

# Maryland Scenario Project

## Policy Packages for Workshop 2

26 April 2007

**TO:** Members, Scenarios Advisory Group (SAG)  
**FROM:** Gerrit Knaap, Project Director  
**SUBJECT:** POLICIES AND POLICY PACKAGES

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### BACKGROUND

This memorandum describes *policies and packages of policies that might be used to respond to driving forces*. The information in this memorandum is illustrative; it may be modified by the SAG at the Workshop.

**Exercise 1** at Workshop 2 will explore combinations of **driving forces (themes)**.

**Exercise 2** asks SAG members to define—for a single, broad policy area (e.g., environment)—three different **packages of policies** that might be adopted to influence the outcomes of the driving forces. The packages would, ideally, support the desired outcomes or mitigate the undesired outcomes. We originally intended to have a longer exercise in which SAG members identified a long list of policies by type, and then assembled pieces of those lists into packages of mutually supportive policies. Our pretest suggested that if we did that we could not complete all the exercises in the time available for the Workshop. Thus, we created a list of policies and identified names for policy packages in advance as a staff exercise. Please note:

- We would have preferred to have the SAG members develop the policies: every member has superior expertise to ours in some specific policy area.
- Consider the policies that follow as a starting point.
- We hope that you can add to these policies and packages as part of your pre-workshop assignment before Workshop 2.

**Exercise 3** asks SAG members to describe how themes (Exercise 1) and Policy Packages (Exercise 2) are likely to interact and to affect outcomes.

The rest of this memorandum is about Exercise 2: Policy Packages.

### DEFINITIONS AND EVALUATION FRAMEWORK

For this memorandum and the exercises for Workshop 2, we use the following definitions:

- *Policies* are actions (planning, construction or pricing of infrastructure, regulation, coordination) that can be taken collectively (by federal, state, or local government; special districts; or nongovernmental organizations) to attempt to change the outcomes that the driving forces suggest would occur. In the context of planning for Maryland, such policies should not include federal policies over which the state has little control: those would be driving forces (e.g., federal policies to close or relocate military bases in Maryland).
- *Policy packages* are combinations of policies that fit together in some logical way.

For the purposes of Workshop 2, we group all policies into one of five categories. Many other groupings are possible, but these are the five we will use for the Workshop:

- Economic Development
- Land Use
- Environment
- Transportation
- Public Services

In the rest of this memorandum, we provide information about each of the five categories on one page per category. The pages are structured as follows:

**Policy Category:** The name of the category.

**Types of Issues:** A list of the kinds of issues that might be addressed by policies in this category.

**Policies:** A list of policy types in no particular order.

**Policy Packages:** Three for each Policy Category. For each we provide a name and then a short description of its *emphasis*. Note the word “emphasis”: each policy package has some overlap with the others. For example, for Transportation, a package that emphasizes highway capacity will still have transit and demand management policies.

Both the Policy Categories and the Policy Packages within them are arbitrary. Many different classifications are possible. We probably considered some of them; we certainly did not consider all of them; the rest of this memorandum describes our collective effort. It is our judgment, however, that:

1. There is not enough time to have exercises at the Workshop about themes, policies, policy packages, and the interaction of themes and policy packages. [Our original design for the Workshop had four exercises: one for each topic. We think the SAG would have found that design rushed and unsatisfactory.]
2. Of the four exercises, we thought that those on policies and on policy packages were (a) easily combined, (b) easier for us to do as a staff exercise, (c) intermediate to the bookend exercises on themes and interactions, and (d) less subjective and thus required less judgment and discussion.

It is unlikely that all SAG members will agree that we have covered all important policies or grouped them in the best way: we probably do not even have that agreement among staff. Thus, we encourage you to review and comment on the material that follows prior to the workshop if your schedule permits you to.

We have given you a homework exercise on policies. We hope that at a minimum you can spend 15-30 minutes on it.

We have assigned each of you to work on a *single* policy category: the accompanying list shows you which one. We made those assignments not to limit your involvement, but because our pre-test of the exercises strongly suggested that people with expertise in a certain policy area would need at least 30 minutes to flesh out three policy packages in that area. Commenting on five policy categories might take three hours: we cannot expect that kind of effort.

We hope that you can accept the group to which we have assigned you. You may certainly comment on other areas that interest you if you have the desire and time. If you feel that you are misplaced, go ahead and shift yourself to the category that you think is better and let us know that you are doing that.

In any case, we are hoping that you will come to the Workshop with some ideas about how to flesh out the policy packages for at least one of the policy areas. Specifically, for the policy area to which you are assigned:

- Review the Policy Examples. We left space for you to add any that you think are missing.
- Review the three Policy Packages.
  - Are the three names and descriptions okay? How would you improve them? If you think there is a better one, please name and describe it.
  - What policies should go into each package? We have purposely left the list of policies under each package incomplete. We are counting on you to complete them.

If you have more time, send any changes or additions to the policies or packages we have listed to us (Jason Sartori, [jason@ipcllc.net](mailto:jason@ipcllc.net)) in advance of the Workshop via email, or give them to us when you arrive at the Workshop. If you don't have time, just bring your ideas to Exercise 2 and we'll record them there.

## ECONOMIC DEVELOPMENT

**Types of issues addressed in this policy category:** Job creation and retention; business attraction; creation of new clusters; investment in R&D and infrastructure; education and training.

### Policies (examples)

Inter-regional coordinating agencies	International / national marketing	Redevelopment authorities
Tax-base sharing	Coordination with local businesses	Land assembly and writedown
Streamlining development review	Import substitution matching	Brownfield redevelopment
Planned-area EIS	Tax-increment financing	Fee waivers
Reduced impact fees	Revenue bonds	Provision of infrastructure
Entrepreneurial training	Public /private partnerships	Supply of serviced land
Labor training	Venture capital networks	Investments in urban amenity
Business incubators	Business/Industrial parks	Other programs for quality of life

### Policies Packages

Home Run	Consistent Singles	Efficient Services
Major state investment to attract certain clusters	Standard policies, mainly local. No huge or concentrated state investment	Few subsidies. Focus on providing good infrastructure and public services. Ties to other Policy Categories (Infrastr / Services)
Expanded MDBED budget	Sustained MDBED budget	Smart growth policies
New public / private authority	Local urban renewal / TIF	APFO and impact fees
Major recruitment effort		Affordable/workforce housing link
Big investment in clusters		
Big investment in higher Ed		
Revitalize Baltimore: city, Port, BWI		
Tax credits/forgiveness		
Land writedowns		

## LAND USE

**Types of issues addressed in this policy category:** Farmland preservation; focused development in PFAs; pattern of development; local and large-area density; housing supply and affordability.

### Policies (examples)

Tax preference for farmland	Urban growth boundaries	Local land use control
Rural legacy areas	Minimum density zoning	Open space appropriation
Adequate public facilities ord.	TDR programs	State infrastructure funding
Mandatory housing elements	TOD subsidies	Planning technical assistance
Mandatory lot inventories	20-acre min. zoning in rural areas	Green fees
Historic preservation tax credits	Development allowed on septic	Funding affordable housing
State approval of local plans	Regional planning agencies	Cluster zoning
"Consistency" requirements	Permit caps/quotas	

### Policies Packages

<b>Protect Open Spaces</b>	<b>Urban regeneration</b>	<b>Home rule</b>
Contain growth in urban areas; restrict rural residential development	Emphasis on redeveloping and infilling existing urban areas	Less state regulation and planning; Local control with state funding help
Enlarge scope and funding of rural legacy areas	Urban growth boundaries	Local land use control
Urban growth boundaries	Housing elements	Stronger APFOs
Expanded TDR	Lot inventories	Greater technical assistance
Greater open space appropriations	Historic preservation tax credits	Greater infrastructure subsidies
Regional planning agencies	State approval of local plans	Green fees
20-acre minimums	Larger TOD subsidies	
Limited development on septic	Minimum density zoning	
Stream buffers	Maximum parking ratios	
	Streamlining approvals	
	Building code revisions for rehab.	
	Quicker reviews in PFAs	
	Relaxed env'l standards in PFAs	
	Granny flats	
	MPDUs	
	Require spatial mismatch analysis	
	Fair share housing concept	
	Location Efficient Mortgages	

## ENVIRONMENT

**Types of issues addressed in this policy category:** Water quality; health of the Bay; water quantity (adequacy of supply); air quality; energy supply and pricing; sewer and water connections; water treatment plants.

### Policies (examples)

Create stable Bay cleanup financing	Tree planting program on state lands	Require local gov'ts to have conservation zoning as condition for land preservation funds
Convert all state vehicles to hybrids or alternative fuels	Drinking water regulations	Expand shellfish aquaculture
Tax incentives for hybrid or alternative fuel cars	Moratorium on catching oysters	Give fed gov't authority to enforce regional Bay agreements by states
Catch restrictions on blue crabs	List required nutrient reduction limits on WWTP permits	Require farmers to reduce agricultural runoff
Set state goal of protecting more land each year than is developed	Require counties to have a drinking water element in comp plans	Require state to purchase only energy-efficient equipment
local gov'ts, non-profits and private sector on Ches Bay Council	Make development on septic more expensive than on sewer	Develop set of specific, ambitious but measurable Smart Growth goals
Sustainable design standards for all new developments	Triple MDP capacity to provide planning technical assistance to local govts	Levy fees on impervious surfaces
Low-impact development requirements	Streamline/reduce approval timeframe/standards in PFAs	State subsidizes WWTPs
Watershed-based planning	Signoff by Planning that W&S Plan consistent with Comp Plan	

### Policies Packages

<b>Bay First</b>	<b>Fiscally Constrained</b>	<b>Go Green</b>
Increased expenditure on Chesapeake Bay water Quality and species problems.	Reduced spending on open space	Impose statewide carbon taxes
Require WWTPs to meet specific nutrient reduction limits as condition of permit and face fines if they don't.		Increase fuel exhaust standards
Require farmers to reduce agricultural runoff		Levy impervious surface fee
Impose moratorium on catching oysters.		Tax incentives for public to buy hybrid or alternative fuel cars
Increased expenditures to protect open space		
Strengthen low impact development regulations		
Incentivize large scale PUDs		

## TRANSPORTATION

**Types of issues addressed in this policy category:** Highway congestion; highway capacity; transportation system management; transportation demand management; freight mobility; transit; commuter rail; alternative modes of travel; ports and airports.

### Policies (examples)

New highways and bridges	System management	Congestion pricing
New lanes	Access management	Tolls
More funding for maintenance	Intelligent Transportation Systems	HOT lanes
More intracity transit	Incident management	Reg. Transport Authority
Bus, BRT, LRT, heavy rail	Traffic management centers	Deregulating public transit
More commuter rail	HOV lanes	Increase fuel taxes
Freight-only roads	Traffic calming	Pricing of parking
Improved rail for freight	Bike lanes and sidewalks	Increase registration fees
Expanded port facilities	Various Land Use measures	Trip reduction ordinances

### Policies Packages

<b>Auto Mobility</b>	<b>Pay and Compact</b>	<b>Weight on Freight</b>
Emphasize new capacity (hwy and bridges) to deal with congestion	Major expansions of rail and bus: urban and intra-urban Changes in pricing to change travel behavior	Making it move by all modes
New bridge across the Bay	Expand WMATA (Purple, +...)	Congestion pricing
Add lanes to Interstates	Congestion pricing	Improved rail for freight
	Parking pricing	Expanded port facilities

## PUBLIC SERVICES

**Types of issues addressed in this policy category:** Education; health; public safety and security; recreation; arts, telecommunications.

### Policies (examples)

sculpture and other arts in public realm	school siting requirements	sidewalk and trail program
pocket parks in urban areas	School funding restructure	funding for state and local parks.
county and municipal police force merger	Require majority of state school construction funds to be used for schools inside PFAs	faster fire and rescue response times within PFAs than outside.
Large anti-terrorist setbacks for public buildings.	Public ad campaign to encourage private sector telecommuting.	sidewalks in new developments
urban tree planting	Technical support for architectural design	government office location
Property tax caps	Adequate public facility ordinances	Job creation tax credits
impact fees	Work force housing	Crime prevention programs
1% for arts fee on permits for specified building types	CEPPTED standards adopted	Business/high school mentorship programs
Variable APFOs or impact fees to encourage or exempt socially beneficial uses/services (e.g. workforce housing exemption; redevelopment exemption; social service facilities exemption like elderly or daycare)	Require State/Fed facilities to locate in PFAs and urban cores	

### Policies Packages

Public Investment	Fiscally Constrained	Pay as you go
More revenue, more services	Less revenue for services	Revenue sources continue to shift from taxes to fees
Increase state support for education	Property tax caps	Greater use of Impact fees
Incorporate sculpture and other arts in public realm	Adequate public facilities ordinances	Increase state support for education with property tax relief
Increased funding for parks and open spaces		Higher license fees
Greater spending on urban infrastructure		Toll roads