

# ROUTE 1 CORRIDOR REVITALIZATION STUDY

*PRELIMINARY*  
PHASE 1 REPORT

*June 26, 2001*

PRESENTED BY  
Route 1 Corridor Task Force  
Howard County Department of Planning and Zoning



*Promoting the Positive*



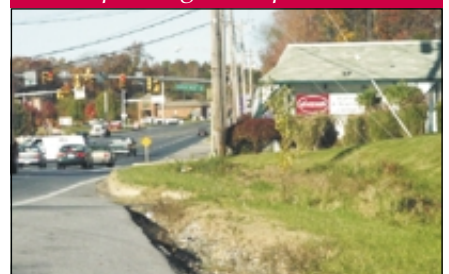
*Transforming the Negative*



*Setting the Stage for Revitalization*



*Improving Transportation*



*Enhancing Route 1 Appearance*



*Addressing the Needs of Youth*



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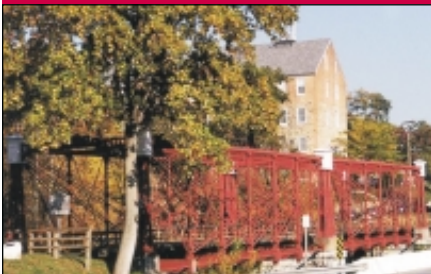
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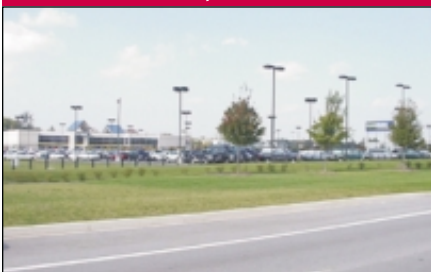
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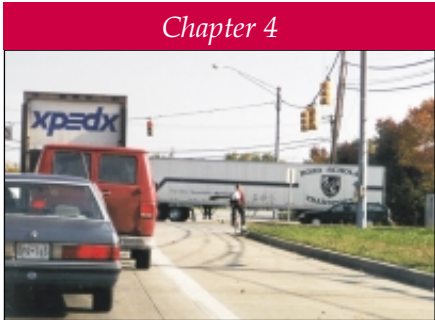


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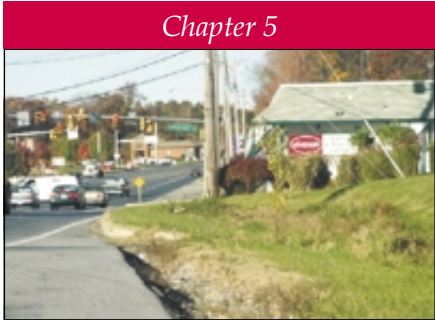


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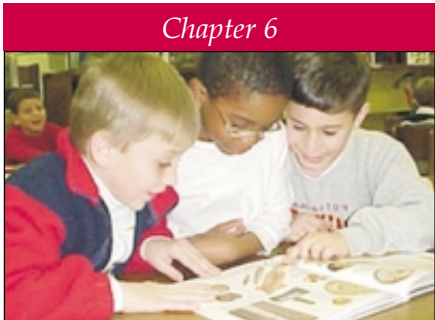
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# INTRODUCTION

## *A New Course for Route 1*

**T**he Route 1 corridor is aging and showing signs of neglect. In one of the richest counties in the nation, allowing this decline is unacceptable to citizens and to policy makers. Like all of Howard County, this area should be a great place for people to live, work and spend leisure time. Revitalizing the County's primary commercial and industrial corridor is of paramount importance not only to the corridor itself, but also to the continued economic health of the entire County. Expanding opportunities for the economic improvement of corridor businesses is one of the goals of this study. Redevelopment also sets the stage for struggling businesses to renew themselves for current market needs. Revitalization also must address the needs of those who make their home in the corridor. Communities, large and small, new and old, should offer safe, attractive and affordable housing and should provide residents with the needed public services and community amenities that give pride of place and ensure stability.

### PURPOSE

This report introduces the Route 1 Corridor Revitalization Study to all who are interested in the future of the Route 1 corridor. This overview of the study sets out the significant areas of agreement already reached in the planning process by the many citizens and government agency representatives who have participated in the revitalization planning process thus far. This report takes the first step to look at the corridor and, by consensus of the Route 1 Task Force and the Area Committees, to recommend improvements to it. In addition, the report hopes to entice others who may not have yet played an active role in the planning process to consider the corridor's importance to them and decide to participate in determining its future. If this revitalization effort is to be a success, more citizens, community organizations and businesses will need to become involved in advocating and implementing the recommendations in this report.

### CONSISTENCY WITH COUNTY AND STATE PLANNING INITIATIVES

#### *Howard County General Plan 2000*

Howard County's General Plan 2000, the County's blueprint for the future, was adopted in November 2000. In the chapter on community conservation and enhancement, the Plan describes a new community-based planning process for the County. The Plan proposes that this community planning initiative begin with a corridor revitalization study of the Route 1 area. The Route 1 corridor was chosen, in part, because land available for new development is diminishing in the County; consequently, the County's ability to accommodate new homes, businesses and industries will depend upon the renovation of older buildings and the redevelopment of underused or obsolete properties in the corridor. The box on this page, *General Plan 2000*, summarizes the County's goals for the corridor.

#### *General Plan 2000*

Goals, policies and actions for the corridor can be summarized as five key areas:

##### *New Development*

Identify new land for development and establish guidelines for mixed use centers, particularly around MARC stations, interchanges and major intersections.

##### *Redevelopment*

Encourage the revitalization and redevelopment of older commercial and industrial sites.

##### *Community Enhancement*

Meet community needs for public facilities and services, civic centers and outdoor spaces.

##### *Environmental Conservation and Restoration*

Protect the natural environment and restore environmentally degraded areas.

##### *The Road and its Environment*

Improve transportation functions by correcting unsafe conditions, improving capacity, solving flooding, addressing transit needs, and increasing access for pedestrians and bicycles.

## Task Force Phase 1 Issues

For each of the six priority topics, the Task Force began by posing a series of questions, identifying key issues or making statements about their initial objectives.

### 1. Promoting the Positive

“We need to tell people about the desirable places and positive things happening in the corridor. This is an area with a very rich history. We need signs, banners and marketing materials to draw attention to the good things. How do we fund a promotional campaign? A logo is needed. Can we get the business community to help fund a marketing effort to promote the corridor?”

### 2. Transforming the Negative

“How can we address image problems associated with negative lifestyle uses (liquor stores, adult videos, certain motels, pawn shops, etc.)? How do you stop these undesirable uses from proliferating? Can code enforcement and sign control be used to manage the uses? Incentives need to be provided that will help owners to improve their properties. There is a perception that this area may not be safe (due to prison, truck stop, etc.). We need community outreach to improve communication about the situation.”

### 3. Setting the Stage for Revitalization

“We need to clean up unattractive uses and reduce visual blight. Over time, as the corridor changes, unattractive uses may naturally be replaced by newer or better ones. How can we encourage owners and get the community together to make changes? How can we encourage leasing, reuse or redevelopment of empty stores and vacant properties?”

*Continued in box on next page...*

## Maryland Smart Growth Initiative

The Maryland Smart Growth Initiative was adopted in 1997. One of the Initiative's primary goals is to support existing communities and neighborhoods by encouraging development in areas where the infrastructure is already in place or is planned. Specifically, a Priority Funding Area, designated by the County, is where State and County governments will target their efforts for economic development, community revitalization and new growth. As the Route 1 corridor in Howard County is in the County's Priority Funding Area, the corridor meets the criteria of the Smart Growth Initiative.

In the spring of 2001, the County Executive proposed and the County Council approved a resolution designating the Route 1 Corridor Revitalization Study area as a State “Designated Neighborhood.” The Maryland Department of Housing and Community Development has reviewed the application for the corridor to be a Designated Neighborhood and has notified the County, informally, of its pending approval. Approval of the application would allow the Route 1 corridor to be eligible to participate in various State programs for revitalizing areas. These State programs would be tools to achieve the revitalization goals for the corridor, as set out in *Chapter 3: Setting the Stage for Revitalization*.

## STUDY APPROACH AND PHASING

### Study Phasing

The study began in October 2000 when the appointed citizens advisory group, called the Task Force, was formed. Early in the study process, the Task Force decided to break the study into two parts: Phase 1 and Phase 2. The Phase 1 portion, to be concluded in June 2001, concentrates on six chosen topics and their associated policy and program recommendations. These recommendations focus on priority actions that could be carried out in the short-term, probably within one to four years. This report intends to reflect the interim progress of the study at Phase 1.

Phase 2 of the study will begin in September 2001 and is projected to conclude in September 2002. Phase 2 will concentrate on policy actions and recommendations that could be implemented in the long-term, probably within five years or more. Such actions and recommendations could include tools and incentives for revitalization and redevelopment. Clearly, a complex area such as the Route 1 corridor will need time and a sustained effort, including political support, to implement any policy recommendations and actions.

### Six Priority Issues

The Task Force chose six topics for their focus in Phase 1 (see boxes on this and adjacent page). These six topics were examined by the Department of Planning and Zoning (DPZ) staff who produced issue papers on each topic. The papers were presented at monthly Task Force meetings. After each meeting, Task Force members brought each topic for discussion to the Area Committees, whose responses and comments were then brought back to the Task Force at its next meeting. In this way, ideas from all committee members were solicited and discussed. The results of DPZ's papers and of the Task Force's deliberations are presented in the following six chapters of this report.

## ROLES IN THE PLANNING PROCESS

The Route 1 Corridor Revitalization Study has galvanized a broad group of people. Elected officials, business people and residents of the corridor, County and State staff, and many others are all playing their parts in moving the Route 1 corridor planning process forward.

### *County Administration and County Council*

County Executive James Robey's support is crucial for this study. He has been instrumental in mobilizing people with a wide range of interests for the Route 1 Corridor Revitalization Study. For the County Executive, the revitalization of the Route 1 corridor is a high priority. In fact, he stated that the most critical issue in the General Plan 2000 is conservation and revitalization of older communities. With the County Executive's support, the various County government department heads will address the initiative in their programs and collaborate with other agencies on corridor revitalization issues.

County Executive Robey and the three County Council members whose districts are part of the Route 1 corridor organized the community advisory committees that provide guidance to the Department of Planning and Zoning on the Route 1 Corridor Revitalization Study. Appointed and formed during the fall of 2000, these committees represent diverse groups who live and work along the corridor. In particular, Council member Guy Guzzone (District 3) played an important, early role in organizing business people and residents in his district. In January 2000, Council member Guzzone announced the formation of Howard One, a public-private group that looked at preparing a coordinated plan for development along Route 1. The County Executive expanded the original group and enlarged the scope to include the entire corridor. Council members C. Vernon Gray (District 2) and Christopher Merdon (District 1) helped form the advisory committees for their districts. The County's planning initiative was officially launched in October 2000 when public officials and citizens came together on Route 1 for a press conference announcing the receipt of a \$500,000 Federal revitalization grant, sponsored by US Senators Paul Sarbanes and Barbara Mikulski.

### *Task Force and Area Committees*

The advisory committees are structured into a corridor-wide Task Force and three Area Committees that generally correspond to the three council districts in the corridor. The Task Force has nine members (three from each of the three Area Committees) and co-chairs Steve Adler, Managing Partner of the Savage Mill, and Kevin Doyle, immediate past President of the Greater Elkridge Community Association. The three Area Committees have a balanced membership of individuals representing the interests of residents, business owners, employers, developers, nonprofit organizations and the faith community. Each committee has up to ten members and is identified as the Northern, Central or Southern Area Committee. Committee members are actively involved in making recommendations about planning alternatives and providing advice on implementation strategies and funding priorities.

At its first monthly meeting, Task Force members brainstormed and chose the topics of most concern to them. These topics were discussed at each meeting and have formed the basis of this report. The Area Committees also discussed these topics at their meetings and brought their comments and responses back to the Task Force meetings.

## *Task Force Phase 1 Issues*

*Continued from box on previous page...*

### **4. Improving Transportation**

"We need to make transportation better and provide more transit. We must plan for needed road capacity. The corridor is a desirable location with a considerable amount of office/industrial uses. This will mean more traffic, both cars and trucks. Address traffic safety, turning movements, changing right-of-way. How can we resolve potential truck and pedestrian conflicts? How can we keep trucks out of neighborhoods and stop them from blocking uses? Transportation solutions are needed to get people to entry-level jobs. If we must bring people in for jobs because housing is not available, we need to get funding to support transportation improvements."

### **5. Enhancing Route 1 Appearance**

"We need to improve the visual character along Route 1; it is a hodgepodge. We should build sidewalks and plant trees. Funding may be available through State and Federal programs. If we invest in the public streetscape, it can encourage private owners to improve their properties."

### **6. Addressing the Needs of Youth**

"Youth need gathering places and transportation to get there. After school programs and community-based programs for youth are needed (tutoring, jobs, sports, mentoring). Parents and businesses need to be involved. We must have quality educational facilities to attract people to these communities. Put the best school facilities where you want growth to occur."

*This workshop is about people helping government make hard decisions about what needs to be done."*

County Executive  
Jim Robey



Task Force co-chair Kevin Doyle, consultant Tony Nelessen and co-chair Steve Adler.



Central Area citizens, including Task Force member Jeff Conley, fill out workshop questionnaire.



Northern Area committee member Patrick Dougal presents Susceptibility to Change map.

## *Citizen Workshops*

On March 17, 2001, the Department of Planning and Zoning, the Task Force and the Area Committees organized a workshop open to all people interested in the future of the Route 1 corridor. The all-day workshop, sponsored by the Maryland Mass Transit Administration (MTA), attracted more than 130 people.

The MTA consultant, A. Nelessen Associates of Princeton, NJ, conducted a Visual Preference Survey (VPS) to learn which characteristics of streetscapes the participants preferred and could envision for the future of the Route 1 corridor. The Visual Preference Survey consisted of 177 slides illustrating various features of development and streetscapes existing along Route 1 or elsewhere in the country. The consultant enhanced some slides of the Route 1 area to show how the location's appearance could be improved, for example, by the addition of certain features such as street trees or screening. The participants rated each image on a scale from -10 to +10. The more negative the number, the less the participants liked the image, while the more positive the number, the better they liked the image. The slide show was followed by a written questionnaire on what the participants would like to see in the corridor in the future, and what they considered important for the future development of the corridor.

Chapters 1 through 5 begin with selected results from the Visual Preference Survey. These selections give insights into how the community workshop participants view the corridor. In this way, the report tries to reflect the views of not only the Task Force and Area Committees but also the community.

After the VPS and questionnaire, the participants gathered in small groups to map a selected geographic area of the corridor to show those areas they believed were susceptible to change and those areas they did not expect to change. These "Susceptibility to Change" maps will be used at a second community workshop in June 2001, to help determine where revitalization efforts should be focused and where prototypes of proposed streetscape improvements should be located along the corridor. By all accounts, the first workshop was a success, having sparked the interest of many active citizens.

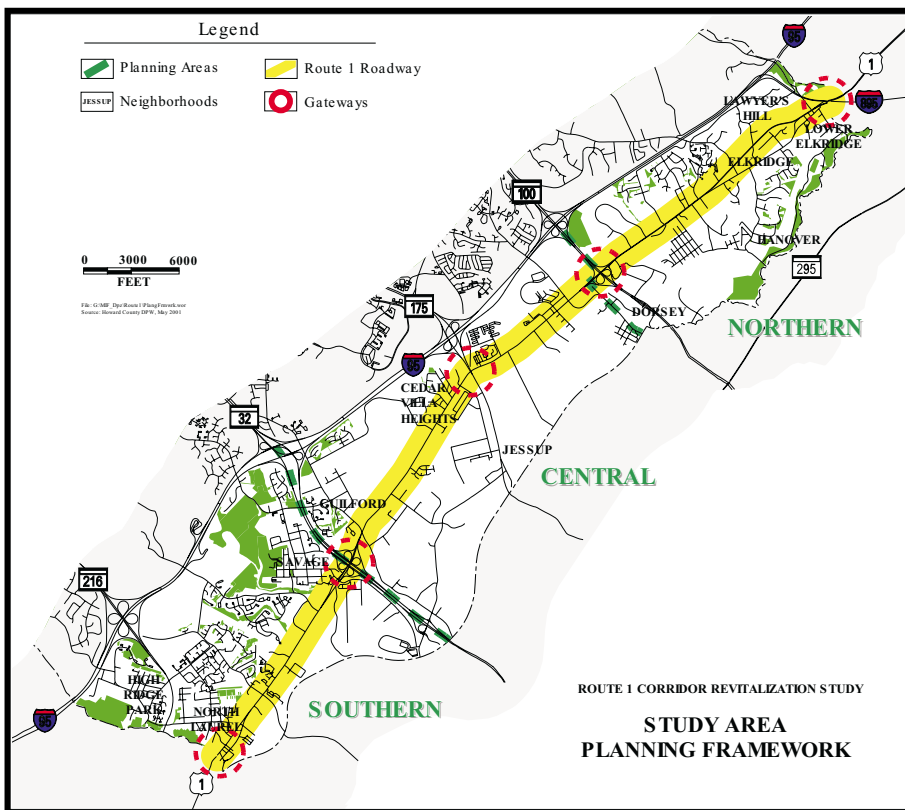
## STUDY AREA - PLANNING FRAMEWORK

The Route 1 corridor study area is approximately 13,500 acres or about 8% of the land area of the entire County. This large area is not monolithic. In fact, the complex study area has a mix of land uses and a well-defined transportation network. To make investigation of the area more manageable, the study area is envisioned within a framework that identifies it as a whole, then as a series of parts. By breaking the corridor into component parts, certain aspects can be treated differently, and both planning and implementation can be phased. The map at the top of the next page depicts the planning framework for the Route 1 corridor study. It shows the location of the five component parts that comprise the planning framework: the corridor, its three planning areas, its neighborhoods, the Route 1 roadway, corridor gateways and focal points.

## *The Corridor*

The corridor is more than just the land adjacent to Route 1; the corridor extends from I-95 east to the Anne Arundel County line and from the County's northern boundary with Baltimore County to its southern boundary at the City of Laurel. It contains portions of seven of the County's nine major watersheds and is home to about 37,000 people or almost 15% of the County's population.





The corridor contains most of the manufacturing-zoned land in the County. Particularly east of Route 1, industrial uses dominate. West of Route 1, the zoning is mixed with a variety of residential zones interspersed with light manufacturing zones. The land zoned for business uses is concentrated along the Route 1 frontage, with retail development evenly distributed along the corridor. Residential land uses occupy 32% of the study area. It is worth noting that most of the County's areas zoned for mobile home use are in the Route 1 corridor.

Approximately 9,630 acres, or two-thirds of the study area, is either developed or protected. That leaves approximately 3,844 acres available for development. Of the available land, 30% is zoned for residential use and 70% is zoned for nonresidential use.

### Three Planning Areas

The study area is divided into three planning areas: Southern, Central and Northern. The Southern Area ex-

tends north from the Prince George's County and City of Laurel line to MD 32. The Central Area reaches from MD 32 to approximately MD 100. The Northern Area extends from approximately MD 100 to the Baltimore County line. These major roadways act as edges or boundary lines that separate the three areas.

Each area has its own distinctive character based on historical and prevailing land uses. The Northern Area, focused around the community of Elkridge, has the largest land area zoned for low density (no more than two dwelling units per acre) residential use. Located in the Northern Area, Patapsco State Park offers open space and recreation not only for the area but also for the region.

The Southern Area has the largest population, with development concentrated in Savage and North Laurel. Large areas of land are zoned for medium density (three to four dwelling units per acre) residential use and apartment use. The Southern Area contains the most County-owned

green space, much of which forms Savage Park, a regional attraction along the Little Patuxent River.

The Central Area has predominantly industrial uses with smaller concentrations of residential uses. Much of its residential land is zoned for medium density residential use, with the most land of all three areas zoned for mobile homes.

### Neighborhoods

The corridor contains several neighborhoods that have a long history in Howard County. Among the oldest are Elkridge and Savage. Both neighborhoods, particularly Savage, have areas that were developed in a grid pattern. Because these two neighborhoods have retail and other commercial uses, community facilities, churches and civic buildings alongside the predominantly residential uses, they may be considered the original mixed use developments of the corridor. The historic Lawyers Hill neighborhood in the Northern Area was developed as an area of summer homes for wealthy Baltimore residents. Lawyers Hill is the only County historic district in the corridor. The Central Area also has some areas with a long history but they are not as large nor as concentrated as the Elkridge and Savage areas.

Many newer neighborhoods have been developed, especially post World War II. These neighborhoods were not built in the tight grid pattern of Elkridge or Savage. These newer auto-oriented developments have a different, less coherent character than the pre-war developments. Residential and commercial uses serving the residents are no longer mixed together. Future use of the County's mixed use zones within the corridor may allow residential, commercial and other uses to mix again.

### The Route 1 Roadway

The roadway of Route 1 is important to consider in this study because it is the major way that people experience

## Report Organization

The following six chapters are organized around the six priority issues defined by the Route 1 Corridor Task Force:

- Promoting the Positive
- Transforming the Negative
- Setting the Stage for Revitalization
- Improving Transportation
- Enhancing Route 1 Appearance
- Addressing the Needs of Youth

Each chapter begins by highlighting the results of the community workshop Visual Preference Survey (VPS) and questionnaire. Photographs used in the VPS illustrate the choices made by citizens who participated in the workshop.

The body of each chapter is a summary of DPZ's research findings on the various topics that relate to the issue. Information presented by Area Committees and the Task Force discussions are also incorporated into the chapter text.

Each chapter closes with a list of policy and program recommendations that the Task Force and Area Committees have discussed. Some recommendations are clearly long-term ones but, nevertheless, are included in this Phase 1 Report because they show the direction the study is taking. In Phase 2 of the study, these recommendations will be considered further.

The "Next Steps" are seen as the more immediate actions that can be taken at the conclusion of Phase 1 of the study. The *Summary* chapter provides an overview of the Next Steps and describes a strategy for implementing them.

the study area. Along the 11 miles of Route 1, they judge the area by what they see as they travel. Uncared for buildings and properties present an unattractive image both to the casual observer and, even more importantly, to those who are considering moving to the area, whether for business or personal reasons.

Chaotic development along the Route 1 frontage shows a lack of long-term planning or a vision for the area. Over the years, development has occurred piecemeal without any overall plan. When developing a property along Route 1, the relationship to adjacent properties has not been, and still is not, considered. The Phase 1 study has focused on developing short-term strategies to improve the roadway and areas immediately adjacent to it. To achieve a sense of order or perhaps unity in the area, a comprehensive plan for the area is necessary. During Phase 2, a comprehensive plan that includes the roadway will be developed.

### *Gateways and Focal Points*

Entering Howard County from northbound or southbound Route 1 over the Patuxent or Patapsco Rivers, respectively, has been the traditional way to enter the study area. These two gateways have, over the years, lost some of their prominence, since Route 1 is no longer the major road for north-south travel in the eastern portion of the County. Instead, travelers often use major east-west highways such as MD 32 and MD 100 to reach the corridor. These highways and their intersections with Route 1 have become more prominent as gateways to the study area, since they allow faster travel and carry many vehicles.

Currently, the Route 1 access points to Howard County are not taking full advantage of their opportunities to announce entry into Howard County. Entry points are significant because they give travelers an idea of how the community views itself, what kind of face the community wishes to present to the traveling public. Because of their importance in upgrading the image of Route 1, these entry points should be major aspects of planned streetscape improvements.

Focal points are recognizable landmarks that reinforce identity and community pride. These sites can be civic buildings, historic features, community gathering places or perhaps other architectural or landscape features. While Elkrige in the Northern Area and Savage in the Southern Area both have focal points in the form of civic buildings, such as libraries, post offices, community halls and historical landmarks, the Central Area lacks a recognized focal point. The development of a focal point for community gathering should be a priority for the Central Area. The construction of new structures or the redevelopment of existing structures provides an opportunity to create focal points, thus giving an area a stronger sense of place.

## REPORT ORGANIZATION

This report presents findings on each of the Task Force's six priority issues, introduces the results of the first community workshop, lists policy and program recommendations, and identifies the Next Steps that must be taken to implement recommendations. The box on this page provides more details about the report organization.

# 1

## PROMOTING THE POSITIVE

### *Recognizing Community Assets*

**O**f the six issues covered in the Phase 1 Report, the question that Task Force members voted as the most important to address was how to promote the positive aspects of the corridor. The Task Force feels extremely proud of the communities in which they live, work and spend leisure time and they would like to have that pride shared by the rest of the County. The Route 1 corridor has a rich and lengthy history and its peoples believe many opportunities exist to increase the positive aspects of the corridor through redevelopment, revitalization and new development.

### SURVEY RESULTS AND ANALYSIS

Selected results from the Route 1 corridor community workshop's Visual Preference Survey (VPS) and questionnaire that highlight positive aspects of the corridor follow:

- The highest rated building images in the VPS showed the Savage Mill with the Bollman Bridge (Figure 1-1) and the Dorsey MARC Station (Figure 1-2). The preference for the former could have been based on the strong community attachment to these historic places or the beauty of the structures (or even the quality of the photograph). The features shown in this image could be used throughout the corridor or throughout the Southern Area as a theme that would reinforce the positive feelings that the image evokes. The distinctive, industrial crisscross pattern and recognizable vermillion red color of the bridge could be used for street furniture, signs or graphic identity. The warm colors and rough texture of the mill stonework, the white trim and gray roof might be appropriate for a southern gateway sign or for other key architectural or landscape features. The equally highly-ranked Dorsey train station, although brick and contemporary in design, sports some of the features that make the mill/bridge complex so attractive - the grey roof, white trim and industrial character with crisscross structural elements.
- Images of the existing houses on main street in Elkridge (Figure 1-3), the homes at New Colony in Jessup (Figure 1-4) and the senior housing at Rowanberry Drive (Figure 1-5) all received positive ratings, showing that the diverse, affordable and dense residential development in the corridor is seen as a favorable attribute of the corridor.
- Seventy-one percent of those completing the questionnaire agreed or strongly agreed that strong gateway treatment is important for the improvement of Route 1. In the questionnaire, 58% supported creating a unique signing and information system for the corridor.
- Preserving and protecting the wetlands, creeks, rivers and other environmentally sensitive areas along the corridor was considered important or very important to 97% of the participants in the questionnaire. These valued resources are positive aspects of the corridor that need to be recognized and protected (Figure 1-6).



Figure 1-1, VPS score +6.6



Figure 1-2, VPS score +6.6



Figure 1-3, VPS score +2.6



Figure 1-4, VPS score +3.8



Figure 1-5, VPS score +3.9



Figure 1-6, VPS score +5.7

## LIVING, WORKING AND SPENDING LEISURE TIME IN THE CORRIDOR

### *Residential Communities*

A diverse and well-educated population of more than 37,000 people make their home in the Route 1 corridor, an increase of almost 40% over the past decade. Anchored by the historic communities of Elkridge and Lawyers Hill to the north and Savage to the south, the corridor includes many residential neighborhoods, set back from Route 1 among mature trees and historic buildings. Many of these communities offer the feeling of small town living, with amenities including two libraries, two post offices, six schools, three senior centers, 19 churches, scores of historic sites, several shopping centers and over 500 acres of parkland. The 14,000 dwelling units in the corridor consist of single-family detached homes, townhomes, apartments and mobile homes. Although homes are available in a variety of price ranges, the corridor is noted for its variety of affordable homes for people of all ages and backgrounds. The major highways that traverse the corridor, providing easy access to jobs and services throughout the Baltimore-Washington region, make this a convenient place to live.

### *Employment Areas*

Howard County has seen three decades of strong job growth. In the last five years, the County has had the highest percentage increase of jobs for all surrounding counties. As of January 2001, the Route 1 corridor provides 38,000 jobs, 24% of the County total. In fact, 12 of the County's 24 major employment parks are located in the corridor. More than 30 businesses in the corridor employ 100 or more people: Giant Food, SYSCO Food Services, Neighborcare and Ciena Corporation are just a few. Retail sector jobs make up 14% of the employment in the Route 1 corridor.

Transportation is a key factor to a successful employment area. The Route 1 corridor is well-served by major transportation routes, such as I-95, MD 295, MD 100 and MD 32, and by several public transportation systems, including the MARC train line, MTA bus routes and the Howard Transit system. Furthermore, the corridor benefits from rail freight service and direct access to BWI Airport and the Port of Baltimore.

Approximately 57%, or 7,680 acres of land in the corridor is zoned nonresidential. Of this nonresidential land, 35% is undeveloped, although some of this property is currently in the development review process. Many businesses choose to locate in this area because of the considerable range of opportunities for industrial, warehouse, and office uses. With the decreasing availability of land zoned for employment uses, the County will be looking to the Route 1 corridor for future development and redevelopment.

The County's General Plan 2000 identifies target industries for future economic growth. Natural target industries, such as service industries and distribution centers, are expected to continue to locate in the corridor. The Economic Development Authority will be reaching out to attract high technology jobs with higher end salaries. These industries can be attracted to the corridor given the presence of fiber optic and utility infrastructure in the area. The vacant outlet mall located at MD 175 and Route 1 is being considered for future office space. Undeveloped land near the Laurel Racetrack has been proposed for development as a high tech corporate park.

## *Social Gathering and Corridor Amenities*

Communities in the corridor have a strong sense of pride and heritage, evidenced by the many active community groups, heritage societies, and civic associations. Several churches, schools, the Carol Baldwin Hall and the Elkridge Fire Hall provide gathering places for community events or for socializing on a regular basis (Figures 1-7 and 1-8). Other clubs and organizations, such as school groups (PTA), boy scouts and girl scouts, also bring neighborhoods together for various activities. In an area that is concentrated with commercial and industrial uses, a variety of open space and environmental areas offer the opportunity to play, relax and socialize. The Patapsco State Park and Savage Park are valuable resources for passive and active recreation. These parks provide space for recreational activities such as hiking, biking, canoeing, fishing, picnicking and exploring. Along with the park amenities, the Department of Recreation and Parks also provides many recreational and social activities for all ages. These activities typically are housed at area schools.

Many social activities involve dining or leisure time outings. Popular corridor eating places range from affordable neighborhood gathering spots, such as Three Nine's Tavern, the Buttermilk Inn and Daniel's Restaurant, (Figure 1-9) to favorite dining establishments, including the Elkridge Furnace Inn (Figure 1-10), Avanti's and the Ram's Head Tavern. Some of these restaurants include entertainment and nightlife activities such as local bands, pool tables and karaoke nights. Other leisure activities include the nearby Laurel Racetrack and the Rounding Third Entertainment Complex, which provides family entertainment for all ages.

The corridor provides many places for commercial centers and retail shopping. Savage Mill, with its eclectic mix of antique shops, furniture, crafts and art spaces, has emerged as one of the region's most popular tourist attractions. The corridor is known for its flea markets where shoppers can find exactly what they need for the right price. The corridor also hosts many commercial centers which provide residents with the basic necessities such as grocery stores, cleaners, video stores and other stores.

## MARKETING AND PROMOTING THE CORRIDOR

### *The Need for a Marketing Campaign*

The Route 1 corridor has much to celebrate. County residents who live outside the corridor probably know little about or may have a negative image of the area. Thus, improving its image and communicating its positive qualities may require an intensive marketing and promotional campaign to publicize the corridor's diverse residential communities, many jobs and business opportunities, recreational and leisure time activities, and its unique place in the County's history. The box on the next page lists some of the important events and treasured structures that give the corridor this rich sense of history.

Using a logo and theme on newsletters or brochures to highlight the activities of the Task Force and others who are seeking to revitalize the corridor could be an initial marketing tool. After implementing some Phase 1 priority actions, the marketing approach could broaden to include promoting redevelopment along the corridor. However, some areas in the corridor may be difficult to market until improvements are made, so the marketing campaign could also promote a vision of the revitalized corridor and the civic action that is being undertaken to make that vision a reality.



Figure 1-7, Elkridge Fire Station



Figure 1-8, Trinity Episcopal Church



Figure 1-9, Daniel's Restaurant



Figure 1-10, Elkridge Furnace Inn

## A Place in History

### The Road

- In 1741, a 20-foot wide route connected Baltimore and Elkridge.
- Paved with smooth stones in 1749, this road became Maryland's first turnpike.
- In 1844, Samuel F.B. Morse sent the first telegram from Washington to Baltimore using the power lines along Route 1.

### Northern Area

- Elk Ridge Landing, established in 1755, was an important colonial tobacco port.
- The Landing's iron furnace and forge produced arms for the Continental Army. Lafayette's troops camped there.
- The Thomas Viaduct over the Patapsco River is the first, curved, multiple-arch stone railway bridge in the US. This still-used National Historic Landmark opened in 1835.
- Lawyers Hill was listed on the National Register of Historic Places in 1993.

### Central Area

- This area remained somewhat rural while areas to the north and south developed as a port and a mill.
- Thomas Spurrier's Tavern stood at the intersection of Route 1 and MD 175. George Washington stopped at the tavern at least 25 times.
- Trinity Episcopal Church was consecrated in 1857.

### Southern Area

- Built in 1822, Savage Mill is listed on the National Register of Historic Places. It has been renovated as shops, studios, and restaurants.
- The community of Savage was founded in 1816.
- The Bollman Iron Truss Bridge over the Little Patuxent is the sole surviving example of this iron bridging system. Built in 1869, it is designated a National Historic Landmark.

An effective marketing and promotional campaign should be coordinated and orchestrated by a group of people who represent the corridor business leaders, community association presidents and other leaders of organized groups. Several jurisdictions around the state that have undertaken similar marketing efforts have created a formal nonprofit organization or business group to oversee and manage the marketing effort and related budget. Creating such an organization for the Route 1 corridor would reap numerous benefits, including making the corridor eligible for Federal, State and private sector foundation grants, providing opportunities to sponsor corridor-wide events and serving as a single "voice" for the corridor.

### Promotional and Marketing Tools

Communicating information about the corridor's positive aspects can be accomplished in a variety of ways. Some techniques are low-cost, but are time-consuming (radio and television public service announcements), while others require little time but are costly (promotional brochure). Deciding which ones to use for promoting the Route 1 corridor will be primarily determined by the intended audience, cost, time (and timeliness), and who could help produce and distribute the information. Some possible tools are discussed in the following paragraphs:

**Logo.** The Task Force has endorsed developing a Route 1 logo which would provide an identifiable image (or series of images) that convey the spirit of the corridor and its revitalization effort.

**Signs.** Both permanent and temporary signs are an effective way to publicize historic, cultural and recreational sites, and shopping areas, as well as upcoming events. There are three general types of promotional signs: directional, interpretive and identity. Directional signs help travelers navigate and find their way to landmarks and shopping areas. A variety of sign options for the corridor were shown on the VPS, with the highest rated one being a simple, relatively low-key, directional signage system that identified and provided orientation to various commercial attractions (Figure 1-11). Interpretive signs or markers educate people on the significance of a particular cultural or historic site. Identity signs indicate entrances to neighborhoods and historic districts (Figure 1-12). Banners with a colorful logo hung on street lamps throughout the corridor could be a way to unify the uniquely different communities. Major considerations for the use of signs include design, installation, removal and maintenance. Costs vary depending on design and quality of medium (paper, wood, metal) and could be sponsored and funded by local businesses or a Community Development Corporation. Community association volunteers could be asked to help with installing and maintaining signs.

**Brochures.** Brochures can be an effective technique for promoting retail stores and other attractions to residents and businesses in the region as well as visitors. Brochures promoting the Route 1 corridor could be displayed at local libraries, I-95 rest stops, BWI Airport and other places where such literature is displayed. Brochures range in cost, depending on the quality of paper and inks, as well as the complexity of design. The cost of printing and distributing brochures could be sponsored by a local business group or a large local business/retail establishment that would gain public exposure in return. Brochures should be consistent with or complement messages conveyed by other organizations such as the Howard County Economic Development Authority and the Howard County Chamber of Commerce.

**Print Media Publicity.** A Route 1 corridor column or series of press releases that can be distributed to local and regional newspapers is essential to building public awareness of the revitalization effort. Publishing a periodic newsletter is an effective way to promote positive things going on in the corridor and to keep

people up-to-date and informed about community events. Newsletters could be mailed to interested groups and displayed at local libraries and retail stores. Advertisements could underwrite the cost of publishing and distributing. Challenges include identifying an individual or group to coordinate articles, identify writers and contributors, determine content and oversee design and layout, as well as printing and distributing. Alternatively, business and community leaders could write and submit articles for existing local periodicals.

**Web Site.** An attractive web site, with links to corridor businesses and organizations, could be an effective way to promote the corridor to businesses looking to relocate, to promote businesses and retail shops in the corridor to visitors and shoppers, and to promote the area to potential home buyers. Registering a domain, finding server space, and designing and maintaining the web page will require an initial financial investment by the Task Force, corridor businesses and/or community organizations. Long-term maintenance and periodic updating will necessitate hiring someone or identifying a volunteer.

**Advertisements.** Advertisements in local newspapers, magazines, trade publications, radio, TV and cable could be used to publicize and market events and activities in the corridor. Issues to consider include overseeing the design and placement of ads and identifying an individual or organization to serve as a media contact.

**Public Service Announcements (PSAs).** PSAs on public radio and local public access cable stations, sponsored by not-for-profit organizations and government agencies, are an effective way to publicize events and activities to large audiences at little or no cost. The Task Force or other designated organization would need to oversee the writing and placement of PSAs and serve as a media contact.



Figure 1-11, Directional signage system



Figure 1-12, Elkrige welcome sign

## POLICY AND PROGRAM RECOMMENDATIONS

Some specific recommendations discussed by the Task Force and Area Committees are listed in the following paragraphs:

- **Marketing Strategy and Campaign**  
Create and develop a comprehensive marketing strategy for the corridor. In the short term, consider using the Task Force to coordinate and oversee the marketing campaign. In the long term, consider developing a Business Alliance or Community Development Corporation which could coordinate corridor marketing and represent businesses and other community organizations in the corridor.
- **Logo**  
Identify a recognizable overall theme and a complementary logo or image for the corridor. Consider developing a distinct theme and logo for each planning area.
- **Signs**  
Design a series of gateway signs for the corridor or its major communities. Find sponsors to help fund or maintain the signs. Consider installing banners highlighting the Route 1 logo or theme. Investigate the possibility of developing a set of standardized, yet distinctive, directional signs orienting travelers to sites throughout the corridor.
- **Joint Promotional Efforts**  
Collaborate with the Howard County Tourism Council to promote commercial and recreational activities in the corridor. Educate realtors about the desirability of the corridor's residential neighborhoods. Initiate partnerships with

### Next Steps

- If outside funding can be found, the Task Force, DPZ, the Economic Development Authority, The Chamber of Commerce or other groups that represent the interest of the County should hire a consultant to develop a Route 1 logo and advise about a marketing strategy.
- The Task Force, working with DPZ, the Economic Development Authority and the Chamber of Commerce will identify a group or organization which could lead and coordinate a comprehensive marketing campaign for the corridor. That group or organization could then seek funding sources for a comprehensive promotional and marketing campaign.

the Howard County Chamber of Commerce and the Howard County Economic Development Authority to promote the corridor as part of an economic development strategy and with their existing, ongoing promotional efforts.

- ***Brochures***

Develop a brochure featuring information about the Task Force, its goals and objectives, and the programs it hopes to initiate. Update the brochure periodically to recognize accomplishments during the revitalization effort and promote ongoing improvements, both new construction and renovation. Consider developing a series of brochures on living, working and spending leisure time in the corridor. Collaborate with potential partners for funding or co-sponsoring the brochures.

- ***Web Site***

Create a web site to promote corridor attractions and events, or find ways to have events and attractions publicized on existing County-operated web sites. Coordinate the web site with, and establish links to and from, the Howard County Economic Development Authority, the Howard County Tourism Council, the Maryland Tourism Board and the Maryland Association of Realtors.



## TRANSFORMING THE NEGATIVE

### *Strategies for Improving Community Character*

**R**esidents and business people in the Route 1 corridor recognize the many positive attributes of the area. However, people living elsewhere in the County and the State often are not familiar with the corridor's contribution to regional economic development or with the unique characteristics of its richly diverse and historic communities. Aging buildings and aging infrastructure may leave the motorist traveling on Route 1 with the impression that no one cares. Poorly maintained areas and certain land uses often result in misperceptions about safety. The less attractive aspects of the corridor must be improved so that the negative images and perceptions do not impede redevelopment. A desire to transform the corridor and banish negative images and perceptions has motivated business people and residents to support this revitalization study.

### SURVEY RESULTS AND ANALYSIS

Selected results from the Route 1 corridor community workshop's Visual Preference Survey (VPS) and questionnaire that discuss negative aspects of the corridor follow:

- A picture of the trash-lined edge of Route 1 was the lowest rated image in the VPS (Figure 2-1). Of all the improvements needed to upgrade the roadway, one of the easiest and least expensive to implement is a cleanup campaign.
- Very negative VPS scores were assigned to the unscreened storage yards, vacant buildings and vacant lots visible all along the corridor (Figures 2-2, 2-3 and 2-4). These images give the perception that the area is not maintained or cared about, and create a lasting impression for those who travel the road. Vacant sites may also contribute to the perception that the area is unsafe.
- In the VPS, the lowest rated commercial buildings (whether vacant, in good repair or new) were generally painted white. If this is perceived to be a negative attribute, painting the buildings may be one option for improving the appearance of the corridor.
- Poorly maintained residential properties, including ones with numerous abandoned vehicles, contribute to negative impressions of the corridor (Figure 2-5).
- In the written questionnaire, 84% of those responding rated the signage along Route 1 as poor to awful; 82% agreed that existing signage along Route 1 has helped contribute to the overall negative character along Route 1. In many places the signs are illegal. The excessive number of signs and the varying sizes, heights and placements create a chaotic appearance (Figure 2-6).



Figure 2-1, VPS score -9.3



Figure 2-2, VPS score -9.3



Figure 2-3, VPS score -9.2



Figure 2-4, VPS score -8.6



Figure 2-5, VPS score -8.1



Figure 2-6, VPS score -6.6

## CONCERNS ABOUT SAFETY

Seeing poorly maintained properties and seeing certain land uses that are associated with unhealthy lifestyles and behaviors may lead to the perception that the Route 1 corridor is not safe. These land uses may include pawn shops, liquor stores, unkept motels, the truck stop at MD 175 or even the prison. Other safety-related issues for some residents and business owners in the corridor are traffic safety, police protection and the presence of a homeless population. Local businesses, in particular, feel more susceptible to criminal activity. In general, however, most Task Force committee members felt their communities were safe, even if incidents of crime occurred.

### *Police Protection*

The corridor is well served by police presence, although the County's two police headquarters are located outside the corridor. The Northern Police Headquarters, located in Ellicott City, serves Elkrige, while the Southern District Headquarters, located in Scaggsville, serves Savage, North Laurel and most of Jessup. Two police satellite offices are located in the Route 1 Corridor: one in the Elkrige library and the other in the Seasons apartments in North Laurel. Police officers make periodic stops at the satellite stations to do routine paperwork or when they drive through the community.

The Howard County Police Department works closely with residents and business owners when crime and safety related issues become a problem or concern. In response to calls on this issue, the police officer's initial step is called a "security survey." This procedure begins with a walk-through of the property with the resident or business owner. The police officer will follow through with recommendations which may include such items as increased lighting or removing overgrown bushes or trees. Many of the recommendations are based on Crime Prevention Through Environmental Design (CPTED) concepts. CPTED suggests that the form and arrangement of buildings, streets and open spaces can either encourage or discourage crime. This concept also suggests that crime, and fear of crime, can be aggravated by signs of neighborhood disorder and decline, such as trash, graffiti and vacant properties. If problems and calls for service continue to increase in a particular area, the police may increase patrols in the area of concern.

### *Crime Statistics*

Crime statistics can help to decipher whether Route 1 is a safe place. The Howard County Police Department reports that calls for service in the corridor are only slightly higher than for the County as a whole. Theft and vehicle theft were the most common serious crimes in the corridor. The most commonly reported less severe offense was disorderly conduct, with noise complaints and drug violations also significant problems. Besides these crimes, many of the calls for service in the corridor were for police information, alarms at businesses, motor vehicle accidents, traffic hazards and assault.

According to the Howard County Police Department, the majority of prostitution, commercial burglaries, auto theft and drug-related crimes in the corridor are conducted by persons who live outside the County. Crimes such as theft or vandalism are mainly committed by local suspects. With the exception of prostitution, which is seldom reported elsewhere in the County, most categories of calls for service in the corridor also occur throughout the rest of the County.

## Special Safety Issues

Specific safety issues in the Route 1 corridor may cause concern to the residents and business owners in the area:

**Fire and Emergency Medical Services (EMS).** The corridor is one of the busiest areas in the County for the Department of Fire and Rescue Services. Vacant and abandoned buildings may pose a potential threat or danger for fire or loss of life. Consequently, the revitalization of these structures will reduce the potential danger to the community. Although two of the County's eleven fire stations are located in the Route 1 study area, three stations serve the Route 1 corridor. The Elkridge, Savage and Rivers Park stations, which serve an area somewhat larger than the corridor, respond to approximately 20-25% of the fire and rescue incidents in the County.

**Traffic Safety.** Traffic safety is a major concern throughout the Route 1 area. In fact, one-third of all traffic accidents in Howard County occur in the Route 1 corridor. An associated traffic problem is trucks parking in residential areas.

**Prisons.** Prisons, such as the Howard County Detention Center and the adjacent Patuxent Institution, do not make the area unsafe or increase crime. The Patuxent Institution is, in fact, a progressive institution and the only State facility to primarily focus on drug treatment and mental health counseling for inmates. Unfortunately, there remains a perception that, because criminals are housed in the area, the area must be unsavory or in some way dangerous. In fact, prisoner escapes are almost nonexistent and a community warning system is in place.

**Drug Abuse and Crime.** Police officers who work the Route 1 corridor have expressed great concern over drug problems in the Southern Area. Other crimes, namely robberies and prostitution, tend to proliferate when drugs are involved. According to the police, many of these incidents occur because of the presence of a transient population with access to inexpensive motel rooms. To reduce substance abuse and related crime in North Laurel, the Horizon Foundation granted \$105,000 for a new community policing program. This program is modeled after the State's "Hot Spot" program but focuses more on substance abuse problems. A community police officer is currently working with the North Laurel community and several agencies, such as the Health Department, area schools and the State Office of Parole and Probation, to discuss issues of concern and find solutions to the problems.

**Homeless Population.** The Howard County Police Department stated that the homeless population in the Southern Area has been a problem. Several homeless people have broken into restaurants or conducted other petty crimes. The Howard County Police Department continues to work with communities and with various social programs that help the homeless. In addition, the Health Department works with agencies that provide services to the homeless to address health concerns.

## LAND USES AND NEGATIVE IMAGES

A variety of businesses are needed to keep vitality in the corridor and to provide services to the people who live in and travel through the corridor. Sometimes specific land uses (liquor stores, pawn shops, adult book stores and unkept motels) are viewed as undesirable by local communities (Figures 2-7, 2-8 and 2-9). But many of the problems that are attributed to these businesses stem from a lack of upkeep or maintenance to the buildings, a proliferation of signs or associated crime problems. These businesses themselves may be victims of crimes that occur in the corridor. Some specific businesses that may be



Figure 2-7, Pawn shop with check cashing located next to liquor store.



Figure 2-8, Co-location of spa, adult store and pawn shop.



Figure 2-9, Older run-down motel along Route 1.

### *Zoning Regulations*

DPZ's Division of Public Service and Zoning Administration enforces zoning regulations. Investigations are complaint-driven. Generally, the volume of complaints and staff time limit the County's ability to effectively monitor compliance.

### *Sign Code*

The Department of Inspections, Licenses and Permits (DILP) issues permits for signs and enforces the sign code. Howard County's sign code regulates all exterior signs and interior signs placed for exterior observance. DILP recently conducted a campaign to improve sign code compliance in the Route 1 corridor.

### *Property Maintenance Code*

The County's property maintenance code covers rental housing and is based on the BOCA National Property Maintenance Code, 1996. It addresses maintenance requirements for the interior and exterior of structures. DILP handles code complaints and is responsible for ensuring compliance. The code does not apply to nonrental properties.

### *Environmental Health Codes*

The Howard County Health Department, Bureau of Environmental Health, oversees and enforces codes related to a variety of nuisance activities and sanitary problems within the Route 1 corridor. These include numerous motels that have general sanitation problems and mobile home parks that have illegal, nuisance dumping problems. The Department generally has been successful in solving these problems. However, the property owners' and businesses' financial abilities often determine if the problems get fixed.

associated with unhealthy lifestyles and behaviors are discussed in the following paragraphs:

**Liquor Establishments.** According to the Howard County Liquor Board, there are currently 31 liquor licenses granted within the Route 1 corridor, or 16% of the 196 licenses granted in the County. Although the number of licenses may be proportional to those elsewhere in the County, residents and police become concerned when such uses co-locate with other uses associated with unhealthy lifestyles and behavior.

**Pawn Shops/Adult Book Stores/Other Related Uses.** Business establishments which may have a negative image include pawn shops, adult book stores, tattoo businesses, check cashing stores and spas. In certain areas of the corridor, some of these businesses are located within the same strip mall or within close proximity to each other. Some of these businesses are under constant investigation by the police for illegal activities such as drug activity and prostitution.

**Motels.** There are 25 motels located in the Route 1 corridor. A few of these are newer national chains that may have a positive influence on corridor revitalization. Most of the motels located in the corridor have been in business for decades and have served a broad spectrum of travelers, ranging from vacationers and truckers to migrant workers. Some of the older motels show evidence of decline. According to police, because many of these motels have fallen into disrepair and offer inexpensive rooms, some have become hosts to a variety of crimes, such as drug violations and prostitution. These low-cost motels normally have no security or limited security and attract transient people or potential criminals.

## IMPROVING COMMUNITY CHARACTER

### *The Importance of Code Compliance*

Establishing codes and regulations that set standards for land use is essential to preserving and improving community character and combating decline. The box on this page explains some of the codes that regulate community character in Howard County. The goals of these codes and regulations are: to preserve and promote the health, safety and welfare of a community; to protect and conserve community character and aesthetics; to maintain economic and social stability; and to protect the value of land and structures. To achieve these goals, the County must enforce its zoning regulations, sign ordinances, property maintenance codes and environmental health codes.

The County learns about possible violations of codes and regulations primarily from citizens' complaints. Individuals write their complaints to the appropriate agency responsible for enforcing a particular code or regulation. Each complaint is investigated by an agency staff member. Through the investigation and reporting of possible violations, residents monitor the character of their own communities. Given limited staff resources, this approach is workable. The County also learns about possible violations in other ways. For example, periodically the County Council sponsors van or walking tours to investigate specific geographic areas and report problems to the appropriate agency. Citizens and agency representatives typically participate in these tours. Agencies with enforcement responsibilities may also periodically conduct field visits to check for compliance with codes and regulations. This last approach requires significant staff resources and considerable public outreach and education, and is usually a response to problems in a specific geographic area.

## *Strategies for Community Enhancement*

Strategies for improving the community character of the Route 1 corridor involve activities to be taken both by County agencies and by citizens and business people in the corridor. The public and private sectors working together provide the best strategy for achieving improvements.

Businesses in the corridor should be encouraged to work with the Howard County Police Department to deter crimes by keeping the police informed of suspicious activities. Businesses that harbor criminal activity must be monitored closely by the police. Citizens can exert pressure to increase police enforcement if the activities do not cease.

Those businesses conducting land uses that violate the zoning regulations need to be diligently pursued by the County's zoning enforcement staff to get compliance with the regulations. Through this kind of action, some land uses associated with unhealthy lifestyles and behaviors may be encouraged to comply or to leave. Citizens and businesses in the corridor should also be encouraged to monitor possible code violations. Because the County's code enforcement is complaint-driven, its success depends to a great degree upon citizen action. In many communities across the nation, citizens have taken the initiative to form citizen-based volunteer code monitoring organizations. These community organizations work closely with regulatory agencies to focus on investigating and reporting specific housing, maintenance and zoning code violations.

To help with code compliance efforts, brochures and leaflets could be developed to educate property owners and businesses on common zoning and code infractions, and on the importance of regular maintenance and upkeep. Also, the County and other entities could provide financial incentives to individual property owners to improve their properties. General Plan 2000 recognizes the County's need to develop an appropriate property reinvestment program (grants and loans or tax credits) that provides such assistance. Programs that provide incentives for community improvement are discussed in *Chapter 3: Setting the Stage for Revitalization*.

Beyond enforcement and financial assistance, citizens and businesses in the Route 1 corridor could work closely with the County to revise existing codes. Flexible, incentive-based codes and regulations could be developed that would encourage property owners to comply with the regulations and to perform regular maintenance and upkeep.

## **POLICY AND PROGRAM RECOMMENDATIONS**

Some specific recommendations discussed by the Task Force and Area Committees are listed in the following paragraphs:

- ***Safety Outreach and Education***  
Work with the Police Department to discuss ideas on how to increase security and police presence at local businesses and throughout the community. Where crimes recur, explore the possibility of expanding community policing to those locations.
- ***Cleanup Campaigns***  
Institute a series of community-sponsored painting, cleanup or fix-up efforts in the corridor. Agencies such as the State Highway Administration and Howard County Department of Public Works can be partners in the effort with

### *Next Steps*

- Where communities are willing to help organize and carry out improvement activities, DPZ, Task Force representatives and County agencies will facilitate projects that could be implemented immediately, such as cleanup campaigns, recognition programs, code enforcement, and outreach and education programs.
- DPZ will develop a roster of grant opportunities, then work with or educate agencies, nonprofit groups, business associations and civic associations about funding opportunities.

the cleanup of public properties and roads. Special attention should be given to gateways of the corridor and entrances to communities. The Department of Recreation and Parks has a program that coordinates and sponsors stream cleanups.

- ***Recognition Program***

Establish a recognition program for well-kept businesses or for ones that make improvements to their buildings or landscaping. This could also become an incentive for poorly maintained businesses to fix up their properties.

- ***Code Enforcement***

Provide County agencies with the resources needed to enforce codes and regulations. Encourage existing community associations and neighborhood groups to notify the County of possible violations of zoning regulations, environmental health codes, sign codes and property maintenance codes. Consider creating citizen volunteer groups that periodically make tours of their communities to identify potential violations and alert County officials.

- ***Code Compliance, Education and Outreach***

Develop a brochure for property owners in the corridor to educate them on common zoning and code infractions, and on the importance of regular property and building maintenance and upkeep. The Task Force and community groups can exert peer pressure to encourage businesses to comply with zoning regulations and the sign code.

- ***Code Changes***

Look into the possibility of developing flexible, incentive-based codes and regulations to encourage property owners to perform regular maintenance and upkeep and to comply with regulations. Continue to investigate the merits of some form of a property maintenance code for nonrental properties.

- ***Grants, Loans and Incentives***

Identify or establish grant programs that can provide assistance to businesses and communities. Consider developing a revolving loan fund to help small businesses pay for necessary improvements to meet code requirements and regulations. Investigate other possibilities such as tax incentives and pro-bono professional assistance with the design of facade improvements.

# SETTING THE STAGE FOR REVITALIZATION

## *Attracting Investment*

**T**he need for physical improvement of the Route 1 corridor is obvious. Much of the commercial, industrial and residential development in the corridor occurred prior to current zoning codes, environmental regulations and landscape requirements. The revitalization of the corridor must start with small, easy to implement steps. Chapter 2 recommends cleanup campaigns and code enforcement as initial actions that communities and government can take to begin the transformation of the corridor. Owners of outdated, poorly maintained and unattractive uses can be encouraged to make positive changes. Both the public and private sectors working concurrently can have an impact on the corridor. The public sector may upgrade the public right-of-way while the private sector may pursue redevelopments that reflect some of the positive images shown at the community workshop. If the County is successful at reducing visual blight along Route 1, the stage is set for more extensive, dramatic and long-term efforts that will be considered in Phase 2 of the Route 1 Corridor Revitalization Study.

### SURVEY RESULTS AND ANALYSIS

Selected results from the Route 1 corridor community workshop's Visual Preference Survey (VPS) and questionnaire that highlight possible changes to improve the corridor follow:

- 98% of the workshop attendees surveyed agree or strongly agree that deteriorated, poorly maintained or empty buildings detract from the economic value, marketability and overall quality of Route 1.
- Images of existing buildings along Route 1 were consistently rated as very negative, indicating that much of the development in the corridor is unacceptable to those who live, work and visit the corridor (Figures 3-1 and 3-2).
- Responses to the questionnaire showed that most retail, restaurants, one- to four-story office, industrial and mixed use buildings would be appropriate or may be appropriate in select locations in the corridor (78% to 87% approval for each commercial category).
- Of the four redevelopment scenarios presented, the most popular one (46%) was a combination of higher intensity, three- to six-story, mixed use development areas that are 1,000 to 1,500 feet long.
- Many of the VPS images that were rated highest included intensely developed areas with a mix of commercial and retail uses (Figure 3-3).
- High density development requires attractive pedestrian areas or green spaces (Figure 3-4). 83% of questionnaire respondents would encourage more small parks and plazas.
- Civic uses and government offices were encouraged by 71% of the respondents, with traditional architecture much preferred over contemporary buildings like the Elkridge Library.
- Development of more residential uses was favored, with 53 to 61% encouraging single-family homes and high quality townhouses and apartment



Figure 3-1, VPS score -8.1



Figure 3-2, VPS score -5.8

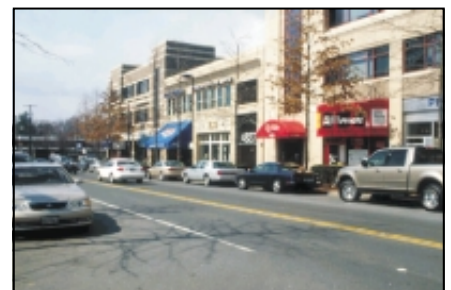


Figure 3-3, VPS score +3.2



Figure 3-4, VPS score +5.3



Figure 3-5, VPS score +6.1



Figure 3-6, VPS score +4.2



Figure 3-7, VPS score -4.5



Figure 3-8, VPS score +5.3

buildings. The most positive VPS ratings were for images of higher density development, typically oriented to streets, parks or other public places (Figures 3-5 and 3-6). Additional pictures (and scores) for existing residential land uses in the corridor are found in *Chapter 1: Promoting the Positive*.

- The appearance of parking lots needs to be improved as part of corridor revitalization. 86% of those questioned agree that parking areas along Route 1 are unattractive, and 89% feel that existing and future parking lots should be screened and landscaped.
- Views of existing parking obtained very low VPS scores (Figure 3-7); landscaping of parking lots allowed for positive ratings (Figure 3-8).

## SUSCEPTIBILITY TO CHANGE

### *Mapping Susceptibility to Change*

The community workshop included a mapping exercise that asked participants to judge potential future changes along the corridor. These Susceptibility to Change maps show how the workshop participants expect change in the corridor. In addition to the community workshop's Susceptibility to Change maps, the Area Committees also prepared their versions of these maps, as did County planning staff. For these maps, all land along the corridor was placed in one of four categories that characterize degrees of susceptibility to change:

- **High Susceptibility to Change** - the property needs major revitalization, is visually unacceptable or has vacant buildings; change is likely within the next two to five years.
- **Moderate Susceptibility to Change** - the property needs significant improvement, is a likely candidate for immediate redevelopment, but may undergo change within the next decade.
- **Low Susceptibility to Change** - the property needs improvement but is in reasonably good condition; it will probably remain for the next decade but may undergo some improvement or modification.
- **Minimum or No Susceptibility to Change** - the property is a valued resource (natural, cultural, historic or community) and has buildings in good condition with minimal or no revitalization needed.

In those areas where change is expected, the redevelopment of some properties, such as vacant properties, may occur without any incentives. Other properties expected to change may need lots of incentives for change. These incentives will be explored in Phase 2 of this study. In those areas that are considered stable and that have valued buildings or attractive settings, no redevelopment may be needed. These areas may be the most appropriate for immediate public improvements, such as landscaping along the right-of-way.

### *Vision Translation*

A second community workshop, projected for the end of June 2001, is called the Vision Translation Workshop by the consultant. Participants will analyze the development potential of properties based on their susceptibility to change and make recommendations about streetscape improvements for Route 1.



## APPROACHES TO REVITALIZATION

A wide range of approaches should be considered to help revitalize neighborhoods and commercial and industrial areas. Some revitalization actions will be voluntary and based on grassroots efforts, but many will require governments, communities, homeowners associations or business associations to address incidents of deterioration, neglect, code violations or lack of safety. Because vacant available land is diminishing in the County, redevelopment of older areas, such as in the Route 1 corridor, takes on greater importance for the County's economic development. During Phase 1 of the Route 1 corridor study, the main focus is on improving the character of Route 1 and the properties along the road. In Phase 2, the focus will expand to consider broader issues of land use, economic development and residential neighborhood revitalization.

To encourage Route 1 revitalization, three approaches must be considered: how to attract new development, how to redevelop underutilized land and vacant buildings, and how to encourage improvements of existing properties (Figures 3-9, 3-10 and 3-11). Different groups will likely be the target of each approach, and thus each approach may require different tools and incentives.

### *Attracting New Development*

New businesses must be attracted to undeveloped or infill parcels and to available lots in existing or planned industrial parks. Most new construction on undeveloped sites will be market-driven and may not need incentives because of the corridor's desirable location near I-95 and BWI Airport. Location is, of course, an important criterion for businesses, but other factors are critical as well. Businesses want to know that there will be access to a well-educated workforce, one committed to lifelong learning. The highly-regarded public school system and the many educational institutions in the County give the County a good competitive position. Businesses looking to relocate typically evaluate alternative locations based, in part, on how long the permitting process takes and stay away from those with an inconsistent and confusing process. Howard County offers fast-track permitting for projects of a certain size. Generally, the County's process is considered quick in comparison with other jurisdictions' processes.

Negative perceptions about the Route 1 corridor may be a serious impediment to attracting new businesses to certain areas in the corridor. To appeal to these businesses, it may be necessary to enhance the appearance of the roadway or to ensure that older businesses are rehabilitated.

### *Redeveloping Underutilized Properties*

Attracting new users to underused or derelict properties will require the most aggressive package of incentives. Redevelopment may involve major site work or building renovation, or it may demand demolition and reconstruction per current regulations. Redevelopment may be difficult in some areas of the corridor where parcel sizes are small and not suitable for modern users. Land assembly may require public/private partnerships for land acquisition or infrastructure improvements. The relocation of existing uses that are in inappropriate locations or the relocation of certain uses that are considered highly susceptible to change may come about through market forces. As land becomes more expensive and as struggling uses falter, certain businesses may need to relocate. As an incentive to relocate certain uses, the County could consider identifying and establishing a relocation site for these uses.



Figure 3-9, New development within existing industrial park.



Figure 3-10, Existing underutilized properties along Route 1 in Lower Elkridge.



Figure 3-11, Potential redevelopment of Lower Elkridge, (same view as above ).

## Potential Incentive Programs

Some of the most common incentives used by other jurisdictions should be evaluated and, where appropriate, implemented for the Route 1 corridor. They include:

### *Property Tax Incentives*

Tax incentives can encourage property owners to fix building or property maintenance code violations, or to make defined property improvements. Tax incentives could be targeted to properties within specially defined districts.

### *Revitalization Tax District*

A special assessment district could be instituted for revitalization efforts in the Route 1 area. Typically, these types of districts are used to aid redevelopment of commercial or industrial areas.

### *Grant and Loan Programs*

The County could provide grants or loans to encourage organizations to undertake community improvements. For example, the Columbia Association has special low interest loans available to encourage correction of code violations by eligible property owners. Montgomery County has a storefront Canopy and Signage Grant Program for designated revitalization areas. Grant programs funded by private foundations and community organizations are other potential sources. The Horizon Foundation has sponsored several grants specifically focused on the Route 1 corridor.

### *Assistance with Contracting for Common Repairs*

Community groups, perhaps with County assistance, can facilitate contracting for common repairs (for example, roof, siding and driveway replacement, painting, landscaping). Such programs would encourage property owner improvements and could perhaps negotiate group discounts.

## *Improving Existing Properties*

Older properties may be out-of-date or inadequately maintained. They may have been built prior to existing codes and may not be required to be improved. Other property owners may not be able to afford improvements that would benefit the appearance of the corridor. Incentives and peer pressure will probably be needed to get changes in these properties.

## STRATEGIES FOR REDEVELOPMENT AND REVITALIZATION

Revitalization strategies fall into two groups: “carrots” (incentives) or “sticks” (requirements). Both approaches must be part of a comprehensive revitalization strategy. Additional tools for improving community character were included in *Chapter 2: Transforming the Negative*.

### *Incentives to Encourage Change*

Incentives are needed to overcome some of the barriers to redevelopment. Unlike new development on raw land, redevelopment is usually more costly than building on raw land and often requires land assembly and demolition. Aging infrastructure, building codes that require renovated structures to be brought up to current standards, zoning and land development regulations that are incompatible with existing structures, and difficulties in obtaining financing can all be barriers to redevelopment.

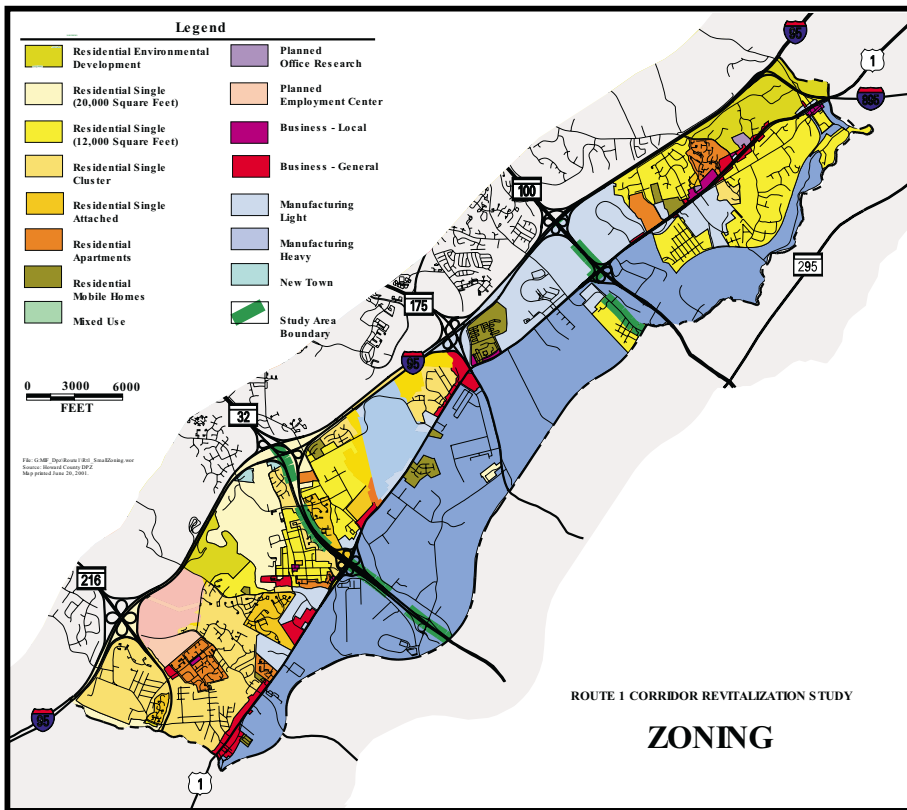
Federal, State and County governments can provide “carrots” or incentives for revitalization. Currently, the County’s primary tool for motivating redevelopment by the private sector is investment in public facilities through the Capital Improvement Program. This program addresses public infrastructure and facility maintenance needs, as well as providing for needed schools, civic buildings, parks and open space. Examples of specific Capital Improvement Program items that could enhance Route 1 include streetscape improvements such as curbs and storm drains, sidewalks, lighting and street trees.

The County’s Office of Housing and Community Development (HCD) sponsors a program to support converting rental properties to home ownership. Home ownership programs can help stabilize and improve an area. The HCD has funds to buy, renovate and sell vacant or rental homes to income-eligible owners. The State’s 404 Program provides low interest loans to encourage reinvestment in neighborhoods that are predominantly rental.

The box on this page lists a few incentive programs that could be investigated in Phase 2 of the Route 1 Corridor Revitalization Study. In many cases, revitalization efforts involve partnerships among a number of agencies and commitments from both the public sector and private property owners.

### *Regulations to Govern Change*

Zoning regulations and other codes are primarily seen as “sticks” that require certain actions by a property owner in exchange for government approval to develop land or construct buildings. Regulations, however, can also act as incentives if they provide opportunities to use land in different or innovative ways. Regulations can include special provisions that benefit developers who make improvements that serve a public interest.



**Zoning Regulations and Zoning Changes.** Zoning requirements ensure that all new development meets standards set by a community and its government. Zoning regulations can be changed through text amendments (changes to the written regulations) or changes to the zoning map (rezoning of certain properties). Current commercial/office/industrial zoning districts could be revised to offer greater flexibility of use, provide adaptable bulk regulations or offer shared parking provisions as incentives for redevelopment. New mixed use zoning districts could be created that would establish criteria appropriate for smaller sized parcels or for areas concentrated around public transportation facilities. Regulations could be amended to ensure that infill development within residential neighborhoods is compatible with adjacent properties through such measures as landscaping, forest conservation buffers and pedestrian connections. Regulations could also increase design flexibility in exchange for additional open space or amenities. The map on this page shows the current

zoning patterns in the Route 1 corridor.

**Overlay Zones.** An overlay zoning district typically imposes an additional dimension of land use control or allows additional flexibility to existing zoning. Overlay zones, such as the historic districts and the Mixed Use Zone (MXD), already exist in the County. If certain criteria are followed, administration of overlay zones can be handled by the Department of Planning and Zoning without the need for public hearings. To encourage more use of overlay zones, the current administrative process must be simplified. To establish a new overlay zone, the Zoning Regulations must be amended. The overlay zone could be mapped in certain areas of the Route 1 corridor as part of the comprehensive zoning process. An overlay district would clearly state specific revitalization/redevelopment purposes and identify criteria for obtaining any associated incentives. Incentives for redevelopment districts may include density bonuses, additional permitted uses or more flexible bulk regulations. Without incentives, the overlay district for

redevelopment may not be attractive or useful.

**Floating Zones.** Floating zones usually establish a special set of flexible regulations that are performance-based and require the provision of amenities and public facilities in return for increased density. Floating zones are not applied to a specific parcel of land during comprehensive rezoning. Instead, property owners or developers have to petition the County to rezone their property to the floating zone category. Rezoning involves an extensive, possibly time-consuming, public process before the Zoning Board. The extra level of review and approval can be a disincentive for owners to use a floating zone.

**Other Codes and Regulations.**

*Chapter 2: Transforming the Negative*, discussed the various regulations that control community character and it addressed the issue of code enforcement. One code not described in that chapter has particular relevance to the revitalization of the corridor: the property rehabilitation code. For homeowners and small businesses undertaking renovations, complying with the full International Building Code/2000 can be very costly and a deterrent to desirable renovations. To provide more flexibility, in April 2000, the General Assembly and the Governor passed Smart Codes legislation to create the Maryland Building Rehabilitation Code Program. This code establishes varying degrees of building code requirements for varying renovations of older noncomplying buildings.

**Covenants.** Private covenants are another approach that may be helpful in improving the appearance of the corridor. Covenants establish a level of expectations for building architecture, landscaping or other site improvements that typically exceed governmental minimal requirements. Many residential developments and business parks also have property maintenance covenants. Although the County cannot enforce private covenants, homeowners associations or business associations may enact and enforce covenants.

## Designated Neighborhood

### *Neighborhood Business Development Program*

This program provides gap financing (50% match) to small businesses and nonprofit organizations locating or expanding in designated neighborhoods. Loan assistance may be available for marketing studies, real estate acquisition, upgrading building facades and landscaping, expanding buildings and facilities, redeveloping shopping centers, and upgrading hotels and small office buildings.

### *Neighborhood Conservation Program*

Managed by the Maryland Department of Transportation, this program earmarks State transportation funds for roadway and safety improvements, bus shelters, signs, lighting, curbs and gutters, sidewalks, crosswalks, benches, landscaping and other beautification efforts along State highways or near State transit centers in existing communities.

### *Maryland's Revitalization Center*

The Maryland Revitalization Center offers technical assistance that helps communities develop strategies for promoting and marketing neighborhoods and for making the best use of existing community resources. It undertakes site visits to help identify and/or evaluate possible revitalization projects, and identifies opportunities for partnerships between local public and private organizations. It also can identify appropriate funding sources for various projects and help communities prepare project funding proposals.

## ROUTE 1 CORRIDOR DESIGNATED NEIGHBORHOOD

### *Background*

Through Maryland's Smart Growth and Neighborhood Conservation Initiative, the State offers a myriad of incentive-based programs for local governments and land developers to encourage redevelopment of older communities. The Designated Neighborhoods Program, managed by the Maryland Department of Housing and Community Development (DHCD), is a major component of this initiative. A "designated neighborhood" is defined by DHCD as those existing mixed use (residential and commercial) areas identified by local jurisdictions as needing social or physical revitalization.

### *Funding for Revitalization*

The Route 1 corridor (excluding the Lawyers Hill Historic District) will be the County's first designated neighborhood. With this designation, Route 1 corridor communities and businesses will be eligible for or will receive priority consideration for community revitalization and economic development funding through several State Smart Growth programs. The box on this page lists some key programs that provide funding and other types of assistance to designated neighborhoods.

## ORGANIZATIONS THAT MANAGE REVITALIZATION

### *Existing Organizations*

Existing organizations such as the Howard County Economic Development Authority (EDA) and the Howard County Chamber of Commerce can be potential partners in revitalization efforts. The EDA's mission is to promote economic growth and stability by first supporting existing businesses and also by attracting certain new ones. The Chamber of Commerce is the major organization that provides business and community information to businesses. Both these organizations could have important roles to play in the corridor's revitalization.

### *Community Development Corporations*

A Community Development Corporation (CDC) is a nonprofit entity formed by residents, neighborhood groups, small business owners, faith institutions and other stakeholders. A CDC commonly works to create employment opportunities through small business development and job training, and to provide housing by purchasing and rehabilitating vacant houses. Being a nonprofit entity, a CDC is able to obtain grants and gifts from government, corporate and foundation sources or from individuals.

CDCs also are increasingly creating partnerships with banks and financial institutions, local foundations, government officials, local business and industry, and national nonprofit foundations to revitalize neighborhoods. These collaborations bring resources and expertise to community development endeavors. A CDC could help meet many goals for the Route 1 corridor, especially promotion and marketing, code enforcement, fund-raising, small business assistance, and community cleanup initiatives. However, a CDC may not be the best vehicle for promoting the corridor, at least in the short term. A CDC can take time to set up, may be hard to manage and may require considerable private and public support and funding.

## *Business Improvement Districts*

Business Improvement Districts (BIDs) are areas defined by State and local legislation where the private sector delivers revitalization services beyond those which the local government can reasonably be expected to provide. Improvement districts are used to aid business retention, improve security and maintenance, enhance property aesthetics and values, undertake marketing and development, focus on infrastructure improvements, help developers interested in redevelopment prepare property for major projects, and fund improvements that will enhance local economic activity. The properties and/or businesses within legally constituted BIDs pay a special tax or assessment to cover the cost of providing facilities or services. The creation of special districts involving extra fees usually requires some form of prior approval by a majority of district property owners.

## **POLICY AND PROGRAM RECOMMENDATIONS**

Some specific recommendations discussed by the Task Force and the Area Committees are listed in the following paragraphs:

- ***Zoning Changes***  
Determine what changes in the Zoning Regulations are needed to make corridor properties attractive to developers. In Phase 2, examine establishing a revitalization overlay district for the Route 1 corridor. Propose changes to those zoning regulations that impede redevelopment.
- ***Incentives***  
Explore political and community support for incentives for redevelopment, including tax incentives and County loans and grants.
- ***Partnerships for Economic Development***  
Solicit the County Economic Development Authority's (EDA) help for ideas on needed County actions for the Route 1 corridor. Encourage the Chamber of Commerce and the EDA to take more active roles in mobilizing property owners in the study area to achieve improvements on their properties. Review those areas along the corridor that are highly susceptible to change with the help of real estate specialists to identify potential for rezoning or redevelopment.

### *Next Steps*

- DPZ will sponsor a Vision Translation Workshop to identify properties with high potential for private sector redevelopment and areas along the corridor that are candidates for public investment in streetscape improvements.
- With the help of the Task Force, DPZ will determine the level of interest in participating in and supporting a CDC for the entire corridor or for parts of it.
- DPZ will explore opportunities for grants and other assistance through the State Designated Neighborhood programs for which the Route 1 corridor is eligible.



# 4

## IMPROVING TRANSPORTATION

### *Safely Connecting People and Places*

**T**ransportation facilities provide a framework for much of what takes place within the Route 1 corridor. Cars, trucks, buses, pedestrians and bicycles must all safely share the roads, sidewalks and pathways in the corridor. As the County revitalizes Route 1, the use of all forms of transportation can be expected to increase. Without proper planning, congestion and conflicts could increase among the various modes of transportation. Revitalization of the corridor should improve the transportation network, making it function safely and efficiently and, at the same time, making it a more appealing experience for motorists, cyclists and pedestrians.

### SURVEY RESULTS AND ANALYSIS

Selected results from the Route 1 corridor community workshop's Visual Preference Survey (VPS) and questionnaire that discuss transportation issues follow:

- In the survey of businesses in the corridor, conducted in the Spring of 2001, 63% of respondents consider their location's best feature to be their proximity to major highways, the airport, the Baltimore/Washington area and Columbia. Despite positive feelings about the convenient highway access, 39% of respondents consider their most serious problems to be traffic-related.
- The VPS demonstrated that the appearance of the road evoked strong negative feelings (Figures 4-1 and 4-2). Although this issue is dealt with in *Chapter 5: Enhancing Route 1 Appearance*, it is important to note here that the experience of driving along Route 1 must be considered an unappealing one.
- The lowest rated roadway scene was not on Route 1, but rather showed an image of what the road could become without adequate controls: automobile dominated with wide travel lanes, an endless strip of low-rise retail buildings, frequent curb cuts and proliferating signs (Figure 4-3).
- In the workshop questionnaire and VPS, participants endorsed designs such as boulevards with medians and parallel service roads (Figure 4-4) that contributed to traffic and pedestrian safety.
- Although community workshop participants ranked congestion as the third most significant transportation issue (after pedestrian and roadway safety), 74% experienced congestion at peak hours or at several principal intersections. Truck traffic, which contributes significantly to congestion, was identified as the fourth most important transportation issue.
- Pedestrian safety was identified in the questionnaire as the most significant transportation issue in the corridor (27%). In the questionnaire, 43% see people walking along Route 1 every day. Views of pedestrians attempting to walk along sections of Route 1 that lacked sidewalks received very negative scores.



Figure 4-1, VPS score -5.5



Figure 4-2, VPS score -4.8



Figure 4-3, VPS score -7.7



Figure 4-4, VPS score +4.8



Figure 4-5, VPS score -4.6



Figure 4-6, VPS score +4.2

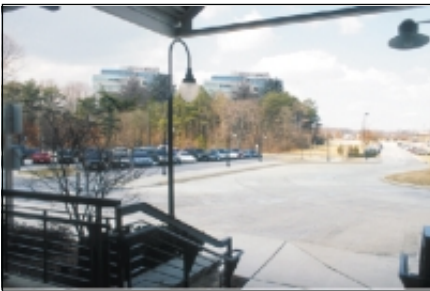


Figure 4-7, VPS score +4.9

- Roadways that included sidewalks were endorsed as the preferred design in the questionnaire and the VPS. Design of the pedestrian realm is covered in greater detail in *Chapter 5: Enhancing Route 1 Appearance*.
- Only 6% of the community workshop participants, their families or employees use the bus service along Route 1; 11% use it a few times a year, and 83% have never used it.
- Workshop participants recommended that transit monies be spent on more frequent bus service (33%) and safe and attractive bus stops (22%). 86% agreed or strongly agreed that sidewalks, good quality bus stops and shelters, and good landscaping were needed to attract riders.
- Questionnaire responses about transit facilities were reinforced in the VPS when participants rated images of unkept transit stops along Route 1 (and in similar locations) as unacceptable, but rated clean modern facilities with shelters as positive (Figures 4-5 and 4-6).
- The image of a smaller shuttle bus was somewhat preferred to a larger conventional bus.
- The Dorsey MARC station was one of the highest rated images in the VPS (Figure 1-2). The rating of the view from that station increased when two high rise office buildings were added to the scene, demonstrating support for high density development around transit stations (Figure 4-7).

## THE ROADWAY

The Route 1 corridor encompasses a well-defined network of roadways ranging from I-95, one of the nation's most heavily traveled interstate freeways, to numerous local roads serving adjacent residential neighborhoods and commercial sites. Route 1 itself is one of the oldest arterial highways in the country (see the box in *Chapter 1: Promoting the Positive*, titled *A Place in History*). For many years Route 1 was the preeminent north-south route for long distance travel along the east coast (Figures 4-8 and 4-9). Since its opening, I-95 has now taken on that function. As a result, travel along Route 1 is now characterized by more localized traffic and regional trips of shorter distance and duration.

While Route 1 has undergone numerous piecemeal upgrades and widenings during the last century, the geometrics of the roadway in many places do not measure up to modern highway design standards. As a result, motorists, pedestrians and bicyclists on Route 1 experience periodic delays and potentially unsafe conditions. The box at the end of this chapter lists possible locations along the corridor where transportation improvement studies or construction are needed.

## MOTOR VEHICLE TRAFFIC

### *Traffic Mobility*

Most of Route 1 has adequate capacity to accommodate the average daily travel demand of 25,000 to 35,000 vehicles. Traffic mobility along Route 1 is affected by two major factors: congested locations and truck traffic. At three signalized intersections along Route 1, significant traffic congestion occurs on a regular basis. These locations are the Route 1/Howard Street/Corridor Road intersection in the Southern Area, as well as the Route 1/MD 175 and the Route 1/Guilford Road intersections in the Central Area. In addition, at a number of locations within the Route 1 corridor, trucks constitute a significant component



of the traffic stream. They are, in fact, an essential and permanent feature along Route 1. Their larger size, slower acceleration and longer braking distances, especially of tractor trailers, reduce the effective capacity of the roadway. Signalized intersections are particularly impacted (Figure 4-10).

### Traffic Safety

Accident data compiled by the State Highway Administration indicate that approximately one-third of all accidents in Howard County occur in the Route 1 corridor study area, with I-95 and Route 1 each accounting for more than 300 accidents per year. In 1999, the last full year for which data is available, 316 reported accidents occurred on Route 1 alone. These accidents resulted in three fatalities and 171 injuries. It is worth noting that accidents involving trucks tend to be more severe than non-truck related accidents, with higher levels of property damage and personal injury. These significantly high accident rates and high rates of personal injury accidents must be reduced. Implementing techniques such as red-light cameras, electronic message signs and traffic monitoring cameras can help address capacity and safety issues. In particular, the timing of traffic lights can help improve response times for Fire and Rescue units. Traffic safety needs to be addressed both through design and enforcement.

## PEDESTRIAN AND BICYCLE TRAVEL

### The Need for Access

Walking and bicycling are prevalent modes of travel in the Route 1 corridor, both for utilitarian purposes, such as to and from work or shopping, or for recreational activities. Worn dirt paths throughout the Route 1 corridor indicate a considerable volume of travel by foot (Figure 4-11). Also, transit riders, including children and commuters, must sometimes wait for the bus on a narrow shoulder or at the edge of the roadway travel lane.

Barriers or impediments to pedestrian and bicycle use in the corridor include lack of sidewalks, pathways or suitable paved shoulders. Because of safety concerns, the County has traditionally avoided building sidewalks or requiring developers to build sidewalks along arterial highways. Sidewalk connections are often absent between residential neighborhoods, schools, employment sites, transit stops, parks, libraries and other land uses which generate travel. In areas with inadequate right-of-way, private property may need to be purchased or easements may need to be acquired in order to construct sidewalks. Improvements may be expensive because land costs are high. Also, communities are often divided over the need for these facilities. To justify the investment in land and improvements, the County has a policy of requiring at least two-thirds of the abutting residential property owners to agree to the sidewalk construction.

### Safety Issues

Pedestrians and bicyclists confront significant hazards from motor vehicle traffic. They often have to use road travel lanes and/or narrow shoulders that are in poor condition. Conflicts also arise between pedestrians and bicyclists when bicyclists are forced onto sidewalks because safe shoulders and/or bicycle lanes do not exist. Other hazards include poor sight distance, parked vehicles which encroach on shoulders and travel lanes, intersection crossings which do not have pedestrian traffic signals and the long distances between signalized intersections. The number and width of vehicular travel lanes and the speed of moving vehicles makes crossing Route 1 hazardous. Crosswalks, pedestrian



Figure 4-8, Dead man's curve, realignment in the 1930s, when Route 1 was among the most dangerous roads in the US.



Figure 4-9, A roadside attraction along Route 1 in the 1950s.



Figure 4-10, Cars, trucks and cyclists try to move through a congested intersection.



Figure 4-11, The lack of sidewalks often forces pedestrians to walk on shoulders or along roadway edges.

## Existing Transit Services

### **MARC Train**

MARC provides weekday peak period service between downtown Baltimore and Washington along the Camden Line. Four stations are located within the Route 1 corridor in Howard County.

### **MTA Commuter Express Bus**

MTA Route 320 provides weekday peak period service along Route 1 between Laurel and downtown Baltimore, with numerous stops in Howard County.

### **Howard Transit**

Howard Transit provides peak period, evening and weekend service along the Route 1 corridor. Four of the nine system routes operate within some portion of the corridor.

### **Spirit Shuttle**

Spirit Shuttle provides free weekday peak period service from the Savage and Jessup MARC stations to industrial and employment centers along the Route 1 corridor and Columbia Gateway area.

### **Connect-A-Ride**

Connect-A-Ride is the public transportation service centered in the Laurel area. Two of eleven system routes provide service within the Route 1 corridor in Howard County.

### **Reverse Commute Program**

Career Caravan links the available labor force in Baltimore City with job opportunities in the Route 1 corridor and throughout Howard County. Service is provided around the clock seven days per week.

signals and mid-road refuge areas are needed to aid safe passage. Also, street lights along Route 1 do not always adequately illuminate pedestrians and cyclists.

Safe walking and cycling conditions need to be provided where pedestrian/bicycle traffic currently exists. Larger scale improvements which facilitate and enable corridor, County and region-wide travel also are needed, but safety issues should be addressed first.

## PUBLIC TRANSPORTATION

By its very nature, the entire Route 1 corridor is difficult to serve effectively by public transportation. Due to the diversity of land uses, the length of the corridor and other factors, providing adequate transit service coverage to meet the varied mobility requirements in the corridor would be both complex and expensive. Although there are a number of regional and local public transit services available within the Route 1 corridor (see adjacent box), significant gaps remain. Residential neighborhoods are located in scattered enclaves throughout the corridor, few of which interconnect with one another and many of which are not within easy walking distance of Route 1. Similarly, while employment sites are located along the length of the corridor, most do not interconnect. Additionally, many of the office/industrial parks have work locations which are at least a third of a mile from the site entrance. Furthermore, most of these locations lack sidewalks or paved shoulders. As a result of these factors, potential routes become circuitous, time-consuming and expensive.

The MARC rail system, which runs along the County's eastern boundary, provides the potential for significant commuter travel to and from the rest of the Baltimore-Washington region. Although the potential exists for increasing commuter travel, it is limited by CSX, the owner of the tracks, who gives preference to freight operations over expanding commuter service. While MARC stations are readily available by car, bus access is limited. Access by bicycle or on foot is also difficult and often hazardous as there are relatively few areas of sidewalk and/or paved shoulders enroute to the stations.

The Maryland Mass Transit Administration (MTA) should be urged to expand MARC train service to include midday, evening and weekend service. MTA should also expand the existing Route 320 commuter bus service to serve more employment and residential areas along the corridor, as well as increase the hours of service.

Howard County, with State assistance, should consider expanding the Howard Transit local bus service to serve more residential neighborhoods, employment sites and other destinations along the length of the corridor. Specific options include connecting service to the MARC Penn Line at the Halethorpe station in Baltimore County, providing short shuttle services from the various MARC stations to employment and residential centers along Route 1, and providing service between Elkridge and Ellicott City via MD 103.

Improving pedestrian and bicycle access to rail stations and bus stops could significantly enhance ridership potential. Providing bus stop amenities, such as shelters and bike racks, can also encourage transit ridership. Transit marketing to residents and employers along the corridor should be enhanced to increase awareness of the available services.

## POLICY AND PROGRAM RECOMMENDATIONS

Some specific recommendations discussed by the Task Force are listed in the following paragraphs. The list also includes recommendations discussed by Howard County's Departments of Planning and Zoning (DPZ), Department of Public Works (DPW) and the State Highway Administration (SHA).

- **Traffic Mobility**  
Use planning studies and construction improvements to address traffic mobility problems at the critical locations where congestion occurs regularly.
- **Traffic Safety**  
Improve traffic safety on Route 1, using both design and enforcement tools and techniques. The County Department of Public Works (DPW) and State Highway Administration (SHA) should install automated red-light enforcement and implement other enforcement efforts where appropriate.
- **County Traffic Improvement Procedures**  
Examine ordinances and related design manuals, and identify ways to accomplish minor traffic improvements as part of the land development process. Requirements should reflect the need to further consolidate and control access points, improve sight distance and take posted speed limits into account when planning roadway improvements.
- **Pedestrian Access**  
Identify areas where pedestrians currently travel that are candidate locations for SHA funding of sidewalks, pathways and protected pedestrian crossings. Build pedestrian sidewalks in areas where demand is highest and provide safe crossings at key intersections. Reevaluate County policy about sidewalk construction along arterial highways.
- **Bicycle Access**  
Look for opportunities to improve bicycle access by providing adequate shoulders or separate bike paths. Work with the Baltimore Metropolitan Council (BMC), the SHA and the Maryland Department of Transportation to develop a Route 1 corridor bicycle plan which would focus on major improvements which could be implemented through both private and public initiatives.
- **Pedestrian/Bicycle Safety Education**  
Obtain Federal and State funding so that the County can work in cooperation with the public school system and with private schools in the corridor to develop and implement a bicycle/pedestrian safety program focusing on drivers, as well as walkers and bikers.
- **Transit Funding**  
Develop specific recommendations for new services and solicit funds from the Maryland Mass Transit Administration (MTA). Explore the potential of the MTA New Starts program, available in fiscal year 2003, to jurisdictions who wish to implement new transit services.
- **Transit Service**  
Work with and encourage MTA to expand MARC rail and MTA commuter bus services, to provide better connections among lines and to points of service, and to upgrade the environment for transit users at bus stops and MARC stations. Study ways to fund the expansion of local transit services.
- **Transit Outreach and Education**  
Develop marketing materials to increase resident and business awareness of transit opportunities in the corridor.

## Next Steps

- DPZ, DPW, SHA and the Task Force should rank the list of key transportation improvements shown on the following page and develop a strategy to fund and implement these improvements. Criteria for ranking should include cost of improvements, ease and speed of construction, safety needs and community values.
- The County will request the SHA to undertake major planning studies for locations on Route 1 experiencing significant congestion and/or safety problems.
- The County will also ask SHA to undertake a comprehensive traffic safety study for Route 1 with a focus on those intersections and roadway sections with high personal injury rates or significantly high property damage rates.
- The County Executive's annual Priority Letter to the Maryland Secretary of Transportation will highlight and recommend the most important major planning studies, traffic safety studies and transit improvements in the corridor.
- DPZ will coordinate with SHA's District 7 Office to identify minor projects that SHA can undertake, where possible, to improve traffic flow.

## Route 1 Corridor Potential Transportation Improvements

Location	Problems/Issues	Improvement Options
US 1/MD 175 Intersection and vicinity	Intersection congested; high percentage of trucks; multiple access points on approaches; right-of-way constraints; fire and rescue response time delayed; intersection impacted by I-95 incidents; pedestrian crossing hazardous.	SHA Project Planning study of capacity/safety improvements; traffic signal preemption control; red-light camera candidate location; traveler advisory information system; enhanced crosswalks and medians with pedestrian signals.
US 1/Guilford Rd intersection and vicinity	Vertical/horizontal curvature on north leg plus extreme skew at the intersection; proximity to the MD 32 interchange; multiple curb cuts on all approaches; unprotected pedestrian crossings.	SHA Project Planning Study of capacity/safety improvements; protected pedestrian and bicycle improvements.
US 1/Whiskey Bottom Rd to Prince George's County	High rate of injury accidents; limited/obstructed sight distance; right-of-way (ROW) constraints; uncontrolled access to US 1; delay to fire and rescue vehicles; no sidewalk or pedestrian crossings; unsafe for cyclists.	SHA Project Planning Study; partial grade separation at Whiskey Bottom; red-light automated enforcement; sidewalk; intersection improvements with pedestrian crossing (signal phasing, striping, etc.); sight distance improvements; develop streetscape to reduce vehicle speed and combine access locations.
US 1/Montgomery Rd intersection and south to MD 100	High rate of injury accidents due to high travel speeds; proliferation of curb cuts; limited ROW for improvements; bicyclists and pedestrians without protected movement; problematic and often hazardous left turns to/from US 1; citizens request traffic signals but locations do not meet warrants.	Install high intensity red-light warning beacons; evaluate raised median to constrain left turns; SHA Project Planning Study.
US 1 south of MD 100	High rate of injury accidents; problematic left turns at Flea Market and merge/weave southbound between MD 103 and MD 100; pedestrians use shoulder area and create trodden dirt paths; access points hazardous.	Signal control of MD 100 interchange ramps; sidewalks/pedestrian crossing; consolidate/control access and left turns; County/State project planning for Dorsey Run Rd and MD 103 connections to MD 100.
US 1/Howard Rd/Corridor Rd/ to Gorman Rd	Proximity to the MD 32 interchange results in hazardous traffic movements; congestion.	Flyover ramp from MD 32 to Corridor Road; traffic signal preemption; complete redesign of intersection; pedestrian/bicycle improvements.
US 1 north of Old Washington Blvd	Hazardous left turns; numerous uncontrolled access points.	Control/consolidate left turns; pedestrian/bicycle improvements.
Montgomery Rd from I-95 to Old Washington Blvd	Schools and parks nearby, but bicycling and walking conditions are unsafe.	Pedestrian/bicycle study and design for Montgomery Road.
All Saints Rd	Hazardous walking/cycling conditions but numerous pedestrians, especially youths.	Provide sidewalk; wide shoulder; lighting.
MD 216	Considerable pedestrian/bicycle travel.	Provide pedestrian/bicycle improvements.
Guilford Rd	Hazardous pedestrian/bicycle conditions.	Study/design for pedestrian/bicycle travel.

# ENHANCING ROUTE 1 APPEARANCE

## *Unifying the Corridor through Design*

**O**ne of the strongest areas of agreement in the Task Force was the need to improve the appearance of Route 1. The roadway edge and the areas immediately adjacent to it are a hodgepodge of different treatments, with an unpredictable presence or absence of shoulders, curbs, sidewalks and street trees. The location of access driveways is often haphazard and, in many locations, parking areas and storage areas are paved directly onto the roadway without clear channelization of access. These conditions can be unsafe both for vehicles and pedestrians. Furthermore, there is a lack of screening or buffering of unattractive land uses adjacent to the right-of-way. Right-of-way planting, which can do much to make a pleasant driving and walking experience, is almost entirely lacking. According to the Task Force, the public sector's investment in streetscape improvements can be an important step toward encouraging private investment in revitalization.

### SURVEY RESULTS AND ANALYSIS

Selected results from the Route 1 corridor community workshop's Visual Preference Survey (VPS) and questionnaire that discuss streetscape improvement issues follow:

- The VPS images of street edges and the pedestrian realm evoked strong citizen preferences for screening and buffering unattractive uses, providing pedestrian paving, and adding planting and street furniture along Route 1.
- Two of the three lowest-rated street edges in the VPS survey showed un-screened storage yards. Image simulation that added street trees and an evergreen tree buffer to a storage yard increased the rating, immediately transforming the character of the area from an unacceptable sight, which devalued the surrounding area, to a sight that no longer offended viewers (Figures 5-1, before and 5-2, after).
- Overwhelmingly, images of the current roadway showing undefined edges, no vegetation or no sidewalks were judged to be totally unacceptable. Images that showed more managed edges or sidewalks immediately adjacent to the roadway edge were less objectionable, but still had negative ratings (Figure 5-3).
- About 80% of the questionnaire respondents felt that it was very important to provide sidewalks, crosswalks and crossing lights in intensive development areas.
- The highest rated streetscape images all included trees and sidewalks, but no one solution was judged the most preferred. Citizens reacted positively to many different edge treatments: formal designs with curbs, grass strips lined with evenly spaced street trees and concrete sidewalks (Figure 5-4); less formal treatments with staggered rows of trees and zig-zagged sidewalks (Figure 5-5); undulating landforms with naturalistic plantings and curvilinear walkways (Figure 5-6); asphalt paths along wooded edges (Figure 5-7); and



Figure 5-1, VPS score -8.4 (before)



Figure 5-2, VPS score +3.1 (after)



Figure 5-3, VPS score -7.0



Figure 5-4, VPS score +6.1



Figure 5-5, VPS score +5.6



Figure 5-6, VPS score +4.8



Figure 5-7, VPS score +5.9



Figure 5-8, VPS score +5.7

urban-style wide sidewalks with trees and street furniture adjacent to buildings (Figure 5-8).

- The simple act of planting trees transformed negative views to positive views. Simulations show that trees provide an immediate sense of scale, introduce a welcomed bit of nature in a developed landscape, frame or soften views, and focus attention on surroundings rather than the open glaring sky (Figures 5-9 and 5-10). Interestingly, images that add buildings to the edge of the roadway got higher scores than those that just add trees (Figure 5-11).

## DESIGN APPROACHES AND PROTOTYPES

### *Streetscape Elements*

A successful streetscape has numerous elements that work together to create a safe and attractive environment for vehicles, pedestrians and bicyclists. Choices must be made about which elements to use, how to combine them into roadway design prototypes and what should be the overall character or style of the streetscape. The entire Route 1 corridor could have a consistent character or different communities or areas could have different treatments, as suggested by images used in the VPS.

**Street Trees.** Remnants of a former street tree planting of American Sycamores can be found in a number of places along Route 1. London Plane Trees, relatives of the Sycamore, could be used as one of the official street trees for the corridor because they are fast growing, have large canopies and survive well in urban settings. Other large shade trees (but with similar characteristics) could be used along the corridor to provide a distinct identity to special areas. In some instances, the presence of power poles may require smaller trees to be planted. Street tree plantings would be required for new developments, but in revitalization areas plantings could be public improvement projects done by the County or State, or by communities or businesses. The London Plane Trees in front of Lincoln Center in Savage were provided by the County but were planted and are maintained by the neighboring residential community.

**Interchange Plantings.** Full-sized highway cloverleaf interchanges, if unplanted, create the stark appearance of a vacant landscape. Reforestation or landscaping of interchanges creates a more attractive gateway and also provides environmental and habitat benefits. The MD 100 and MD 32 interchanges could be extensively landscaped with native plants, including native grasses, wildflowers, and a mixture of evergreen and deciduous trees. The State Highway Administration (SHA) sponsors community-based efforts for gateway planting, reforestation, streetscape or highway beautification. The community may be expected to assist with funding, planning and/or planting.

**Landscaping, Buffering and Screening.** County regulations now require owners of new developments to provide buffer plantings to screen parking lots, loading areas and storage areas. Unfortunately, most of the development along Route 1 occurred before the County instituted its landscape regulations. New planting to screen undesirable views or to create a constant landscape treatment for the corridor will probably require some public funding. In addition to incentives, property owners will need design assistance (and convincing) to undertake the planting and maintenance of the landscaping.

**Sidewalks.** The need for pedestrian paving in the corridor is unchallenged. The two most common design approaches are a standard sidewalk or an asphalt trail, but many variations are possible. Special treatments, including brick detailing, may be appropriate in special urban-oriented pedestrian zones and at intersections where crosswalks are needed. The availability of space within the

right-of way and cost are the key determinants of sidewalk layout and design. In some areas it may be necessary to acquire land or easements to build sidewalks. Many of the industrial parks that line the corridor have wide green space setbacks that offer the potential for landscaped pedestrian pathways. Landowner agreements or easements will be needed for sidewalk retrofit projects that occur outside the right-of-way. Most street tree/sidewalk designs require expensive curb, gutter and storm drains as part of such improvements. Trails on open space lands, if adequately separated from the road by woodland or plantings, may not need to have curb, gutter and storm drains, and would be less expensive.

**Medians.** Installation of raised medians can enhance the appearance of a street, calm traffic and improve safety by concentrating turning movements at intersections. Medians often provide a refuge for pedestrians trying to cross streets. If adequate space exists, it is possible to plant medians. Businesses often prefer not to have medians, as they limit the customer's ability to turn into commercial properties from either direction along a roadway. Because medians generally require a larger right-of-way than does a center turning lane, the opportunities for constructing a median along Route 1 may be limited. In addition, SHA typically funds the addition or beautification of raised medians only as part of programmed safety improvement projects.

**Signs and Banners.** The VPS depicted a variety of signs and banners that could make the streetscape more lively and attractive. They often provide animation for areas where there is inadequate space to plant trees. Signs could announce gateway entrances to the corridor or to the various communities along the corridor. As described in *Chapter 1: Promoting the Positive*, signs and banners can also provide a sense of identity and orientation.

**Street Furniture.** Street furniture, such as trash containers and benches, can make a street attractive to pedestrians. Such furniture needs to be affordable, durable and easy to maintain. A consistent design and color for streetscape elements would provide a recognizable identity for the corridor or for its communities.

**Light Poles and Utility Poles.** SHA has a limited number of standard light fixtures, typically 30 feet tall, that it approves for installation along a State highway. Areas that attract heavy pedestrian traffic may need lower, more decorative light fixtures. The relocation of utility poles is a topic for further research. Initial discussions with SHA indicate it is a costly venture, thus they generally do not fund placing power and telephone lines underground along State highways unless safety requires it. Options to placing poles underground include relocating poles to less obtrusive locations or selecting different materials and colors other than black or dark brown.

### *Roadway Design Prototypes*

Road design approaches are shown in drawings called right-of-way cross-sections. These drawings depict the number and size of lanes, curb and gutter, and the placement of the various streetscape elements described above. A variety of roadway configurations exist along Route 1. The most common is the five-lane cross-section with the center lane serving as a turning lane. Four-lane sections still exist, but are considered less safe by the SHA. Currently, there is no consistent pattern of acceleration/deceleration lanes, shoulders and sidewalks along the road. By choosing a limited number of prototypical design solutions that are appropriate for Route 1, the road can begin to take on a more unified character. Certain designs will be appropriate where retail businesses need good vehicular access. In locations with heavy pedestrian use, medians may be needed as safe refuges. The goal is to select roadway designs and streetscape elements that are sensitive to their context.



Figure 5-9, Existing conditions, VPS score -1.3



Figure 5-10, Street trees added, VPS score +4.5



Figure 5-11, Street trees and buildings added, VPS score +6.0

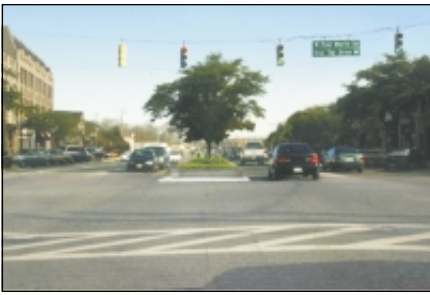


Figure 5-12, Boulevard with median



Figure 5-13, Super-boulevard with service road



Figure 5-14, Park-like roadway

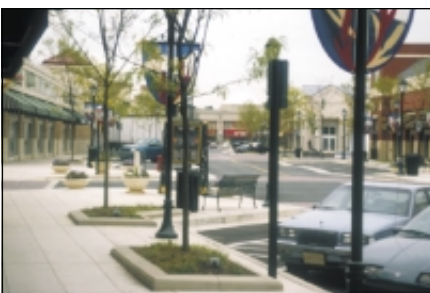


Figure 5-15, Urban street



Figure 5-16, Five-lane roadway

Based on the VPS, four enhanced streetscape approaches (with some minor variations possible within each type) have been identified as appropriate for Route 1 and are listed below. The fifth approach listed below is the current cross-section. The next step in the planning process includes a workshop to identify where each of these design approaches should be located in the corridor.

- **Boulevard** - with a median and street trees (Figure 5-12).
- **Super-boulevard** - with a parallel service road or series of interconnected parking lots (Figure 5-13).
- **Park-like roadway** - with woodland or landscaped edge and meandering trail (Figure 5-14).
- **Urban street** - with buildings located close to the edge of the right-of-way and wide sidewalks with street furniture for pedestrian use (Figure 5-15).
- **Five-lane roadway** - with sidewalks and enhanced streetscape (Figure 5-16).

## IMPLEMENTATION ISSUES FOR STREETSCAPE IMPROVEMENTS

### *Implementation Strategy*

At the community workshop, it was suggested that the quickest or easiest approach to targeting sites for public infrastructure or streetscape construction may be to make improvements to those areas that are unlikely to change. Such areas might include historic sites, areas that are valued community assets, stable properties that have maintained or improved their sites over time, properties owned by the public sector, residential communities and natural areas that are likely to remain undisturbed. Improvements in those areas that are the most susceptible to change may need to be deferred. In some areas that are subject to change, developers may be required to make improvements in accordance with County regulations. For areas where rezoning might be considered or where more extensive redevelopment may be needed, it is inadvisable to engage in a streetscape improvement project that might need to be torn up in the future when more extensive changes are made. As a policy, improvements need to be made in several locations throughout the corridor rather than concentrating initial improvements in only one location.

### *Implementation Issues and Barriers*

Making roadway improvements requires more than just funding. It takes cooperation among many agencies, political support, and the ability to overcome or work around certain administrative barriers. Route 1 and its right-of-way is owned by the SHA, therefore the County has limited control over the design of the road (including sidewalks, utility poles, medians, landscaping and street furniture) and must work cooperatively with the State to plan for improvements and enhancements, including streetscaping. The most effective way to receive funding for projects is to compile a detailed list of priority short-term projects and then seek various funding sources to pay for them. These projects should complement long-range planned improvements.

Coordination with the State is time-consuming and the State's policies may limit effective implementation. For streetscape improvements, the SHA advised the County that the quickest, easiest and most affordable approach for short-term projects is to propose improvements where they can be accommodated within the existing right-of-way. Other roadway enhancement issues, such as closing



or consolidating the number of access points or driveways along Route 1, may pose greater implementation difficulties. Through the Access Management Program, the SHA works closely with local government planning and permit processes to evaluate the need for proposed access points for new or redeveloping properties. However, property owners of existing enterprises typically are not in favor of consolidating driveways and access points, due to liability and fiscal concerns. Furthermore, the SHA does not have the authority to require closings.

## FUNDING ROUTE 1 IMPROVEMENTS

### *State and County Funding*

Numerous planning and engineering strategies that could be used to mitigate mobility and safety concerns, and improve roadway function and appearance are examined in *Chapter 4: Improving Transportation*. Efforts to generally improve the physical character of the corridor through streetscape improvements, roadway design enhancements and pedestrian amenities will require considerable investment from both the public and private sectors. Sources of funding may include developer requirements that are part of new construction and the development review process, programmatic County capital budget funds for County road improvements, programmatic State funds for State road improvements, and Federal pass-through grants and loans. Pass-through grant monies come from the Federal government but are spent on local projects by the Maryland Department of Transportation. These sources and other public funding sources could potentially be harnessed to help pay for capital roadway improvements and streetscape design enhancements.

The State administers many programs that provide funding for local roadway improvements and enhancements. The Neighborhood Conservation Program/Urban Reconstruction Program funds road improvements in the local revitalization areas. The Sidewalk Retrofit Program funds the construction or reconstruction of sidewalks along State highways, primarily in designated revitalization areas. The Access 2000 Program, administered by the MTA, funds pedestrian and bicycle enhancement projects in the immediate vicinity of State transit centers. These funds would be limited to the MARC train stations and bus stations and services in the Route 1 corridor. Another potential resource is the “Racetrack” fund, which stipulates that a portion of the revenues from the Laurel Racetrack must be spent within three miles of the racetrack for roadway improvement projects that enhance traffic capacity.

### *Federal Funding*

Federal funding for roadway improvements comes from two sources: as direct appropriations from Congress or as pass-through grants and loans from the US Department of Transportation (USDOT). The County already has received a \$500,000 Federal grant, sponsored by US Senators Paul Sarbanes and Barbara Mikulski, that most likely will be used to fund streetscape improvements along Route 1 (Figure 5-17).

The USDOT administers a number of grant programs that could help pay for streetscape improvements as pass-through grants and loans. In particular, the Transportation Equity Act for the 21st Century (TEA-21) mostly funds projects that improve bicycle and pedestrian mobility through the construction of sidewalks, bicycle lanes and trails.



Figure 5-17, County Executive Robey receives \$500,000 Federal grant for Route 1 corridor revitalization.

## POLICY AND PROGRAM RECOMMENDATIONS

Some specific recommendations discussed by the Task Force and Area Committees are listed in the following paragraphs:

- ***Streetscape Design***

Identify potential streetscape improvements based on existing right-of-way conditions, Susceptibility to Change maps, ease of construction, cost and community priorities. Map the most appropriate streetscape treatment (boulevard, park-like, urban street or other) for each segment of Route 1. Recommend a streetscape project in each of the three areas of the corridor for first phase implementation.

- ***Community Initiatives***

Work with community groups to identify enhancement projects that they are willing to cosponsor and implement, including interchange reforestation and right-of-way or gateway plantings.

### *Next Steps*

- DPZ will work with SHA and the Route 1 corridor consultant team to develop conceptual designs for a top priority streetscape improvement project in each area of the Route 1 corridor.
- DPZ will confer with DPW and SHA about the creation of a master list of capital and grant funding opportunities for roadway and streetscape improvements, and develop a work program to apply for and manage grants.

# 6

## ADDRESSING THE NEEDS OF YOUTH

### *Taking Care of the Corridor's Future*

**Y**oung people living in the Route 1 corridor represent its future. Addressing their health, recreational and educational needs is integral to the corridor's revitalization. For the most part, residents of the corridor, especially at-risk young people, are underserved by health and human services. Educational quality and equity obviously are important in meeting the needs of youth, but children also must have opportunities for after-school extracurricular activities, and places to play and socialize with friends. Making the Route 1 corridor communities attractive to new and current residents, especially families with school-age children, could largely depend on the County's ability to improve the performance, as well as the perception, of public schools in the corridor. These schools face many challenges and obstacles, and overcoming these obstacles will not be easy. Student populations are becoming more diverse, and family conditions can vary greatly within the corridor and even within the same school. Also, the County's rapidly changing workforce poses a significant challenge to educating and preparing the corridor's young people for the future. The following sections discuss in more detail the major issues concerning young people in the corridor.

### INTERVIEW RESULTS AND ANALYSIS

The community workshop's Visual Preference Survey (VPS) and questionnaire focused on issues of physical revitalization rather than social issues. To understand youth-related issues, the Department of Planning and Zoning (DPZ) and the Task Force met with and interviewed social service providers and school principals.

- Health and human service providers in the County generally agree that services in the corridor, although they do exist, are not adequate to meet the needs. Residents must deal with a lack of transportation, inconvenient locations or limited hours of service, cultural barriers and financial constraints.
- The Department of Citizen Services, Children's Services, reports that 50% of all referrals to the Child Advocacy Center (for children who are suspected of being abused) come from the southeast portion of Howard County.
- In 1997, the Local Children's Board conducted a study that focused on needs and services for youth in the Savage/North Laurel area. Respondents expressed concerns over unsupervised youth, lack of services, transportation to services, affordable activities and parenting skills. The Department of Citizen Services states that a Head Start program in the Route 1 area is desperately needed.
- Of the 77 sites in the County where the Department of Recreation and Parks (DRP) holds programs and activities, only six are located in the Route 1 corridor. All DRP before- and after-school programs in the corridor are currently filled to capacity.
- The County's database of child care facilities shows that child care providers in the corridor tend to be in-home family facilities rather than licensed center-based programs that are more prevalent elsewhere in the County. Only



Quality education is essential for community revitalization.



Community facilities and gathering places are needed to meet the needs of youth and their families.

## Youth Services and Programs

### Department of Citizen Services

- Child Care Resource Center furnishes information to child care professionals or to parents and employers.
- LOCATE: Child Care, a free counseling service, helps parents choose quality child care programs, such as registered family child care homes, licensed center-based school-aged programs, certified camps, nursery schools and Head Start programs.
- The Child Advocacy Center, located in Ellicott City, provides a place for multiple agencies to come together and provide support in a “child friendly” atmosphere for children who are suspected of being abused.
- The Local Children’s Board provides a forum for addressing children’s needs by bringing together interested citizens and agencies.

### Community Action Council

- Head Start is an early childhood education and socialization program for children of low income families.

### Grassroots Crisis Intervention Center

- Tutoring is provided, in partnership with the school system, to homeless children living at a Route 1 motel.
- The Howard County Police Department refers runaways to the Grassroots Runaway Intervention Program that provides counseling services.
- Anger Management and Teen Pregnancy Prevention programs can be taught at area schools.

7% of the special programs (nursery schools, camps, and before- and after-school programs) available in the County are located in the corridor.

- In nearly every category of Maryland School Performance and Assessment Program (MSPAP) standardized performance tests, schools in the Route 1 corridor are several percentage points behind the County average. However, with the exception of two schools, all schools in the corridor are performing at or above State averages.
- Principals generally agree that schools in the corridor have slightly different student characteristics than schools in other parts of the County. Many students have multiple family issues such as poverty, homelessness, divorce or drug abuse.
- The Task Force reports that communities in the corridor take pride in their schools and feel they are better than they are perceived to be.

## SOCIAL SERVICE AND RECREATIONAL NEEDS

### *Health and Human Services Study*

The County suffers from fragmentation of social services among the large number of government and nongovernment service providers. This makes it difficult to document what types of services exist and what populations they serve. In response to the General Plan 2000 call for the development of a County-wide comprehensive health and human services plan, the Horizon Foundation, in early 2001, awarded the County a \$150,000 grant to assess health and human service needs and service delivery. While the Horizon Foundation study will deal with a broad range of County-wide health, social service and family issues and address the needs of all populations, the issues facing families and young people in the Route 1 corridor will be a particular focus. Specifically, the grant will be used to determine if a multipurpose community service center is needed in the Route 1 corridor. The study will be the foundation for exploring a broad range of social issues in Phase 2 of the Route 1 Corridor Revitalization Study.

### *Demand for Services and Activities*

Demand for support services for youth is especially high in the Route 1 corridor due to the concentration of interrelated social problems (poverty, drugs, family issues and others). Social service providers agree that the needs of the corridor’s youth are not being adequately met. Providers are particularly concerned about the corridor’s young people because studies have shown that children left on their own between the hours of 2 p.m. and 7 p.m., when parents are at work, are much more likely to become victims of crime, engage in substance abuse or sexual activity, or participate in other risky behaviors.

### *Need for Recreational Opportunities*

Ten percent of County-owned green space (707 acres) is located in the Route 1 corridor. This includes developed and undeveloped parkland, open space and natural resource areas. These green spaces provide a valuable resource to children throughout the corridor by providing places to gather with friends, play sports or observe nature.

The Route 1 corridor has three neighborhood parks: Harwood, Cedar Villa Heights and Guilford, meant to be within walking distance of the surrounding community. Four community parks are located in the corridor: Troy, High Ridge, North Laurel and Savage, but only Savage is developed. Community parks serve the residents within a two-mile radius and also any athletic group

providing public recreation in Howard County. The Department of Recreation and Parks (DRP) is currently developing a plan for High Ridge to include such amenities as tennis and volleyball courts, a picnic shelter, nature trails and nature overlooks. The Department is also beginning a master plan for the Troy site. The North Laurel site currently consists of 20 acres, with additional land acquisition being considered.

Because of a lack of developed facilities and access to these park sites, youth in several areas of the corridor may be underserved. In general, a lack of transportation to parks (and other gathering places) is often an issue for youth. DRP recognizes the need for more parks near residents, especially for youth, and recommends three study areas for future community parks. These areas are Elkridge, Lennox Park and Jessup.

In general, the Comprehensive Recreation, Parks and Open Space Plan examines issues, recommends alternative solutions, and helps establish future priorities for Howard County to develop a high quality recreation and park system. The system should promote opportunities for leisure activities in balance with protection and conservation of natural resources. When the Plan is updated in 2003, residents will have an opportunity to express their desires and opinions for future recreation and park facilities for youth within the corridor.

### *Youth Service Providers and Programs*

The Howard County Departments of Citizens Services, Police, Recreation and Parks, and the Howard County Public School System coordinate many social programs and activities for youth in the corridor. Some private sector, nonprofit organizations also offer programs and services to youth. The Association of Community Services (ACS) serves as the principal alliance of human service providers, community organizations and citizen advocates. Two key ASC providers are the Grassroots Crisis Intervention Center and the Community Action Council. Numerous churches and religious organizations, often referred to collectively as the faith community, provide assistance to families in need and offer activities for corridor youth. Several clubs, scouts, boys and girls clubs, and miscellaneous groups provide youth-oriented activities in the corridor. The boxes on this page and previous pages provide a list of the government- sponsored and private, nonprofit programs that offer assistance and activities to youth and their families.

### *Barriers to Services*

Although an extensive network of public and private service providers exists in Howard County, the youth in the Route 1 corridor experience difficulties in gaining access to some of these services. Lack of transportation, inconvenient locations or limited hours of service, cultural obstacles and financial constraints pose barriers to children and parents seeking needed social, recreational, educational, family and health services. Without adequate transportation, especially for those walking or taking transit, parents cannot get to the schools for parent-teacher conferences and teenagers find it difficult to obtain employment or participate in recreational activities in areas beyond their neighborhoods. Because many human service providers are concentrated in Ellicott City and Columbia, they are not readily accessible to Route 1 corridor residents, especially to those who do not have cars. General Plan 2000 suggests that service providers ideally would be located on transit routes or within walking distance for many clients. For many types of services, full-time operations in numerous satellite locations may not be warranted, but there appears to be a need for part-time outreach operations in the corridor.

## *Youth Services and Programs*

### *Department of Recreation and Parks*

- It is a major provider of social, recreational and leisure activities in the corridor.
- DRP-sponsored Recreational Licensed Child Care Programs offer before- and after-school programs and full-day kindergarten programs at many schools.
- Recreational activities are held at schools and parks in the corridor, and financial assistance is offered to income-eligible youth.
- School Enrichment Programs focus on cultural diversity, enrichment and racial issues.
- DRP works with the Elkridge Youth Organization and others to provide for sports activities or other special events in the Elkridge area.

### *Howard County Police Department*

- Stopping Abuse for Everyone (SAFE), taught to all fifth graders in County schools, educates students about the perils of abusing drugs.
- BearTrax summer camp program builds relationships between police officers and youth.
- Police Explorer Post welcomes 14- to 21-year-olds to participate in educational and public service activities while learning about careers in law enforcement.
- Youth Police Academy, for grades 10-12, improves police-youth relations and provides an insight into the law enforcement profession.

### *Other Government Services*

- Summer Youth Employment and Training Program offers work experience or academic reinforcement to 14- to 21-year-olds, who are disadvantaged or disabled.
- County libraries in Elkridge and Savage offer story time, educational partnerships, book clubs and speakers.



lower median income than households in other parts of the County. Low income parents may have difficulty participating in school programs and evening activities, often because both parents work, sometimes two jobs. Students in low income households generally lead less structured lives and often spend weekday evenings at home, either alone or only with siblings. They are less likely to receive adequate family support for homework and school projects and seldom have access to computers. The Horizon Foundation-funded health and human services study will examine these issues in depth.

School characteristics that may be indicators of or impediments to student success include the number of free or reduced lunches, the number of suspensions and the mobility rate. Laurel Woods Elementary is the only school in the corridor with a significantly higher percentage of students receiving free or reduced lunches than the County average. Students who are suspended for disruptive behavior and other disciplinary reasons miss learning opportunities in the classroom. During the 1999-2000 school year, Route 1 corridor schools accounted for higher numbers of suspension incidents compared to the County average. Laurel Woods is also the only school in the corridor with a significantly higher mobility rate than the County average and the only school with a higher rate than the State average. A high student mobility rate is perceived to cause poor performance because relocating to different schools is disruptive to learning. Teacher mobility can also be disruptive. Teacher retention is a common problem among corridor schools. For example, at Patuxent Valley Middle School only 35 of the 59 teachers were working at the school five years ago.

Overcrowded and aging facilities can have negative effects on learning, causing considerable stress on facility space and school resources (staff and finances). Four of the six schools in the corridor are operating at more than 100% intended capacity. Most principals, however, feel their school is in adequate condition and are pleased with the County's building maintenance efforts.

### *Parent, Community and Business Involvement*

Successful schools require involvement by parents, legal guardians and the community. Research shows that parental involvement is crucial to a child's academic success, more so than economic and other factors. Parent teacher associations (PTA) at schools in the Route 1 corridor are generally supportive and have a core group of very active parents. However, large numbers of parents do not join the PTAs, resulting in poor parental involvement despite extensive outreach by the schools.

Principals of schools in the corridor and Task Force members generally agree that they would like to see more involvement by and support from businesses in the corridor. This support can take many forms, for example, sponsoring activities and events, participating in school and mentor programs, donating equipment, joining PTAs and serving on School Improvement Teams. The County's Business Educational Partnership Council is another vehicle for Route 1 corridor business leaders to become involved in area schools.

### *Equity Issues and Plans for Improvement*

Equity requires that each student is provided the necessary resources, support and instruction needed to succeed. The County school system recognizes that children with multiple needs in underperforming schools require additional resources and special attention. In the fiscal year 2002 operating budget, the Superintendent announced that the County will insist that all low- and medium-performing schools, which have not demonstrated improvement in achievement

## *School Improvement Programs*

### *School Improvement Teams*

- Each County school has a team of administrators, teachers, parents and community and business representatives that meet monthly to develop plans and review progress.

### *Reading Programs*

- Reading Recovery teachers at Elkridge ES work with first graders who need extra help with reading skills.
- Reading Partners, funded by the Horizon Foundation, offers programs for first graders at several schools.

### *Helping At-Risk Students*

- Partners in Learning (PALS) program uses students from Elkridge Landing MS to tutor at-risk students at Elkridge ES.
- Soar to Success reading program at Elkridge ES targets at-risk third and fourth graders.
- Laurel Woods ES has staff who work with individual children for up to eight weeks.
- A local fraternity mentors at-risk African American students at Patuxent Valley MS.

### *After-School Tutor Programs*

- Forest Ridge ES offers a weekly homework club run by teachers.
- Patuxent Valley MS's "5th Period" offers homework assistance plus an hour of extracurricular activities.
- Laurel Woods and Forest Ridge ES offer County-funded cultural diversity programs.

### *Business Partnerships*

- Each school has at least one business partner that either mentors students or donates items.

### *Counseling*

- Elkridge and Laurel Woods ES have special counselors who help families reduce the effects of family issues on school performance.

and satisfaction indicators over the past three to five years, operate under an “integrated management system”. An integrated management system is designed to monitor and create continuous improvement and, ultimately, inform instructional practices to boost student achievement. The system involves identifying the needs of underachieving students at a particular school, and harnessing and integrating the various resources and policies in order to raise student achievement and performance. These target schools include Elkridge and Laurel Woods Elementary Schools and Patuxent Valley Middle School. Many schools in the corridor have identified and implemented programs to close the equity gap. These special programs provide additional support to the students and to teachers. The boxes titled *School Improvement Programs* list some of the programs that schools are developing to improve quality of education and quality of life for children in the corridor.

### Next Steps

- DPZ will work with the Health and Human Services Plan consultant to identify methods for addressing concerns such as locating community gathering spaces for young adults and/or identifying buildings that could be used as community centers or multipurpose buildings.
- DPZ and the Task Force will work with the school system to identify potential partnerships with the business community to sponsor or fund activities and programs that will assist schools in the corridor.

## POLICY AND PROGRAM RECOMMENDATIONS

Some specific recommendations discussed by the Task Force and Area Committees are listed in the following paragraphs:

- ***After-School Programs***  
Encourage schools, government agencies, social service providers, non-profit groups and the faith community to provide more services to children and young adults who are left unsupervised from 2:00 p.m. to 7:00 p.m.
- ***Teen Programs***  
Find locations, other than schools, that can function as “teen centers”. A wide variety of activities could be sponsored at such centers, including classes on babysitting or infant care, homework assistance, study areas (stocked with computers), and afternoon social or sports activities.
- ***Transportation***  
Provide transportation services from schools or from neighborhoods with high concentrations of young people to after-school programs. Improve access and safety by providing sidewalks that lead to schools and activity centers.
- ***Funding***  
Track grant opportunities to fund programs, facilities and transportation. Provide grant writing technical assistance to schools seeking grant funding for after-school programs and activities.
- ***Business Community Participation***  
Encourage businesses in the Route 1 corridor to support local schools. Opportunities for assistance might include “adopting” a school, asking a team of employees to serve on the adopted school’s School Improvement Team, participating in the school’s PTA, or donating items that would enhance the learning environment.
- ***Teacher Retention***  
Help the County school system develop an incentive program that encourages teachers to stay at schools in the Route 1 corridor for more than two years.
- ***Education and Outreach***  
Highlight and publicize social service programs, especially English language learning programs, new school programs and their accomplishments. Continue efforts to involve parents.



# SUMMARY

## Taking the Next Steps

**E**ach chapter closed with a list of policy and program recommendations. The box that accompanied the policy and program recommendation highlighted the Next Steps that citizens and government must take toward implementing those recommendations. As mentioned in the Introduction, some recommendations are clearly long-term ones but, nevertheless, have been included in this Phase 1 report because they show the direction the study is taking. In Phase 2 of the study, these recommendations will be considered further. The Next Steps are seen as the more immediate actions that can be taken at the conclusion of Phase 1 of the study.

### IMPLEMENTING NEXT STEPS

This summary organizes the Next Steps into a comprehensive strategy, rather than separating them into the six issues as described in the previous chapters. For each of the Next Steps, suggestions are made about who will participate in the work and what critical actions must be taken to ensure success. The tasks are organized along three key threads: funding, partnerships and priority projects.

### FUNDING

All of the policy and program recommendations for revitalizing the Route 1 corridor have some cost associated with them. Usually the costs are expressed in monetary terms, but some of the costs are in labor and materials. Funds may sometimes be donated by individuals, businesses or organizations that believe in the mission of the revitalization initiative. Often funding will rely on governmental agencies. Government typically provides funds through Capital Improvement Programs that are reviewed through a public process in an annual cycle. Because of the process and the time involved, there may be a delay in obtaining needed funds for agreed-upon priority projects. Although labor is costly, government can reassign staff time to priority projects. Volunteer labor is often needed and, luckily, comes without charge. Next Steps to achieve the funding goals are:

- DPZ will develop a roster of grant opportunities, then work with or educate agencies, non-profit groups, business associations or civic associations about funding opportunities (*Chapter 2*).
- DPZ will explore opportunities for grants and other assistance through the State Designated Neighborhood programs for which the Route 1 corridor is eligible (*Chapter 3*).

### Funding Goals

Identify funding sources; educate individuals, businesses and community organizations that may be candidates for funding; solicit needed funds; and apply for grants.



Senators Sarbanes and Mikulski present a \$500,000 check to County Executive Robey, County Council member Guy Guzzone and members of the Route 1 Corridor Task Force.

## Partnership Goals

Build a consortium of involved individuals, community organizations, businesses, nonprofit organizations, and civic and faith groups who are willing to support the revitalization effort; mobilize interested individuals and groups.



On March 17, 2001, 134 residents, business persons, government agency staff and other interested citizens attended a workshop to define a vision for the corridor.

## PARTNERSHIPS

For a project this comprehensive and an area this large, many people must take responsibility for program implementation. It will take a commitment from all branches and all levels of government. Leadership must come from elected officials, and the various departments within government must all understand the aims of the program and be committed to meeting program goals. This may mean reevaluating policies that are impediments to success and it may mean developing creative new approaches to getting quick results with limited resources. Public-private partnerships are essential. Private businesses and nonprofit organizations must also be willing to dedicate resources to the effort. As mentioned previously, this includes donations of funds, time and materials.

The State will be an important partner in this revitalization effort for two reasons. First, because SHA owns the right-of-way for Route 1. Improving Route 1 transportation functions and appearance are central to this entire effort; thus SHA is a key partner who has the ability to fund and build the much needed roadway improvements called for throughout this report. Second, as mentioned above, the State has named the corridor as a "Designated Neighborhood" thus granting it special status for funding and technical assistance. Fortunately, this corridor revitalization initiative is an ideal example of what the State is trying to achieve with its Smart Growth and Neighborhood Conservation efforts.

Partnerships can be flexible and loosely organized, getting together to quickly meet a common goal or solve an immediate problem. Sometimes a more formal organization is needed that can serve as an umbrella for multiple actions throughout the corridor. A formal organization would organize around a shared vision and would develop long-term goals.

Next Steps to achieve the partnership goals are:

- With the help of the Task Force, DPZ will determine the level of interest in participating in and supporting a CDC for the entire corridor or for parts of the corridor (*Chapter 3*).
- DPZ and the Task Force will work with the school system to identify potential partnerships with the business community to sponsor or fund activities and programs that will assist schools in the corridor (*Chapter 6*).

## PRIORITY PROJECTS

The many people who have participated in the Route 1 revitalization effort thus far are, of course, eager to see some results from their work. Although many of the projects listed below require DPZ to perform certain tasks, clearly DPZ cannot work alone. This list of priority projects gives all who are interested in the future of the Route 1 corridor a choice of possible projects in which to contribute their ideas, efforts and resources. Next Steps to achieve the priority projects goals are:

### *Community and Roadway Cleanup and Minor Enhancement Projects*

- Where communities are willing to help organize and carry out improvement activities, DPZ, Task Force representatives and County agencies will facilitate projects that could be implemented immediately, such as cleanup campaigns, recognition programs, code enforcement, and outreach and education programs (*Chapter 2*).

### Priority Areas for Physical Improvements

- DPZ will sponsor a Vision Translation Workshop to identify properties with high potential for private sector redevelopment, and areas along the corridor that are candidates for public investment in streetscape improvements (*Chapter 2*).
- DPZ, DPW, SHA and the Task Force will rank the list of key transportation improvements shown on the chart at the end of *Chapter 4: Improving Transportation*, and develop a strategy to fund and implement these improvements. Criteria for ranking should include cost of improvements, ease and speed of construction, safety needs and community values (*Chapter 4*).
- The County will request SHA to undertake major planning studies for locations on Route 1 experiencing significant congestion and/or safety problems (*Chapter 4*).
- The County will ask SHA to undertake a comprehensive traffic safety study for Route 1, with a focus on those intersections and roadway sections with high personal injury rates or significantly high property damage rates (*Chapter 4*).
- The County Executive's annual Priority Letter to the Maryland Secretary of Transportation will highlight and recommend the most important major planning studies, traffic safety studies and transit improvements in the corridor (*Chapter 4*).
- DPZ will coordinate with SHA's District 7 Office to identify minor projects that SHA can undertake, where possible, to improve traffic flow (*Chapter 4*).
- DPZ will work with SHA and the Route 1 corridor consultant team to develop conceptual designs for a top priority streetscape improvement project in each area of the Route 1 corridor (*Chapter 5*).
- DPZ will confer with DPW and SHA about the creation of a master list of capital and grant funding opportunities for roadway and streetscape improvements, and develop a work program to apply for and manage grants (*Chapter 5*).

### Logo Development and Marketing Strategy

- If outside funding can be found, the Task Force, DPZ, the Economic Development Authority, the Chamber of Commerce or another group that represents the interest of the County should hire a consultant to develop a Route 1 logo and advise about a marketing strategy. The first step would be to acquire "seed money" to start the marketing effort (*Chapter 1*).
- The Task Force, working with DPZ, the Economic Development Authority and the Chamber of Commerce, will identify a group or organization which could lead and coordinate a comprehensive marketing campaign for the corridor. That group or organization could then seek funding sources for a comprehensive promotional and marketing campaign (*Chapter 1*).

### Community Facilities and Support Programs

- DPZ and the Health and Human Services Plan consultant will work with public and nonprofit service providers to identify methods for addressing concerns about youth. These groups will also investigate locations for community gathering spaces or identify buildings that could be used as community centers or multipurpose buildings to meet the needs of young adults (*Chapter 6*).

### Priority Project Goals

Establish priority projects; select those projects which can be implemented relatively quickly; show tangible evidence of progress in corridor revitalization.



Gateways to the Route 1 corridor need to be enhanced with plantings, pedestrian amenities and attractive signs.



Roadway improvements can make Route 1 safer, provide for pedestrian access and offer a more inviting environment for all who travel the corridor.

*Never doubt that a small, thoughtful group of concerned citizens can change the world. Indeed it is the only thing that ever has.*

Margaret Mead



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