.

Provide for a small grant program to engage community groups in park related community value projects including crime prevention, health, economic development and neighborhood revitalization.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

NRPA, NPS, Urban Parks Institute, Parks & People Foundation.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Private sector should lead with support from public sector – Parks and People Foundation has developed a network that could form the basis for this work.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Organize team, conduct focus group message research and launch campaign
2 years	Compete initiate campaign and evaluate results; research and plan adjustments and run campaign and run campaign again in year three; implement community grants program
5 years	Evaluate effectiveness of campaign and community grants program as well as relating to other initiatives so they are organized in a supportive way
10 years	General public supports healthy parks as an important indicator of health communities

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Philly Green; Chicago; LA; NY; Urban Parks Institute.

7. Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action as volunteers that are willing to work to sustain parks.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

### Strategy #8

1. Write your strategy in full

Enforce ADA requirements and improve public access.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Conduct and publish a survey of park users and developmentally disabled individuals and advocacy groups to determine the state of physical conditions in parks relating to ADA standards and public access issues including adequacy of public transportation to park facilities.

Working with a developmentally disabled work group, establish priorities to for remedial work needed to achieve ADA standards at high priority park facilities.

Establish a public-private initiative to remedy the deficiencies identified working with advocacy groups that can help with small project to improve access.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

NRPA, NPS, Urban Parks Institute.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Public sector should lead with support from private sector – focused on developmentally disabled advocacy groups.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Organize team, conduct focus group research and physical survey.
2 years	Complete the physical survey and establish priorities of park improvements need to achieve ADA standards.
5 years	Complete the high priority improvements needed.
10 years	Complete all improvements needed to eliminate all barriers to greater use of parks by all people.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Urban Parks Institute.

7. Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action as volunteers that are willing to work to sustain parks.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

# Vision 2030 Strategic Plan and Benchmarks

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## Public Safety and Crime Reduction

### Vision

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.

### Strategies

1. Decentralize District Court and Criminal Justice resources i.e. Department of Juvenile Justice, Parole and Probation, and provide alcohol/drug treatment and mental health coordination at focal points.
2. Improve contact with at-risk youth within the school system through programs such as school policing and family counseling with mental health professionals inside schools.
3. Provide early intervention of first time juvenile offenders with more treatment and education resources as well as more detention facilities.
4. Encourage 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.
5. Provide anti-domestic violence and sexual assault education at an early age through schools, churches, police, athletic leagues, youth centers and homes.
6. Expand public safety resources to meet community growth and needs.
7. Create a regional task force to study the relationship between ease of access throughout the region and the increased incidence of crime.

### Strategy #1

#### 1. Write your strategy in full:

Decentralize District Court and Criminal Justice resources i.e. Department of Juvenile Justice, Parole and Probation, and provide alcohol/drug treatment and mental health coordination at focal points.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Contact the District Court and supporting criminal justice agencies to advise them of the desirability of this.
- Collect statistics relating to zip codes of witnesses and locations of police witnesses by department or assignment for justification.
- Collect statistics on address of defendants or juveniles by zip code.
- Police departments compute mileage and cost of sending officers for district court including time of travel and cost of overtime to have people just driving.
- Request DJJ and P&P to identify location of clients by zip code and number of clients.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Baltimore City and County have District courts located around in several areas. I do not know about DJJ, P&P and counseling.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The counties and affected municipalities should request the statistics from the District Court and State agencies in Annapolis.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
Jan 03-04	Collect statistics.
Jan-June 04	Analyze by County. Request work be done by County planning.
June 04	Recommend locations for future court and CJ facilities.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

State District Court resources to support district court activities should be dispersed to bring services to all citizens. Currently, for example the State multi-service center for Harford County is located in Bel Air. This includes the District Court, DSS, DJJ, P&P and other services needed by citizens at the other end of the county.

Eighty percent of the crime and traffic cases in Harford County come from the Aberdeen, Edgewood and Havre de Grace areas of the county. There are four police agencies, (Aberdeen Police, Havre de Grace Police, Harford County Sheriff's Southern precinct, and the Kennedy highway barrack of the Maryland State Police) which patrol this area. Yet every agency must send their officers a half hour drive from the district to Bel Air for court, one hour round trip. In other words the police cost are driven up by thousands of hours of wages, overtime, gas and wear on vehicles. Meanwhile, the areas that the police have left are without police protection.

The same is true for the victims and witnesses, many without cars or licenses that have to spend half a day traveling to court by walking to bus stops, riding the county bus through its route and going through same for the return. Often all this trouble is for a case where the defendant fails to appear or the case is postponed, a jury trial is sought or the case is plead out. Then the police, victims and witnesses trek back.

The other side of this is that the juveniles that are supervised by DJJ or the defendants on probation have travel to Bel Air to see their agents and in some instances cannot participate in programs for lack of transportation. When the agents have located their offices in the southern part of the county, the agents still have to travel to Bel Air for court appearances in the middle of the day.

The location of State facilities should be in the area of greatest need, convenience and use. Concern should be given to the expense to the county and municipal governments, the additional traffic, parking and

pollution problems caused by centralization of services, the inconvenience to victims and citizens; rather than the negligible cost savings to the State.

Satellite locations could be built rather than expanding existing buildings. This would afford easier access to criminal justice resources as well as health department services, drug, alcohol, juvenile and family counseling. But satellite locations have not been built because it is inconvenient for the District; although they have no reason.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

N/A.

## **Strategy #2**

**1. Write your strategy in full:**

Improve contact with at-risk youth within the school system through programs such as school policing and family counseling with mental health professionals inside schools.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Begin with county governments and school boards, police departments to discuss commitment of resources and acceptance of idea. Pitch to county economic development office, chamber of commerce and college and job recruiters. Locate services such as a school based LCSW-C, and individual and family counseling opportunities in the schools. Establish community police initiatives in schools to allow youngsters to meet police in a non-confrontational atmosphere. Provide school space for after school job recruiters such as the military, volunteer programs (Peace Corps, Americorps, volunteer fire companies) and other employers and encourage them to come to the schools.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Some schools have school-based social workers, and there are some school policing programs.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Criminal Justice Coordination Council in each subdivision.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
Jan 2003	Present proposal to CJCC.
May 2003	Proposal presented to component partners.
Jul 2003	Implement policy.
2004	Budget for additional counseling staff through school budget.
Jul 2004	Hire personnel.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Many of communities' problems are related to young people failing or leaving school. Once out of school they become problems for the police and local businesses. Some of these kids leave school because of family problems or lack of family support. While they remain in school they are behavior problems, creating problems for teachers and administrators, but their behavior problems are related to undiagnosed health issues or family dysfunction. In the long run these children cost society in added supervision, criminal justice costs and lost productivity.

The only real opportunity to help these children is in the school. While we provide free meals in schools to nourish their body we fail to help them deal with the issues of spousal and child abuse, drug and alcohol abuse, crimes that occur in their homes and psychological problems. Their behavior distracts teachers and prevents their classmates from getting a good education. Principals and guidance counselors are not competent to deal with these issues.

The only professional that can deal with the individual, the family, behavioral problems and psychiatric and behavioral diagnosis is a licensed clinical social worker (LCSW). In order to have them available to respond immediately to classroom problem, truancy, abuse or neglect the LCSW must be employed by the school system and be in the school. This would allow them to do classroom observation, behavioral modification in the classroom, work with and counsel teachers and administrators, be available to meet with children and families.

Teenagers have limited opportunities to learn about employment and volunteer openings. Schools need to provide an office (not a table in a hallway) for military recruiters, employment recruiters, and volunteer organizations (fire companies, hospitals, church or school groups) to use to meet privately with students.

Many children only meet with police during stressful or negative circumstances and often hear negative comments about the police. To counteract this school police officers allow children to meet them in a neutral or even positive light. The children can also help the police to learn about problems in the school or neighborhood.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

### Strategy #3

1. Write your strategy in full:

Provide early intervention for first time juvenile offenders with more treatment and education resources as well as more detention facilities.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Intervention must be quick – consequence must begin within days of act. Parent/guardian must voluntarily participate. Consequence must satisfy victim/s and government. Reward is no criminal record will be made for successful completion.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Baltimore County Police Department and Maryland Department of Juvenile Justice.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Maryland Department of Juvenile Justice – State-wide agency.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
1 year	Recidivism rate – compared to non-participating offenders.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Yes – Juvenile Offenders in Need of Supervision – Baltimore County.

7. Why should we commit to this strategy?

Juveniles who are basically good sometimes get involved with others who lead them into crime. Some juveniles do not know consequences of behavior until they have been arrested. If juvenile crime is not addressed and reduced there will be very little change in current adult crime statistics.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

#### Strategy #4

1. Write your strategy in full:

Encourage 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.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Contact the Criminal Justice Coordinating Council for each county to discuss feasibility.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Several of the Hot Spot designated areas have groups like this at work in the Hot spots. Harford County also has a grant program available to community organizations to fund initiatives to assist youth.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Either the local CJCC, local government or community policing or prosecution unit should be the sponsor to contact the various parties and ask them to come together to discuss an ongoing dialogue of issues and solutions.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
Jan 03	Agreement to sponsor initiative in each county.
Mar 03	Identification of target communities.
Apr 03	Contact relevant parties.
May 03	First meeting.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

The Hot Spot initiative has accomplished this in some areas. The City of Havre de Grace has a group put together by the mayor.

**7. Why should we commit to this strategy?**

The purpose of this is to empower citizens to deal with crime problems in their communities. Often citizens know of quality of life crime (disturbing the peace, loitering, dumping, zoning and building code violations) but do not have a path to bring them to the attention of government or help plan a response. Further citizens do not understand the response of police and prosecutors to crime. The citizen becomes frustrated with what they see as a lack of response or caring from the law enforcement community, when in fact the police do not have the facts they need to take action. By bringing them together, both sides learn of the other's concerns and how to help one another to solve the community's problems. The government agencies learn of the inner workings of the community and identify previously unknown problems.

The community group can also set up a youth panel to sit in judgment of minor juvenile cases and come up with dispositions that benefit the child and the community. They can set up community mediation projects to help solve neighbors' differences.

The government could help citizens identify funding available for private groups to solve community problems.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes, I think that a presentation should be made to the local CJCC as to how this fits into the concerns raised at the 2030 meetings.

**Strategy #5**

**1. Write your strategy in full:**

Provide anti-domestic violence and sexual assault education at an early age through schools, churches, police, athletic leagues, youth centers and homes.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Curriculum should be developed for education of students at an early age. Reinforcement of this education is needed at home, churches, police athletic leagues, and youth centers. These children need to know it is wrong to harm someone either physically or psychologically for personal gratification.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Baltimore County Public Schools and Police Department teach courses on “anti-bullying” and domestic violence abatement.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

School systems with Department of Social Services, State’s Attorneys, county, police, and religious institutions.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
Years	Any decreases in crimes associated with “domestic violence” and sexual assaults involving known parties. Potentially there will be increases in reported crimes initially then settle.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

These problems are increasing. Often these negative traits are learned and passed on or accepted and passed on. The problem is wide spread and touches all socioeconomic levels.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

N/A.

**Strategy #6**

**1. Write your strategy in full:**

Expand public safety resources to meet community growth and needs.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

There needs to be commensurate increases in public safety resources to keep up with population increases and demographic changes and trends. Crime and drug abuse need to be tracked to ensure appropriate resources are redirected.

Population shifts need to be met with resource shifts. Technology advancements are needed to shift laborious tasks from people to machines. Age specific problems need to be met with age specific programs, i.e. youthful population prone to crime versus aging population.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

No.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Regional approach by crime analysis and analysis of demographic and census information. 77% of population and 87% P&I crime (?) is in the Baltimore-Washington Suburban Corridor.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
5 years	Crime trends and involvement of repeat offenders.
	Crime reduction/increased clearance rate.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

A minority of offenders commits the majority of the crime. If they can be identified, arrested, convicted, sentenced and incarcerated, they cannot commit other crimes. A regional approach to enforcement, prosecution, and incarceration would be more effective and efficient without suspects being overlooked or missed.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

N/A.

**Strategy #7**

**1. Write your strategy in full:**

Create a regional task force to study the relationship between ease of access throughout the region and the increased incidence of crime.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Appoint a regional task force composed of law enforcement representatives; local and state, academic faculty specializing in crime studies, states attorneys, and other appropriate organizations and groups focused on crime prevention.

The task force will examine the relationship between transportation opportunities, highway and transit, and its availability as a factor in the increase in crime throughout the region.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Not on a regional level.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The elected officials in concert with law enforcement agencies in the region and at the state level.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003	Appoint a Task Force.
2004-2005	Complete the analysis and produce a report on their findings and conclusions.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Increases in crime in certain suburban areas of the region have been attributed to the presence of rail transit. In fact, the increase in crime in suburban areas of the region has occurred equally in areas whether rail transit does or does not exist. To further support the extension of rail transit throughout the region, perceptions concerning the relationship between all forms of suburban access need to be studied and documented.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee can provide the coordination and support needed to execute and disseminate the information to the public in the region.

# Vision 2030 Strategic Plan and Benchmarks

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## Redevelopment

### Vision

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

### Strategies

1. Focus state and regional attention on the need to take immediate steps to support initiatives that redevelop and revitalize the region's central business district and surrounding communities which will provide renewed emphasis on supporting the growth of residential, commercial and employment opportunities.
2. Promote the revitalization of older suburbs and town centers based on local strategic redevelopment plans; target use of flexible federal, state or regional resources to facilitate improvement of existing infrastructure systems and utilization of vacant and underutilized buildings, available in-fill sites and brownfield sites.
3. Prioritize transportation expenditures toward the development of a system of transportation opportunities that enhance accessibility and provide efficient connections for the region's population to the central city, cultural facilities and attractions, town centers, older urban centers, port related businesses and redevelopment sites and regional employment opportunities.
4. Integrate all modes of transportation to support transit oriented/mixed use developments.
5. Prioritize public resources and encourage private initiatives that support the improvement in the quality of life in communities throughout the region.

### Strategy #1

#### 1. Write your strategy in full:

Focus state and regional attention on the need to take immediate steps to support initiatives that redevelop and revitalize the region's central business district and surrounding communities which will provide renewed emphasis on supporting the growth of residential, commercial and employment opportunities.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Prepare and adopt a written agreement between state and local jurisdictions which supports core redevelopment in the central business district and surrounding communities. The agreement should establish redevelopment goals and set funding priorities for housing, commercial revitalization and transportation infrastructure.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

- The Downtown Partnership.
- Westside Renaissance.
- Baltimore Development Corporation.
- Baltimore Heritage Area Management.
- Baltimore City Main Street.
- Main Street Maryland.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

State and local elected officials in cooperation with public entities listed in item 3 plus central city developers.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Develop and adopt agreement.
2005	Develop a comprehensive plan for identification of infrastructure projects to support redevelopment opportunities.
2006	Establish a long-range funding program.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

The Office of Smart Growth promotes redevelopment through programs covering areas such as Community Legacy, Main Street, Neighborhood Partnership and Neighborhood Conservation.

**7. Why should we commit to this strategy?**

Revitalization of the central business district through a concerted effort by all of the region’s elected officials is the only workable approach to reverse the effects of years of suburban flight of residential, commercial and employment opportunities from the city.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee can advocate and support efforts to implement this strategy, encouraging elected officials to seek private sector involvement and secure funding for redevelopment and revitalization projects.

**Strategy #2**

**1. Write your strategy in full:**

Promote the revitalization of older suburbs and town centers based on local strategic redevelopment plans; target use of flexible federal, state or regional resources to facilitate improvement of existing

infrastructure systems and utilization of vacant and underutilized buildings, available in-fill sites and brownfield sites.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Prepare and adopt written agreements between state and local elected officials which support the identification of key projects and funding opportunities to assist in revitalizing selected areas in each jurisdiction.

- State and regional training and technical assistance to local organizations to help in preparing comprehensive revitalization strategies; and accompanying funding strategies.
- Funding coordination assistance to address all redevelopment needs and issues.
- Commitment from federal, state and regional agencies to work cooperatively in assuring that necessary resources to implement the redevelopment strategies are provided in a timely manner and with reasonable flexibility.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

- DHCD (Department of Housing & Community Development) through Community Legacy program.
- 1000 Friends of Maryland.
- Citizens planning Housing Association (CPHA).
- Baltimore City Planning Department’s SNAP.
- Mayor’s Office of Neighborhoods, Baltimore.
- Program 5000.
- Port master Plan.
- DHCD Heritage Tourism Program.
- Main Street Maryland Program.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

State and local officials and non-profit representatives should cooperate in strengthening existing programs that assist in plan development and in providing coordinated and flexible funding resources.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Develop and sign a regional agreement.
2005	Develop a comprehensive program to identify selected redevelopment/revitalization areas in each jurisdiction.
2006	Identify a funding plan and secure funds.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- DHCD’s Community Legacy Program.
- DHCD’s Heritage Tourism Program.

7. Why should we commit to this strategy?

Committing to this strategy will provide the focus to successfully accomplish revitalization and redevelopment opportunities at a selected number of sites in the region.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, to assure that all local governments and non-profit organizations in the region are aware of the programs that can provide them flexible funding.

**Strategy #3**

1. Write your strategy in full:

Prioritize transportation expenditures toward the development of a system of transportation opportunities that enhance accessibility and provide efficient connections for the region’s population to the central city, cultural facilities and attractions, town centers, older urban centers, port related businesses and redevelopment sites and regional employment opportunities.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Examine the Baltimore Region’s Transportation Improvement Program with the intent of identifying a schedule of projects which best promote revitalization/redevelopment opportunities in the region.

Focus revitalization/redevelopment funding to areas that have the greatest potential to achieve an integration of all modes of transportation.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Baltimore Regional Partnership
- Downtown Partnership
- Westside Renaissance, and others

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

BRTB, MTA, State and local elected officials, and regional organizations who have promoted revitalization and redevelopment.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	Identification of transportation projects that support revitalization/redevelopment opportunities.

2003	Development of a “Plan of Action” program to focus efforts on identified key revitalization/redevelopment sites and available resources in the region.
2004 - 2010	Implement Plan of Action.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Focusing the region’s effort on revitalizing/redeveloping a limited number of key sites will maximize the region’s resources to create successful projects.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can work cooperatively with the Baltimore Regional Transportation Board to prioritize projects that assist in implementing this strategy.

**Strategy #4**

1. Write your strategy in full:

Integrate all modes of transportation to support transit oriented/mixed use developments.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Utilize the transportation network model and technical results, prepared for the public meeting process, as a beginning for the identification of priority transit corridors where revitalization/redevelopment opportunities can become the alternative to suburban sprawl.

Study priority transit corridors and identify key sites where revitalization/redevelopment can be maximized with transit opportunities.

Identify transportation facilities/services needed to support transit oriented/mixed use developments.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Baltimore Regional Partnership.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

BRTB, MTA, state and local elected officials, and regional organizations, developers and other groups involved in revitalization and redevelopment.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2004	Refine regional modeling efforts to modify decisions on transportation funding.
2005	Identify priority transit corridors.

2005	Reshape the Transportation Improvement Program which prioritizes transit projects supporting transit oriented/mixed use development.
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**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

There are examples around the country where efforts are made to integrate all modes of transportation in a manner that supports transit oriented development. The efforts by the Maryland Transit Administration and Baltimore County to develop the Owings Mills Town Center project represents an opportunity to bring about transit oriented development.

**7. Why should we commit to this strategy?**

Transit oriented development offers the greatest opportunity to reshape regional land use and provide transit service to the region’s population.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee can promote before the Baltimore Regional Transportation Board, transportation projects that implement this strategy.

**Strategy #5**

**1. Write your strategy in full:**

Prioritize public resources and encourage private initiatives that support the improvement in the quality of life in communities throughout the region.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Address community needs in a manner that places critical quality of life services within the community.

Coordinate the integration of needed services in areas where revitalization/redevelopment are planned to increase marketability.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Groups such as the Downtown Partnership, Dundalk Renaissance, Westside Renaissance, faith based organizations, etc.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

State Department of Housing and Community Development, Office of Smart Growth, CPHA, and local planning and zoning agencies.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Initiate an examination of community needs in identified revitalization/redevelopment areas.

2005	Prioritize and allocate funding sources to specific project areas.
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**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No regional effort to identify and prioritize redevelopment/revitalization sites.

**7. Why should we commit to this strategy?**

In many cases, revitalization/redevelopment areas lack needed community services to support residential opportunities. Without a concerted effort to provide the needed services and relocate those that are not compatible with revitalization/redevelopment plans, areas will never achieve the desired level of economic viability.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee can promote the need to fund, at the local level, projects that improve community services in redevelopment/revitalization areas. Supporting programs developed by the Maryland Office of Smart Growth will assist local governments in provided needed services.

# Vision 2030 Strategic Plan and Benchmarks

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## Regional Issues

### Vision

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 maintaining a respect for local needs.

### Strategies

1. Establish an entity focused on the implementation of Vision 2030 initiatives.
2. Educate the public and decision-makers through this new entity on the importance of Vision 2030, the key role their participation plays in making the vision a reality, and the progress of implementation.

## Strategy #1 and #2

### 1. Write your strategy in full:

Establish an entity focused on the implementation of Vision 2030 initiatives.

Educate the public and decision-makers through this new entity on the importance of Vision 2030, the key role their participation plays in making the vision a reality, and the progress of implementation.

### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Identify organizations and leaders to be included as part of organization.

Identify other charitable and community groups to outreach and discuss importance of cooperation among counties and full implementation of Vision 2030 goals and objectives.

Create a public relations strategy to market Vision 2030 and its positive impact in the region.

Develop a leadership program for Vision 2030 initiatives.

Create an annual “report card” of successful implementation of Vision 2030 initiatives (Vision 2030 Success Index).

Conduct regular dialogue with county and regional elected officials urging Vision 2030 principles to be included as part of every public policy initiative.

### 3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

None that exists in this region that covers all areas of Vision 2030 initiatives. There are many organizations/entities that focus on components of Vision 2030 (GBC, Baltimore Regional Partnership, foundations, etc.).

### 4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Vision 2030 Oversight Committee in conjunction with BMC – these groups should develop composition and responsibilities and funding of organizations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
3 months	Adoption of Vision 2030 goals and creation of non-profit entity.
12 months	Vision 2030 Success Index – regular evaluation of implementation progress of initiatives that will be widely circulated to public, elected officials and media. Success Index would incorporate benchmarks set by each other category.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Knoxville has a foundation of this type.

7. Why should we commit to this strategy?

Without a leadership organization overseeing the effective implementation of vision statements, Vision 2030 is a document without teeth and no way to ensure follow-up.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, see #4 above.

9. Additional Remarks

This may be the key proposal to ensure that elected officials and citizens remain focused on goals and objectives set out in this document.

# Vision 2030 Strategic Plan and Benchmarks

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## Social Issues

### Vision

A region of ethnically and economically diverse communities which provide opportunities for children, youth, seniors and other segments of the population and where problems such as poverty, racism, crime and drug addiction are minimized.

### Strategies

1. Encourage public and private financing for development that is ethnically and economically diverse.
2. Initiate a regional campaign to open dialogues about racism, its motives, its causes, its impact and its elimination, as well as to reduce fears of living in close proximity to other cultures and races.
3. Provide facilities and programs for children, youth and seniors that are accessible by walking or by convenient public transportation.
4. Initiate a statewide campaign with adequate funding to substantially reduce teenage pregnancy.
5. Create statewide legislation with adequate funding to provide substance abuse treatment on demand.
6. Support programs that reduce poverty throughout the region.
7. Restrain public funding (transportation, facilities, etc.) to development which is ethnically and economically diverse.

### Strategy #1

#### 1. Write your strategy in full:

Encourage public and private financing for development that is ethnically and economically diverse.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Create planning and zoning incentives for MPDU development (e.g. density bonus)
- Create grant and loan guarantee programs for that portion of a development which serves moderate/low incomes.
- State action to limit PFA designation to areas covered by an Moderately Priced Dwelling Unit (MPDU) ordinance.
- BMC action to allocate transportation dollars only to areas covered by a MPDU ordinance
- City/County action to designate by ordinance MPDU areas (whether all or part of city or county).

#### 3. Do you know of any organizations in the region already working on this strategy or a similar one?

Please describe.

- Montgomery County's MPDU program.
- State of Maryland has small pilot grant program.
- CPHA is pushing this strategy.

#### 4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- Churches and civic organizations must educate and organize.

- Political leaders must stick their necks out and lead.
- Legislative and County/City Councils must legislate.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2002	Vision 2030 endorsement.
2003	BMC endorsement.
2004	Legislative enactment.
2005	Counties and Cities begin designation.
2006	PFA restriction takes effect.
Annually	Percentage of region with land use regulations that favor diverse development.
	Percentage of region with zoning restrictions that favor diverse development.
	Percentage of region with density bonuses that favor diverse development.
	Funding devoted to incentive programs that favor diverse development.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Montgomery County has had a county-wide MPDU for 25 years. MPDU Ordinance means that any development over 20 units must have at least 15% of its units designated for moderate income tenants/owners and 5% for the poor.

7. Why should we commit to this strategy?

Deconcentrating poverty – in a way that avoids reconcentrating it elsewhere – will provide more equal opportunity for all citizens, especially children, eliminate a major factor driving sprawl, and address our legacy of racial and economic segregation.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. This strategy needs support of Vision 2030 and BMC if it is to gain momentum for implementation.

## Strategy #2

1. Write your strategy in full:

Initiate a regional campaign to open dialogues about racism, its motives, its causes, its impact and its elimination, as well as to reduce fears of living in close proximity to other cultures and races.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Important to educate middle class whites the value of diverse communities.
- Important to educate middle class suburbia that there is in fact racial/cultural friction in the region which needs to be addressed.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No, but the National Association for the Advancement of Colored People would probably embrace this strategy.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Faith institutions and anti-racism groups, with support from local governments and businesses.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
	More integrated neighborhoods.
	Less flight to suburbia and beyond.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The frequent instability of integrated communities that over time resegregate from majority-white to majority-black helps to drive sprawl.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The overarching explanation as to why this strategy is a worthwhile endeavor.

### Strategy #3

1. Write your strategy in full:

Provide facilities and programs for children, youth and seniors which are accessible by walking or by convenient public transportation.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Policy (state and local) to fund new educational, health and recreational and cultural facilities only if they are foot/transit accessible to enough clients to justify them, i.e. Don't Build It Where They Can't Come.

Policy to direct programs, activities and events especially for children and seniors to foot/transit accessible facilities, i.e. If You Build it Where They Can Come, They Will.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- BMC could help develop criteria for such a policy.
- Local government needs to make policy (city/county/council).
- Local administration (education boards, senior citizen councils, etc) need to implement.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
	Percentage of youth and senior activities scheduled in places with convenient transit access.
	Percentage of participants in such programs who walk, bike or bus.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Kids and seniors have the least access to cars and are most impacted by programs that are only auto accessible. Whether it's a ball game for 10 year olds or a bingo game for 70 year olds, it serves better if you can walk, bike or bus.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

It fits into the overall vision.

### Strategy #4

1. Write your strategy in full:

Initiate a statewide campaign with adequate funding to substantially reduce teenage pregnancy.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Adequate funding for massive outreach campaign.
- Programs to encourage parents to get more engaged with their children.
- Establish more activities for teens, especially after school programs and during the summer.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Family Health Administration – Department of Health and Mental Hygiene though funding to local health departments.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

State Health Secretary – he is publicly charged with the public health welfare of all Maryland citizens.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
	Reduce infant mortality.
	Reduce out of wedlock births.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Teenage pregnancy, especially among single women, probably contributes more to society's ills (drug addiction, poverty, illiteracy, crime) than any other single cause.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Encourage more support/funding from State agencies to local health departments and local departments of social services. Engage private and non-profit participation.

### Strategy #5

1. Write your strategy in full:

Create statewide legislation with adequate funding to provide substance abuse treatment on demand.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Middle class support/demand.
- Appropriate legislation.
- Adequate funding in Governors' budget.
- Professional career pattern for substance abuse counselors.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

State Alcohol and Drug Abuse Administration.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Governor/Lieutenant Governor/General Assembly – role should be leadership to ensure the job gets done.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
	Reduction in crime.
	Reduction in recidivism.
	Reduction in prison population.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Baltimore City Health Department has advocated for this concept. Commissioner claims \$40 million are necessary. State has provided substantially fewer funds.

7. Why should we commit to this strategy?

Drug addiction is one of the primary causes of crime, poverty and social dysfunction, which destroys neighborhoods and affects communities throughout the region.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Advocacy at the Governor/General Assembly level.

### Strategy #6

1. Write your strategy in full:

Support efforts to reduce poverty throughout the region.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Assure access to jobs and family supporting wage and benefits.
- Assure access to training for such jobs.
- Assure access to health care and legal services.
- Provide transportation links between jobs and homes.
- Remove barriers to economic stability.
- Protection from discrimination based on race, class, ethnic background in the city and region re jobs.
- Assure access to high quality public education.
- Provide housing for all economic groups near jobs with family supporting wages and benefits.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Center for Poverty Solutions, Jobs Opportunity Task Force, Homeless Persons Representations Project, Legal Aid, Public Justice Center, Advocates For Children and Youth, Center For Fathers, Families and Welfare, Maryland Center For Arts and Technology, CPHA, Mayor’s Office on Employment and Development, County counterparts to employment.

4. **Who should take the lead in initiating this strategy? What should their role be? Please describe.**

Coalition lead by City and County employment development offices, Centers For Poverty Solutions, Job Opportunities Task Force, CPHA and Advocates For Children and Youth.

5. **Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	Percentage of families in region meeting Advocates For Children and Youth, Family Economic Self Sufficiency Standards for Maryland.

6. **Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

Various.

7. **Why should we commit to this strategy?**

The region cannot prosper with remaining areas of concentrated poverty. We cannot attract /retain employees without a skilled workforce. The health of the whole depends on the health of all its parts.

8. **Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

- To make clear what the facts are about the extent and level of concentrations of poverty.
- To identify key causative factors.
- To identify public and private groups with expertise and responsibilities.
- To give potential support to providing solutions.

# Vision 2030 Strategic Plan and Benchmarks

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## Transportation

### Vision

There is a fully funded, safe, and convenient transportation system for moving goods and people within the region and beyond helping to shape and direct the region's growth. The public transit system is reliable, understandable, affordable, clean, safe, efficient, and accessible to all residents. The highway system is connected and efficient with priority improvements focused on congested and distressed areas. The pedestrian and bike trail system is interconnected throughout the region.

### Strategies

1. Identify and implement adequate funding for mass transit and other transportation modes.
2. Improve coordination within and between jurisdictions when planning transportation improvements.
3. Create a comprehensive radial and circumferential, intra- and inter-regional, rapid or heavy rail and/or light rail system to connect major employment centers with each other and with residential areas.
4. Improve the interconnection of transportation elements (automobile, bus, rail, and paratransit) within and among jurisdictions.
5. Conduct public information campaign to promote awareness of transportation issues affecting the region, to inform residents of the following strategies, and to generate their support.
6. Expand opportunities for public input in the transportation planning process.
7. Provide incentives to incorporate transit opportunities and alternatives to auto use in new projects
8. Improve incentives to use alternative transportation modes such as carpooling or mass transit.
9. Create a car-share program.

### Strategy #1

#### 1. Write your strategy in full:

Identify and implement adequate funding for mass transit and other transportation modes.

#### 2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Adequately fund highway, airport and port needs. (A \$26 billion shortfall exists in transportation funding over the next 25 years).

#### 3. Do you know of any organizations in the region already working on this strategy or a similar one?

Please describe.

- Maryland Chamber of Commerce.
- Marylanders for Better Transportation.
- American Consulting Engineers Council of MD.
- Various County Chambers of Commerce.
- Washington Board of Trade.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Baltimore Regional Transportation Board should be at the forefront of this effort. They should lobby the Governor, the Maryland Department of Transportation and the General Assembly to secure funding approval.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

<b>Time Frame</b>	<b>Benchmark</b>
April 2003	Research funding sources.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Without adequate funding source for Mass transit, the goals relative to Mass transit and goals relative to an expanded mass transit effort in this region will never be met.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes, there is a role. The Vision 2030 Oversight Committee could endorse various proposals relative to separate funding sources for transit.

**Strategy #2**

**1. Write your strategy in full:**

Improve coordination within and between jurisdictions when planning transportation improvements.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Recommend that the Baltimore Metropolitan Council expand oversight to include local transportation plans as well as those that are more regional or statewide significance. This planning process would require coordination between the counties to insure that actions within one county relative to transportation don't adversely affect an adjacent county. This would require review by staff of county plans. Some of this may already be done; however, a renewed or expanded effort should be initiated.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

None other than the existing transportation planning organizations at the state, regional and local level.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Baltimore Regional Transportation Board should be at the forefront of this effort. They should lobby the Governor, the Maryland Department of Transportation and the General Assembly to secure funding approval.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
Summer of 2003	A definitive process, checklist, etc. be implemented.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Without adequate funding source for Mass transit, the goals relative to Mass transit and goals relative to an expanded mass transit effort in this region will never be met.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, there is a role. The Vision 2030 could provide advocacy for this and provide an impetus to the development of the strategy.

### Strategy #3

1. Write your strategy in full:

Create a comprehensive radial and circumferential, intra- and inter-regional, **rapid or heavy rail** and/or light rail system to connect major employment centers with each other and with residential areas.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Establish a sufficient funding base for mass transit. See transportation strategy #1, being submitted by Don Mongan. Revise and expand the MDOT Transportation Plan to achieve the strategy noted above.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Maryland Department of Transportation has prepared a strategy, but it is far less ambitious. I believe that their strategy is described in the “2002 MTA Transportation Plan.” This document is located at the following URL: <http://www.mdot.state.md.us/transplan/MD2002Plan.pdf>

Note: the Maryland Transit Administration is currently studying the feasibility of a circumferential light rail line from Bethesda to New Carrollton.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Governor. This project will require extensive State funding, and if the Governor is not in a lead position with the project, it will not happen.

The Maryland Department of Transportation. The Governor will engage the Secretary of the Department of Transportation to help sell the idea and implement it.

The County Executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the State of Maryland, and if

they all get strongly behind the idea, it will represent a considerable pressure point for the Governor to support it.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such a comprehensive system for the health of the region. The GBA’s role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region’s County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership, for its role in educating and mobilizing communities and the public as a whole.

Of course, the Baltimore Metropolitan Council has an important role, too, in pursuing this strategy.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

<b>Time Frame</b>	<b>Benchmark</b>
2003	New, comprehensive plan completed.
2010	Service begins to Columbia and Annapolis.
2020	All radial lines completed.
2030	All points linked with circumferential connections.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

The Washington, D.C. subway system has been praised as being successful. While it is a radial system, it is quite extensive, and it does take riders in all directions from the central city. It is used by employees as well as tourists, and by persons of all different income levels.

The following URL shows the extent of the Washington, D.C. system:

<http://www.wmata.com/metrorail/systemmap.cfm>

**7. Why should we commit to this strategy?**

This may be the one idea with the greatest impact on transportation in the region. It has the potential to reduce the rate of congestion, reduce pollution, and improve the accessibility of places of live, work, and play for all of the region’s residents.

This strategy supports one of the Social Equity principles, “Land use and transportation planning that does not require that a household have a car to live successfully in any community.” (Page 6.3 in recent Vision 2030 binder).

Some people say that they would ride a transportation system “if it went where I need to go.” The current Metro and light rail systems are too limited to address this sentiment.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes. The Vision 2030 has an important advocacy and monitoring function. It needs to keep the strategy on the “radar screen” of the County Executives and the Mayors. It needs to seek a quarterly report from the

Maryland Department of Transportation about progress, and then to share that report with the County Executives and the Mayors.

## **9. Additional Remarks**

A comprehensive subway and/or light rail system for the region cannot, by itself, be a silver bullet that will achieve our mega 2030 Vision. It has to be a part of a comprehensive package of integrated efforts in economic development, environment, and social equity. Actually, without a total approach, the contribution of any one of the strategies (from any of the work groups) may be disappointing.

### **Strategy #4**

#### **1. Write your strategy in full:**

Improve the interconnection of transportation elements (automobile, bus, rail, and paratransit) within and among jurisdictions.

#### **2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Seek a specific legislative mandate to the Maryland Department of Transportation to achieve the strategy. One of the ways that the MDOT's five year Capital Improvement Program (CIP) can be evaluated by the Governor and the Maryland General Assembly is the extent to which it implements this strategy. Revise the MDOT Transportation Plan to achieve the strategy noted above.

This strategy basically relates to the transportation planning function, and the relatedness of planning among State government and the local jurisdictions. It is recommended that the transportation planners in State and local governments meet at least quarterly (if they do not already do so) to uncover ways to implement this strategy.

#### **3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

I am not aware of the extent to which the Maryland Department of Transportation or other organizations currently do this.

#### **4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Governor and the Maryland Department of Transportation. The Governor will engage the Secretary of the Department of Transportation to help sell the idea and implement it.

The County Executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the State of Maryland, and if they all get strongly behind the idea, it will represent a considerable pressure point for the Governor to support it.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such improved coordination. The GBA's role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership. for its role in educating and mobilizing communities and the public as a whole.

Of course, the Baltimore Metropolitan Council has an important role, too, in pursuing this strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	If the degree of interconnectedness is not currently being measured (such as by Census or other data) develop a database with this information.
2004	Begin to share data with State and local governments.
2006	Improvements in the inter-connectedness of transportation modality will begin to be noted.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Someone once said, “Collaboration is an unnatural act performed by unconsenting adults.” The region’s transportation system has many players, agencies, plans, and funding streams. If we can get all of the agencies and funding streams directed toward making the parts and pieces work together in a coordinated fashion, the region will benefit greatly.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. The Vision 2030 has an important advocacy and monitoring function. It needs to keep the strategy on the “radar screen” of the County Executives and the Mayors. It needs to seek a quarterly report from the Maryland Department of Transportation about progress, and then to share that report with the County Executives and the Mayors.

**Strategy #5**

1. Write your strategy in full:

Conduct public information campaigns to promote awareness of transportation issues affecting the region, to inform residents of the following strategies, and to generate their support.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Form a task force to coordinate and promote information development and sharing of this information with the business and public sector in the region. The task force will:

- Collect and develop better data on transit and highway travel times and trip lengths.
- Develop an analytical protocol and conduct analyses of the relationship between capital improvement expenditures and the improvement in system operation related to specific completed project segments of highway and transit system (pre- and post-completion).
- Develop a reporting mechanism to be able to share the information with businesses and community organizations on a quarterly basis with an annual report review.

- Work with the media regional and local to create an on-going public information mechanism through regular scheduled reports on the conditions of the regional transportation system and the segments thereof.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

The BMC Transportation Division currently collects data on highway speeds, trip length and travel times in the region. There is no process in place to disseminate information in the manner described in this strategy. We believe the MTA has ridership data, but lacks performance data including travel times, including wait times related to frequency of service.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Vision 2030 Oversight Committee should take the lead in fostering the development of a process to accomplish this strategy. The auditing, organizing and reporting of information should be independent of the public agencies collecting the data in order to improve its usefulness, reliability and credibility. A team of university resources using public and private university resources should be assembled to accomplish a broad-based credibility, e.g., to avoid the appearance of having political direction or goals.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003	Formation of a task force to provide the structure to collect and develop a process to implement this strategy.
2003	Complete development of data base.
2004	Develop a reporting system to convey information to the business community and community organizations.
2004	Engage and assist the media in developing approaches to share information via specific transportation reporting programs through various media opportunities.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

Committing to this strategy will improve the public’s awareness of current transportation system conditions and the results of capital improvement programs. This will raise the priority of transportation issues in the public agenda.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

The Vision 2030 Oversight Committee can provide the leadership to foster and promote the implementation of this strategy.

**Strategy #6**

**1. Write your strategy in full:**

Expand opportunities for public input in the transportation planning process.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

While opportunities currently exist for public input and the process should not be so overbearing to completely stifle the planning process, an approved public input process needs to be implemented, (having public meetings between Christmas and New Years for a major transit plan is not an acceptable public input process).

The Baltimore Regional Transportation Board should develop a process and have it implemented through legislation or regulation that is applicable to local and State jurisdictions when conducting public hearings. This plan would ensure that adequate input is provided and prevents some of the sins of the past from occurring. This plan might prescribe the time, general locations and number of hearings to be held based upon various circumstances. It might provide that the Baltimore Regional Transportation Board have a role in the public input process for various transportation processes.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

No.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Metropolitan Planning Council should take the lead to develop and have implemented the strategy.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2004	A strategy developed and implemented through legislation or regulation.
2006	Report back to the leadership of the Metropolitan Planning Council on the effectiveness of the strategy.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

The public needs to be engaged in this process and feel as if they are a part of the process, not apart from the process.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes, there is a role. The Vision 2030 should urge as part of their strategy the implementation of the strategy and urge the Metropolitan Planning Commission to commit to undertaking this effort.

**Strategy #7**

**1. Write your strategy in full:**

Provide incentives to incorporate transit opportunities and alternatives to auto use in new projects

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

Develop specific programs region wide that would offer financial and/or development incentives to developers that incorporate transit bicycle paths, pedestrian ways, alternative transportation opportunities in their development. This may only apply to larger developments where these opportunities are feasible, but would be an excellent start to create transit friendly development activities.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

Not aware of any direct activity other than possibly through the various county planning departments.

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The County Executives and Mayor of the City of Baltimore should initiate appropriate legislation with the Maryland Department of Planning and the Office of Smart Growth providing assistance.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003	Develop and implement a comprehensive plan of incentives.
2005	Have Baltimore Metropolitan Council provide a report relative to the usage, successes and failures of this project.

**6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.**

No.

**7. Why should we commit to this strategy?**

If we are to change the development patterns of this region, we must use both the carrot and the stick approach. By creating development incentives, clearly we can provide carrots of opportunity to developers to create more transit friendly and less auto dependent developments.

**8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.**

Yes, there is a role. The Vision 2030 should advocate this strategy. It needs to periodically review as part of the Baltimore Metropolitan Council the successes of this effort.

**Strategy #8**

**1. Write your strategy in full:**

Improve incentives for employers and residents in the region to use alternative transportation modes, such as mass transit, car pooling, etc.

**2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.**

- Reduce the cost of riding mass transit (not a typographical error!)
- Provide reduced rates for parking in Downtown Baltimore for car pool vehicles.
- Eliminate tunnel and bridge tolls for cars with three or more adult passengers.

**3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.**

The Mass Transit Administration currently offers:

- Regular Bus, Metro Subway, Light Rail & Commuter Express Monthly Passes
- Ten Trip Commuter Express Bus
- Transit Link Card

**4. Who should take the lead in initiating this strategy? What should their role be? Please describe.**

The Governor and the Maryland Department of Transportation. The Governor will engage the Secretary of the Department of Transportation to help sell the idea and implement it.

The County Executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the State of Maryland, and if they all get strongly behind the idea, it will represent a considerable pressure point for the Governor to support it.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such improved coordination. The GBA's role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership, for its role in educating and mobilizing communities and the public as a whole.

Of course, the Baltimore Metropolitan Council has an important role, too, in pursuing this strategy.

**5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.**

Time Frame	Benchmark
2003	Develop proposals and corresponding fiscal note.
2004	Seek passage in 2004 Maryland General Assembly.
2005	Implement strategies in FY 2005.

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Please see this web article from California:

[http://www.transitassociation.org/magazine/archive/article/features/feature2\\_05-00.html](http://www.transitassociation.org/magazine/archive/article/features/feature2_05-00.html)

7. Why should we commit to this strategy?

Encouraging more people to use mass transit is not easy. Financial and convenience incentives will help to peck away at changing attitudes.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. The Vision 2030 Oversight Committee has an important advocacy and monitoring function. It needs to keep the strategy on the “radar screen” of the County Executives and the Mayors. It needs to seek a quarterly report from the Maryland Department of Transportation about progress, and then to share that report with the County Executives and the Mayors.

### Strategy #9

1. Write your strategy in full:

Create a car-share program.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Do research about the implementation of car sharing in other cities. (See item below.)
- Seek support from some (pilot project?) or all jurisdictions to implement car sharing.
- Plan the details of implementation of car sharing in the Baltimore region.
- Secure a grant or government funding to begin the program. The Abell Foundation could be a possibility.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Baltimore Metropolitan Council might be the ideal organization to convene a working group to set up car sharing.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such a comprehensive system for the health of the region. The GBA’s role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region’s County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership. For its role in educating and mobilizing communities and the public as a whole.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

Time Frame	Benchmark
2003	Do research about the implementation of car sharing in other cities. Seek buy-in from jurisdictions to implement the program.
2004	Plan the implementation of car sharing and obtain grant or government funding.
2005	Begin car-sharing program. (This is a liberal timetable. Hopefully, the program could be begun sooner.)

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Please see the following web sites for information about car-sharing programs:

[http://www.calstart.org/resources/papers/car\\_sharing.html](http://www.calstart.org/resources/papers/car_sharing.html)

<http://www.transact.org/Progress/may01/carsharing.htm>

<http://www.peoplescar.org/>

7. Why should we commit to this strategy?

This is yet another idea to reduce the reliance on automobiles, especially for daily driving. Some people say that they have to drive a car daily because of the need for occasional use of the vehicle. Car-sharing programs can help these persons meet their vehicle needs on an as-needed basis only.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. The Vision 2030 Oversight Committee has an important advocacy and monitoring function. It needs to keep the strategy on the “radar screen” of the County Executives and the Mayors. It needs to seek a quarterly report from the implementation committee, and then to share that report with the County Executives and the Mayors.