

## Part II: Visions and Strategies

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VISION 2030: SHAPING THE REGION'S FUTURE TOGETHER

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## Introduction

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The following six chapters contain a distillation of all the ideas presented by hundreds of Baltimore region residents who participated in Vision 2030 activities, from the stakeholder interviews conducted in July 2001 to the Community Choices workshop conducted in September of 2002.

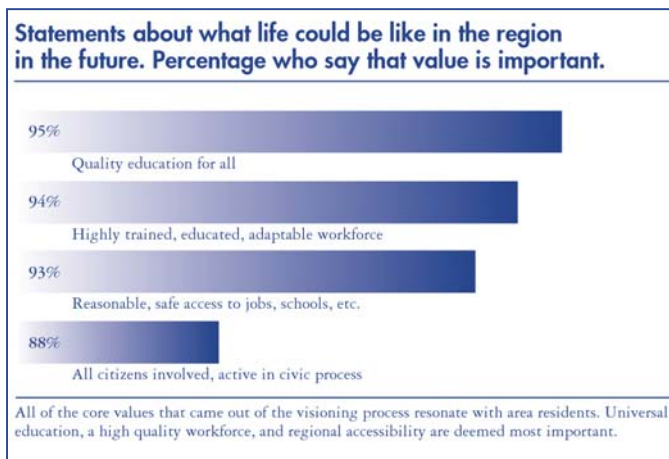
In that 15-month period, thousands of ideas were collected, sorted, discussed, elaborated, amplified, organized, tested and surveyed multiple times. The Vision 2030 Oversight Committee, after reviewing the results of all steps of the process, has summarized those ideas into 15 vision statements and nearly 100 strategies.

Vision 2030 encompasses six major thematic areas: Economic Development, Education, Environment, Government and Public Policy, Livable Communities and Transportation. It is a comprehensive and inclusive vision that deals with a broad range of issues, placing them together for the first time in a regional perspective.

Vision 2030 creates a framework for policy and management decisions that can help inform future decisions and investments that can make the region economically competitive, a leader in addressing environmental issues and a champion in the arena of social equity. It provides a compelling set of proposals to address in a holistic fashion the demographic, economic, environmental and physical factors that collectively will shape the future of the region and affect the way the region will grow and prosper.

Considering the breadth of Vision 2030 and the extent of the public input that helped create it, it truly represents the collective vision for the

Table 2: Core values that came out of the Vision 2030 process resonate strongly with the Baltimore region's residents.



future of the Baltimore region. Yet two critical questions need to be raised and answered. Will Vision 2030 resonate with area residents? Will residents support the policy changes necessary to turn that vision into reality?

The random regional telephone survey of 1,203 residents, developed to lend scientific legitimacy to the process, provided a convincing positive answer to those questions. The survey confirms that the core values and strategies that came out of the Vision 2030 process resonate strongly with the Baltimore region's residents. Large majorities agree that each of the core values and strategies tested are important, if not "very important," and there is no value that a meaningful number of respondents deem unimportant. Furthermore, each of the strategies tested received at least two-thirds support from respondents.

Key Vision 2030 issues such as crime and drugs, education, loss of open space and traffic congestion are also "hot button" issues for residents.

Table 3: Large majorities agree that each of the strategies tested are important.

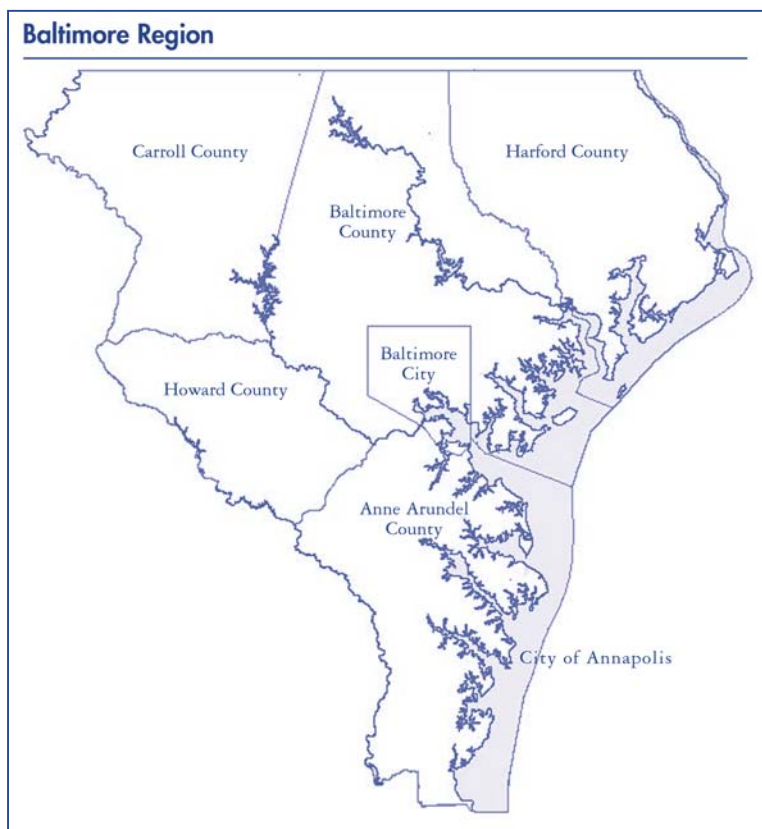


Residents are most concerned with crime and drugs. Urban and older suburban residents feel the greatest impact now and county residents are increasingly worried about crime spreading to their neighborhoods. Education is a major priority and tied to many of the Vision's issues in the public's mind. Loss of open space is a key issue, particularly for those who live in more rural areas. A plurality of residents is concerned that growth and sprawl will get worse in the future. They believe that there must be a balance between economic growth and environmental protection, and will support strategies that encourage such policies. There is heightened concern

about traffic and congestion, particularly in the more developed suburban counties. Yet, the data reveals less clarity as to the alternatives or solutions.

These are just few of the findings in the telephone survey that support Vision 2030. Now citizens, elected officials, private sector leaders, special interest groups, philanthropic institutions and not-for-profit organizations must work together to turn the Vision into reality. This chapter offers a blue print on how to do that.

Table 4: The Baltimore region includes the cities of Annapolis and Baltimore and the counties of Anne Arundel, Baltimore, Carroll, Harford and Howard.



The chapter is organized in six topical areas that focus on:

1. Economic Development, with four sections on Economic Development, Redevelopment and Revitalization, Farmland and Agriculture, and Culture and Recreation;
2. Education;
3. Environment, with four sections on Environment, Land Use, Neighborhood and Community Character and Parks and Open Space;
4. Government and Public Policy, with one section on Regional Issues;
5. Livable Communities, with four sections on Housing, Social Issues, Public Safety and Crime Reduction and Health; and
6. Transportation.

# 1. Economic Development

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The Baltimore region approaches the future with substantial economic assets that include its strategic location along I-95, its proximity to Washington, DC, easy access to the Port of Baltimore and the Baltimore Washington International Airport, and the Inner Harbor attractions. The region also benefits from its diverse economic base, the success of its medical and bio-tech institutions and a rising number of technology-based opportunities.

The region, however, faces multiple challenges. On the employment front, job growth is declining in Baltimore City and increasing in the suburbs, a trend that affects the ability of inner city workers to access new jobs.<sup>1</sup> Interviews also suggest that the region lacks a coordinated effort at area-wide job training and job creation, as well as a coherent economic development strategy.

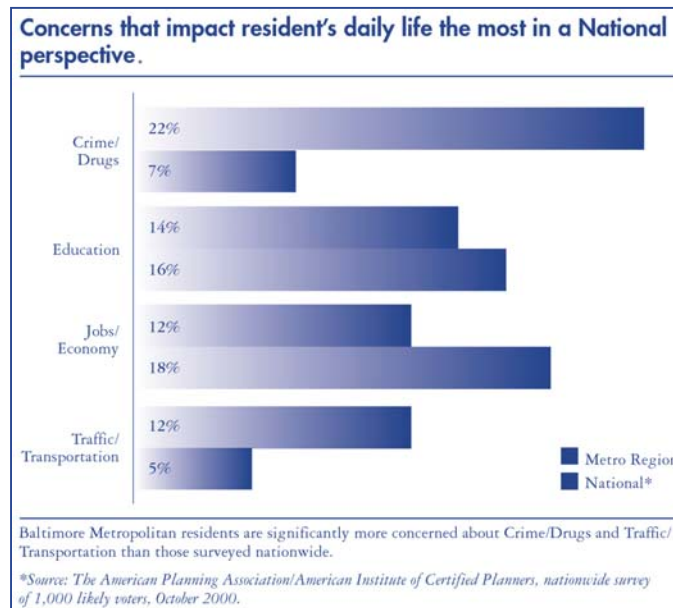
Baltimore City remains the financial center as well as the center of culture and tourism for the region. Everyone in the Vision 2030 focus groups (urban, suburban and rural participants) agrees that Baltimore City is the region's core with its sport facilities, the Aquarium, the Zoo, museums, Harborplace, and restaurants. They also recognize the city is a source of negative perceptions for the region as a whole. Among factors cited are the physical appearance of some of its older neighborhoods and the high levels of drug addiction and crime that still plague some of the City's neighborhoods, despite recent decreases in crime rates<sup>2</sup>. Baltimore City's appearance is profoundly affected by its high number of vacant units, which in the past ten years has increased by 15,000 for a total of 42,500

*Focus groups revealed that region's residents have a dichotomous view of the city. Suburban residents think that the city is recovering with professionals moving back to live in gentrified area. Urban residents, on the other hand, point out that these are only "pockets" of prosperity, and much of the city is being left behind.*

vacant units, or 59 percent of all vacant units in the entire region<sup>3</sup>. Many of these vacant units are in abandoned buildings.

Agriculture remains a viable way of life for the region’s residents and a strong component of the state and regional economy<sup>4</sup>. In the past 10 years however, agricultural land has been lost to low-density residential

Table 5: Comparing regional and national perspectives.



According to the regional phone survey, regional residents are more concerned about traffic, congestion, roads and transportation than the U.S. public. More than twice as many Baltimore area residents (12%) say these impact their lives as those nationally (5%). In fact, those in Howard (19%), Anne Arundel (18%) and Harford (14%) counties say they are most concerned about traffic, congestion, roads and transportation, compared to other key issues tested in the survey.

development. Over 15,000 acres of agricultural land were lost in the region between 1990 and 1997 alone<sup>5</sup>. Concerns about loss of agricultural land were strongly expressed during the

course of the Regional Workshop. Most groups in the workshop chose to accommodate future growth in the region’s already developed areas and protect agricultural and forest lands and open space.

### Where do we go from here?

Vision 2030 addresses the economic development trends and perceptions through vision statements and strategies identified for the following categories:

- Economic Development – initiatives that foster economic development, business recruiting and retention, and workforce training with a regional focus; and address the imbalance of where jobs are in relationship to where people live.
- Redevelopment and Revitalization – redevelopment and revitalization of older urbanized areas, not only in Baltimore City but in older suburbs as well, with incentives for infill and urban redevelopment.
- Farmland and Agriculture – strengthening of the region’s agricultural activity, both for its contribution to the economy of the region and as a tool to direct growth into redevelopment areas.
- Culture and Recreation – affirmation that culture and recreation are two important assets for the economy of the region, as magnets for tourism and as quality of life attributes for residents.

Listed below are the vision statements and strategies identified for each of these categories. Also listed are the supportive findings that show the level

of endorsement that the region's residents gave for many of the vision statements and strategies.

## **A. Economic Development**

### **Vision statement**

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 a 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.

#### **Strategy #1**

*According to the regional phone survey, regional residents almost unanimously favor "developing a viable workforce by creating programs that teach vital skills and a strong work ethic in schools" (93% favor, 82% strongly favor).*

#### **Strategy #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.

#### **Why should we commit to this strategy?**

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

#### **Who should take the lead in initiating this strategy?**

Vision 2030 entity should set up a Workforce Development Task Force.

#### **Strategy #2**

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

#### **Why should we commit to this strategy?**

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

#### **Who should take the lead in initiating this strategy?**

Greater Baltimore Alliance, Maryland Department of Business and Economic Development.

#### **Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

The proposed Vision 2030 implementation entity and the Greater Baltimore Alliance.

**Strategy #4**

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

**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.

**Who should take the lead in initiating this strategy?**

The Small Business Development Center.

**Strategy #5**

Create effective mobility programs for improved job access and transportation of goods.

**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.

**Who should take the lead in initiating this strategy?**

Maryland Transit Administration (MTA), Greater Baltimore Alliance.

**Strategy #6**

Promote environmental sensitivity and responsibility among new and existing businesses.

**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.

**Strategy #5**

*In the phone survey, respondents were asked how concerned they are that "it is difficult for many workers to get from where they live to where the good jobs are." Only a third (33%) say they are concerned about this issue, and slightly more (36%) say they are not. This is a bigger issue for those who live in the city (47%) and those who do not work in the region (47%), but mass transit riders are the only group among which there is majority concern (58%).*

**Strategy #6**

*94% of the public meeting participants either agreed or strongly agreed with the core value "The region should have public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality."*

**Who should take the lead in initiating this strategy?**

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.

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

Maryland State Department of Business and Economic Development and Greater Baltimore Alliance.

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

Maryland Department of Transportation/Maryland Port Administration.

**Vision Statement**

*When asked to rank their preferences among four development scenarios, the highest percentage of public meeting participants preferred the scenario Emphasis on Redevelopment (47%). Second was the scenario Emphasis on Mass Transit (39%) followed by the Current Trends scenario (8%) and the scenario Emphasis on Road Capacity (6%).*

**B. Redevelopment and Revitalization****Vision Statement**

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.

Strategy #1

*Telephone survey respondents support "promoting reinvestment in Baltimore City and the older suburbs by offering financial incentives to locate new businesses, develop new housing, and rehabilitate existing housing." Eighty two percent (82%) favor such an initiative (62% strongly), and only slightly less than one in three (18%) oppose.*

**Strategy #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.

**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.

**Who should take the lead to initiate the strategy?**

State and county elected officials in cooperation with Downtown Partnership, Westside Renaissance and other central city developers.

**Strategy #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.

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

Committing to this strategy will provide the focus to successfully accomplish revitalization/redevelopment opportunities at a selected number of sites in the region.

**Who should take the lead to initiate the strategy?**

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.

**Strategy #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 and regional employment opportunities.

**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.

**Who should take the lead to initiate the strategy?**

BRTB, MTA, state, county/city elected officials, regional organizations that have promoted revitalization/redevelopment.

**Strategy #4**

Integrate all modes of transportation to support transit oriented/mixed use developments.

**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.

**Who should take the lead to initiate the strategy?**

BRTB, MTA, state and county elected officials, regional organizations that have promoted revitalization/redevelopment. Also, local planning and zoning agencies.

**Strategy #5**

Prioritize public resources and encourage private initiatives that support the improvement in the quality of life in communities throughout the region.

**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.

**Who should take the lead to initiate the strategy?**

State and county elected officials.

**C. Farmland and Agriculture**

**Vision Statement**

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, and community gardens.

**Strategy #1**

According to the phone survey, loss of open space is a key Vision 2030 issue. Almost six in ten say they have at least a great deal of concern that “we are losing too much of our open space, agriculture and rural land to development” (57% at least a great deal concerned, 27% one of most). Those who are most concerned about this live in the more rural counties. In fact, this tops the list of Vision 2030 issues for those in Carroll (78% at least a great deal concerned) and Harford (69%) counties.

Eighty six percent (86%) of those surveyed favor establishing strong laws that protect farmland (67% strongly favor). Of note, residents in Carroll and Harford counties ranked protection of farmland as one of their two most popular strategies.

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

Local government, Citizens Planning and Housing Association, 1000 Friends of Maryland, Baltimore Regional Partnership, Chesapeake Bay Foundation, Maryland Department of Agriculture, county agricultural preservation staff.

**Strategy #2**

Expand opportunities for farmers markets, community gardens, and on-farm experiences as part of an urban health and nutrition program as well as to improve direct service and economic return to farmers.

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

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

**Who should take the lead in initiating this strategy?**

Cooperative Extension Service and the Maryland Department of Agriculture, local economic development agencies.

**D. Culture and Recreation****Vision statement**

A region with extensive cultural and recreational opportunities that benefit residents 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)**

- 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.

- 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.
- Ensure future transportation funding to improve accessibility of culture and recreation facilities.
- Maintain community support for implementing the Vision by promoting effective outreach and communication through religious institutions, community organizations, media, and government.

**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 there should be a buy-in of all interested parties.

**Who should take the lead in initiating this strategy?**

Elected officials – Baltimore City Mayor and the Governor.

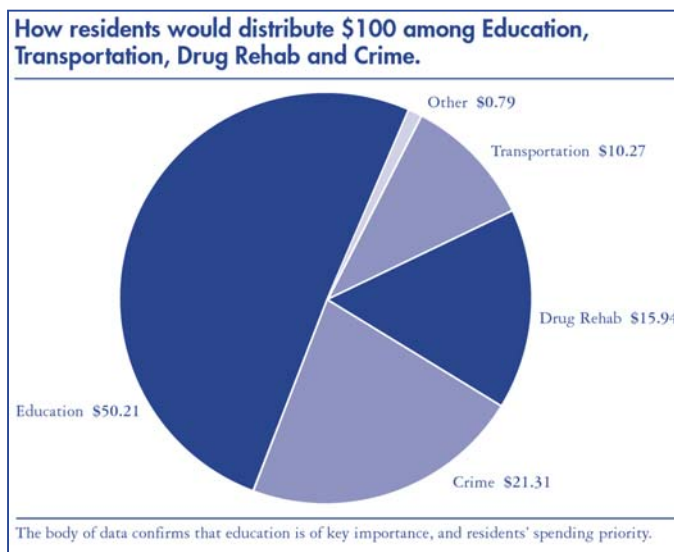
*"I have coworkers who talk about how they would live in Baltimore if the schools were better. These are very intelligent people who want the best for their kids."*  
 (Suburban focus group participant)

Table 6: Spending preferences.

## 2. Education

In both interviews and focus groups, regional residents were very clear about how the state of the region's educational system is related to the economy and the quality of the available labor force, to social equity issues, and to where people choose to locate and raise families. They also made it clear that the region as a whole is suffering from the negative perception of the quality of its public school system, in spite of recent improvements.

Interviews also revealed that funding for K-12 education is inconsistent



and inadequate throughout the region, and there are problems hiring and retaining quality teachers. Interviewees believe there is a lack of equity in state education

funding priorities, and disproportionate resources go to Maryland's DC suburbs. The schools are also perceived as unsafe.



Volunteer facilitator conducting a small group session at the regional public meetings.

According to the regional phone survey, education is billed as the concern that impacts residents' life second most (after crime and drugs). Fourteen percent (14%) said it was their top issue, 12% second priority. This is in keeping with national trends. In a national survey conducted this summer, voters listed education and the economy as the two most important issues areas in their decision on whom to vote for in Congressional elections.

## Where do we go from here?

Vision 2030 addresses education through a vision statement and strategies that focuses on funding, school size, extended learning and academic curriculum with emphasis on producing a well-educated workforce. The vision statement and strategies for education are listed below.

### E. Education

#### Vision Statement

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

#### Strategy #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.

#### 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).

#### Who should take the lead in initiating this strategy?

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

#### Strategy #2

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

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

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

#### Who should take the lead in initiating this strategy?

The Maryland State Department of Education, in cooperation with local systems and the Maryland PTA, will lead this effort to provide

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materials and ideas. This will include ongoing outreach and distribution of MSDE's family involvement policy.

**Strategy #3**

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

**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).

**Who should take the lead in initiating this strategy?**

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.

**Strategy #4**

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

**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.

**Who should take the lead in initiating this strategy?**

The City-State Partnership for Baltimore City Public Schools.

**Strategy #5**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #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.

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

Evidence from the National Board of Professional Teacher Standards, the National Education Association, and other organizations prove the effectiveness of trained teachers in the classroom.

**Who should take the lead in initiating this strategy?**

Maryland State Department of Education in cooperation with teacher training programs at state colleges and universities.

**Strategy #7**

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

**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 address these issues.

**Who should take the lead in initiating this strategy?**

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.

**Strategy #8**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #9**

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

**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.

**Who should take the lead in initiating this strategy?**

Local boards of education.

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

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

*Focus group participants expressed mixed emotions about growth and development in the region. They agreed, however, that there has been no vision and planning associated with this growth. Participants in each focus group said that it is clear local and state governments and planners did not anticipate the type of growth that would occur in the outlying counties. This is evident, they said, from the congestion, the overcrowded schools, and the loss of open space. Most believe, however, that government supports this growth, no matter what form it takes.*

### 3. Environment

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The Baltimore region is rich in environmental assets. Its land and shoreline are beautiful, diverse, and support a great range of recreational activities. The state of Maryland is a pioneer in the land preservation movement and, as a result, the region has substantial acreage of natural and rural protected environment, with plans to acquire more.

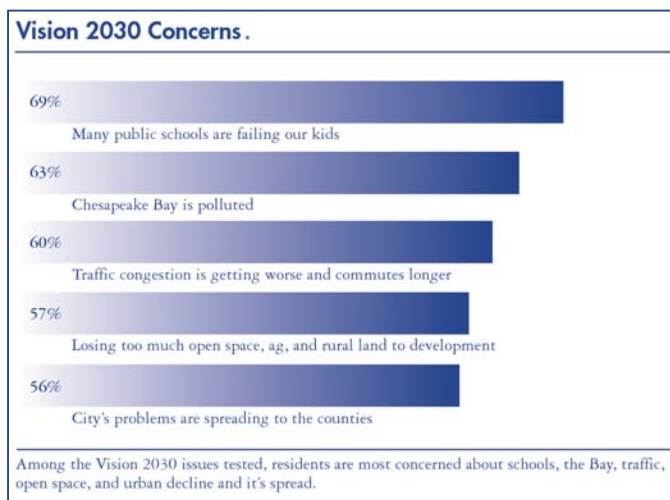
The region, however, is in the federal severe non-attainment air quality standards category, in spite of significant improvements in the 1990's in nitrogen dioxide level (dropped 0.2 percent), sulfur dioxide level (dropped by 30.4 percent), and the inhalable particulate level (declined by 5.9 percent)<sup>6</sup>.

The success of efforts to preserve and clean up the Chesapeake Bay has galvanized the region. The effort maintains broad grass roots and leadership support and has heightened the region's environmental awareness. Progress, however, is slow. On an overall health index of 1 to 100 (100 being a perfect score), the Chesapeake Bay received a score of 28 for the year 2002, which is the same as for 1999. The goal is to reach 70 by 2050. The lowest health index of the Chesapeake Bay was in 1983, with an index of 23<sup>7</sup>.

Very low-density development is occurring well beyond the region's urbanized edges. Although population growth has been modest, it is consuming vast amounts of land. In 1973, low-density residential development accounted for 27 percent of the region's developed land. During the 1990 to 1997 period, low-density residential development accounted for 58 percent of all new development. Since 1990, development

in the region is responsible for a loss of 15,400 acres of agricultural land and 13,600 acres of forested land<sup>8</sup>. This trend is likely to further erode the economic strength of the urbanized core and is dramatically changing the character of older neighborhoods and of the region as a whole.

Table 7: Region’s top concerns.

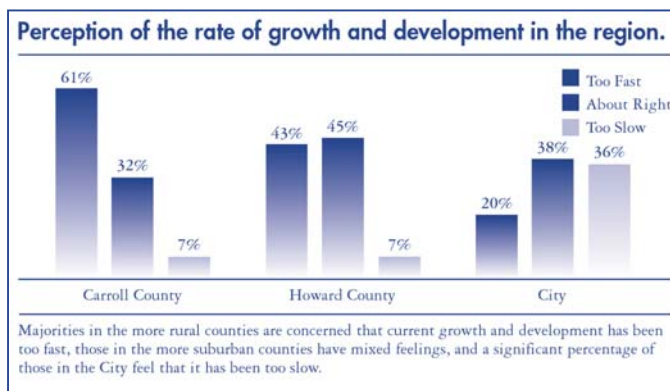


The issue of land consumption was the focus of the Regional Workshop. During the Workshop participants were asked to agree on a percentage of

the region’s total land to protect over the next thirty years, over and above the amount of land currently protected. The average proposed by workshop participants was to protect an additional 18 percent.<sup>9</sup>

When asked how to allocate future growth, groups chose to locate an average of 70 percent of all future growth within the Smart Growth’s Priority Funding Areas (excluding Baltimore City). The rest of the future growth was allocated within Baltimore City (24 percent) with only 6 percent outside the Priority Funding Areas.<sup>10</sup>

Table 8: Growth is perceived differently in different parts of the region.



Finally, interviews suggest the region suffers from a systemic policy disconnect between land use and transportation

planning and from a lack of understanding by the public of the regional implications of local policies and decisions<sup>11</sup>.

**Where do we go from here?**

Vision 2030 addresses the environmental trends and perceptions through vision statements and strategies identified for the following categories:

- Environment –initiatives designed to aggressively and cooperatively deal with issues of air and water quality; to foster better zoning; to

protect the region’s natural resources; and to establish a strong environmental ethic.

- Land Use – a strong focus on creating walkable, compact, mixed-uses communities served by efficient public transportation.
- Neighborhood Character – promoting neighborliness, safety, diversity and historic preservation.
- Parks and Open Space – promoting a mix of urban and suburban green spaces, community parks, recreational facilities and protected open land.

Listed below are the vision statements and strategies identified for each of these categories. Also listed are the supportive findings that show the level of endorsement that the region’s residents gave for many of the vision statements and strategies.

## A. Environment

### Vision Statement

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, provides incentives for environmental stewardship, and offers environmental education for all students.

### Strategy #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.

#### 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.

#### Who should take the lead in initiating this strategy?

The counties, cities, and state need to step up their enforcement efforts and coordination of land use and transportation policies.

Maryland Department of Environment; Baltimore Regional Transportation Board, Baltimore Regional Partnership.

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.

#### Vision statement

*Eighty-seven percent of phone survey respondents supported the idea that the region should have “a common regional environmental ethic,” a core value developed by the Environment Thematic Subcommittee.*

#### Strategy 1

*More than six in ten (63%) respondents to the regional phone survey say that one of the things that concern them a great deal about life in the region is that “the Chesapeake Bay is polluted” (27% one of things that concerns them the most). Also, the survey showed that residents almost unanimously favor a strategy to “enforce strong environmental laws that protect our air and water from pollution, with tough penalties for violating the laws” (90% favor, 77% strongly).*

**Strategy 2**

*According to the regional phone survey, strong majorities favor "establishing strong zoning laws that protect farmland" (86% favor, 67% strongly). Of note, residents in Carroll and Harford counties ranked protection of farmland as one of their two most popular strategies.*

**Strategy #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.

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

To preserve food production capacity in the region as well as 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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #3**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #4**

Create public awareness programs to inform and assist individuals, families, and property owners in making 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.

**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 citizens can take direct action to improve the region’s environmental quality.

**Who should take the lead in initiating this strategy?**

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

**Strategy #5**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**F. Land Use**

**Vision statement**

A region of new and revitalized neighborhoods based on compatible mixed-uses (housing, employment, education, cultural, retail, and green spaces) within walking distance of 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.

**Strategy #1**

Adopt zoning classifications and codes that promote mixed use, walkable and environmentally sensitive communities.

**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. A model code with a streamlined approval system would decrease development cost, increase county efficiency and help achieve community design goals.

**Who should take the lead in initiating this strategy?**

This strategy has been initiated by a coalition including Chesapeake Bay Foundation, 1000 Friends of Md., Urban Land Institute and the

Strategy 1  
*There is majority support for “establishing zoning laws that encourage a mix of residential and commercial development that is accessible by public transportation” (75% favor, 48% strongly favor).*

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Homebuilders Association of Maryland. They should be supported by Vision 2030, the Maryland Municipal League and Maryland Association of Counties and local planning and zoning offices.

### **Strategy #2**

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

#### **Why should we commit to this strategy?**

Promotes mixed-use development and other economic development.

Provides clean air environmental benefits.

Enhances mobility of transit dependent population for jobs and services.

Reduces increase in congestion on heavily traveled highways.

#### **Who should take the lead in initiating this strategy?**

BRTB, working with state delegations in legislature.

Maryland Department of Transportation to prioritize the program within Maryland Transit Administration. Solicit for state and federal funding.

Greater Baltimore Committee and Baltimore Regional Partnership are already working together on this strategy. Work together to build private-sector constituency for Rail Plan that will sort through planning issues with MTA and build support for necessary funding.

### **Strategy #3**

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

#### **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.

#### **Who should take the lead in initiating this strategy?**

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

### **Strategy #4**

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

#### **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.

**Who should take the lead in initiating this strategy?**

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.

**G. Neighborhood and Community Character**

**Vision Statement**

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

**Strategy #1**

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

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

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

**Who should take the lead in initiating this strategy?**

Local government officials.  
Local non-profit organizations.  
Developers.

**Strategy #2**

Develop historical preservation plans in each jurisdiction.

**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.

**Who should take the lead in initiating this strategy?**

Local non-profit organizations and local government officials.

**Strategy #3**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #4**

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

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

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

**Who should take the lead in initiating this strategy?**

Local jurisdictions and their officials in cooperation with non-profit organizations, environmental groups and associations.

**Strategy #5**

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

**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 at the community level.

**Who should take the lead in initiating this strategy?**

Local governments.

**Strategy #6**

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

**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.

**Who should take the lead in initiating this strategy?**

Local jurisdiction officials and non-profit organizations, community groups.

**Strategy #7**

Promote resident involvement in community policing programs.

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

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

**Who should take the lead in initiating this strategy?**

Local elected officials.

Local police agencies in partnership with neighborhood and community associations.

**H. Parks and Open Space****Vision Statement**

A region with expansive acreages of forests and parklands that provides recreational opportunities and environmental benefits and includes a mix of urban and suburban green spaces, community parks, recreational facilities, protected open land, and enhanced public access.

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

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 relationships and would be willing to partner with BMC to accomplish this task.

**Strategy #2**

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

**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.

**Who should take the lead in initiating this strategy?****Vision Statement**

*The core values developed relating to Parks and Open Space were tested during the public meetings. Ninety-five percent of respondents believe there should be public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality.*

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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.

**Strategy #3**

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

**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.

**Who should take the lead in initiating this strategy?**

Department of Natural Resources (as part of Program Open Space 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.

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #5**

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

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

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

**Who should take the lead in initiating this strategy?**

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.

**Strategy #6**

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

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

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

**Who should take the lead in initiating this strategy?**

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.

**Strategy #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.

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

Help to gain understanding and support from general public leading to action by volunteers who are willing to work to sustain parks.

**Who should take the lead in initiating this strategy?**

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

**Strategy #8**

Enforce ADA requirements and improve public access to parks.

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

Help to gain understanding and support from general public leading to action by volunteers who are willing to work to sustain parks.

**Who should take the lead in initiating this strategy?**

Public sector should lead with support from private sector, focusing on developmentally disabled advocacy groups.

## 4. Government and Public Policy

The Baltimore region has distinctive strengths in the area of leadership, both public and private. The region has relatively few political jurisdictions and many political districts overlap jurisdictions, with a few institutions that coordinate regional issues in areas such as economic development and transportation. With the emergence of a political leadership that professes a stronger desire for regional cooperation, the limited number of jurisdictions

Table 9: Concerns about public participation and planning.



could become an important asset toward regional cooperation.

The region also benefits from a strong

*Residents see a role for business in public policy. Eighty-five percent (85%) say it is important that "there be strong cooperation between business and government throughout the region." However, only half (50%) agree with this strongly.*

philanthropic community, and a wealth of universities, faith-based and cultural institutions. It also benefits from strong non-profit organizations which are regional in scope. For example, Citizens Planning and Housing Association (CPHA) has held two "Rally for the Region" events that attracted thousands of participants as well as many of the region's elected officials.

Stakeholder interviews and focus groups revealed a number of the region's weaknesses. First and foremost is the lack of a coherent regional

*Large numbers of those surveyed (61%) think it is "very important" that "all citizens in the region be involved members of their communities, actively participating in the civic process to make well-informed decisions and to choose good leaders." Nearly as many believe that it is important that there be "regional cooperation and coordination among local leaders in areas where regional solutions have a role" (51% say this is "very important").*

*Those who see civic participation as most important are those who probably feel most disenfranchised (city dwellers: 73%; blacks: 71%; and low-income residents: 69%). Those in the City are most excited about promoting regional cooperation (61% say very important), while those in Carroll County seem most ambivalent about such a solution (36%).*

vision that addresses social, economic, environmental, transportation and land use issues together. The regional phone survey supported that concern. Slightly less than a majority (45 percent) say they have at least a "great deal" of concern that there is not enough vision and planning to deal with the region's problems, that there is not enough public participation in solving these problems (45 percent), and that there is not enough regional cooperation when it comes to these issues (38 percent).

Next is the fact that the polarization between Baltimore City, along with the older suburban areas surrounding it, and the outer suburban counties, remains strong. This polarization is particularly evident in the lack of cooperation between the City and surrounding counties on social issues. Similar polarization also exists among the counties as they compete with one another to attract growth and economic development.

Finally, the focus groups revealed a lack of clarity regarding the definition and boundaries of the Baltimore region, with some seeing it as the area within the Beltway and others seeing it as an area from Pennsylvania to Virginia.

### **Where do we go from here?**

Vision 2030 addresses Government and Public Policy issues through a vision statement and strategies that suggest the need to create an entity to take up the banner of implementing Vision 2030; act as a catalyst for regional cooperation among the public and private sectors; and build extensive awareness on regional issues.

Listed below are vision statement and strategies identified to address regional leadership.

### **Regional Issues**

#### **Vision statement**

A cohesive region with dynamic public and private leadership where residents have the awareness, willingness, and opportunity to actively participate in effective and efficient regional planning and problem solving while maintaining a respect for local needs.

#### **Strategy #1 & #2**

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.

#### **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.

**Who should take the lead in initiating this strategy?**

Vision 2030 Oversight Committee in conjunction with BRTB – these groups should develop composition and responsibilities and funding of organizations.

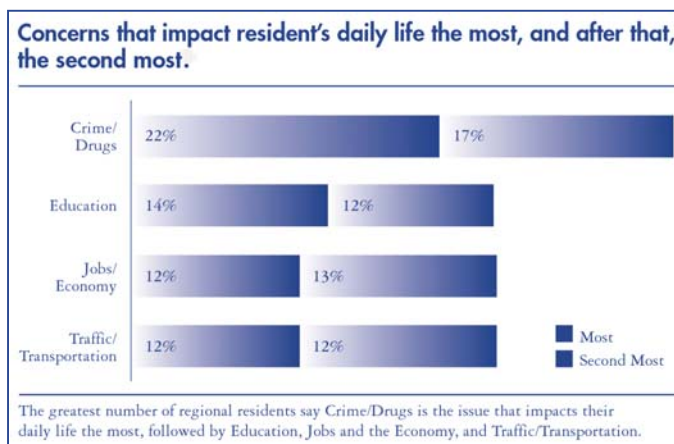
## 5. Livable Communities

Livable Communities addresses the areas that have profound impact on the region's quality of life and on the ability of the region to treat its citizens in an equitable manner.

On the positive side, crime rates are decreasing. From 1990 to 1998 the crime rate dropped by 9 percent with violent crime decreasing in Baltimore City by 16 percent<sup>12</sup>.

Decrease in crime rates, however, has not been matched by a decline in the use of illegal drugs. According to Drug Strategies, the national drug

Table 10: Concerns that impact residents' daily life.



treatment organization, heroin overdose deaths tripled in Baltimore City and increased five fold in the five counties in the period between 1990 and 1999<sup>13</sup>.

Concentration of poverty exists throughout the region's older communities. The highest concentration can be found in Baltimore City, home to 57.5 percent of the region's population living in poverty. Poverty, however, is also increasing in older communities in the suburbs. In the

period from 1993 to 2000 the percentage of free and reduced-price meals in elementary schools increased in all counties except Harford.

The region lacks an equitable distribution of affordable housing. According to the regional phone survey, however, affordable housing does not generate as high a level of public concern as other issues. Slightly more are concerned (36 percent) than not concerned (32 percent) that “there is not enough affordable housing throughout the region,” with almost a third (28 percent) saying that they are just somewhat concerned. There is the greatest concern in Baltimore City (48 percent concerned, 27 percent not) and Howard County (45 percent concerned, 24 percent not), while in Harford and Carroll counties more are not concerned about the distribution of affordable housing than concerned.

*Residents who participated in the Vision 2030 focus groups feel that as the counties have flourished, much of Baltimore City has deteriorated. They pointed out that there are pockets of prosperity around the Inner Harbor – neighborhoods such as Canton, Federal Hill and Fells Point. But in many sections of the city, crime and drugs are rampant, and houses are left vacant. The blue-collar base has eroded, and there are few opportunities for those who are not professionals to earn a living wage. The sense is that all of the good jobs have migrated to the counties.*

As previously stated, jobs are steadily moving to the suburbs. From 1990 to 1997 Baltimore City lost 51,200 jobs, a 10 percent decline, while employment in the surrounding counties increased by 10 percent.<sup>14</sup> When this trend is compounded with deficiencies in public transportation and affordable housing, it creates a profound disconnect between where the jobs are and where people live who need and could fill those jobs.

The region’s population is aging rapidly. In the past 10 years the median age for the region rose from 33.3 years to 36.2 years. By the end of the decade the over-45 group might account for more than 90 percent of the total population growth in the region.<sup>15</sup> If the Baltimore region follows the national trend (with older people preferring to live in more compact walkable neighborhoods), the graying of the population could dramatically alter the region’s land use. It is also expected to increase demand on delivery of health services.

### Where do we go from here?

Vision 2030 addresses the environmental trends and perceptions through vision statements and strategies identified for the following categories:

- Housing – with a focus on diverse and affordable housing choices.
- Social Issues – addressing problems such as poverty, racism, crime and drug addiction.
- Public Safety and Crime Reduction – with an emphasis on the creation of safe and secure cities and neighborhoods, special programs for youth offenders and an effective and convenient judicial system.
- Health – addressing environmental health risks and the accessibility of high-quality health care.

Listed below are the vision statements and strategies identified for each of these categories. Also listed are the supportive findings that show the level of endorsement that the region’s residents gave for many of the vision statements and strategies.

Vision statement

*A large number of those surveyed clearly agree with the core value: "communities throughout the region would include housing opportunities for people of all racial, social and economic backgrounds." More than eight in ten (83%) say this is important, and a majority (57%) feels this way strongly.*

Strategy #2

*According to the regional phone survey, there is majority support (67% favor, 46% strongly) for the notion that "all new housing developments in the region include a percentage of housing units for low and moderate income families." However, this is the least popular of all the strategies tested. Though there is only mild opposition, the largest number of residents opposes this strategy (30% oppose). While there is majority support in each of the counties, this strategy is far more popular in the City (81% favor, 67% strongly), and least popular in Carroll County (52% favor, 41% oppose).*

**A. Housing**

**Vision statement**

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

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #2**

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

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

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

**Who should take the lead in initiating this strategy?**

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

**Strategy #3**

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

**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.

**Who should take the lead in initiating this strategy?**

The governor.

**Strategy #4**

Revitalize and fully utilize the existing affordable housing stock.

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

There is a lack of safe, decent affordable housing in the region. 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.

**Who should take the lead in initiating this strategy?**

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

Greater Baltimore Committee follows up on implementation of recommendations of the Mayor's Management and Efficiency Study of DHCD.

**Strategy #5**

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

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

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

**Who should take the lead in initiating this strategy?**

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

**Strategy #6 and #7**

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.

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

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

More efficient land use and better-planned communities.

**Who should take the lead in initiating this strategy?**

Mayor, the City of Baltimore and Annapolis, and county executives.

**Strategy #8**

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

**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.

**Who should take the lead in initiating this strategy?**

Mayor, the City of Baltimore and Annapolis, and county executives and development community.

**Strategy #9**

Create effective mobility programs related to job access.

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

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

**Who should take the lead to initiate the strategy?**

Mayor, the City of Baltimore and Annapolis, and county executives.

**B. Social Issues**

**Vision statement**

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.

**Strategy #1**

Encourage public and private financing for development that is ethnically and economically diverse.

**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.

**Who should take the lead in initiating this strategy?**

Religious institutions and civic organizations must educate and organize.

Political leaders must stick their necks out and lead.

Legislative bodies and County/City Councils must legislate.

**Strategy #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.

*Vision statement*

*One of the core values developed by the Vision 2030 Thematic*

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

*According to the telephone survey, more than seven in ten in each county say inclusive communities are important, but there exist the same regional differences seen throughout when it comes to strong agreement.*

*Those in Baltimore City are much more likely to say this is "very important" (74%) than county residents, as well as blacks (82%), renters (71%), low income (70%), and younger women (65%). There is there is also a slight gender divide (61% very important among women, 52% among men).*

**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.

**Who should take the lead in initiating this strategy?**

Faith institutions and anti-racism groups, with support from local governments and businesses.

**Strategy #3**

Provide facilities and programs for children, youth and seniors that are accessible by walking or by convenient public transportation.

**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.

**Who should take the lead in initiating this strategy?**

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) needs to implement.

**Strategy #4**

Initiate a statewide campaign with adequate funding to substantially reduce teenage pregnancy.

**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.

**Who should take the lead in initiating this strategy?**

State Health Secretary – he is publicly charged with the public health welfare of all Maryland citizens.

**Strategy #5**

Create statewide legislation with adequate funding to provide substance abuse treatment on demand.

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

Drug addiction is one of the primary causes of crime, poverty and social dysfunction, which destroy neighborhoods and affect communities throughout the region.

**Who should take the lead in initiating this strategy?**

Governor/Lieutenant Governor/General Assembly – role should be leadership to ensure the job gets done.

**Strategy #6**

Support efforts to reduce poverty throughout the region.

**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.

**Who should take the lead in initiating this strategy?**

Coalition lead by City and County employment development offices, Centers For Poverty Solutions, Job Opportunities Task Force, CPHA and Advocates For Children and Youth.

**C. Public Safety and Crime Reduction**

**Vision Statement**

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.

**Strategy #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.

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

State resources to support district court activities should be dispersed to bring services to all citizens.

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.<sup>16</sup>

**Who should take the lead in initiating this strategy?**

The counties and affected municipalities in the region should request the statistics from the District Court and state agencies in Annapolis.

**Strategy #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.

Vision statement

*According to the regional phone survey, crime and drugs top the list of issues that impact one's life the most on a daily basis. Almost a quarter (22%) of regional residents list crime and drugs as their top concern. However, this significant percentage is driven by the intensity of concern among Baltimore City residents. Almost four in ten (38%) city respondents say crime and drugs was their primary concern, compared with much smaller numbers in the counties (ranging from 19% in Baltimore County to 10% in Carroll). Baltimore County is the only other place where crime and drugs was residents' top concern (19%).*

**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<sup>17</sup>.

**Who should take the lead in initiating this strategy?**

The Criminal Justice Coordination Council in each subdivision.

**Strategy #3**

Provide early intervention for first time juvenile offenders with more treatment and education resources as well as more detention facilities.

**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.

**Who should take the lead in initiating this strategy?**

Maryland Department of Juvenile Justice – statewide agency.

Strategy #4  
*Eighty percent of regional phone survey respondents strongly agreed with strategy #4: "Establish community based programs to reduce juvenile crime".*

**Strategy #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 which take ownership of problems and implement solutions (i.e. community based youth panels).

**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.<sup>18</sup>

**Who should take the lead in initiating this strategy?**

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 for an ongoing dialogue of issues and solutions.

**Strategy #5**

Provide anti-domestic violence and sexual assault education at an early age through schools, religious institutions, police athletic leagues, youth centers and homes.



Public meeting participants

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

These problems are increasing. Often these negative traits are learned and passed. The problem is widespread and touches all socioeconomic levels.

**Who should take the lead in initiating this strategy?**

School systems with Department of Social Services, State’s Attorneys, county governments, police, and religious institutions.

**Strategy #6**

Expand public safety resources to meet community growth and needs.

**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.

**Who should take the lead in initiating this strategy?**

Regional approach for crime analysis and analysis of demographic and census information.

**Strategy #7**

Create a regional task force to study the relationship between ease of transportation access throughout the region and the increased incidence of crime.

**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.

**Who should take the lead in initiating this strategy?**

The elected officials in concert with law enforcement agencies in the region and at the state level.

**D. Health**

**Vision statement**

A healthy region where environmental health risks have been minimized for all citizens and which provides a comprehensive, affordable, high-quality health care system accessible to all citizens

*Seventy five percent of the regional survey respondents strongly agree with this statement: "reduce environmental health risks throughout the region. Similarly, 74% of survey respondents favor passing "statewide legislation for funding substance abuse treatment on demand" with 20% opposing it.*

emphasizing education and preventive strategies and also providing ample services to prevent and treat addictions.

**Strategy #1**

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.

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #2**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #3**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #4**

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

**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.

**Who should take the lead in initiating this strategy?**

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

**Strategy #5**

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

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

In the last three years alone more than 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 the Coalition to End Childhood Lead Poisoning’s strategic plan for ending lead poisoning (entitled “Windows of Opportunity”), because under its implementation thus far we have achieved a 45 percent reduction in poisoned children since 1999 and an 85 percent reduction since 1994.

**Who should take the lead in initiating this strategy?**

The Coalition to End Childhood Lead Poisoning is the appropriate party as it works in broad partnership with all parties and maintains day- to-day focus on 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 lead poisoning by 2010 in partnership with communities, property owners, health care providers, social service providers and government.

**Strategy #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.

**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.

**Who should take the lead in initiating this strategy?**

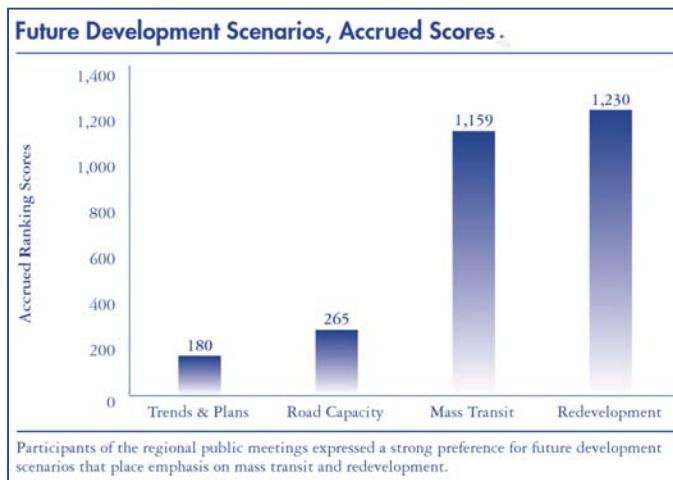
A coalition or advisory committee to consolidate efforts.

The Baltimore City “Believe” campaign would impact a large group of people.

## 6. Transportation

The Baltimore region is served by an efficient interstate system and highway network that lacks the level of congestion found in other parts of the country. The region ranks 29<sup>th</sup> in the nation for congestion levels. The annual delay due to traffic congestion per capita is 31 hours, compared to 56 hours per year in Los Angeles, 46 hours per year in Washington D.C, and 26 hours per year in Philadelphia<sup>19</sup>.

Table 11: Public meeting participants expressed a clear preference for the Emphasis on Redevelopment and Mass Transit Scenarios over the Trend and Emphasis on Roads Scenarios.



Bus and rail use is also increasing in the region. From 1990 to 1998 total bus and rail ridership in the region increased by 15 percent, from 81 million to 93

million, although it still has not reached 1980 levels, when 102 million riders traveled by bus or rail<sup>20</sup>. Sixteen percent of workers in the region (889,650 workers) do not drive to work.

Congestion is clearly a major regional concern. Sixty percent (60 percent) of residents say they have at least a “great deal of concern” that

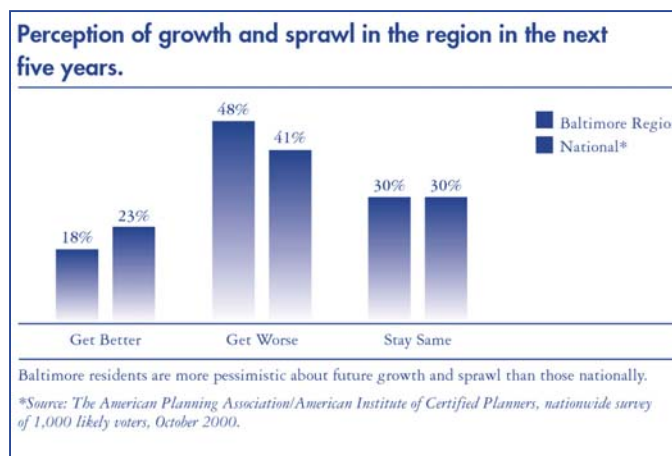
96% of the regional public meeting participants either agreed or strongly agreed with a core value to provide “reasonable and safe access from home to a job that pays a family-supporting wage with benefits, to educational and retail facilities, to open space and recreation, to quality medical care, and to personal and social services.” The results were confirmed by the telephone survey with 93% of the respondents considering that core value important and 76% very important. To most, however, “reasonable access” is probably equated with driving.

Table 12: Perception of future growth and sprawl.

“traffic congestion is getting worse and making commute times longer” (26 percent say that congestion is one of the things that concerns them most about life in the region). Again, there is a dichotomy between those in the city and those in the counties who place more emphasis on this issue. Concern also differs across race and income lines with whites (63 percent) much more troubled than blacks (50 percent), and upper income residents (65 percent) more concerned than those in the lowest income bracket (54 percent). Concern heightens as commute times lengthen.<sup>21</sup>

Even though congestion in the region is still low in comparison to other parts of the country, Vehicle Miles Traveled (VMT) is increasing. From 1990 to 1998, VMT increased by 7,760 miles, a 21 percent increase<sup>22</sup>. This increase is five times the rate of population growth for the region during the same period.

The increased rate of congestion did not escape focus group participants. Many expressed concerns about traffic and congestion. They did not, however, express much support for transportation alternatives to



driving. Particularly those living in more rural areas in the region found the region’s public transportation system inadequate, and did not

use it. When asked if they would use public transportation if it were more accessible, most admitted they would not. Said one participant, “It would take a tremendous cultural shift and marketing campaign to get the minds of the people who have lived here all these years and relied on their cars to move to public transportation.”

The telephone survey reveals that while residents are clearly bothered by traffic congestion, they are somewhat apprehensive about considering transportation alternatives. In fact, residents are not that troubled by the lack of public transportation options. More (39%) do not care that “there is not enough good public transportation” than express concern (31%). Interestingly, there are not a lot of subgroup differences on this issue. Frequent mass transit riders are the only group among which a majority (54%) are concerned.

Transportation preferences were also tested, together with different regional growth options, as part of the Choices for the Future questionnaire<sup>23</sup>, leading to different results. Public meeting participants expressed a clear preference for the Emphasis on Redevelopment and Mass Transit Scenarios over the Trend and Emphasis on Roads Scenarios after evaluating their performance on transportation indicators such as: time spent driving; gasoline consumption; ability to walk to a rail or bus stop; accessibility of jobs to transit; increased opportunities to walk; and increased access to bus and rail. These results show that the region’s residents appreciate the development patterns associated with mass transit, such as more compact development with proximity to transit nodes. However, this does not necessarily reflect their desire to use transit on a regular basis.

## Where do we go from here?

Vision 2030 addresses Transportation issues through a vision statement and strategies that suggest the need to develop a multi-modal regional transportation system as the foundation to shape and direct the region's growth and as a way to improve access to jobs.

Listed below is a vision statement and strategies identified to address Transportation. Also listed are the supportive findings that show the level of endorsement that the region's residents gave for many of the vision statement and strategies.

### A. Transportation

#### Vision Statement

Vision statement  
92% of the regional public meeting participants either agreed or strongly agreed with the core value to create "A comprehensive, multi-modal transportation system" in the region.

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, safe, clean, 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 and #2

Identify and implement adequate funding for mass transit and other transportation modes.

Improve coordination of transportation improvements within and among jurisdictions in the Baltimore Region and beyond.

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

Without adequate funding 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.

#### Who should take the lead in initiating this strategy?

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.

#### Strategy #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.

#### 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.

Strategy #3  
The phone survey revealed a depressed concern over a couple of transportation issues. Almost as many regional phone survey respondents say they are not concerned (32%) about inadequate transportation linkage from county to county as say they are concerned (36%).

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.”

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.

**Who should take the lead in initiating this strategy?**

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 Baltimore Regional Partnership for its role in educating and mobilizing communities and the public as a whole.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners in 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.

Of course, the Baltimore Regional Transportation Board has an important role, too, in pursuing this strategy.

**Strategy #4**

Improve the interconnection of transportation elements (automobile, bus, rail, and paratransit) within and among jurisdictions.

**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.

**Who should take the lead in initiating this strategy?**

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 Baltimore Regional Partnership for its role in educating and mobilizing communities and the public as a whole.

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.

Of course, the Baltimore Regional Transportation Board has an important role, too, in pursuing this strategy.

**Strategy #5**

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.

**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.

**Who should take the lead in initiating this strategy?**

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.

**Strategy #6**

Expand opportunities for public input in the transportation planning process.

**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.

**Who should take the lead in initiating this strategy?**

The Baltimore Regional Transportation Board should take the lead to develop and have implemented the strategy.

**Strategy #7**

Provide incentives to incorporate transit opportunities and alternatives to auto use in new projects.

**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.

**Who should take the lead in initiating this strategy?**

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.

**Strategy #8**

Improve incentives to use alternative transportation modes such as carpooling or mass transit.

**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.

**Who should take the lead in initiating this strategy?**

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 Baltimore Regional Partnership for its role in educating and mobilizing communities and the public as a whole.

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.

Of course, the Baltimore Regional Transportation Board has an important role, too, in pursuing this strategy.

**Strategy #9**

Create a car-share program.

**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.

**Who should take the lead in initiating this strategy?**

The Baltimore Regional Transportation Board 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.

## 7. Implementation

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The next phase of Vision 2030 is to see that the region's vision statements and strategies are implemented in the areas of economic development, education, environment, government and public policy, quality of life and transportation. This is, of course, a complex task. Issues are difficult to tackle and much time and effort are required to establish the climate for regional cooperation that is conducive to implement a regional vision. The scope of the vision, all encompassing by design, may lack the poignancy and focus often associated with narrow, single-issue campaigns, thus requiring additional effort. The process of turning residents' aspirations into action must be carefully calibrated to energize the region and maximize economic and organizational resources, while summoning the necessary support of the public and private sectors.

The need for action is clearly expressed in the first of two strategies under the Government and Public Policy category. The strategy recommendation to "Establish an entity focused on implementation of the Vision 2030 initiatives." The Vision 2030 Oversight Committee discussed how to implement this strategy, and by extension, Vision 2030 as a whole, in their October, November and December 2002 meetings. An ad-hoc implementation committee of the Oversight Committee was asked to review options and provide preliminary recommendations.

As part of their deliberation, the Oversight Committee reviewed specific conditions that could facilitate or hinder implementing the vision in the Baltimore region. They also investigated how other regions had

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addressed implementing vision programs similar to Vision 2030. The results of this dual exploration are summarized below.

Conditions specific to the Baltimore area are:

- The existence of a multitude of organizations already active in the thematic areas of Vision 2030. This makes the creation of a new organization problematic.
- The high levels of competition for funding from corporations and foundations. This competition has increased as a result of recent cutbacks in funding levels and economic uncertainty that make a multi-year commitment needed to support implementation more difficult to secure. Several of the local foundations have been proactive in developing their own programs designed to foster regional thinking and might be less inclined to support competing initiatives.
- The strongly held belief that the region's governments should play a major role in implementing the vision.

The Oversight Committee also reviewed how several regions in the country are implementing their visions. These visions, from Envision Utah in the Salt Lake region to Region 2020 in the Birmingham, Alabama region, while different in methodology, share common trends in the way they approached implementation. Learning from their experience can be of help in setting up the appropriate implementation structure for the Baltimore region. A review of these best practices shows that:

- Implementation is in the hands of independent organizations expressly created to support the vision. Although it is possible that implementation becomes the responsibility of an existing organization, it is often difficult to find one with the regional reputation, focus and mission needed to implement a vision.
- These organizations are highly visible and credible, a reflection of carefully appointed boards and chairs. Boards typically consist of business and civic leaders, philanthropic institutions and citizens (and in some case government representatives). They reflect the diversity of interests found in their region that must be on board for successful implementation. Chair or co-chairs of these organizations typically are highly visible individuals who have political, economic and grassroots credibility. They have a reputation for impartiality and can seek and build common ground.
- These organizations are very committed to implementing all aspects of the vision and are going about their tasks with dedication, passion and competence. Often, they are set up to go out of business in few years.
- Task Forces are often created to implement a specific aspect of a vision. Task Forces are comprised of volunteers that bring to the



*The Oversight Committee developing vision statements and strategies.*

table the highest level of expertise to advance the implementation of a specific aspect of the vision.

After considering the region's unique conditions and the lessons from national best practices, the Oversight Committee is recommending an integrated and collaborative approach to implement Strategy 1 in the Government and Public Policy category, and by extension, Vision 2030.

This approach comprises the following steps:

- The Oversight Committee – reshaped to include representation from other organizations likely to play a role in implementing the vision – asks the Greater Baltimore Committee to facilitate a 120-day process to organize and structure the implementation of Vision 2030.
- The Greater Baltimore Committee, working with the reshaped Oversight Committee is asked to:
  - a. Identify the most appropriate way to involve business, government and foundations in funding the effort;
  - b. Conduct an inventory of organizations already addressing the strategies identified by the vision;
  - c. Recommend how such organizations can be integrated into the implementation of the vision;
  - d. Engage area elected officials in a one-on-one dialogue on how best to connect implementation of the vision with the governmental decision-making process; and
  - e. Recommend organizational structure, staffing and governance structure for the implementation effort.

Regarding the organizational structure of the entity empowered to implement Vision 2030, the Oversight Committee is recommending the review of four options. These are:

- Create an independent spin-off organization with a board that includes members of the present BMC board as well as business and community representatives.
- Restructure the Baltimore Metropolitan Council, expanding its board to include business and community leaders and broadening the organization's scope to encompass the scope of Vision 2030's vision statements and strategies. This arrangement would have the effect of turning BMC into a proactive regional implementation entity.
- Establish an independent entity to implement Vision 2030. This entity could be in the form of a new organization or as an ad-hoc coalition of existing organizations likely to become involved in implementing aspects of the vision.
- Implementing Vision 2030 through an existing organization.

At the end of the 120 day period, the Oversight Committee will report back to the region's elected officials and community outlining its findings

and recommendations on how to implement Strategy 1 of the Government and Public Policy category and, by extension, Vision 2030.

## 8. Endnotes

<sup>1</sup> Appendix 3: Regional Trends

<sup>1</sup> Appendix 3: Regional Trends

<sup>1</sup> Source: Baltimore Metropolitan Council

<sup>1</sup> The farming sector and its related industries account 3 percent of Maryland gross state product in 1999 employing 62,700, according to the Maryland Agricultural Land Preservation Foundation Task Force report, August 2001

<sup>1</sup> See: Appendix 3: Regional Trends, Table 4

<sup>1</sup> Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition

<sup>1</sup> Chesapeake Bay Foundation

<sup>1</sup> Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition

<sup>1</sup> Currently, approximately 30 percent of the region's land (407,321 acres) is protected by easements or is designated parkland.

<sup>1</sup> Appendix 4: Regional Workshop Results

<sup>1</sup> Appendix 2: Strengths and Weaknesses

<sup>1</sup> Appendix 3: Regional Trends

<sup>1</sup> Ibid

<sup>1</sup> Source: Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000

<sup>1</sup> *A New Framework for Regional Development*, Baltimore Metropolitan Council, October 2000

<sup>1</sup> The answer to this question also includes the following: 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.

80 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 costs are driven up by thousands of hours of wages, overtime, gas and wear on vehicles [because officers have to travel one hour round trip to appear in court.] 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. 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 Court.

<sup>1</sup> The answer to this questions also includes the following: 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 and 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.

<sup>1</sup> The answer to this question also includes the following: 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.

<sup>1</sup> *Easing the Burden*, Surface Transportation Policy Project, 2001

<sup>1</sup> Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition

<sup>1</sup> Appendix 10: Regional Phone Survey

<sup>1</sup> Texas Transportation Institute Mobility Study, 2000

<sup>1</sup> Appendix 8: Regional Public Meetings