

Baltimore Regional Transportation Board

VISION • 2030

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

PREPARED BY

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The ESC is a New York-based firm specializing in 3-D Geographical Information Systems. The ESC prepared the 3D models, which were used to depict the development scenarios presented at the Vision 2030 public meetings.

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TBC is a Baltimore-based full-service advertising and public relations agency. TBC managed public relations for Vision 2030.

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This report is the result of the efforts of the Baltimore region's community and of the Vision 2030 Oversight Committee whose members' signatures in support of the report are represented below.

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Part I: Introduction to the Vision Process

VISION 2030: SHAPING THE REGION'S FUTURE TOGETHER

Preface

The report for Vision 2030: Shaping the Region's Future Together is divided in two parts: the report itself and 11 appendices.

The report and appendices give a full account of each step of the extensive public involvement process set in motion to develop Vision 2030 and to support the vision's recommendations.

Outline of report

The report is divided in two parts. Part 1: Introduction to the Vision Process is divided in two chapters and includes this Preface and Steps and Methodology. Part 2: Visions and Strategies consists of eight chapters and includes all vision statements and strategies developed by the Oversight Committee work groups based on the ideas gathered from participants in the regional public meetings.

Appendices

In the course of Vision 2030, the ACP team produced interim reports that provide detailed information on the results of each step of the process. These reports have been included in 11 Appendices divided as follows:

- Appendix 1: Focus Groups
- Appendix 2: Strengths and Weaknesses
- Appendix 3: Regional Trends
- Appendix 4: Regional Workshop
- Appendix 5: Core Values and Principles

- Appendix 6: Prototypical Development Patterns
- Appendix 7: Creating Models
- Appendix 8: Regional Public Meetings
- Appendix 9: Vision Statements, Strategies, and Action Steps
- Appendix 10: Regional Phone Survey
- Appendix 11: Community Choices

References to the 11 appendices are made throughout the report's text.

Background

Vision 2030: Shaping the Region's Future Together is an initiative of the Baltimore Regional Transportation Board (BRTB), the federally mandated Metropolitan Planning Organization for the Baltimore region, with the support of the Baltimore Metropolitan Council, a private non-profit regional planning agency. Additional funding for Vision 2030 was provided by the Baltimore Regional Partnership, an alliance of civic and environmental groups that work on a common agenda to enhance the Baltimore area's quality of life through community revitalization and environmental protection.

ACP – Visioning & Planning (ACP) has been the lead consultant for the project. ACP is a New York-based planning firm that specializes in conducting regional visions. In addition, five subconsultants contributed to various aspects of the process. The text refers to the consultants as the ACP team. Subconsultant members of the ACP team are:

- The Environmental Simulation Center (ESC) – ESC prepared the 3D models which were used to depict the development scenarios presented at the Vision 2030 public meetings.
- Edge Research –Edge Research conducted the vision's preliminary focus groups and the regional phone survey.
- Rosborough Communications, Inc. (RCI) – RCI performed the community outreach for and managed the Vision 2030 public meetings.
- Trahan, Burden and Charles, Inc. (TBC) – TBC managed public relations for Vision 2030.

In addition Smart Mobility, Inc. assisted in modeling the impact of four scenarios in preparation for the regional public meetings. Smart Mobility was hired on a separate contract with the Baltimore Regional Partnership.

Steps and Methodology

Vision 2030 is the result of a variety of interviews, workshops, surveys, focus groups and public meetings that led to the vision statements and strategies presented in the following chapter.

Vision 2030 is a citizen driven effort. This means that all the results stem from some type of public input. In some cases the input has been the result of broad outreach, such as in the case of the 17 regional public meetings attended by over 500 residents (see Step 4, below) or of the random telephone survey of over 1,200 residents (see Step 6). In other cases the input has been more focused, such as in the Regional Workshop and the Thematic Subcommittees (see Step 2, below).

Whenever technical input has been injected in the process, that input has been tested in some type of public activity. For example the Prototypical Developments Patterns and Scenarios (see Step 3, below) were tested in the public meetings, as were the Core Values developed by stakeholders through the Thematic Subcommittees.

Even though Vision 2030 is a process initiated by the Baltimore Regional Transportation Board and conducted through the Baltimore Metropolitan Council, day-to-day management and oversight of the process was provided by two volunteer bodies: the Coordinating Committee and the Oversight Committee. The Coordinating Committee has made all the critical policy decisions related to the Vision 2030 process. The Oversight Committee reviewed and commented on the results of each step of the program and has authored the vision statements and strategies that form the

content of Vision 2030. Membership of the two committees is listed in the Acknowledgments chapter of this report.

The region's elected officials, the Mayors of the City of Annapolis and Baltimore City, the Executives of Anne Arundel, Baltimore, Harford, and Howard Counties and the President of the Carroll County Board of Commissioners, have been briefed periodically on the progress of Vision 2030 and have consistently expressed their support for the effort.

This chapter describes the steps and methodology followed to arrive at the vision statements and strategies that constitute the body of Vision 2030. During the 18-month process, the ACP Team has produced interim reports detailing the results of each step. All interim reports are included as appendices to this report. The reader is encouraged to review the full results of each step in the appendices referenced below.

Step One: Understanding the Region – Perception and Reality

To understand the residents' perceptions of the region, the region's strengths and weaknesses, and the trends that affect the region's growth and prosperity, the ACP Team conducted focus groups, stakeholder interviews and a regional trend analysis.

Focus Groups

The purpose of the focus groups was to provide a qualitative frame of reference on resident's perceptions in areas such as quality of life in the region, growth and development, traffic and congestion, the environment and issues of social equity. The focus groups also helped identify "hot button" issues among the region's residents that could be addressed by the Vision 2030 process. For example it became clear from the focus groups that residents were very concerned with the issue of growth. As a result, the Regional Workshop, described in Step 3, focused in more detail on issues of future growth.

In July 2001 the ACP Team conducted three focus groups for Vision 2030 in various parts of the Baltimore Metropolitan Region. One focus group consisted of randomly selected suburban residents from Baltimore, Howard and Anne Arundel Counties; one group of small town/rural residents from Carroll, Harford and Baltimore Counties; and one group of urban residents from Baltimore City and county neighborhoods inside the Beltway.

The full focus group report can be found in [Appendix 1](#).

Stakeholder Interviews

The purpose of the stakeholder interviews was to identify the core issues of importance in the region, as well as to compile a list of the region's strengths and weaknesses. In July and August 2001, the ACP Team conducted more than 30 individual and group interviews with

members of the Oversight Committee, elected officials, business leaders and staff from regional non-profit organizations.

The results of the interviews were summarized in the Strengths and Weaknesses report that can be found in [Appendix 2](#).

Regional Trends

The purpose of the regional trends analysis was to establish baseline information related to the complex demographic, economic, environmental, and physical factors at play in the Baltimore region.

The regional trends analysis is based on data from a variety of sources, including, but not limited to, the Baltimore Metropolitan Council's Regional Economic Indicators Report for 2000, Census 2000 and the Maryland Department of State Planning. Data from these sources provided a snapshot of conditions in areas such as economic development, environment, social equity and transportation.

The full text of the regional trends analysis is in [Appendix 3](#).

Step Two: Involving Stakeholders

After establishing a foundation for understanding the region's challenges both as perceptions (through the focus groups and stakeholder interviews) and reality (through the trend analysis), the ACP Team began to involve regional stakeholders in focusing on specific issues and in developing core values and principles to be presented and tested at the public meetings.

Traditional stakeholders include business leaders, special interest groups in areas such as the environment, education, housing, the arts and transportation, representatives of the development community (small and large scale residential, and commercial developers) and the planning community. The involvement of stakeholders provided a more focused perspective on the region. Stakeholders by definition are active in all the topic areas likely to emerge from the Vision 2030 process and have strong feelings about those topic areas.

Regional Workshop

The purpose of the Regional Workshop was to initiate a process of thinking regionally and to focus, as suggested by the focus groups, on issues of future growth and land consumption.

The Regional Workshop for Vision 2030 was held in October 2001 at the Timonium Holiday Inn. Sixty-five people participated in the workshop, including elected officials, planners, educators, citizen activists, staff from non-profit organizations, and business leaders.

Region's stakeholders were encouraged to explore the trade-offs between preserving agricultural and undeveloped land and

accommodating future growth. Participants also discussed the impacts of their choices.

The strong preference given to concentrating future development on land immediately adjacent to urbanized areas and on already developed land became a powerful theme throughout Vision 2030 and is reflected in a variety of vision statements and strategies.

The complete report on the Regional Workshop can be found in [Appendix 4](#).

Thematic Subcommittees

Stakeholders were invited again to participate in Vision 2030 for the purpose of identifying core values and principles upon which to build Vision 2030.

The Subcommittees met monthly from November 2001 to March 2002 in facilitated meetings. Participants were divided into four groups focussing on the Environment, Social Equity, Economic Development, and Government and Public Policy. They worked on two tracks. The first track focused on developing core values and principles for Vision 2030. Part of the group assignment included a review of the Strengths and Weaknesses report and a review of focus group results. The second track focused on reviewing and commenting on the prototypical development patterns and scenarios developed for use in the public meetings (see Step 4, below).

In all, the Subcommittees developed 18 core values and 73 principles. The core values represent fundamental and basic outcomes for Vision 2030 to address. The principles represent a policy framework for the future of the region.

The core values identified by the Subcommittees were tested both in the public meetings and through the random telephone survey and received an extraordinarily high level of support.

All of the core values and principles are listed in [Appendix 5](#).

Step Three: Prototypical Development Patterns, Scenarios and Indicators

The purpose of developing prototypical development patterns, scenarios and indicators was to illustrate the appearance of future development choices and to quantify their impact on the region.

The ACP Team first identified three prototypical development patterns and developed 3-D real life illustrations. These development patterns reflect trends occurring in the Baltimore region or emerging nationwide. They have different implications for land consumption, mix of housing types, and proximity of jobs, shopping, and entertainment.

The three development patterns became the building blocks of four future scenarios. The scenarios accommodate forecasted population and employment growth for the region by using variations on the three

Video 1: Conventional Development on Undeveloped Land. To see video, click on image.

Video 2: Mixed Used Walkable Community on Undeveloped Land. To see video, click on image.

Video 3: Mixed Use Walkable Community on Redeveloped Land. To see video, click on image.

development patterns. The scenarios represent hypothetical situations, and were deliberately designed to offer a wide range of growth options to choose from. Finally, the impact of each scenario was evaluated with the assistance of Smart Mobility, Inc. a firm specializing in mathematical models. The evaluation was based on 10 indicators and measured the impact of each scenario on land consumption, vehicle emissions and water quality, among others.

The prototypical development patterns were described and presented at regional public meetings. Following the presentation, meeting participants completed a questionnaire based on the result of modeling the four scenarios and designed to measure their preferences. Two scenarios, Emphasis on Redevelopment and Emphasis on Mass Transit gained the overwhelming support of the public meeting participants.

For a full description of the prototypical development patterns see [Appendix 6](#). For a full explanation of the modeling methodology and results see [Appendix 7](#). For the results of the Choices for the Future questionnaire see the Regional Public Meetings report, [Appendix 8](#).

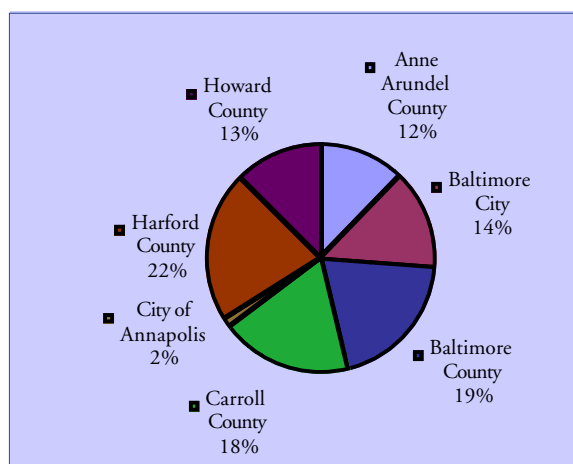
Step Four: Gathering Ideas and Testing Results with the Public

To involve the broadest possible segment of the population in drafting a bold vision for the future of the Baltimore region, Vision 2030 held 17 public meetings throughout the region in the Spring of 2002. Over 500 residents from throughout the region participated in the public meetings. Representation from each of the cities and counties was evenly distributed (see Table 1). This broad and balanced participation of the region’s residents makes the recommendations of Vision 2030 a true expression of those who live and work in the region.

During the meetings, participants broke into small groups, where they went through a facilitated brainstorming exercise to gather ideas for the future of the region. Outreach and publicity for the meetings were conducted in a variety of ways, including traditional and community media outlets, neighborhood associations and mass mailings.

In addition to

Table 1: Percentage of public meeting participants from each City/County.



brainstorming, meeting participants completed the Choices for the Future questionnaire described in Step 3 and a questionnaire designed to assess support for the Vision 2030 Core Values.

The results of the public meetings are summarized in [Appendix 8](#).

Step Five: Developing Vision Statements and Strategies

The Vision 2030 Oversight Committee translated the ideas gathered during the public meetings into vision statements that captured the essence of those ideas, and into strategies to implement the vision statements.

The ACP Team divided the more than 1,700 ideas gathered during the public meetings into 15 categories. The Oversight Committee was divided into small workgroups of three committee members each, one for each category. Each workgroup reviewed the ideas assigned to its category and then developed one vision statement and several strategies for each category. There are nearly 100 strategies in all. For each strategy the workgroup completed a questionnaire aiming at identifying action steps, benchmarks and implementation responsibilities. This body of work that includes vision statements, strategies and action steps represents the core of Vision 2030.

For a full description of the action steps see [Appendix 9](#).

Step Six: Testing the Vision Statements and Strategies with the Public

To ensure the credibility of Vision 2030 results, the ACP team tested core values and key strategies through a random regional phone survey and a final meeting of stakeholders, the Community Choices workshop.

Regional Phone Survey

The purpose of the random telephone survey was to test the degree to which the core values and supporting strategies that came out of the Vision 2030 process resonated with the public; to compare regional attitudes to those nationally where appropriate; and to paint a demographic and psycho-graphic profile of residents across issue areas.

Twelve hundred and three (1,203) interviews were conducted among a random sample of Baltimore metropolitan regional residents. The sample size was selected to ensure a large enough number of interviews in each of the jurisdictions that comprise the region. Interviews were controlled to ensure accurate representation by jurisdiction. Interviews were conducted in July 2002. The margin of error for the sample as a whole is +/-2.8 percentage points at the 95% confidence level; the margin of error for subgroups is larger.

The results of the telephone survey strongly support the results of the vision process, while at the same time providing accurate distinctions that qualify the public support.

For a full telephone survey report see [Appendix 10](#).

Community Choices

To fine-tune vision statements and strategies, the ACP team held the Community Choices Workshop in September 2002. Over 70 residents from throughout the region participated in the workshop.

The workshop began with an overview of the Vision 2030 process and results, including those from the regional phone survey. After the presentation, participants broke up into small groups to review and comment on the Vision 2030 core values, vision statements and strategies. Participants' comments have been incorporated into the final vision statements and strategies.

For a full report on Community Choices see [Appendix 11](#).

The attached diagram « Vision 2030 At-a-Glance » provides an overview of the steps, activities and outcomes described above.

VISION 2030 AT-A-GLANCE

