



Maryland Sustainable Growth Commission

Questionnaire Responses

1. The Commission's charge is broad. Please list at least three specific items consistent with the charge on which you would like to see the Commission focus. First...

- Focusing growth onto previously developed sites and denser communities
- The commission should shift from policies to implementation strategies. Recommendations for new revenue sources should be discussed to make critical highway construction, transit improvements and needed public safety programs and equipment a top priority. While the real crisis is near BRAC impact areas throughout the central corridor, of the State, additional incentives should be discussed that promote development in western Maryland and in revitalization areas that are well located.
- Improve state agency coordination to facilitate smart growth at the State and local level.
- Creating political will for smart growth.
- Explore the possibility of creating a State-wide Transfer of Development Right (TDR) of Purchase of Development Rights Program (PDR) they would encourage development in and around existing Communities while at the same time protecting our diminishing land base that supports agriculture and forestry. The current County based models for this concept has had limited success.
- The greatest challenge that the Commission must address is the recognition that achieving Smart Growth requires a systemic approach. These are not 11 separate objectives that have 11 separate solutions. While there certainly will be recommendations specific to certain objectives, our focus should be on identifying and recommending actions that recognize both the diversity and interconnectivity of the issues and reach across traditional boundaries in seeking and implementing solutions.
- Request for annexation from towns to double or triple their size without being on the master plan of the county.

- Consider and make recommendations about the proper role of the State in land use planning and decisions. Should the State government's role be strengthened or weakened? How and to what extent?
- There are many different types of Adequate Public Facilities Ordinances in place throughout the State, and a growing concern that while they may prevent growth in areas where public facilities are lacking, they are causing growth to occur outside of Priority Funding Areas. I think the Commission should study the types of APFO's on the books in Maryland and make a recommendation as to what types further the goals of smart growth, and what types do not.
- Overseeing the state development plan.
- Resource Conservation: Place an emphasis on conservation and the ability of FARMERS to have adequate access to water supplies for crops and animals. Maintain private property rights regarding land use decisions.
- Focus on demand side of equation rather than supply side.
- Evaluate how growth within a single jurisdiction can impact a region, including drive through traffic and water resources.
- Study alternatives to Maryland's PFA review procedure as methods to guide and control development in patterns that are beneficial to communities and that conserve agricultural land and the natural environment. The members of the Commission would benefit from a survey of the legal and planning methods used elsewhere in the United States, e.g. in Oregon and Florida.
- Transit oriented development (TOD). While we all believe this is a good thing in a broad sense. We need to help define those qualities of mixed-use transit development that are places where people want to live, work and play. TOD can come in a mix of flavors but what must exist for people to want to be there and how do you get developers to provide what is needed is a major issue.
- Promote inter-jurisdictional planning coordination, including voluntary and potentially mandated joint action plans. Establish a scorecard system to publicly reward jurisdictions that engage proactively and in earnest around joint planning.
- Environmental protections for the rural areas of the State. The goal is to control sprawl throughout the outlying areas.
- Compare Maryland's Sustainable Growth efforts to surrounding states: Delaware, Pennsylvania, West Virginia, Virginia, and New Jersey.

- The Commission should consider and make recommendations to encourage growth and development in appropriate areas (charge 10) including 1) expanding the list of eligible PFA funding sources 2) increasing revenue through fees on undesirable growth 3) prioritizing PFA funding delivery based on local policy performance 4) fast-tracking development review and permitting 5) fully funding ENR WWTP upgrades and 6) requiring local jurisdictions to establish stormwater utility fees.
- Measuring progress. Also known as: Are we going forward, treading water, going backward? There is support statewide for sustainable growth, but disarray among stakeholders about how we define (and therefore measure) progress toward sustainable growth. The Commission could contribute by developing a broadly-endorsed definition and a set of performance measures for sustainable growth. New legislation, regulations and funding decisions could then be evaluated against a common set of goals.
- Coordinate Transportation, Housing, Environment, Climate Protection, and local land use plans with the state development plan. Ensure that policies and spending priorities can be changed to meet plan goals. Create performance indicators to track state and local actions. Create a buildout analysis to assess changes needed to achieve state goals. Assess policy changes that better support limiting growth outside PFAs and better target growth inside PFAs.
- Incorporate economic development into smart growth plans, remembering that economic development and smart growth practices are not incompatible. I think this focus is especially important in the short run, along with the recognition that it applies across the state. Rural areas, small towns and agricultural based economic systems need growth and economic development as much as our urban centers.
- Identify conflicting land use priorities
- Set clear goals and outcomes that result from the State Development Plan
- Creating and defining criteria for priority funding areas that supports rural prosperity. I hope this includes a discussion and adoption of economic well being indicators that help the Commission to assess prosperity and well being throughout all of Maryland.
- Make recommendations for on the adequacy, coordination, and implementation of funding mechanisms and other state assistance for planning activities and infrastructure and land preservation needs, consistent with the state economic growth, resource protection, and planning policy.

1. (Cont.) The Commission's charge is broad. Please list at least three specific items consistent with the charge on which you would like to see the Commission focus. Second...

- Transportation alternatives.
- The Commission should discuss commonalities about adequate public facilities (APF) and the need for them. However, there is no "one size fits all" but certain ratios based on recognized national standards, especially in highway and intersection capacity, school capacity, and public safety providers such as police, ambulance and fire. APF regulations must recognize regional variations in the State, and the factors behind them. The Commission should look at regional pacts that exist.
- Facilitate the development of a state land use plan and transportation plan.
- Revise PFAs to be future oriented and more closely reflect reasonable local growth aspirations.
- It is my understanding that the State could accommodate the projected population growth for the next 20 years with existing housing stocks within existing Priority Funding Areas (PFA's) and vacant lots and houses within the core of our existing Communities. We should consider tax and other incentives to encourage redevelopment of these assets since they are already served by public water and sewer systems.
- Second priority would be charge #10. As above, however, the emphasis should be on changes that address economic growth, resource protection, AND planning policy collectively, not separately. Over the long-term, these three are not competing priorities to be traded against each other, but are inter-dependent priorities that rise or fall together.
- Ignoring the importance of sufficient sewage and water capabilities to meet the areas needs.
- Identify State and local laws that can be obstacles to smart growth, especially in issues related to housing and codes. Identify ways to allow smaller, more energy-efficient homes.
- While the process of adopting zoning ordinances and master land use plans involves input from the local Planning Commission and planning staff, it is the elected officials who are responsible for their content. The Commission should examine ways to educate elected officials as to the effects of zoning ordinances and development regulations on sustainability and smart growth and perhaps develop model local regulations regarding densities inside and outside of priority funding areas.
- Recertifying Priority Funding Areas.

- Efficient Development & Infrastructure: How can we maximize quality growth and development in areas where infrastructure already exists and is capable of accommodating growth in order to reduce the pressure on the state's rural/agricultural regions?
- Infrastructure analysis - specifically as it relates to transportation.
- Create mechanisms to facilitate communication and joint planning to coordinate growth and development between municipal corporations and counties.
- Through model urban design guidelines and good examples of community design, show that communities can achieve the qualities of privacy, community, and contact with nature that many Americans seek in their residential environments, without degrading the natural environment or generating unacceptable environmental costs in terms of congestion, use of natural resources, or pollution.
- Preservation of our rural areas. Transfer of Development Rights has worked in the past but today is a different story. Unless there is plenty of money for purchase or easements we have little that satisfies all that preserves our rural areas.
- Advance green building practices through a combination of incentive financing and new building code requirements that can be proven feasible through operating cost savings; ensure that these practices are incorporated into building practices that promote healthy, affordable housing in addition to market rate housing.
- Develop a balance between the need for economic development and the need to preserve the historic nature of our cities and towns.
- Identify focus areas rather than take a general approach to sustainability goals.
- The Commission should consider and make recommendations to ensure citizen access to clean air, clean water, and vibrant natural resources including 1) requiring forested buffers on all Maryland streams 2) requiring "no net loss" of forest in Maryland 3) prohibiting individual septic systems in major subdivisions 4) requiring nutrient removal septic technology statewide 5) establishing statutory mechanisms to prohibit Program Open Space diversions 6) banking POS funds accrued in high revenue years.
- Public education. The general public is just beginning to understand the importance of sustainable growth, and the trade-offs needed to achieve it. For example, many residents agree that we should "save the forest." But few of them understand that to save forest in our targeted preservation areas we need to increase density in our urban and suburban areas. We need to raise everyone's "sustainable growth I.Q."

- Convene a joint meeting with Blue Ribbon Transportation Commission to coordinate efforts and address underlying land use conditions that create transportation problems or work to efficiently utilize transportation investments.
- In the long run, design transportation, infrastructure and other long term development from the perspective of future technology and design expectations. The best example of this is a third Bay Bridge. Given political systems, governmental operations and simply the complexity of such a project, if and when the problem is solved, it's likely to happen 30 to 50 years down the road. Therefore, it's important to take into consideration what we expect transportation means to look like in 2060.
- Identify laws and regulations that conflict with smart growth practice.
- Pull together the state housing, transportation, Bay, climate change, transportation and economic development plans into one harmonious document.
- Building and sustaining capacity of small communities to address complex planning, community development and infrastructure planning. Small rural incorporated towns have very limited staff and depend on citizen planning and zoning commissions with limited knowledge of requirements and practices regarding development plans. Providing support and technical assistance to small communities is central to good plans. Rural counties have planning offices focused almost exclusively on land use.
- Promote and make recommendations regarding efficient and predictable model state and local development regulations to achieve the goals of the state economic growth, resource protection, and planning policy.

1. (Cont.) The Commission's charge is broad. Please list at least three specific items consistent with the charge on which you would like to see the Commission focus. Third...

- Promoting green buildings and an integrated design approach.
- Coordination between local government and State agencies is essential. There are many lessons from recent BRAC priorities between local government and State agencies. The effect of development across jurisdictional lines is no longer a theory, but an impending problem. State agencies must assume roles in regional cooperation, especially in looking at highways and transit, as well as service coordination between public safety providers. Land use effects do not stop at county lines.
- Facilitate the development of infrastructure in designated growth areas.
- Garner funding for critical infrastructure development supporting smart growth.
- While zoning is a local land use decision, we should provide incentives/disincentives for State funding for infrastructure (schools, roads et.al.) based on a county's commitment to protect their rural areas and funnel development in and around existing Communities. If they choose to allow sprawl development then the State should make it clear that funding to provide the infrastructure needed to support sprawl development will not be provided by the State.
- I would suggest that we recommend meaningful carrots AND sticks to ensure that local planning and growth are consistent with the State Development Plan. In the past, I feel that we have had a reasonable Smart Growth vision, but Maryland has not achieved it because of 1) lack of coordinated vision and implementation, and 2) lack of adequate incentives/enforcement to make it happen.
- To consider such increase in size in relationship with traffic, traffic lights, and road relationship with other parts of the county and other resources (like agriculture).
- Explore ways to harness market forces to advance smart growth.
- Study the effects of septic systems on sustainability in Maryland and make recommendations to the Governor and General Assembly regarding ways to limit development on septic systems.
- Participating in comprehensive plan review.
- Transportation: The agriculture producers must be able to transport their crops and products to markets safely, efficiently, and cost-effectively. Explore ways to adapt "smart growth" and priority funding area designations to the realities of rural Maryland communities. For example, mass transit and vehicle-miles-traveled are not good measures of smart growth in rural areas that are car-dependent and will remain so in the foreseeable future.

- Reevaluate position on Transit Oriented Development.
- Study how smart growth impacts density and infrastructure. There are some who do see the environmental benefits of any growth, particularly dense growth in urban cores.
- Study alternative transportation technologies in order to combine the convenience of the private vehicle and the efficiencies of mass transit. These would include, for example, hybrid systems that allow private vehicles to engage with long-distance mass transit infrastructure; use of multiple-linked buses with dedicated rights-of-way, as in Curitiba, Brazil; and integrated modal systems that meet riders' expectations for service quality.
- People move because they want good communities. What are the quality of life issues that transcend land use and infrastructure and how do we deliver those things that make up good communities?
- Incorporate sustainability education through primary and secondary education from the earliest ages and encourage schools to consider their environment as an ecosystem, making operational changes that incorporate participation by the student body, faculty and staff.
- Evaluate current transportation programs of non-metro areas to determine what upgrades are necessary to support planned growth.
- Identify how sustainability efforts will be funded and which state agencies will take the lead.
- The Commission should consider and make recommendations to plan for a strong economy and a healthy environment including 1) establishing growth and development standards 2) setting forth standards in PlanMaryland 3) enforcing standards through performance-based state permit approvals and funding delivery 4) requiring local policy/program consistency with state policy and PlanMaryland 5) state auditing of local plans 6) ensuring planned growth does not exceed water pollution limits.
- Technical assistance to local government. The Commission is charged with promoting “model state and local development regulations.” This has value in two respects. First, local governments that want to adopt good sustainability ordinances and practices would have a place to find them. Second, smaller local governments lack staff and funding to do sophisticated planning or negotiate effectively with large developers.
- Establish clear goals and timetables for the State Development Plan and how it works with local plans.

- One of the benefits of the new Commission is the addition of state agencies that will provide for more comprehensive decision making. The merger of PFA's and TMDL's are an example. Land preservation and land use issues need more comprehensive review; decisions for preserving land are sometimes contrary to local planning and the best interest of the public and may have significant tax implications on local government.
- Examine conflicting priorities related to county and municipal planning.
- Never hear the term "One size does not fit all" ever again.
- Sustainable growth management policies and practices that give access to living wages, affordable housing and energy resources to all income sectors in every region of Maryland.
- Review the reports of local jurisdictions on adequate public facilities development restrictions required by Article 66B, § 10.01 of the code, and assess whether and to what extent adequate public facilities ordinances have a detrimental effect on smart growth affect the achievement of the goals of the state economic growth, resource protection, and planning policy.

2. Help us establish targets and milestones for our work. What would you like the Commission to have accomplished after... one year?

- Define Sustainable Growth. Generate a road map with benchmarks for the next 20-30 years of growth in Maryland Produce one or two simple policy recommendations that can be passed by the legislature as a sign of things to come.
- Identifying limited resources and potential funding sources for a sustainable and guaranteed revenue source. Look at the cumulative effects of potential job and population growth for local jurisdictions. BRAC coordination can supply many of the resources necessary to look at this. There is no need to re-build this information, as much of it exists in parallel efforts in local government and BRAC organizations.
- A public draft of the state plan.
- Develop consensus on mission and method for furthering smart growth/good planning. Revise PFAs to reflect local conditions. Develop smart growth marketing program and secure funding Initiate funding mechanism for infrastructure funding. Develop clear objectives/metrics for determining progress toward smart growth. Strengthen the commission's relationship with the legislature.
- To work with the Governor's Office and State Agencies to find consensus on the items identified in Item 1 above.
- I believe one of the immediate priorities should be to identify, 1) a shared vision of Maryland in 30 or 40 years and 2) a subset of general goals or objectives to achieve it. In my opinion, we Maryland should not have 12 Planning Visions, but one, easy to understand vision. I am not suggesting that we spend time word-smithing a vision, but we should spend time coming to agreement on where we want Maryland to go and identification of general approaches to achieve.
- A good understanding of growth concepts with MML and MACo
- Give constructive guidance to MDP on the development of PlanMaryland.
- Help to complete the State Development Plan; make recommendations on funding mechanisms for needed infrastructure; evaluate the effectiveness of the smart growth indicators in Article 66B; develop educational materials for newly elected officials on smart growth and sustainability.
- Clearly established roles and responsibilities.
- Adapt Priority Funding Areas to the unique characteristics of rural communities.

- Make specific recommendations regarding improving traffic in region.
- Reports that clearly and graphically display baseline data on all issues on which we plan to work. Identification of major regional growth and development issues that Marylanders should focus on over the next 10 years.
- A vision, described through both verbal and graphic means, of the future configuration of land use in Maryland. Jonathan Barnett's work with the Regional Plan Association to develop three-dimensional models of future scenarios serves as an outstanding example of the method.
- A robust community discuss of density issues - the myths and realities. Community friendly indicators for smart growth that also include quality of life benchmarks for communities.
- Commission members well versed. Commission establishes and embraces overarching vision. Prioritize activities within its charge. Establish a timeline for each. Establish teams organized around each charge or otherwise. Identify and address barriers to inter-jurisdictional collaboration. Establish well functioning protocols for inter-jurisdictional coordination and planning; buttress with carrot and stick. Identify legislative and regulatory recommendations for consideration year 2.
- After one year I would like the Commission to work with interested municipalities and/or Counties as newly identified Smart Sites.
- Comparative data for surrounding states and best practices.
- A five-year action plan 2) general agreement on what success looks like, based on specific, measurable, achievable, realistic, and time-bound indicators of progress towards smart and sustainable growth as suggested by the visions 3) certainly about Commission process, expected outcomes, timelines, resources, etc. 4) agreement on doing a few things well rather than lots of things not so well 5) adoption of decision-making protocol; majority rules recommended 6) regular SG Subcabinet reports.
- Sustainable growth performance indicators. Initiate interjurisdictional dialogue on joint land use decision-making. Increase technical assistance to local government. Initiate "sustainable growth" public education campaign.
- State Development Plan, clear coordination with transportation.
- PlanMaryland with the full participation of the Commission and all levels of government. Identification of how individual departmental plans affect each other and the concepts of smart growth.
- Identify gaps in the housing, transportation, economic a development. Climate and Bay plans.

- A review and adoption of criteria used to designate Priority Funding Areas to include a rural perspective.

2. (Cont.) Help us establish targets and milestones for our work. What would you like the Commission to have accomplished after... five years?

- Witness a deflection, or "bend" in the development curve, quantifying reductions in low-density sprawl. Several significant pieces of legislation that have a profound impact on the type of growth Maryland sees for the next three decades.
- Within five years the recession will have hopefully ended and revenues will be available to fund projects. The projects should be identified on a local and regional basis. Revenue sources should prioritize critical and essential needs of projects that undoubtedly attempt to stave off congestion, maximize transit resources, and encourage the efficient re-use of land to accommodate growth. In a changing world, the effects of this population growth will also impact our neighboring states as well.
- A strong infrastructure facilities plan in place that is funded and supports jurisdictions in the development of infrastructure improvements.
- Monitor progress. Have smart growth be consumers' expected outcome and standard practice for developers. Infrastructure program well established.
- Would probably take 5 years to accomplish the above!!
- After five years, I would hope that we have identified and implemented specific, meaningful, implementable actions to achieve the above. I think the greatest threat we face is the tendency to fall back on recommending easy actions like reporting requirements and formation of committees. While those may be important steps, I would hope they are only steps to meaningful actions that significantly change the way Maryland does business.
- Make sure that MML will encourage towns to keep their enlargement plans up to date on county master plans.
- By the end of five years, I hope the Commission will have developed legislative proposals for improving the State government's ability to implement Smart Growth, and that the General Assembly will have passed them.
- I would hope our work would lead to a more educated public on the benefits of smart growth and sustainability; that we are closer to achieving the State's economic growth, resource protection and planning policies; and that the State has formulated a plan to pay for the infrastructure that is needed.
- Adoption and implementation of state development plan; recertification of PFAs and comprehensive plans.

- Maintain MDP as a reliable source of information and a sound technical resource for Maryland communities, in particular those that are not staffed to handle the increasing requirements and demands placed upon them.
- Evaluate new sewage treatment facilities.
- Reports that illustrate trends from baseline data. Working mechanisms that facilitate joint planning to coordinate growth and development between municipal corporations and counties should be in place.
- The Commission will have recommended a body of implementation tools to carry forward the vision, and will work to see that as many tools as possible are adopted by the General Assembly. It will also have developed a process of continually engaging the public and promoting the vision (as Chicago did for the 1909 plan, and Portland, Oregon did for its mid-1980s plan).
- Specific examples of transit oriented development successes.
- Shared regional sustainability plan adopted by all jurisdictions. Plan incorporates strategies to ensure low/mod income communities & households are strengthened, not sidelined by sustainable practices. Political barriers to inter-jurisdictional collaboration are minimized. Each jurisdiction is working its own plan that flows from the regional plan. Scorecard system in place that provides positive public recognition for well performing jurisdictions. Maryland considered a model for the nation.
- After five years I would like the Commission to define ways our sustainable community approach can also be business friendly.
- A clear and focused sustainability plan with funding resources identified.
- Sustainable growth as defined by the planning visions should be achieved, if for any reason many will want to see as much in exchange for their service as Commissioners. The Commission should be clear at the outset as to how progress will be measured. Milestones can include benchmarks for positive performance on smart growth indicators, Bay TMDL compliance related to growth, and other measures. Our effectiveness should be based on whether smart growth is happening, motivating us to strive.
- State Development Plan. Established process for state-county-municipal decision-making on major land use questions. Broad and meaningful dialogue underway with the general public about sustainable growth.
- Implementation of State Development Plan.

- Long range comprehensive resources for Maryland's and local governments comprehensive plans that take into consideration all factors: environmental, business needs, future lifestyle factors, plans that deal with generational changes (our rural areas are aging rapidly beyond baby boomer factors because they are losing their youth due to lack of jobs and enticements to stay.
- World peace- I don't do five years out.
- A body of data and information that enables evaluation of the State's efforts to promote prosperity and a high quality of life for all parts of Maryland.

3. What do you believe are the major challenges facing the Commission in both the short term and long term?

- Legitimacy/Standing Opposition from multiple constituencies. Apathy/lack of priority.
- The Commission is made up of an intentionally diverse group of interests, each bringing a different perspective to the table. If nothing else, the Commission should attempt to reach consensus on some issues. Realistically, its challenge is that is well suited to provide potential solutions, but most also suggest revenue reallocation or increased funding to accomplish any of the Visions. We know how to anticipate growth; we measure it, and attempt to budget for it at all levels of government.
- Establishing the legitimacy of the organization. 2. Negotiating solutions where there are so many divergent interests. 3. Gaining support for infrastructure funding.
- Resistance of electorate to pay for investments to create the future we all want. Economic downturn. Lack of real political will in many local jurisdictions to support smart growth; lots of lip service available.
- Working with the Legislature, Counties and Municipal Governments to find common ground on a paradigm shift on how land use decisions are made.
- I think by far the greatest challenge over both the short and long term is seeing ourselves as defenders of our respective constituencies. If that is the approach we take, we are doomed to failure. Instead we need somehow to recognize that we are all in this together and that EVERYONE is going to need to both give and take to reach a common goal. That is why I suggested developing time at the beginning to identifying a shared vision.
- Misunderstandings between MML and MACo.
- An overbroad charge.
- I think the biggest challenge is attempting to implement policies that are good in the long term but may not be popular with the public or elected officials. For example, while high density development in certain parts of the State may be popular, there are many areas where it is not. Likewise, in the rural parts of the State, many people believe that they should be permitted to develop properties that are not served by water and sewer, and oppose downzoning property to lower densities.
- Reaching consensus on anything meaningful.
- Finding consensus among the members of the commission due to its large size. It will be difficult to enact costly program mandates or even incentive programs in this time of necessary government austerity.

- Dealing with funding shortage to achieve recommendations - whatever they may be.
- Coordination of such a busy and diverse group. The development of consensus documents and positions. Management of expectations from State elected officials, local elected officials and our shared constituents. Developing innovative solutions in a fiscally challenging time. Not appearing to delegitimize local governments as it relates to planning and zoning issues.
- Communicating the urgency of land use control to the general public; 2. Developing legal and planning tools that can visibly, effectively change the current pattern of land use development; 3. Generating political consensus for the concept of restrictive land use, particularly in a depressed economy.
- Balancing the issues of smart growth the state government feels is important with municipal and county control of land use regulation and zoning. Municipalities want more power to plan for themselves. As centralization and regionalization becomes more of a necessity, our smaller municipalities want to control more within their boundaries.
- Gaining support for sustainable practices and smart growth in broad terms may be achievable. Genuine inter-jurisdictional planning will ultimately require some horse trading around priority development areas; will possibly draw resistance to mixed income communities (which contribute to sustainability); and will require a different way of thinking about distribution of natural resources. Somehow, politicians will need to feel they can survive these rough waters in order to support their agenda.
- A short term challenge (2 years or less) is the limited funding/resources from the State and Federal level of government to support the implementation of best practices we have around the state. A long term challenge is an ambivalence by the private sector (i.e., housing developers) to work with local government regarding smart and green conservation of our land.
- Short term is the lack of focus for what works in other states and what are reasonable goals in Maryland. Long term is identifying resources for funding.
- The Commission's charges are too numerous to accomplish well. Fewer charges well-addressed are best. Also, diversity of the membership will make consensus on issues near impossible. Although not explicit in the Commission's charge, recommendations should advance sustainable growth - not lowest-common-denominator solutions that do almost nothing. Disagreement should be honored by noting it. The Commission should put forward controversial solutions, which are the only kind that make a difference

- Inter-jurisdictional coordination. State government is in a quandary. It wants to promote sustainable growth. But 90% of the power to promote or resist sustainable growth rests with the counties and municipalities. Local decisions on zoning, public infrastructure and project approval will decide what Maryland looks like 20 years from now. The State government's impact will be minimal. We will not have sustainable growth in Maryland until and unless a majority of (cont'd below).
- Building support for better linking housing, climate, transportation, infrastructure and land use decisions at the state and local level to achieve shared goals.
- Short term: Economics - both in the sense that jobs, housing and infrastructure costs will define the dynamics but also in a positive manner that policies, procedures and future plans can be developed without worrying too much about the pressure that things are happening and diverting the issues away from the future of our state. Long term - think long term comprehensively; not the next election and look at enticing behavior change of this future world rather than mandating it legislatively.
- Examining the conflicts between state/county and municipal growth priorities and finding an appropriate role for the State in local planning issues.
- Agreeing to work toward setting real goals and accountability to those goals.
- In the short term, local communities are facing severe revenue shortages making long term planning unappetizing. Long term challenge is the wealth and economic disparity between regions and jurisdictions.
- Money, continuity and interest of public and members.

3. (Cont.) Please suggest ways these challenges might be addressed and overcome.

- Produce thoughtful and well-reasoned recommendations grounded in fact-based research. Be part of the Governor's legislative agenda each session. Participate in the legislative hearing process.
- As aforementioned, we can develop policies, talk about measurement of growth and budget our limited resources. But in the end, it's all about revenue to accomplish these objectives, which is why the Commission must recommend the most efficient and cost effective way to accommodate the large population and job influx that is anticipated. Losing ground to maintain the quality of life here is critical and unacceptable. Let's be careful about ways to use the land (or re-use) the land we have wisely.
- Nominal group workshops, to see where we are with issues. 2. Strong support from the Governor to inform the public about the issues and the need for sustainable growth.
- See above suggested actions for Commission.
- Not sure--that's one of our challenges.
- In addition to my suggestion above to identify a shared vision, I am not certain how to do this. Although I don't recommend that we spend a lot of time listening to speeches, it may be helpful to bring in one or two inspirational speakers familiar with this topic and/or read a few good case studies and inspirational documents followed by group discussion. It may also be helpful to give each member some time up front to share where they are coming from and where they want to go.
- This might be addressed by having MML and MACo as part of this Commission so that their differences can be ironed out during commission meetings.
- Develop a slate of long-term and short-term projects and have the Commission select which to work on. Utilize work groups, but ask them to gather facts and develop arguments for and against competing proposals rather than reach a consensus. Have members of the work group present their arguments to the Commission for discussion and a decision. Have knowledgeable people debate in front of the Commission on an issue of some importance.
- The only way is through education, but this kind of education works best when it comes from the locals and not the State. That makes our work very challenging.
- Collective commitment to getting things done.
- Allow all commission members to express their views so that a few do not dominate the agenda. Until the government's financial situation improves, funding of programs will be difficult.
- Complete a cost-benefit analysis for all recommendations.

- Employ technology as much as possible to facilitate effective asynchronous work. Develop ground rules for consensus versus majority rule early on. Create an environment where all perspectives are respected and valued. Craft and effectively communicate realistic, yet ambitious goals and timelines. Seek feedback from all Marylanders frequently throughout the process. Post minutes and information prominently to ensure a feeling of transparency and openness. Solicit frequent feedback.
- Use the graphic communication techniques employed by architects and urban designers to show how alternative policies can visibly affect daily life, and to show the consequences of not doing anything. 2. Study tools that have been effective elsewhere in the US, but also avoid compromises that void the implementation tools of real effect. 3. Develop consensus around common ground, e.g. the Bay and the natural beauty of Maryland; show that environmental investment is also economically prudent.
- More financial incentives that need to go disproportionately to the more urban counties.
- Facts - getting the message out about the benefits to a regional of smart growth and sustainable practices - a sustained marketing campaign. Resources - help communities make the transition from looking only locally, to looking across jurisdictional boundaries and plan to connect people to jobs and housing through multi-modal transportation that benefits communities on both sides of that equation. Federal pressure - support federal policies that push interjurisdictional collaboration.
- Short term challenge of limited funding/resource challenge will be overcome when the economy "turns and stays turned around". Long term challenge requires regularly updated comprehensive plans which identify the long term goal of an environmental friendly sustainable community. These goals should be reinforced by local government officials when proposals are presented regarding annexations.
- Undertake surveys to compile best practices and comparative data. Need to have a focused plan to best identify resources, because the resources should be from logical sources depending on the plan.
- Certain Commission charges can be delegated, including progress assessment responsibilities (charge 1), model regulation recommendations (charge 5), indicator effectiveness evaluation (charge 6), and planning commissioner requirement and compliance review (charge 9). MDP can help the Commission deliver on these responsibilities through reports the Commission adopts and uses to guide action. Workgroups should be few in number, well-focused, and staffed by agency personnel.

- The 24 counties and 157 municipalities agree to (1) embrace a common vision and (2) coordinate their decisions to implement that vision. If we fail at this, we fail at everything else. Nor do I believe the State can force this kind of cooperation. It must bubble up from within the local government community. Commission needs to launch this kind of cooperation, which is unprecedented.
- Better integrate MDOT & MDP planning.
- Commission members need to come to the table with the expertise of which they represent but look at goals with respect to how their departments/organizations can help to reach the goal and how their current activities may be preventing the attainment of the goal. In a simplified world, we will all want to live in a smart growth planned community and make a lot of money working in a company that is saving our planet. Unfortunately, our world is complicated.
- Be very clear that we cannot afford to do things the way we have been doing them. That Feds are changing, the economy has changed and our environment is out on a very thin limb - therefore we must change how we do things now. I have found when challenges are clearly articulated it is easier to get changes made.
- Rural economic disparities are primarily related to isolation or access. Infrastructure giving access to high speed broad band and highways is a significant way to give access to markets and to grow an economy that minimizes negative impact on environment and quality of life. Helping communities identify and implement strategies focused on their assets and revitalization as economic development is also a way of closing gaps.
- Demonstration efforts and projects.

4. Meaningful service on the Commission will take considerable time and personal effort. What are your personal expectations for your service on the Growth Commission, and what do you hope to gain from your participation?

- I want to bring the twenty years of work experience I have to bear on the challenges we face as growth pressures continue to increase in Maryland and increasing low-density sprawl decreases our environmental quality and quality of life. I expect commission meetings to be focused and organized, with a proposed schedule that can be used to compare actual vs. anticipated progress. I hope to gain experience and exposure to the crafting of policy at a statewide level and a better future for my children in Maryland.
- As a member of the previous Task Force, I am charged with looking after the role and needs of municipalities throughout the State. I have found that increased coordination is useful, considering the geography and makeup of our state. If nothing else, I want to work to increase State and local coordination, especially in the State's existing growth corridors. Finally, my main passion will remain revitalization and redevelopment efforts of re-using valuable land, whose location is extremely important to accommodating future growth and minimize impacts on the environment, while discouraging additional sprawl and additional congestion.
- I will put in a great deal of personal time, but some meetings may conflict with work at the office. It would help greatly if meetings were held where there is Wi-Fi and good signal strength. It would also help (and be VERY GREEN) if members could be video conference into meetings if they can't make the trip. As a state, we waste millions of dollars and time traveling to meetings. This is particularly true for members a long distance from Baltimore. Six months of travel costs would pay for video conferencing equipment.
- So long weekends.
- To find consensus on a new model to deal with growth issues regionally or statewide instead of the current county based approach.
- During my time as a State employee, I have benefited greatly from personal interactions and reading the thoughts of many bright, visionary folks that have convinced me that we need to get out of our silos and think big and cooperatively - and that there are innovative ways to do this. I hope to bring some of these insights to the Commission. I consider myself somewhat naive to the nuts and bolts of state and local planning and associated programs - not sure if that is a plus or a minus. I hope to learn more of this and the perspectives that many of the members and their organizations that I don't normally interact with bring to the table. I feel that this is a tremendously important commission and look forward to serving!

- I would like to consider that once an issue has been resolved that the commission will not constantly be revisiting issues that have already been addresses successfully. Geographically having all meetings in Baltimore City means that those who live in outlying areas probably cannot make most of the meetings - teleconferencing is one way to help solve this problem. Members that live in outlying areas can possibly make most of the meetings if they are able to teleconference.
- I expect to learn a great deal by listening to the members of the Commission, who have diverse points of view. I expect to work hard in one or more small groups to develop positions on specific issues that the Commission would then consider. I hope to be able to implement the Commission's good ideas in the agency in which I work, even if those ideas are not adopted statewide.
- I anticipate spending a lot of time inside and outside of our meetings learning about all of the issues that relate to state growth and sustainability and I hope to be a voice for municipal citizens in the process.
- Fame and fortune.
- My personal expectations are to represent the rural/agricultural areas of the state, to enlighten others as to the issues and concerns of rural communities, and to protect and maintain a viable agriculture industry in this state. I hope to gain insight from the other commission members who represent various interests and regions in order to make recommendations/decisions that are good for all citizens of Maryland.
- I look forward to being a part of the commission that will hopefully provide a meaningful strategy to the State for its continued growth and prosperity. Some of our recommendations could have a huge impact on both the short term (cost) and long term (revenue) budgets of the State. I'm interested in understanding how our state government evaluates these short term costs in exchange for long term benefits.
- I don't know yet. I am still waiting to hear more about what is needed from me.
- I will attend as many Commission meetings as my schedule allows, will participate in subcommittees to study particular issues, and will work on specific projects determined to be important by the Commission (all within the constraints of a demanding State job). I anticipate continuing research begun under the predecessor Task Force. I am particularly interested in gaining knowledge of the role of schools in urban development, and studying approaches to school location and design that promote good community planning while meeting educational objectives.

- I will commit to whatever time is needed. My personal expectation is to help the Growth Commission broaden this discussion with social and economic groups that are often left out of the dialogue.
- I expect to learn a great deal; and bring a perspective that will benefit low and moderate income communities in urban and rural markets. This is a substantial commitment, and I anticipate thinning out other board memberships in order to dedicate the necessary time for this appointment. Green affordable housing is a central component of my organization's business model, as it is becoming in the affordable housing and community development industry in MD which I am honored to represent with this appointment. I am looking forward to gaining greater firsthand knowledge of the interests and concerns of communities across the state as it pertains to sustainable development patterns and practices; and am particularly motivated by the opportunity to learn about and help push for further progress on interjurisdictional planning that has tangible implications for the health of our environment, our economy, and the health and housing of our citizens.
- I have no personal expectations other than to gain additional information and resources that will benefit my community.
- Contribute to the long term good of the State.
- After five years of service, I will expect the Commission to have made progress on achieving the visions. No indication of progress will be discouraging for Commissioners who are committed to seeing sustainable growth achieved in Maryland.
- We will need a committee structure to develop good proposals. Committee and Full Commission support of proposals should require "supermajority" vote (67%? 75%?) but not unanimous support. If each stakeholder group has veto power we will not be able to make bold recommendations. Consider a long range timetable for Commission work. Stage 1: education of Commissioners and agenda setting. Stage 2: committee work sessions and recommendations on easier issues. Stage 3: committee work sessions and recommendations on harder issues.
- I expect to review materials in advance of meetings and attend all transit-accessible meetings in person. I will attempt to attend all other meetings in person as well. I hope to better understand how to use state policy to support better local land use decision-making.
- I hope I can foster (and maintain) a sense of realism that we are looking at a long term issue with the realization that short term solutions accomplishing specific concerns may have either positive or negative implications on other important areas. We're bringing to the table a wealth of expertise, much of which is specific to certain important areas. I believe the purpose of a Commission is to investigate and recommend comprehensive actions that focus on ultimate goals and brings specific interest together to meet these common goals.

- I expect to spend about 8 hours per month on commission related activity. I hope to provide a counter weight to divergent perspectives resulting in a balanced commission work product.
- I expect that this work will dovetail with the work of my organization and the many groups that I work with. Extensive time commitment will be tough - we are already hugely understaffed. If this Commission is clearly working towards significant, meaningful changes then it will be easier to spend more time. If it is wishy-washy then I will have to invest my scarce time resource in a place that I can achieve real significant outcomes.
- I hope to help the Commission provide a rural lens when developing and implementing sustainable growth policies and practices designed to support prosperity and a high quality of life. I want to gain a fuller and broader understanding of the principles and practices in creating policy on a diverse and statewide level.