A BETTER MARYLAND

STATE DEVELOPMENT PLAN

A Message from Governor Larry Hogan

Maryland's abundant environmental assets and vibrant economy form the core of what makes our state one of the best places to live, work, and play. They serve as the foundation for an even more promising and prosperous future.

The Maryland Department of Planning's new state development plan, A Better Maryland, charts a clear strategic path to preserve Maryland's natural resources while encouraging responsible growth in our existing communities, and providing for future growth and opportunity. It does this with the understanding that the best planning happens locally, which is far more effective than top-down directives.

A Better Maryland presents a broad vision that seeks to effectively unite state agencies in their work, addresses some of our most pressing challenges, and gives community and local leaders the tools to change things for the better.

A Message from Planning Secretary Rob McCord

Planning is pleased to present the new state development plan, A Better Maryland.

The document is the culmination of close to two years of outreach, engagement, partnerships, and collaboration. Development of the plan involved extensive coordination, including more than 90 meetings with local government officials, planning and economic development staff and the public, an online survey, as well as consultation with the Smart Growth Subcabinet and Coordinating Committee; Sustainable Growth Commission; Maryland Association of Counties; Maryland Municipal League; American Planning Association-Maryland Chapter; the Maryland Planning Commissioners Association; and planning directors from around the state. Planning also met with other partners and stakeholders, including the University of Maryland Center for Smart Growth, the Chesapeake Conservancy, and the Maryland Farm Bureau.

Participants expressed a desire for greater collaboration, coordination and communication between state and local agencies as well as cooperation among state agencies; enhanced delivery of state programs and services; improved resources to help build community capacity while maintaining and strengthening local decision-making; and respect for local and regional distinctions. Marylanders reiterated that local leaders are well situated to do the important work of planning for their own communities.

Our obligation to the environment transcends generations and boundaries. Our efforts to provide the foundations for economic opportunity will continue as partners in helping communities plan for larger societal trends, such as technological advancements and the changing world of labor and investment.

Planning recognizes the rich diversity in our state. We heard from one corner to the other a disdain and distrust for a one-size-fits-all approach to development and planning. A Better Maryland embraces the opportunity to focus on education, technical assistance, and resource delivery to help communities realize their own vision of their future.

In addition to the document itself, Planning constructed a dynamic webpage (abetter.maryland.gov) that connects communities, partners, and stakeholders with the tools and resources they need to support locally directed growth, conservation, development, and inter-agency coordination. This digital resource center, which will evolve in concert with implementation, consolidates programs across the state and enhances data accessibility, helping jurisdictions make more informed decisions.

I would like to acknowledge the assistance from the Governor's Office of the Special Secretary of Smart Growth, Wendi Peters, who accompanied Planning throughout the outreach process, and provided guidance and assistance in the development of the plan.

Responding to Governor Hogan's bold vision of expanding employment opportunities for every Marylander while enhancing and preserving the state's environment and natural resources, and equipped with the enthusiasm and partnerships developed during the process, Planning is excited to implement the new plan, so that together we can create A Better Maryland.

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Acronyms Used in This Document

State Agencies

Commerce - Maryland Department of Commerce
DBM - Maryland Department of Budget and Management
DGS - Maryland Department of General Services
DHCD - Maryland Department of Housing and Community Development
DNR - Maryland Department of Natural Resources
Labor - Maryland Department of Labor
MALPF - Maryland Agriculture Land Preservation Fund
MDA - Maryland Department of Agriculture
MDE - Maryland Department of the Environment
MDH - Maryland Department of Health
MDOT - Maryland Department of Transportation
MDP - Maryland Department of Planning
MEA - Maryland Energy Administration
MEMA - Maryland Emergency Management Agency
MHAA - Maryland Heritage Areas Authority
MHEC - Maryland Higher Education Commission
MHT - Maryland Historical Trust
MSDE – Maryland State Department of Education
SGSC - Smart Growth Subcabinet Agencies

Introduction

State Code

The Annotated Code of Maryland, State Finance and Procurement Article, Title 5. State Planning states that "...from time to time [the Department shall] revise a plan or plans for development of the state." The plan should "...promote the general welfare and prosperity of the people of the state." The code provides general provisions for the preparation of the plan, the objectives of the plan, and certain elements of the plan.

Executive Order

On Aug. 19, 2017, Governor Larry Hogan signed Executive Order 01.01.2017.18 directing the creation of a new State Development Plan (Plan). Pursuant to the executive order, the Plan shall contain the following components:

- Guidelines that articulate the purpose and objectives of the Plan, which will include collaborative strategies essential for modern planning; and
- A State Planning Digital Resource Center that establishes a transparent and organized collection of state and local plans and related planning resources used to plan and coordinate responsible growth and resource protection.

The executive order further states that the planning strategies shall be organized to serve four goals:

- Enriching the lives of Marylanders;
- Using smart growth principles;
- Growing responsibly; and
- Protecting Maryland's resources.

The strategies for growing responsibly and protecting Maryland's resources should further the following objectives:

- Support existing communities,
- Create quality places,
- Coordinate state investment,
- Preserve natural resources, and
- Preserve Maryland's culture, history, and heritage.

A Better Maryland

The work plan for A Better Maryland was designed to engage and connect with the public, local governments, state agencies and other stakeholders across the state of Maryland and solicit their feedback on what should be included in the Plan. The extensive Plan outreach engaged state agencies and external stakeholders to obtain an objective assessment of issues and information.

State Development Plan Vision Statement

A Better Maryland is a dynamic, evolving plan that provides a framework supporting a thriving economy and environmental stewardship. The Plan advocates for collaboration among state and local governments, and all other stakeholders, providing resources and tools for the long-term economic success of Maryland.

Twelve State Planning Visions

In 2009, the Maryland General Assembly adopted the 12 Planning Visions, which reflect the state's ongoing goals to develop and implement sound growth and development policy. These visions, described as follows, combined with the feedback from the listening sessions, are incorporated into the Plan's Topics & Strategies.

1. **Quality of Life and Sustainability:** A high quality of life is achieved through universal stewardship of the land, water and air resulting in sustainable communities and protection of the environment.

2. **Public Participation:** Citizens are active partners in the planning and implementation of community initiatives and are sensitive to their responsibilities in achieving community goals.

3. **Growth Areas:** Growth is concentrated in existing population and business centers, growth areas adjacent to these centers, or strategically selected new centers.

4. **Community Design:** Compact, mixed–use, walkable design consistent with existing community character and located near available or planned transit options is encouraged to ensure efficient use of land and transportation resources, and preservation and enhancement of natural systems, open spaces, recreational areas, and historical, cultural and archeological resources.

5. **Infrastructure:** Growth areas have the water resources and infrastructure to accommodate population and business expansion in an orderly, efficient, and environmentally sustainable manner.

6. Transportation: A well–maintained, multimodal transportation system facilitates the safe, convenient, affordable, and efficient movement of people, goods, and services within and between population and business centers.

7. Housing: A range of housing densities, types, and sizes provides residential options for citizens of all ages and incomes.

8. Economic Development: Economic development and natural resource–based businesses that promote employment opportunities for all income levels within the capacity of the state's natural resources, public services and public facilities are encouraged.

9. Environmental Protection: Land and water resources, including the Chesapeake and coastal bays, are carefully managed to restore and maintain healthy air and water, natural systems and living resources.

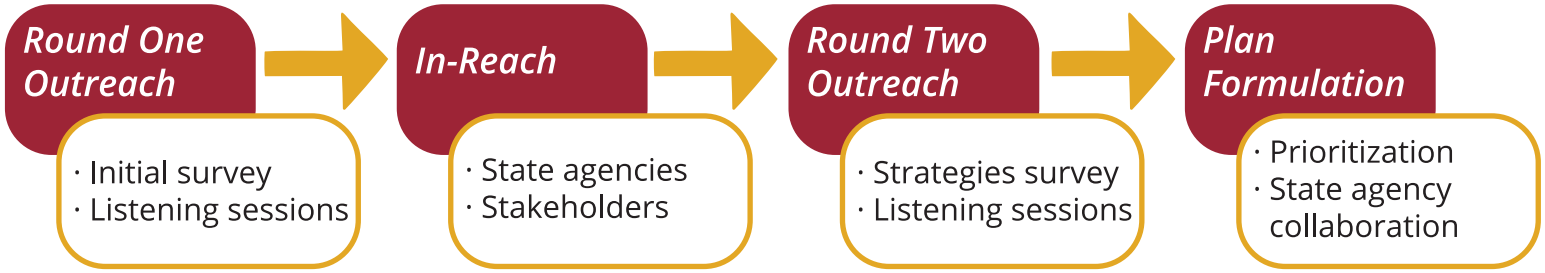
10. Resource Conservation: Waterways, forests, agricultural areas, open space, natural systems and scenic areas are conserved.

11. Stewardship: Government, business entities and residents are responsible for the creation of sustainable communities by collaborating to balance efficient growth with resource protection.

12. Implementation: Strategies, policies, programs and funding for growth and development, resource conservation, infrastructure and transportation are integrated across the local, regional, state, and interstate levels to achieve these visions.

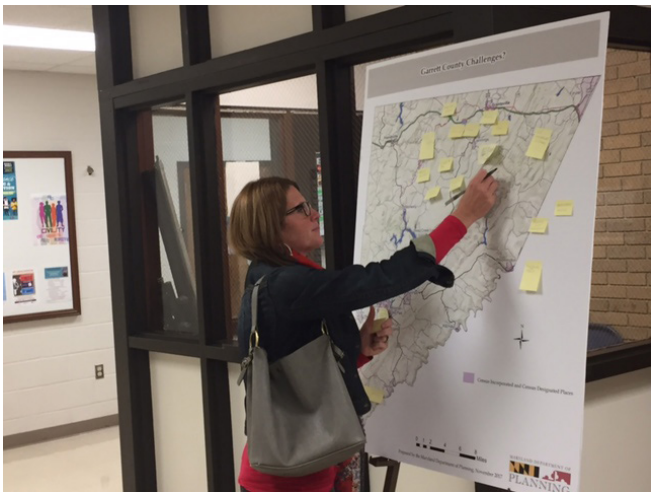
Timeline and Outreach Process

In the development of the Plan, staff used an inclusive, bottom up approach, an iterative process with multiple phases and diverse opportunities for Marylanders to provide valuable input. The diagram below outlines the process for A Better Maryland outreach and plan formulation.



The public input process extended over a period of one and a half years, allowing Planning to actively engage and connect with the public, local governments, state agencies, and other stakeholders across the state, to achieve the following objectives:

1. **Listen:** Actively listen to the public, local governments, state agencies and other stakeholders on how the Plan can be a valuable resource at the state and local level.
2. **Identify Local Priorities:** Determine what issues and information should be included in A Better Maryland to ensure that local priorities are factored into the Plan's development.
3. **Identify Information Sources:** Identify state and local data sources (such as development activity and preservation efforts) to be evaluated and tracked over time to inform state and local government decision making.
4. **Involve Stakeholders in the Process:** Solicit widespread involvement and stress local participation in developing A Better Maryland.
5. **Determine Utility:** Develop a Plan that will be useful in advancing the interests of the public, local governments, state agencies and other stakeholders.



Planning established a network of local and statewide stakeholders, plus a series of communication mechanisms, to spread the word about the project, generate enthusiasm for the planning process and final product, and encourage interested individuals to provide input.

Planning, with the assistance of stakeholders such as the Sustainable Growth Commission, Maryland Association of Counties and Maryland Municipal League, identified local planning and community groups who could disseminate information about the project and engagement opportunities, including the listening sessions and online surveys. Regular emails, newsletter articles, social media posts and phone calls combined to inform residents across the state that Planning wanted to hear from them. Planning's Regional Planners engaged local residents and interest groups who attended meetings, invited colleagues and friends, and posted the online survey on their social media accounts and websites. These local voices amplified Planning's messages and ensured active participation.

Planning developed engagement opportunities that were open and accessible. A series of 72 listening sessions brought project staff and Planning leadership to all 23 counties and Baltimore City. During the day in each jurisdiction, Planning met with municipal and county elected and appointed officials and local government staff members. Evening meetings were reserved for the public and included a live polling exercise that mirrored and complemented the online survey. Staff concluded the round one outreach with two online listening sessions in spring 2018.

Following the initial outreach, the project team compiled survey results and organized listening session feedback into a database. This information was used as input to a series of meetings with state and local stakeholders. During these meetings and follow up conversations, project staff and participants analyzed the round one input and developed responsive draft strategies that charted a clear path forward for A Better Maryland. Planning met with the following groups during this process:

- American Planning Association Maryland Chapter
- Local Planning Directors
- Maryland Association of Counties
- Maryland Municipal League
- Smart Growth Coordinating Committee
- Smart Growth Subcabinet
- State Agencies
- Sustainable Growth Commission

With 56 draft strategies in hand, Planning embarked on a second round of outreach in the fall of 2018 with a series of 12 regional listening sessions, the support of local stakeholders, and an online survey. The listening sessions and survey asked participants to prioritize the draft strategies and provide additional details or input for inclusion. As with the first round, round two concluded with two online sessions in early winter 2019. The level, scope, and variety of its local outreach effort is unparalleled in Maryland planning history and produced an immense amount of input.

Planning Approach

Topics and Strategies

The planning approach developed from the bottom up. The first round of listening sessions provided a sound basis for what the public, elected officials, local jurisdiction staff, and various stakeholders, including state agencies, saw as their major concerns. These concerns were then formulated into strategies designed to address this input. The strategies were then organized by common topics.

A Better Maryland therefore evolved into a strategy-oriented work plan that incorporates input from a wide range of stakeholders and organizes the input into topics and strategies.

Implementation Processes and Tools

Through the process of developing A Better Maryland, participants repeatedly stressed that implementation of strategies is as important as developing the strategies themselves. Implementation of the plan's strategies will be designed to achieve the following objectives.

- **Build Capacity in Communities:** Maryland has a long and enduring legacy of localized decision-making, planning, and community development assisted by state support. A Better Maryland honors and enhances this legacy. State capacity and expertise need not only be provided on the back-end of planning efforts or projects, but also at the beginning and throughout. Properly applied at high leverage points, thoughtfully developed state resources can have a positive multiplier effect on local capacity for years to come.
- **Improve Collaboration and Coordination Among State Agencies:** Maryland state agencies need to coordinate efforts more effectively and communicate with jurisdictions in one, constructive voice. Cross-training, shared approaches and messaging, and horizontal collaboration will ensure state agencies facilitate effective planning, resource conservation, and economic development in Maryland.
- **Improve the Delivery of Programs and Services to Local Jurisdictions:** Maryland has an abundance of state level programs, data, guidance, and other services, but they are not always accessible, understandable, or manageable. Local governments and other stakeholders should be able to easily find and efficiently apply complex resources to community needs. The state developed the programs, and A Better Maryland will take the next step to increase their usability.
- **Respect Regional Distinctions:** One size does not fit all. Even with its small geographic size, Maryland is extremely diverse, and A Better Maryland establishes a framework that recognizes this diversity and builds upon it as an asset. Similarly, the tools, programs, and practices need to vary depending upon whether in an urban area, a suburban community or a rural town or village. Regional distinctions urge comparable planning and programming.

The Plan objectives are closely aligned and supportive of one another, and most Plan strategies forward multiple objectives at the same time. To learn more about how plan strategies and objectives align and integrate, please see the Table of Strategy Context and Connectivity in the appendix of this document.

A Better Maryland will develop a variety of tools for the best delivery of the Plan strategies. Responding to stakeholder feedback, the major tools recommended to implement the strategies are:

- **Increased Technical Assistance**
- **Publication of Planning Models and Guidelines**
- **Planning Forums**
- **Smart Growth Subcabinet Review of State Programs and Progress**
- **White papers, Interactive Dashboards, Story Maps**

A Better Maryland acknowledges that many longstanding and impactful state, regional, and local programs are already in place and positively addressing the stakeholder feedback and requests the project team received. In such instances, strategies aim to elevate these programs or find other creative ways to replicate them around the state with leveraged resources and enthusiastic partners at existing funding levels. Plan objectives and strategies will be incorporated into state agency work plans and serve as a guide for increased awareness, efficiency, customer service, and coordination.

Additionally, coordinated workforce development activities are critical to implement the visions and strategies listed in this plan. Environmental sustainability, infrastructure planning, transportation updates, etc. will all require a skilled labor force to meet the demands of employers tasked with overseeing these enhancements. Required training, skills assessments, and educational needs must be considered in advance of planned activities to ensure an adequate supply of trained professionals.

Sustaining the Environment into the Future

Ensuring a safe, clean environment for residents while responsibly balancing economic development.

Maryland's landscapes, water quality and clean air are our most vital resources, and A Better Maryland puts sustainability of these resources at the forefront of its vision for the state. Environmental conservation and economic development can and do work together. A Better Maryland's approach to a sustainable environment is an inward-looking, process-based exercise as well as an analysis of observable environmental needs. Maryland has an array of existing environmental programs in place. To ensure effectiveness, they must be reviewed on a periodic basis. Educational materials and technical assistance for/of state programs need to be enhanced to help jurisdictions with compliance, as well as implementation of their own local initiatives. Planning recognizes that Maryland has a rich network of statewide and local environmental organizations, and is evaluating how the state can develop assistance for them as well as for local jurisdictions.

Tuckahoe State Park

Maryland BY THE NUMBERS

Department of Natural Resources - Forest Conservation Act

54 jurisdictions have been delegated authority

Sustaining the Environment into the Future (SE)

Strategies

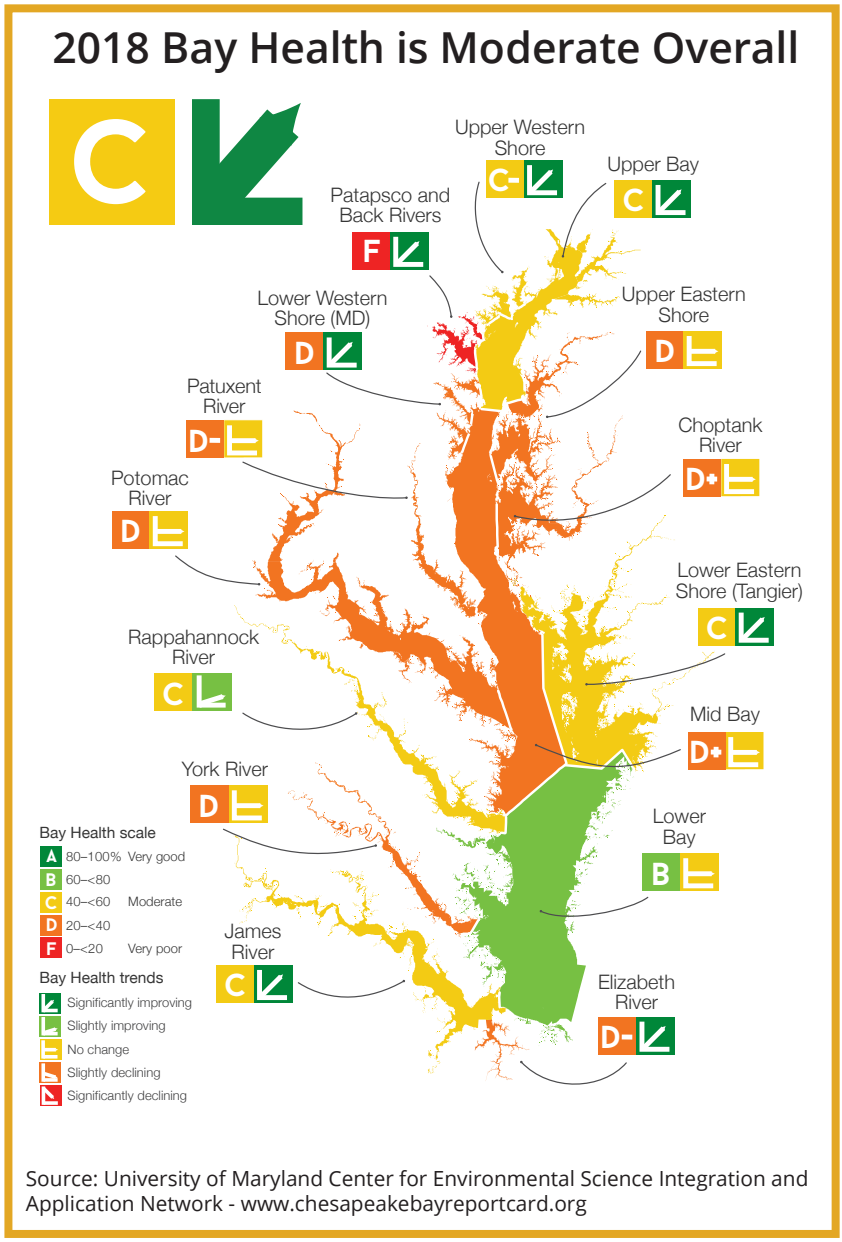
SE 1. Assess and modify as needed state environmental programs to reinforce the land-use principles of smart and sustainable growth.

SE 2. Cross-train staff among state agencies that share environmental programs and regulatory responsibilities to promote unified outcomes.

SE 3. Review and streamline the state's Critical Areas guidance for local governments to more effectively meet the program's goals.

SE 4. Where the SGSC agencies have determined that a local jurisdiction has stricter regulations, can carry out the regulations, and wants to lead on the regulations, SGSC and state agencies will work with the jurisdiction to delegate local regulatory authority.

SE 5. Develop educational materials, models, guidelines, and programs for jurisdictions and other community development partners to help them improve environmental awareness and sustainability.



Source: University of Maryland Center for Environmental Science Integration and Application Network - www.chesapeakebayreportcard.org

Preserving Land

Encouraging stewardship of Maryland's natural landscapes.

Maryland is a nationwide leader in land conservation and preservation, with statewide programs such as Program Open Space and Rural Legacy, and the Maryland Agricultural Land Preservation Foundation ensuring adequate and appropriate lands are preserved for resource conservation and the production of food and fiber. At the local level, transfer or the purchase of development rights programs, and joint land use efforts with Maryland's military installations preserve land surrounding the bases , advance smart growth, and ensure the sustainability of economic engines. With so many strong and enduring programs already in place at the state and local level, A Better Maryland does not aim to duplicate methods that have been previously created, but rather support and build upon existing assets. The following strategies allocate resources to better connect state level funding and assistance to local decision makers. They also provide the data needed for jurisdictions to successfully advocate for maintained and/or increased levels of conservation in their communities.

Western Maryland Orchard

Maryland BY THE NUMBERS

2017 Farm Operations

12,500 farms in Maryland

2,030,000 total acres operated

166 acres per operation

Source: United States Department of Agriculture 2017 Census of Agriculture

Preserving Land (PL)

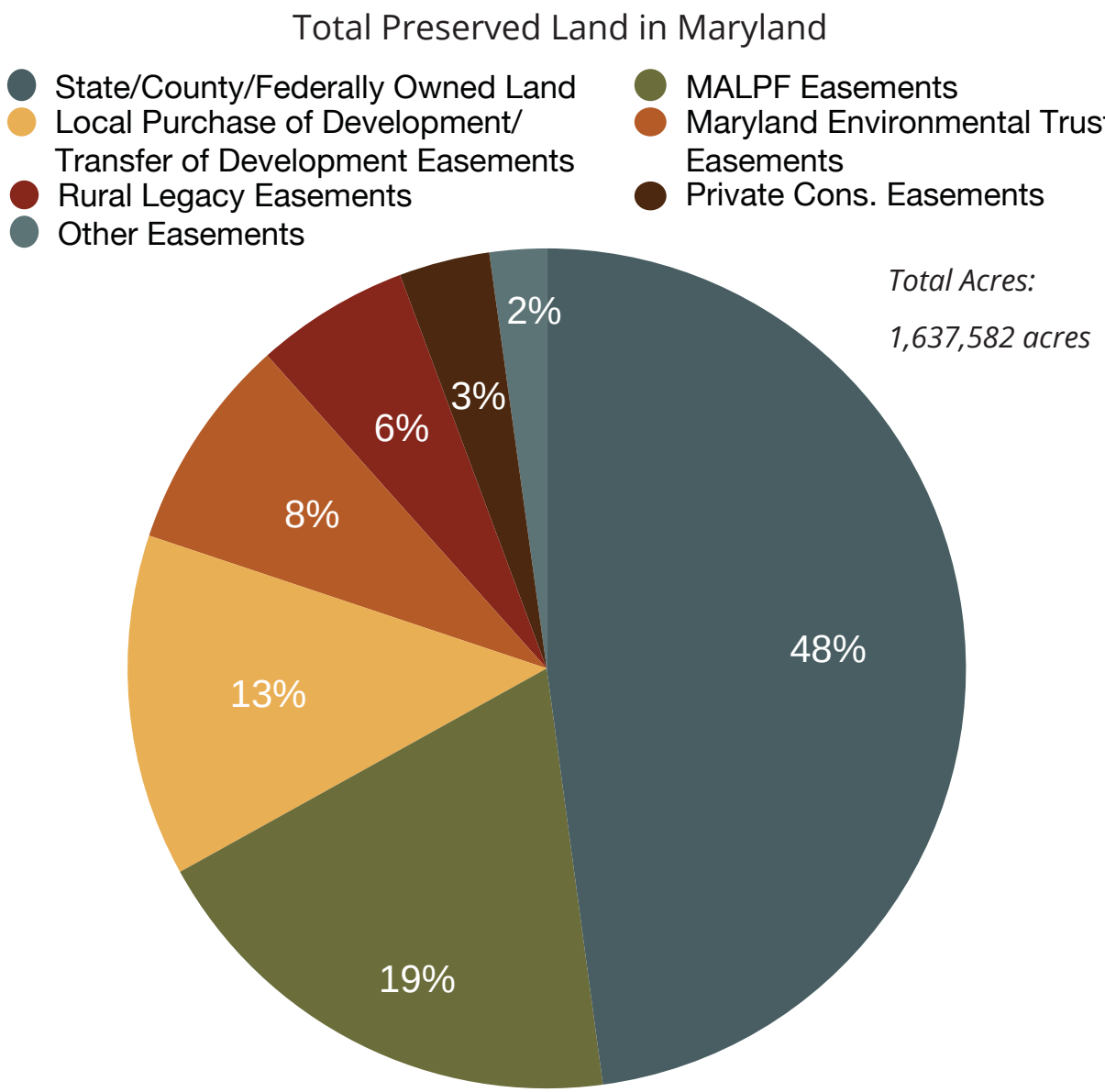
Strategies

PL 1. Review existing state land preservation programs and identify opportunities to increase local participation.

PL 2. Continue to support and enhance the MALPF and other conservation programs to meet the state's land preservation goals by providing tools, and other resources to inform local decision making.

PL 3. Assist local jurisdictions in evaluating and documenting the positive impact of land preservation on a per dollar spent basis (e.g., measuring the sustainability of farming or forestry product sales in the county over the long-term, measuring savings due to reduced nutrient loading in the watershed, or ecosystem service benefits).

PL 4. Assist local governments in exploring preservation techniques such as clustering and transfer of development rights.

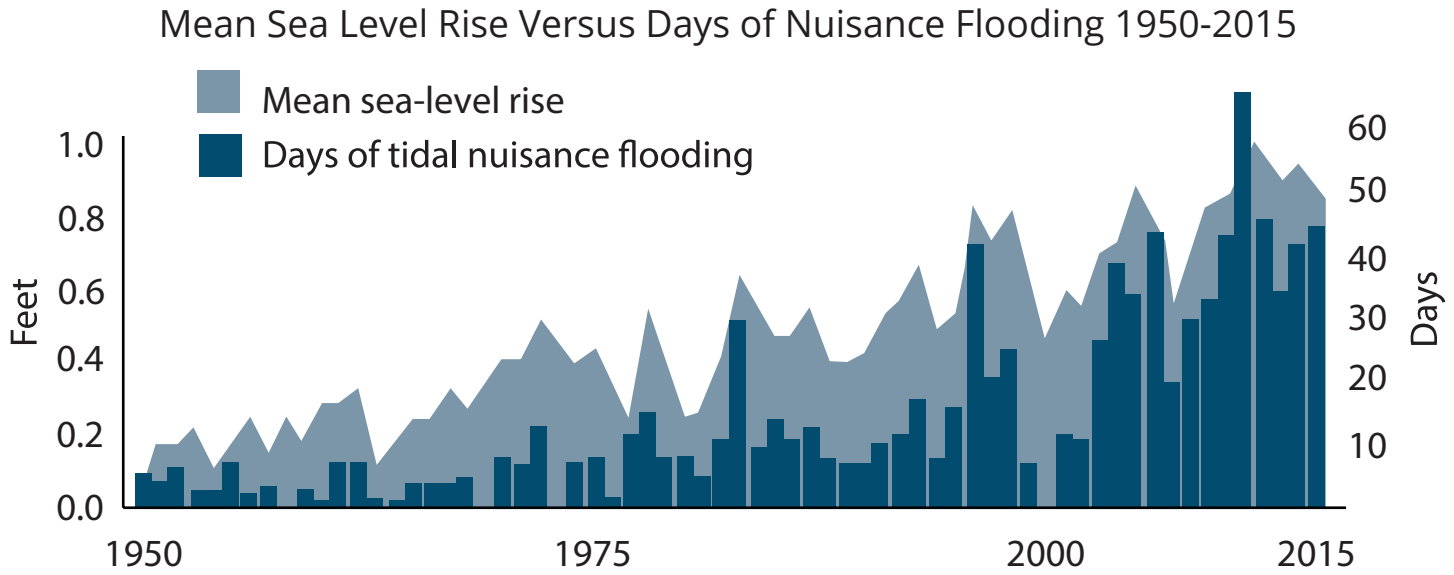


Source: Planning compilation of federal, state, local, and private data sources

Adapting and Becoming Resilient to Climate Change

Addressing new environmental challenges and risk management as a result of sea level rise, atypical storms, and flooding.

The Maryland Commission on Climate Change notes that, "with 3,100 miles of shoreline, Maryland is one of the most vulnerable states in the nation to climate change, and we're already seeing its impacts" (MCCC Fact Sheet 1). The risk goes beyond Maryland's shoreline to include interior areas and our infrastructure as well. Climate adaptation and resiliency reflect the determination of Marylanders in the face of challenges, and are necessary components of climate change response. Many state agencies, organizations and local governments are tracking the threat to resources, be they cultural or natural, and A Better Maryland supports a unified approach to information gathering and communication. Scientific data and projections are also vital to local and state planning, and the digital resource center will make them more accessible, addressing the needs of each community.



Source: University of Maryland Center for Environmental Science

Adapting and Becoming Resilient to Climate Change

Strategies

CC 1. Establish ongoing climate adaptation forums and educational resources for local jurisdictions and other stakeholders, including local exchanges on coastal resiliency best practices and the Association of Climate Change Officers training.

CC 2. Identify and prioritize historic and archaeological sites located on state-controlled lands vulnerable to climate change impacts.

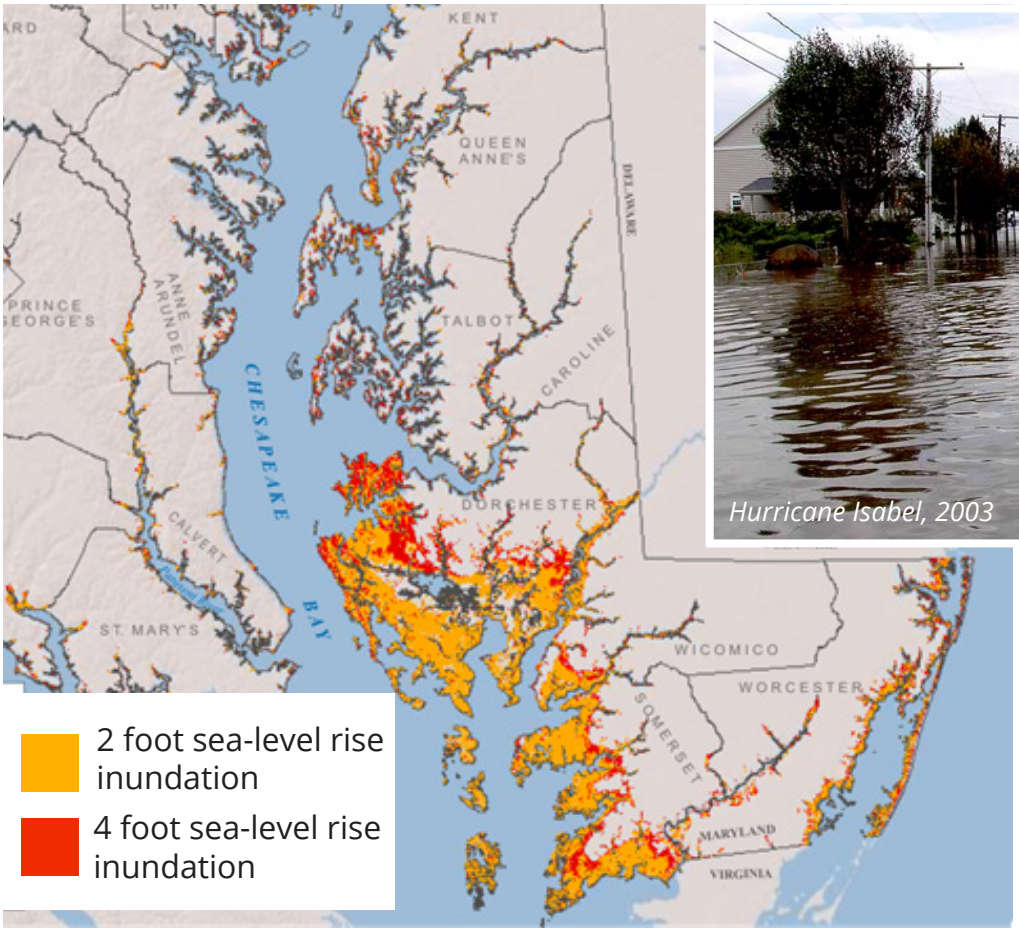
CC 3. Assist local governments, as requested, with integration of adaptation and resiliency planning into hazard mitigation and comprehensive plans, capital improvement programming, or other local programs.

CC 4. Promote healthy soils, which are vital to ecological and agricultural resilience.

CC 5. Improve access to information on current and future flood risks in state and local planning and programming.

CC 6. Develop tools, educational materials, and technical assistance that local governments and other entities and organizations can use to protect natural resources of the greatest biological and ecological value, and ensure adaptation to future climate change impacts and restore, when possible, natural resources that provide risk-reduction benefits to communities.

CC 7. Cross-train staff among state agencies on coastal resiliency best practices as they may impact environmental policies and programs.



Hurricane Isabel, 2003

This map only demonstrates land inundation at sea level rises of two and four feet, and is not intended as a prediction.

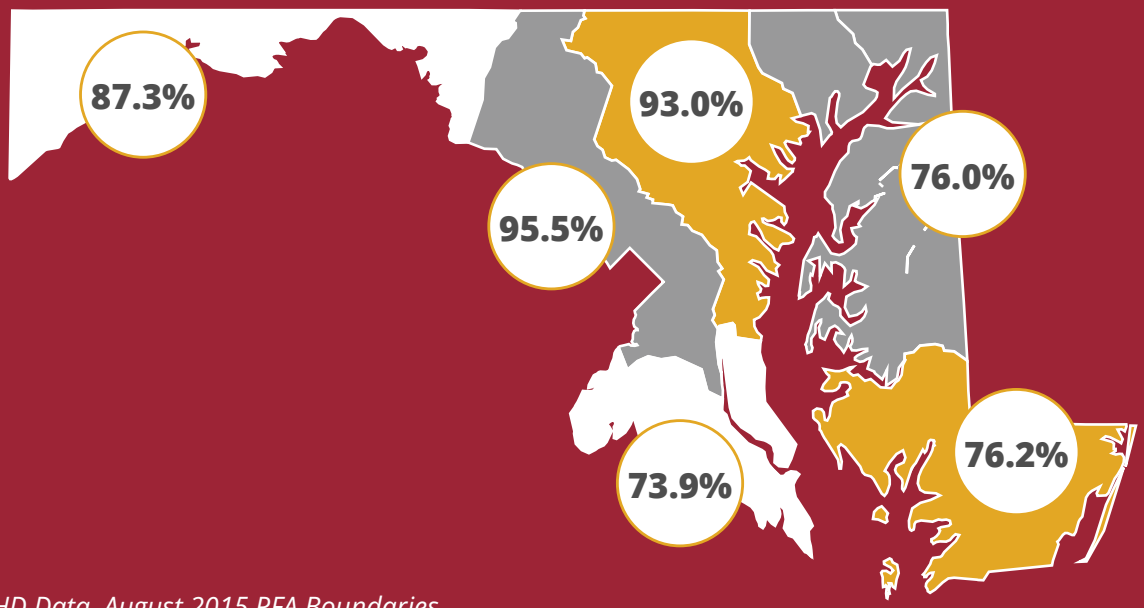
Improving Economic Growth and Development in Existing Communities

Focusing resources and partnering with the private sector to encourage revitalization of our existing communities, whether urban, rural, or suburban.

At the heart of smart growth, for which Maryland is a leader, is dedication to the success of existing communities. Not only does this yield benefits in Maryland's historic towns, it also supports the agricultural economy and protects our natural resources. Housing's Sustainable Communities program, Commerce's Enterprise Zones, and the new federal Opportunity Zones are just a few of the spatial designations aiding the economic growth and revitalization of Maryland's existing communities.

Recognizing that the local context of economic development in Maryland's existing communities is essential, as is applying statewide resources and collaborating in creative ways, A Better Maryland complements existing place-based programs and connects local change agents with potential partners at every level. Leveraging layered incentives associated with spatial designations, adding in targeted data, revitalization tools and allies, these strategies can accelerate and maintain the employment base and community investment serving as the foundation of the state's economy.

Regional Priority Funding Area Employment



Source: 2015 LEHD Data, August 2015 PFA Boundaries

Improving Economic Growth and Development in Existing Communities (EC)

Strategies

National Harbor

St. Michaels

Frederick

EC 1. Increase interagency engagement with private sector economic development groups, such as the Maryland Economic Development Association, Chamber of Commerce, Urban Land Institute, BWI Business Partnership, etc., in planning and implementation.

EC 2. Promote state level resources and programs for leveraging investment in Maryland's federally-designated Opportunity Zones.

EC 3. Assist local jurisdictions with interagency collaboration on local economic impact analyses and technical assistance on best practices, when requested.

EC 4. Explore strategies for integrating Labor's and DHCD's data and online resources to assist state and local community development planning and programming.

EC 5. Develop economic development tools and services to provide sub-county economic data and analysis capabilities to assist local jurisdictions in grant applications, programming and planning.

EC 6. Support and promote agricultural and other resource-based (e.g., fishing and forestry) businesses based on regional needs and demands (e.g., Buy Local program and the Maryland Outdoor Recreation Economic Commission).

EC 7. Assess healthcare needs and facilities statewide to inform local planning and enhance community development.

EC 8. Engage a broader range of people in education, training, and professional development opportunities related to planning and community development.

EC 9. Building upon Labor's and DHCD's experience and networks, enhance state's resources for and support to nonprofit community development corporations.

EC 10. Explore ways to expand, enhance, and promote community development resources for local governments, such as the town manager circuit rider program.

EC 11. Conduct regional business training events to inform and educate businesses and local governments of the processes and opportunities to conduct business with state partners.

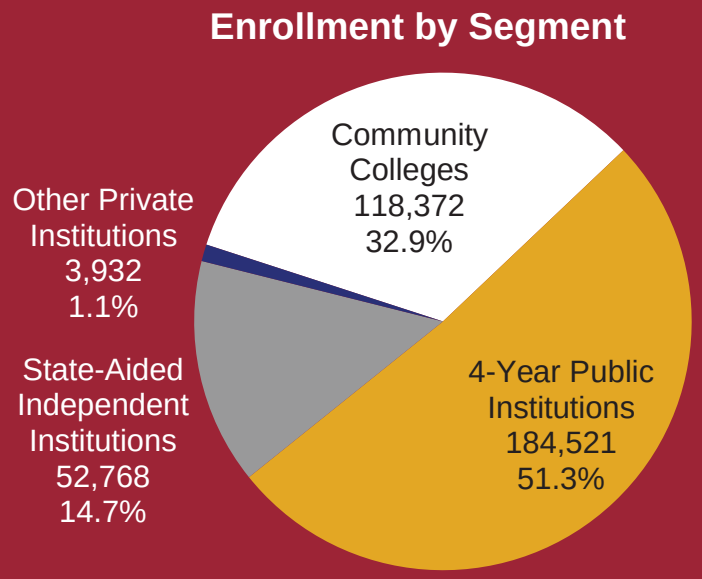
EC 12. Investigate the potential for collaboration with local government to expand cooperative purchasing agreements.

Tackling Economic and Workforce Development Needs of the Next Century

Preparing to meet the demands of the next 50 years of economic growth.

Technology continues to change the world of work and the infrastructure needed to ensure a thriving economy. New industries in the areas of information, logistics, security, communication and distribution have emerged, eager for skilled and willing workers. Targeted workforce training in advance of employment opportunities will yield the prepared labor force necessary to meet the demands of emerging industries. Labor's Division of Workforce Development and Adult Learning, along with the Maryland Workforce Expressway, strive to connect employers in growing industries with Maryland workers trained in the areas they need. Similarly, the Apprenticeship Maryland Program prepares Maryland's youth for successful and rewarding careers in manufacturing and Science, Technology, Engineering, and Mathematics (STEM) occupations, but even more can be done to ensure Maryland's place as an economic leader. The introduction of 5G telecommunication networks and autonomous vehicles, as well as the advancements in clean and renewable energy will affect the physical development of our communities. A Better Maryland resolves to strengthen our community's workforce and its infrastructure by increasing the accessibility and connection to resources needed for Maryland's 21st century economy.

Higher Education Enrollment in Maryland, 2017



Source: Maryland Higher Education Commission (MHEC) Fast Facts

Tackling the Economic and Workforce Development Needs of the Next Century (NC)

Strategies

NC 1. Provide state interagency assessment of and response to trends that affect local economic development (e.g., change in retail, autonomous vehicles, infrastructure – roads, water, sewer, internet etc., economic data on jobs, market sector changes).

NC 2. Improve local accessibility to and engagement with Commerce's and Labor's workforce development initiatives.

NC 3. Facilitate economic opportunity and reduce congestion in Maryland through strategic system expansion for all modes of transportation.

NC 4. Expand partnerships among the local public schools, colleges and businesses to support workforce development and improve workforce readiness.

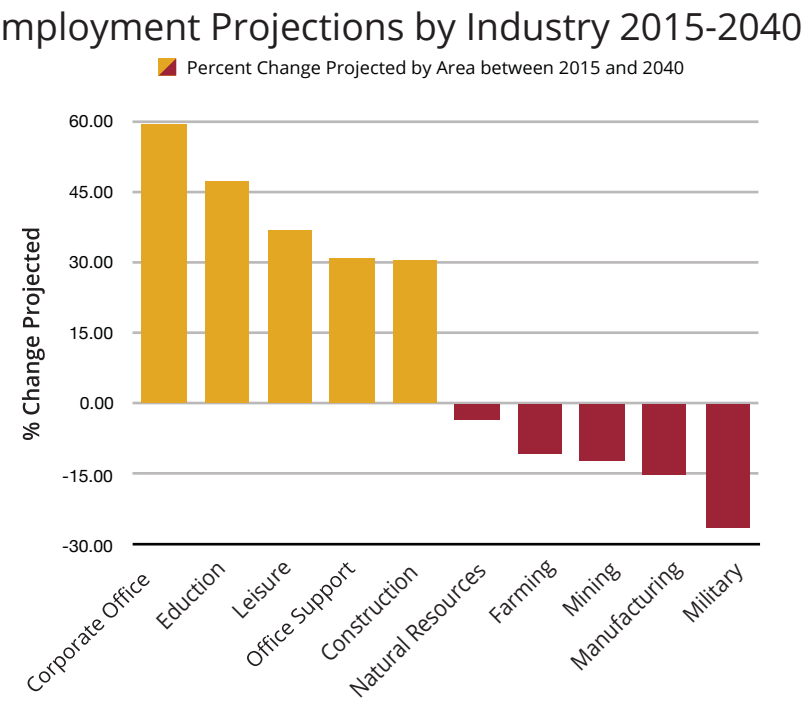
NC 5. Ensure that statutes, regulations, policies, and practices support the respective needs of both traditional and non-traditional students.

NC 6. Improve accessibility to state government by providing interactive portals for electronic submissions, greater personal engagement with state agency programs and projects (e.g., state navigators and easier access to data for applications), and other measures reducing the cost of state applications and service requests.

NC 7. Ensure Maryland is well positioned to attract new industries that emphasize transportation alternatives in their site-selection process.

NC 8. Develop tools to better assess and leverage potential economic impacts of transportation investments that support and strengthen state and local economies.

NC 9. Work in partnership with local jurisdictions and other state agencies to find growth opportunities for Maryland's agriculture industry and address its challenges in a 21st century economy.



Source: Planning, Projections and State Data Center Unit, Projections, Total Jobs by Place of Work by Industry.

Meeting Clean and Renewable Energy Goals

Increasing Maryland's use of clean and renewable energy for long-term security and stability.

Clean and renewable energy is a growing industry in Maryland at both the micro and macro levels. Jurisdictions from Appalachia to the Lower Eastern Shore are receiving new applications for large scale solar and wind energy developments at an accelerating rate. MEA provides tax credits, loans and grants to residents, community groups, and businesses striving to reduce energy use or increase clean and renewable energy production. Solar farms do not have to displace traditional farms, and local planning agencies and organizations should have access to advanced tools for community energy projects and public education efforts.

Energy conservation, consumption, and production will continue to grow in importance to economic and community development in Maryland. It is an interdisciplinary subject that impacts everything from jobs to the environment, and this Plan seeks to connect resources and expertise across state agencies, the clean and renewable energy industry and local stakeholders.

Washington County Landfill with Solar Cap

Maryland BY THE NUMBERS

Maryland Current Energy Use and Renewables Production

11.7% Renewable-source energy

83.9% Non-renewable-source energy

Source: Maryland Energy Administration

Meeting Clean and Renewable Energy Goals (RE)

Strategies

RE 1. Explore opportunities for interagency partnerships to use existing funding and programs to increase energy efficiency and on-site power generation at state facilities.

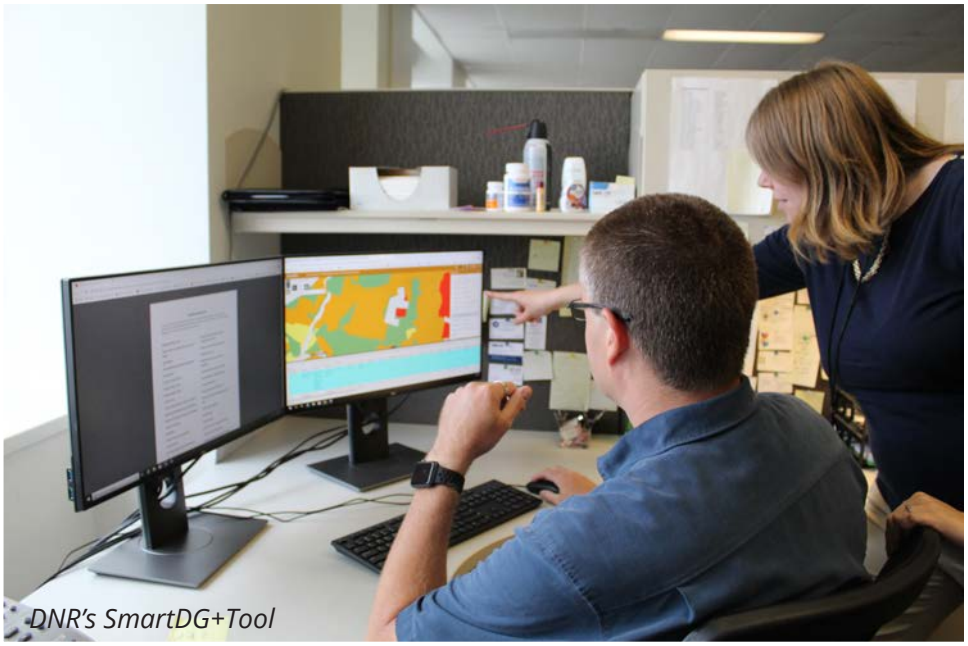
RE 2. Pursue statewide solar energy guidance on the siting of facilities, which considers land use compatibility and economic viability, and identifies associated state agency support.

RE 3. Develop tools, educational materials and technical assistance that local governments and other entities and organizations (i.e., homeowner associations, community development corporations) can use for localized energy planning and implementation.

RE 4. Partner with state and local housing programs to incorporate energy efficiency and solar options into the housing rehab programs.

RE 5. Pursue interagency partnerships to educate and provide technical assistance to local governments and the public on best practices in promoting energy efficiency and use of clean and renewable energy resources.

Four Mile Ridge Wind Farm

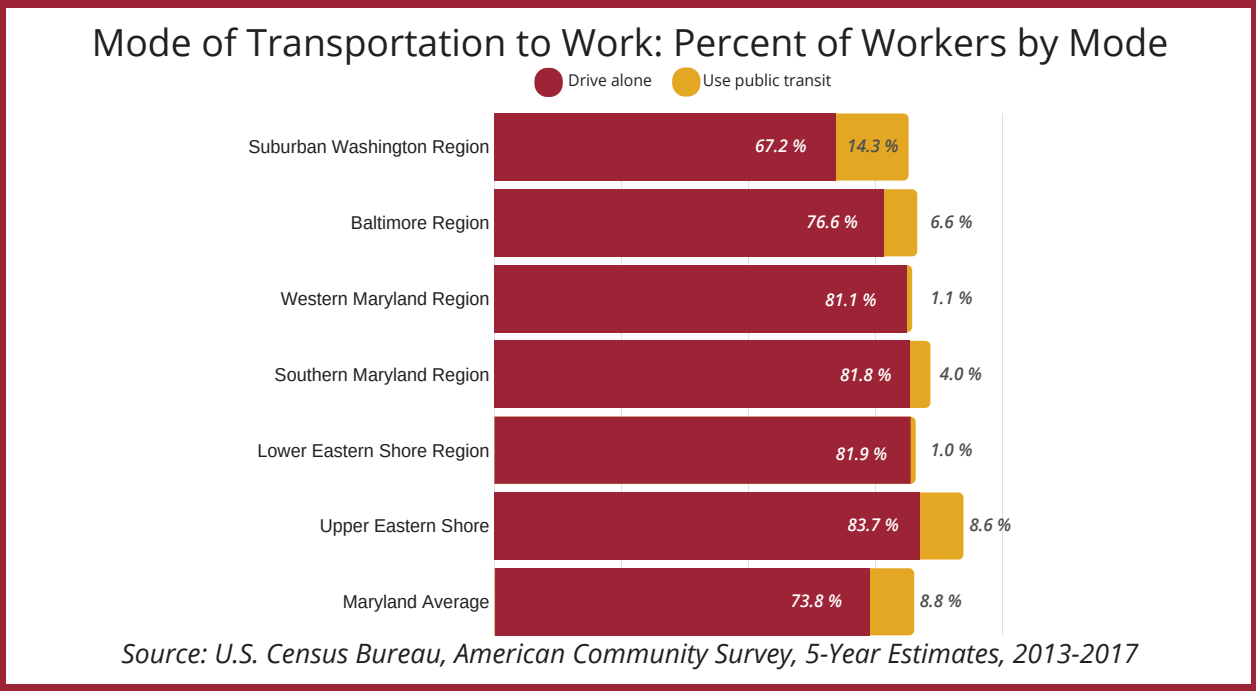


DNR's SmartDG+Tool

Addressing Maryland's Transportation, Infrastructure & Technology Challenges & Opportunities

Exploring all aspects of Maryland's infrastructure future to determine trends, needs and alternatives to ensure a thriving economy and sustainable future for all communities.

Maryland's state agencies are planning for future infrastructure and technology needs. Governor Hogan's Taskforce for Rural Broadband is completing vital high-speed internet access across rural Maryland. The recently approved Maryland Transportation Plan lays out the state's 20-year mission, and the Maryland Vehicle Administration and our Appalachian Regional Commission representatives are both working on making autonomous technology a reality in Maryland. The availability of infrastructure is an important question when gauging a project's viability. A Better Maryland is complementary to the transportation plan, and also overlaps with the strategies for existing communities, which emphasize leveraging incentives to overcome local infrastructure obstacles.



Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2013-2017

Addressing Maryland's Transportation, Infrastructure, and Technology Challenges and Opportunities (IT)

Strategies

IT 1. Ensure a safe, secure, and resilient transportation system.

IT 2. Provide state infrastructure assistance programs for economic development projects at different scales.

IT 3. Maintain a high standard and modernize Maryland's multimodal transportation system.

IT 4. Track and forecast emerging technologies and strategies that will impact statewide infrastructure planning, and provide a platform for a coordinated statewide response.

IT 5. Promote development opportunities that leverage transportation investments.

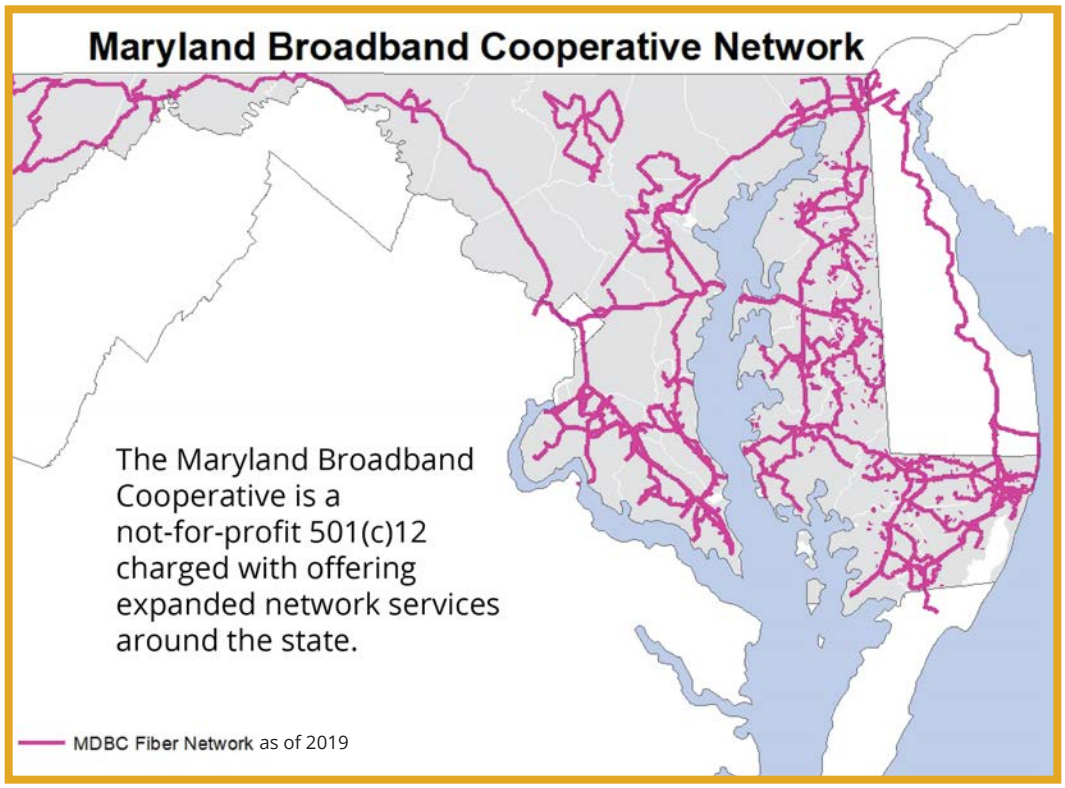
IT 6. Provide technical assistance to ensure local land use decision making leverages infrastructure investments and supports transportation choice. (e.g., transit-oriented development, etc.).

IT 7. Provide guidance to jurisdictions on land use and development impacts of autonomous vehicles using new tools and technologies to facilitate multimodal planning, policy, and project-level decision making at the state, regional, and local levels.

IT 8. Work in partnership with local jurisdictions and other state agencies to encourage efficient use of infrastructure through corridor planning, and support revitalization strategies to strengthen existing communities and infrastructure.

IT 9. Work collaboratively with local jurisdictions, metropolitan planning organizations, and state agencies, to improve coordination and effectiveness across the state's different transit systems.

IT 10. Explore funding sources and opportunities for state and local critical infrastructure to strengthen communities and enhance economic development potential.



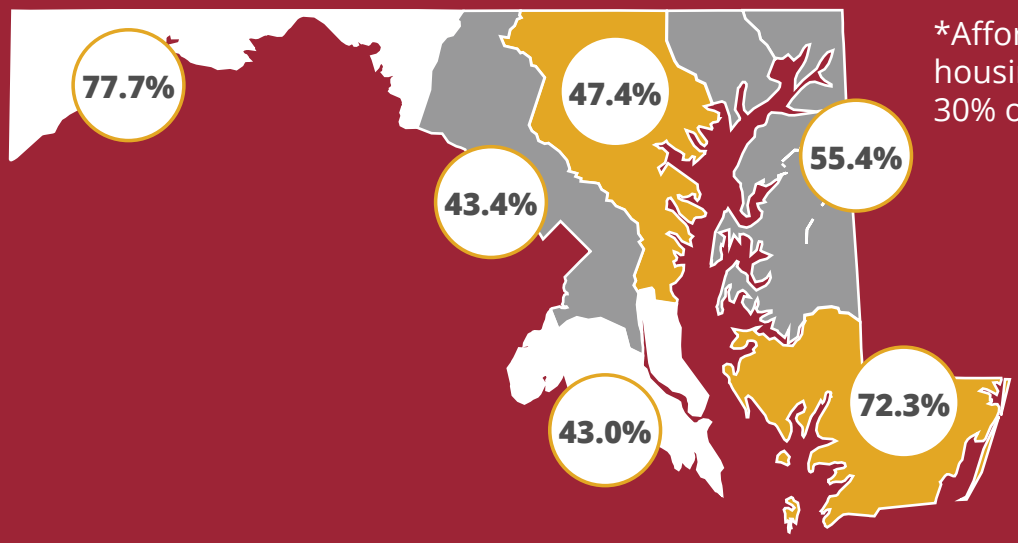
Creating Workforce / Affordable Housing

Addressing the critical shortage of housing that is affordable at all income levels to purchase, rent, and maintain.

Housing availability is an issue shared by communities across Maryland. Attendees at listening sessions throughout the state expressed concern that residents at all income levels could not afford housing in their community. This list includes seniors, young families, teachers, firefighters and others. DHCD is the primary agency responsible for encouraging and incentivizing affordable and workforce housing in Maryland, with programs dedicated to multifamily rental financing, home ownership, home repairs, energy efficiency and foreclosure prevention.

The assurance of affordable and workforce housing will take a unified effort both horizontally (state agencies) and vertically (state, regional, local). A Better Maryland develops the tools, data, and resources for jurisdictions and nonprofit organizations to identify their community's housing deficiencies, and craft creative and long-lasting strategies to address them. Often, well-meaning state and local policies and regulations negatively impact housing affordability, raising development costs and shifting that burden onto the homeowner or renter. This plan proposes a thorough, honest, and fact-based conversation about housing affordability in Maryland.

Affordable Housing Sales by Region
(Based on a Teacher's Salary)



*Affordable is defined as housing comprising less than 30% of household income

Source: MSDE for teacher's salary and MdProperty View for Residential Sales data

Creating Workforce / Affordable Housing (CH)

Strategies

CH 1. Provide local jurisdictions with materials to educate the public on the benefits of workforce housing.

CH 2. Develop educational materials and programs for jurisdictions and other community development partners to help them maximize state housing resources.

CH 3. Work with state and local agencies/organizations to develop creative ways to better connect workforce training with housing development.

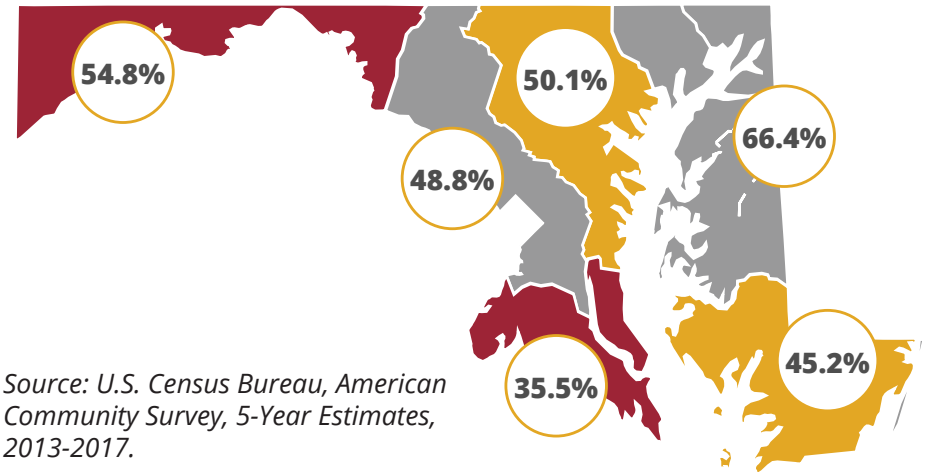
CH 4. Develop interagency resources for identifying unique housing condition needs and strategies, and for analyzing the impact that state and local regulations and policies have on the cost of housing.

CH 5. Explore innovative housing partnerships and financing mechanisms to increase the stock of affordable and workforce housing (e.g., community land trusts, community development corporations)

CH 6. Build systems for tracking and preserving the stock of affordable housing that currently exists in Maryland's communities.

CH 7. Evaluate and enhance state incentives for jurisdictions and nonprofits to provide workforce housing.

Affordable Housing Rentals by Region
(US Census Bureau)



Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2013-2017.

Baltimore City

Montgomery Co. MPDU housing construction

Protecting Historical & Cultural Resources

Assisting in the identification and protection of important historic and cultural resources.

Maryland is rich with resources reminiscent of its deep history. MHT, a division of Planning, is one of the premier state historic preservation offices in the country, with expertise in archaeology, research, documentation, museum curation, preservation easements, and more. Preservation is not only a state concern, as jurisdictions throughout Maryland have developed their own mechanisms for protecting these treasures and educating residents and visitors.

A Better Maryland reinforces the work of MHT and local preservation agencies and incorporates the goals and objectives of the recently finalized PreserveMaryland II, the statewide preservation plan. Planning aims to strengthen and improve access to the wealth of data and documentation on these resources. The goal is nurturing local capacity for preservation initiatives that benefit Maryland's jurisdictions, quality of life, tourism, and cultural legacy.

Maryland BY THE NUMBERS

The Maryland Heritage Structure Rehabilitation Tax Credit Program has helped restore more than 4,500 homeowner and 7,673 commercial historic structures.

4,500 homeowner historic structures

7,673 commerical historic structures

Protecting Historic and Cultural Resources (HC)

Strategies

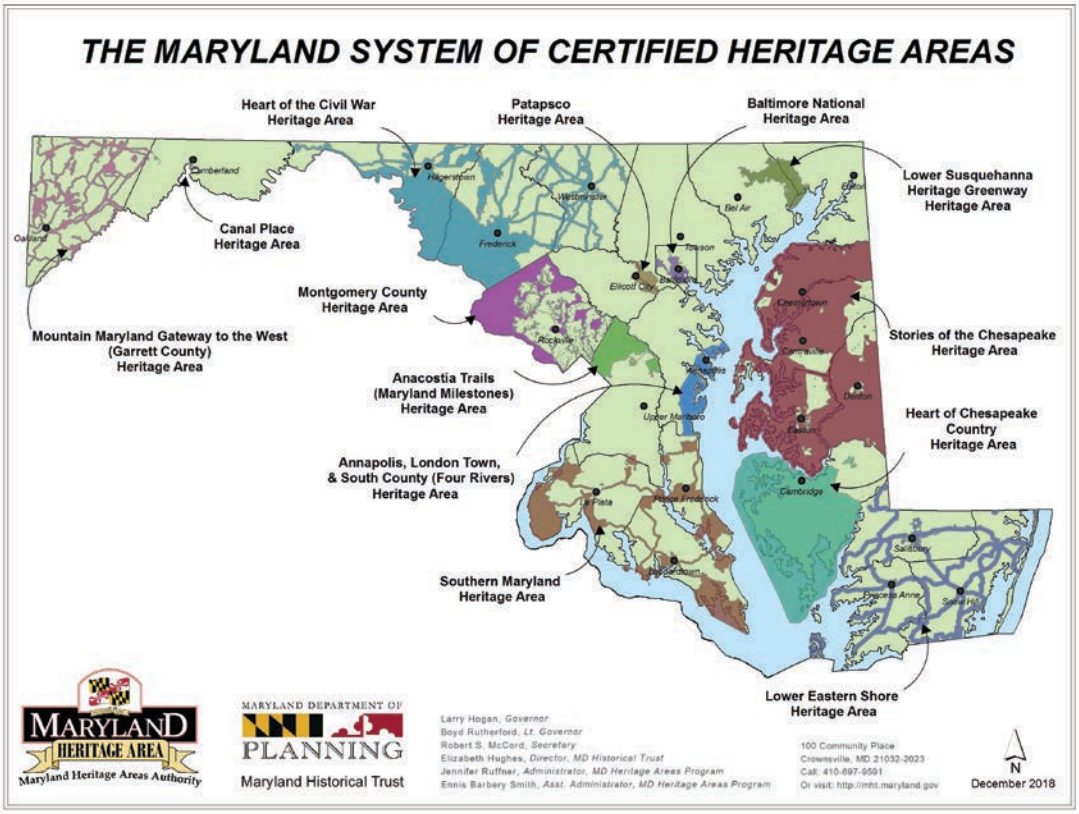
HC 1. Promote the inclusion of historic preservation and cultural heritage concerns in local planning for recreation, tourism, community development, and climate adaptation.

HC 2. Enhance education and access to information about Maryland's heritage and cultural resources.

HC 3. Research, document, and develop preservation strategies for historic properties and archeological sites in state ownership.

HC 4. Build capacity in historic preservation and strengthen network connections through regularly scheduled training and networking opportunities.

HC 5. Assist local governments in the identification, survey, and evaluation of historic and cultural properties.



$4.8 million** in grants leveraging overall development investment of **$37 million

Source: Maryland Heritage Area Authority

Creating Quality Places

Helping local governments achieve exciting and desirable places to work, live, and play in Maryland through a holistic approach toward planning.

When Marylanders consider the most vibrant and exciting places in the state, they often think of our main streets dotted with unique shops and restaurants, thriving mixed-use communities where people can work, live, and play, and areas where the built and natural environments co-exist fluidly. Programs like DHCD's Main Street Maryland and Commerce's Arts and Entertainment Districts provide tax and other incentives and assistance to better merge people and place-based planning.

Building upon the recently completed Reinvest Maryland 2.0, A Better Maryland develops statewide, regional and local partnerships ensuring that the "quality" is not neglected in our communities. Maryland contains many examples of signature areas and regions whose development, preservation, and/or design can be modeled and replicated to fit other local contexts. One of the planning profession's original purposes, and one that A Better Maryland upholds, is to provide the tools and resources needed for healthy and dynamic communities.

Grantsville Spruce Artisan Village

Maryland BY THE NUMBERS

Economic Impact of Arts & Entertainment Districts

24 districts supported

8,594 direct, indirect, and induced jobs

$855.8 million in state GDP

$267 million total wages

$63.5 million in local and state tax revenue

Creating Quality Places (QP)

Strategies

QP 1. Assist local jurisdictions in the integration of health considerations and data into local comprehensive plans and development review processes.

QP 2. Work in partnership with local jurisdictions to revitalize corridors within urban and suburban centers and towns.

QP 3. Promote projects that enhance accessibility and mobility in local jurisdictions to ensure that land use decisions support such outcomes.

QP 4. Create state agency design teams to assist local jurisdictions on community-wide, transit-oriented development, or site-specific projects.

QP 5. Establish an interagency review process to determine the best and most effective delivery mechanisms for state programs and projects.

QP 6. Develop a broad range of local planning and governance educational programs for citizens and local officials.

QP 7. Review proposed state legislation for regional impacts similar to, or included in, a bill fiscal note prepared for the Maryland General Assembly.

QP 8. Facilitate regional communication opportunities for jurisdictions to interact with each other and address shared regional concerns.

QP 9. Pursue interagency partnerships to educate and provide technical assistance to local governments and the public on best practices in promoting age-friendly communities.

Baltimore HonFest, Hampden

Other State Plans

Maryland's state agencies collaborate with local governments to address many of the challenges identified in A Better Maryland. Several SGSC agencies have statutorily mandated policy plans that affect the economic and physical development of Maryland. These "other plans" shall be considered part of the State Development Plan and include the following:

- Maryland Land Preservation and Recreation Plan as required in §5-906 of the Natural Resource Article
- Maryland Workforce Innovation and Opportunity Act State Plan as required by the federal Workforce Innovation and Opportunity Act.
- A Strategic Plan for Accelerating Economic Development in Maryland - as required in §2.5-202 of the Economic Development Article
- Maryland's Greenhouse Gas Reduction Act Plan as required in §2–1205 of the Environment Article
- Maryland Transportation Plan as required in §2–103.1 of the Transportation Article.
- Maryland Bicycle and Pedestrian Master Plan as required in §2–604 of the Transportation Article.
- PreserveMaryland II: Statewide Preservation Plan as required in Section 101(b) of National Historic Preservation Act of 1966 (16 U.S.C. 470a).
- Maryland State Plan for Postsecondary Education as required in §11-105 of the Education Article
- State of Maryland Hazard Mitigation Plan as required in 44 CFR, Part 201, Mitigation Planning

Maryland Farmers Market

As with the State Development Plan, these other plans may be considered when local jurisdictions are conducting their planning efforts.

Areas of Critical State Concern

Successful implementation of A Better Maryland will depend on the close coordination of state agencies with local governments. To facilitate this, Planning has identified areas of critical state concern that local jurisdictions may consider in their comprehensive/master planning and implementation of those plans. Local jurisdictions may address these areas of concern within their local plans as they deem appropriate.

To accommodate local level decision-making and implementation, A Better Maryland provides a list of spatially designated areas, plans and studies, and programs that the state deems to be of critical concern. The SGSC agencies have endorsed this list and will update it periodically. The purpose for this Plan is to have a "manageable" list of areas, plans and programs that the SGSC agencies and local governments consider as the most significant when planning for the future, whether it is at the state or local level. Local governments may propose additional areas for inclusion.

Criteria used by SGSC agencies to evaluate the appropriateness of areas, plans and programs to be included as areas of critical state concern take the following into consideration:

- Areas that transcend local jurisdiction boundaries
- Connection to local jurisdiction's comprehensive/master plans
- Implementation that requires state-local coordination or collaboration
- Recognized state agency collaboration associated with area designations, complementary programs, or interagency planning efforts

Maryland Plan for Postecondary Education

Maryland Smart Energy Communities

Oyster Aquaculture

Spatially Designated Areas - With Associated Programs

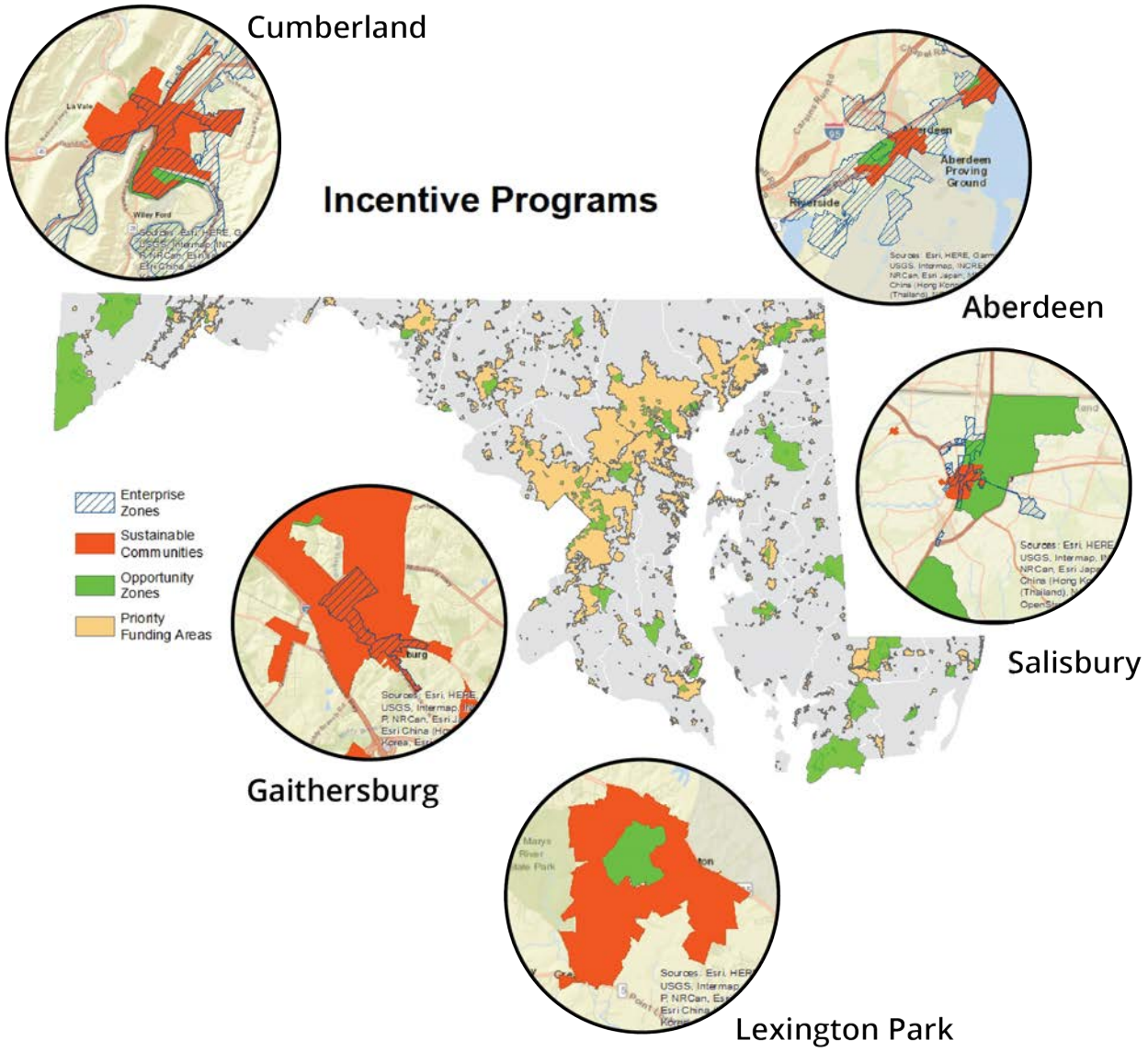
These designated areas are established jointly (state and local) or statutorily/programmatically to focus the attention and resources of state agencies and local governments on specific policy matters.

- Arts and Entertainment Districts
  - Locally designated, state approved.
- Certified Heritage Areas
  - Local application, state approval.
- Certified Land Preservation Programs
  - Locally designated, state certified.
- Certified Local Governments
  - Local application, state/federal approval.
- Chesapeake and Atlantic Coastal Bays Critical Areas
  - State designated areas.
- Coastal Community Flood Risk Areas
  - State targeted areas.
- Enterprise Zones
  - Locally designated, state approved.
- Maryland Main Streets
  - Locally designated, state approved.
- National Register/State Designation Historic Buildings/Sites
  - Locally designated, federally/state approved.
- Opportunity Zones
  - Locally reviewed, state reviewed, federally approved.
- RISE Zones
  - Locally designated, state approved.
- Rural Legacy Areas
  - Local and state designated areas, state program.
- Sustainable Communities
  - Locally designated, state approved.
- Targeted Ecological Areas
  - State targeted areas.

Plans and Studies - Providing Some Level of Direction

These designated plans are statutorily required and focus the attention and resources of state agencies on specific policy matters.

- Maryland State Plan for Postsecondary Education
- Maryland Bicycle and Pedestrian Master Plan
- Maryland Transportation Plan
- A Strategic Plan for Accelerating Economic Development in Maryland
- Maryland's Greenhouse Gas Reduction Act Plan
- Maryland Land Preservation and Recreation Plan
- Maryland Workforce Innovation and Opportunity Act (WIOA) State Plan
- PreserveMaryland II: Statewide Preservation Plan
- State of Maryland Hazard Mitigation Plan



This incentive map highlights a few examples of spatially designated Areas of Critical State Concern.

Programs – State Programs Provided to Local Jurisdictions

The SGSC agencies have committed to providing expedited support to local jurisdictions in the planning and implementation process for these designated state programs.

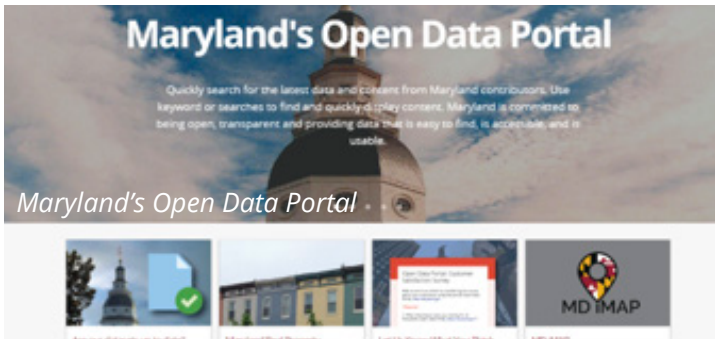
- Agricultural Products Development and Marketing
  - State funding
- Chesapeake & Coastal Service Programs
- Climate Leadership Academy
  - State created/funded, local participation
- Energy Performance and Conservation Program
- Federal Surplus Property Donation Program
- Fish and Shellfish, Game and Wildlife Management and Restoration Programs (DNR)
- Home Ownership/Affordable Housing
  - Rental and homeownership production
- Land Restoration Program (Brownfields)
  - State designated areas, state and federal programs
- Lead Poisoning Prevention
  - State created/funded
- Local Education Agency Design Development/Construction Document Reviewer Certification Program
- Maryland Arts Grants
  - State enacted, locally designated
- Maryland Historic Tax Credit Programs
- Maryland Smart Energy Communities
  - Locally designated, state approved
- Maryland Watershed Improvement Plan
- More Jobs For Marylanders
  - Tax credit program
- Program Open Space
  - Local and State programs
- Project Green Classrooms environmental education initiative
  - State created, locally enacted
- Tourism Development
  - Grants, loans, districts
- Workforce Development & Adult Learning
  - County centers

State Plan Digital Resource Center

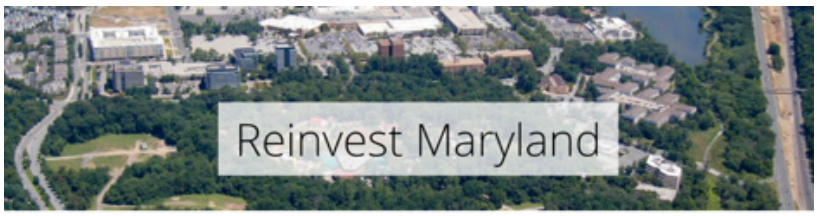
The foundation of A Better Maryland's implementation is the State Plan Digital Resource Center, which contains data, tools, and information sources. As the action items associated with the strategies are developed, or measures for improved coordination established, the Digital Resource Center will be the virtual library of state and local plans and related planning resources used to plan responsible growth and resource protection.

The center builds upon established data resources (e.g., geographic information systems (GIS) and databases) maintained by state agencies and local governments using Maryland's Open Data Portal and Maryland iMap infrastructure, as well as organized web-based information links on plans and programs. A Better Maryland consolidates these established services as much as possible to enhance the accessibility and usability of the data for jurisdictions and others interested in planning, economic development, and community development. The center is an interagency initiative spearheaded and maintained by Planning.

Transit Station Area Profile Tool



Maryland's Open Data Portal



Reinvest Maryland 2.0

Table of Strategy Context and Connectivity

	Timeline (Years)			Objectives Met				State Visions Met											
	0-2	2-4	4-6	1 BC	2 IC	3 ID	4 RD	1	2	3	4	5	6	7	8	9	10	11	12
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	State Agencies Involved														
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	State Agencies Involved														
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A BETTER MARYLAND
STATE DEVELOPMENT PLAN