Unlocking the potential for inclusive transit-oriented development in Prince George's County

Station vision and economic impact

December 2020

EY
Building a better working world

Limitations and restrictions

In preparing the report, Ernst & Young LLP (EY US) relied upon certain data and information provided by the Greater Washington Partnership (client) and other stakeholders referenced in the appendix. No procedures were performed by EY US to evaluate the accuracy or completeness of data and information provided, and no such procedures were included in the agreed-upon scope of work in the agreement between client and EY US. Accordingly, EY US expresses no opinion and issues no other form of assurance regarding the data and information provided. The procedures EY US performed do not constitute an audit of historical financial statements or an examination of prospective financial statements in accordance with standards established by the American Institute of Certified Public Accountants (AICPA).

The services performed by EY US were advisory in nature. Our scope of work was determined by client and agreed to by EY US pursuant to the terms of the agreement. Certain analyses and findings in the report are based on estimates and/or assumptions about future events that were provided by client. There will usually be differences between estimated and actual results because future events and circumstances frequently do not occur as expected, and those differences may be material. We make no representation of, nor do we take any responsibility over, the achievement of estimated or projected results. The findings and analyses contained in the report are based on data and information made available to EY US through the date hereof. Should additional relevant data or information become available subsequent to the date of the report, such data or information may have a material impact on the findings in the report. EY US has no future obligation to update the report.

Neither the report nor any of our work constitutes legal opinion or advice. No representation is made relating to matters of a legal nature, including, without limitation, matters of title or ownership, legal description, encumbrances, liens, priority, easements and/or land use restrictions, the validity or enforceability of legal documents, present or future national or local legislation, regulation, ordinance or the like, or legal or equitable defenses.

The report is intended solely for use by client. While we believe the work performed is responsive to client's request pursuant to the scope of work in the SOW, we make no representation as to the sufficiency of the report and our work for any other purposes. Any third parties reading the report should be aware that the report is subject to limitations, and the scope of the report was not designed for use or reliance by third parties for investment purposes, or any other purpose. We assume no duty, obligation or responsibility whatsoever to any third parties that may obtain access to the report.

CONTENTS

Executive summary

Transit-oriented development (TOD) integrates public transportation options and relatively dense, mixed-use development. This report examines TOD potential near rail stations in Prince George's County, Maryland (Prince George's or County) and identifies barriers to development. It also includes potential solutions and case study examples of TOD success achieved by other communities. Lastly, to further illustrate the potential benefits of additional TOD, this report presents hypothetical new developments and the potential economic impacts by highlighting four specific station areas in the County (New Carrollton, Greenbelt, Morgan Boulevard and Southern Avenue) that currently have strong potential for TOD and provides options for policy- and market-based efforts to encourage inclusive mixed-use development at those stations.

Today, lack of funding, absence of station-specific and coordinated visions and the physical conditions of the station areas present significant barriers to successful TOD implementation. The study presents potential actions to overcome these barriers and increase TOD in Prince George's. The findings are supported by over 40 interviews with local stakeholders; a qualitative evaluation of existing County strategies and applicable regulations, statutes and zoning codes; and a quantitative analysis of market conditions.

To increase funding, where possible the government stakeholders could consider bundling tax credits that encourage both development and job creation and streamlining the permitting, fee waiver and approval processes. In addition, existing state and local incentive programs, such as the More Jobs for Marylanders (MJM) tax credit and tax increment financing (TIF), could be expanded to TOD-designated areas. This could provide broader applicability and flexible use of these programs. TOD could be enhanced further by layering federal-level incentives where possible and seeking public-private partnerships (PPP).[1]

To establish a stronger and more coordinated vision, the County could work collaboratively with the state, local municipalities and private stakeholders for a mutual benefit to all parties, creating a defined sense of place and exciting environment for each station. To optimize strategic implementation, the County could consider forming an interagency team dedicated to addressing roadblocks, establishing TOD goals and metrics to track progress and creating small-area plans that generate public stakeholder buy-in.

Lastly, the current physical conditions of many County station areas are not conducive to encouraging TOD — most of the County's transit stations are located within a floodplain, and the surrounding pedestrian and bicycle environment often does not promote transit usage. The County could look to establish a more comprehensive floodplain policy, implement creative stormwater management solutions, adapt floodplain areas into public amenities or prepare them for development leveraging creative financing solutions. The County could also look to prioritize placemaking, including creating more walkable block sizes, adding street grids, setting design standards that encourage an exciting mix of uses and funding a strategy for last-mile improvements to improve connectivity and access to the stations.

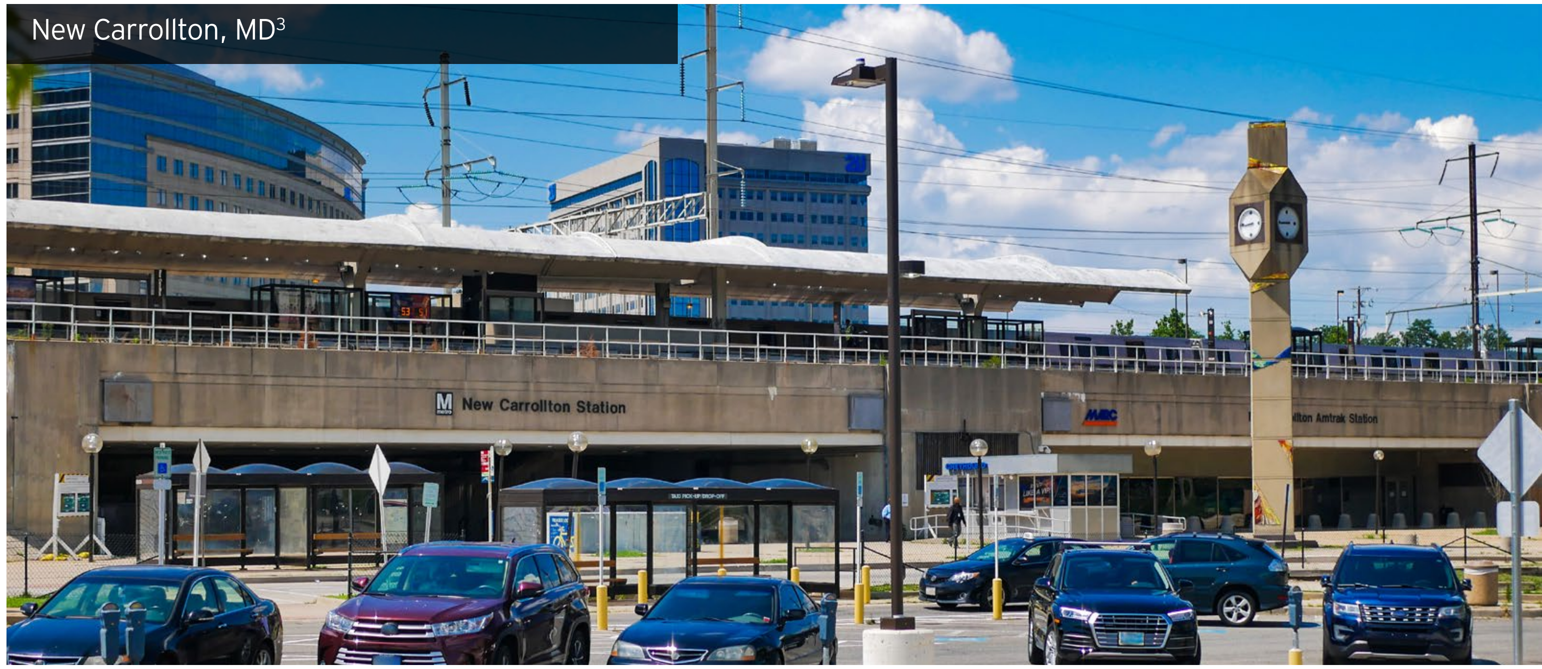
Barriers to TOD in Prince George's County

- Limited financing and funding for TOD
- Permitting delays and development uncertainty
- Lack of united stakeholder vision for TOD
- Many station areas appear to "lack personality"[2]
- Many station areas have poor connectivity/access and are not very walkable
- Low office footprint and difficulty attracting retail tenants relative to nearby counties
- Location of most Metro station areas within floodplain areas

State and County policy considerations

- Establish a state TOD designation at Southern Avenue and Morgan Boulevard that incorporates incentive benefits
- Retain state TOD designation for New Carrollton and Greenbelt
- Expand the More Jobs for Marylanders (MJM) tax credit program to apply to all industries creating jobs in TOD-designated areas
- Make value-capture programs such as TIFs as feasible as possible by emphasizing the public benefits and structuring the funding vehicle to benefit residents to the greatest extent
- Streamline by-right development and make the permitting/approval/fee waiver processes more predictable
- Seek PPPs wherever practical to facilitate additional sources of private and federal funding beyond the financial incentives available at the state and local levels

New Carrollton, MD[3]



New Carrollton

The professional's gateway to Prince George's County

The hypothetical development could shift New Carrollton from a disconnected district of office clusters into a more integrated mixed-use center of commerce.

I Strengthen the station's brand by targeting higher-wage employers

To target higher-wage anchor tenants in the technology, life sciences/health care and financial/professional services industries, the County could look to market a brand for New Carrollton (e.g., "The professional's gateway to Prince George's County") and streamline incentives (e.g., fee waivers) and by-right development. The County could also consider legislation such as the Smart Economic Growth Act of 2020 to further complement benefits from the Opportunity Zone and Enterprise Zone programs. Introducing new, higher-quality offices could increase market rents and General Services Administration (GSA) rent caps, better positioning New Carrollton to capitalize on GSA demand.

II Leverage placemaking strategies to create a more exciting environment

Encouraging adoption of design standards (e.g., compact development, mix of uses) and adapting wetlands as public amenities could help to create a more walkable, transit-oriented environment. The County could also target anchor restaurants, setting zoning standards or offering financial incentives (e.g., public land swaps, tax abatements) to incentivize the development of ground-floor retail.

III Connect New Carrollton across the station's tracks

The neighborhood around the Metro station is divided by the station's tracks – developing a wayfinding strategy to increase last mile connectivity, forming a PPP to refresh the street grid plan and creating a more inviting passage through the station could help optimize synergies across the tracks.

IV Unite stakeholders around a shared vision

Stakeholders could look to set up more direct channels of communication or consider establishing a Business Improvement District (BID) to better align the interests of newer and older property owners.

Hypothetical new TOD

Residential	**2,450-3,000** new units
Office	**1.6m-1.9m** new square feet
Retail	**200k-240k** new square feet
Hotel	**325-400** new keys

Potential economic impacts

5,700	$17m	$1.4m
Permanent direct jobs	Total annual County taxes	New annual fare revenue

Developer-proposed development scenario at New Carrollton, New Carrollton, MD

Greenbelt

Preserving the future: conservation and innovation

The hypothetical development could shift Greenbelt from a residential neighborhood with significant vacant land into a commercially oriented employment center that preserves green space and affordable housing.

I Target a center-of-gravity user

Creating a station area benchmarking analysis and marketing campaign specifically directed at technology or R&D sector campus-style users could help attract a large commercial anchor tenant and drive ancillary development.

II Bundle creative incentives for infrastructure investments

Large infrastructure investments (e.g., reconstruction of the Greenbelt Interchange, parking structures, moving utilities underground) are likely required to secure a campus-style user. The County could create a PPP to help cost-share some of this funding, although the County and state may need to bundle benefits from existing programs – including tax credits, grants and loans – tied to capital investment and job creation. Expanding the MJM tax credit program to apply to all job creators in the station area could help attract large tenants.

III Catalyze an innovation corridor of tech-oriented districts

The County could consider implementing a holistic strategy for an innovation corridor by organizing Metro stations into different tech-oriented districts. Greenbelt could be branded as an attractive location for technology, R&D and innovation; it could also look to add "makerspaces" by leveraging its proximity to the University of Maryland.

IV Incorporate open space into an environmentally sensitive design

Given the quantity of land that is located within the floodplain, the County could look to integrate significant open space into site plans – creating a large-scale public amenity could help attract millennial-dependent technology tenants and improve placemaking efforts. Adding flood management systems, which could be partially funded by the Maryland Economic Development Assistance Authority and Fund (MEDAAF), could also help balance conservation with new development.

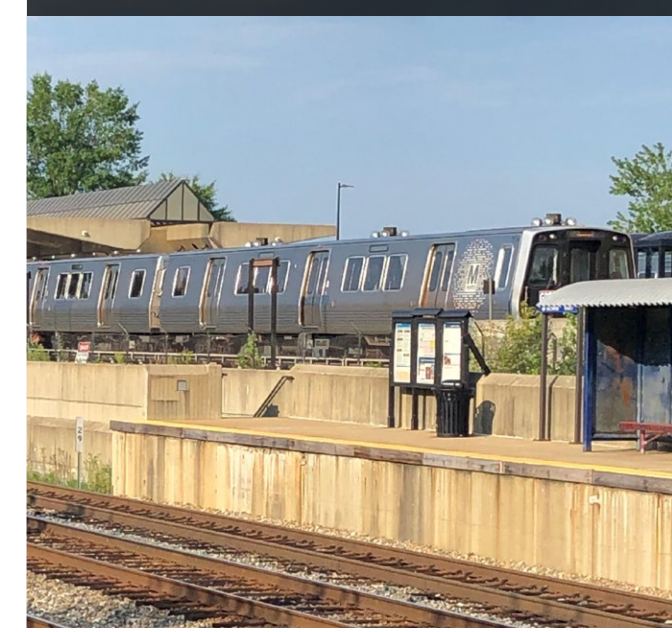
Hypothetical new TOD

Residential	**1,125-1,400** new units
Office	**3.6m-4.4m** new square feet
Retail	**200k-240k** new square feet
Hotel	**325-400** new keys

Potential economic impacts

12,100	$38m	968k
Permanent direct jobs	Total annual County taxes	New WMATA trips annually

Greenbelt Station, Greenbelt, MD



Morgan Boulevard

Health, history, home

The hypothetical development could shift Morgan Boulevard into a more residentially oriented community.

I Consider a plan for phased development that addresses near-term market saturation

Given the nearby market saturation from developments at Largo, the County could consider a holistic strategy for the Blue/Silver Line and allow developers to build some townhomes or senior housing to meet current demand at Morgan Boulevard. This could be tied to developer commitments to constructing more retail and higher-density multi-family and commercial buildings in future phases on the land closest to the Metro.

II Prioritize land assembly as the market develops

To facilitate land assembly and create a more suitable site for future mixed-use TOD, the County could create a PPP for joint development, offer incentives (e.g., additional development rights, tax abatements) to the key landowners or create a TIF to fund land assembly.

III Integrate historical assets and preserve local culture

The County should look to incorporate the community's rich culture to create a more exciting and authentic environment. This could entail incorporating the historical significance of the Gray and Ridgley families in forms such as murals, monuments and public art, or through naming rights for new/current developments, parks, plazas and streets.

IV Integrate amenities that promote health equity

Adding a large-scale, indoor amateur sports activity center to meet market demand could catalyze additional development and supplement the local health benefits intended to be realized from the Central Avenue Connector Trail. However, given the potential financial constraints, it may be necessary to form a PPP, offer incentives to a private entity (e.g., subsidy, tax abatement, rights to nominal purchase of the land), partner with community-driven nonprofits, or sell naming rights/sponsorship benefits.

Hypothetical new TOD

Residential	**1,550–1,900** new units
Office	**290k–350k** new square feet
Retail	**220k–270k** new square feet
Hotel	**210–260** new keys

Potential economic impacts

2,000 Permanent direct jobs

$4m Total annual County taxes

55% Increase in weekday ridership

Morgan Boulevard Station, Landover, MD

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Southern Avenue

Community on the park

The hypothetical development could shift Southern Avenue into a higher-density, mixed-age and -income residential community.

I Consider strategies that capitalize on the demand for higher density

A planned TOD from Petra Development indicates that the station area could support a higher density than allowed by the proposed zoning (Neighborhood Activity Center). If rezoning the station area is less feasible, the County could consider adding a zoning overlay that allows for density bonuses for including affordable housing.

II Foster a multi-jurisdictional partnership

As Southern Avenue borders D.C. and Prince George's County, a multi-jurisdictional partnership could be formed to help implement infrastructure improvements (e.g., enhance roadway connections, coordinate a strategy to underground utilities). This could entail creating a joint streetscape project that prioritizes pedestrian and bicycle improvements. Establishing the station as a state-designated TOD could certify the area as a Sustainable Community District and allow for increased access to funding.

III Maximize Oxon Run Park's ability to serve the greater community

Though already an established community asset, building on the existing amenities at and improving access to Oxon Run Park could increase residential demand and promote health equity. A joint initiative between Prince George's County, District of Columbia and the National Park Service to connect the western open space section of the park through the wooded section and to the station, key development sites and the northeast section of Oxon Run Park could better attract residents and stimulate growth. This process could entail creating a trail with an extended network of interwoven amenities (e.g., kiosks from local small businesses, pavilions, public art) and clearing space for a new station-adjacent park. Implementing leading practices for park design and better connecting this trail to the greater Capital Trails Network could also amplify the realized benefits along the WMATA's southern Green Line stations.

IV Integrate amenities to better connect and attract residents

To create a more desirable living environment, stakeholders could look to incorporate open space into a partial street grid, as well as add an environmentally conscious pedestrian bridge or staircase over the hill to connect the southern development sites to the station.

Hypothetical new TOD

Residential	**1,850–2,300** new units
Office	**70k–90k** new square feet
Retail	**170k–210k** new square feet

Potential economic impacts

600 Permanent direct jobs

$1m Total annual County taxes

$1.3m New annual fare revenue

Southern Avenue Station, Hillcrest Heights, MD

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

A closer look at TOD

The term "transit-oriented development" commonly describes a development strategy based on an existing or planned transit station with high-quality service, as well as a walkable, vibrant, relatively dense and mixed-use environment that is oriented around a transit station. TOD has been an important part of Maryland's strategy to address traffic congestion, environmental issues and urban sprawl.

TOD is based upon the guiding principles of mixed uses, equity, connectivity and amenity:

- **Mixed uses** entails integrating a balance of residential, commercial, social and public uses into one space and to create a well-rounded lifestyle for its community members. A strong mix of uses helps the community remain lively and walkable, combining work and social activities. This can lead to increased demand for commercial and residential real estate from potential new residents and employers.
- **Equity** in the forms of affordable housing, preservation of small businesses and inclusive access to open space can elevate a development's long-term impact and alleviate social and economic burdens. The higher density and profit margin often associated with TOD sites can better support affordable housing relative to less connected areas. Transit access can also offset the larger relative cost of automobile ownership for lower-income residents.
- **Connectivity and amenities** are essential to a station's success. A high level of connectivity and robust amenities (e.g., parks, trails, plazas) create more vibrant station areas, providing a strong quality of life within the community and greater access to the broader metro area.

In 2008, the Maryland legislature adopted a definition of TOD as "a dense, mixed-use deliberately-planned development within a half-mile of transit stations that is designed to increase transit ridership."[4]

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

The County and TOD

The County has historically promoted TOD as a vehicle to enhance economic development, encourage transit ridership and optimize the use of transportation infrastructure.[5] The County has produced various plans for TOD; however, more work needs to be completed to realize the associated benefits, especially as it relates to implementation.

Each WMATA line in the County is represented by the four stations selected for this study. The four stations were selected for having high upside opportunity, being understudied or having previous plans with minimal implementation. Aligning stakeholders on a shared vision that balances introducing near-term, market-supported developments that energize TOD while also maintaining the County's long-term strategic growth goals could be critical to success.

New Carrollton was selected because it is a high-potential, emerging metro and multimodal transit center that could benefit from a common vision, modern retail options and infrastructure. Greenbelt represents a high-upside transit center with a large amount of available land in a developing market.

Morgan Boulevard has attracted significant interest for TOD from public stakeholders, but previous studies have resulted in minimal implementation to date. Southern Avenue was selected because development is occurring at nearby stations along other WMATA Green Line stations (Waterfront/Navy Yard/Anacostia and Branch Avenue/Suitland), opening new market potential.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

TOD can take many forms

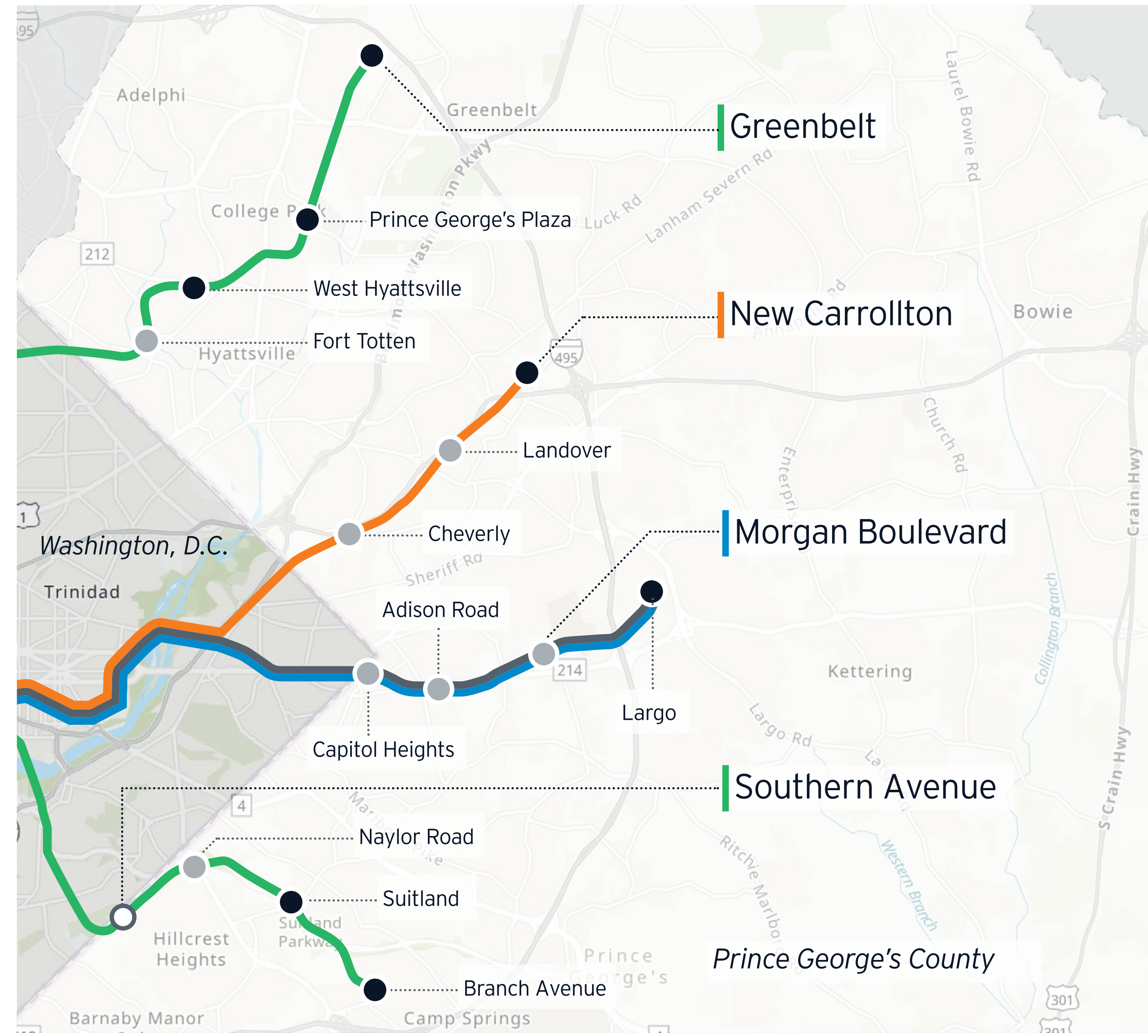
Every station area faces unique challenges that require specifically tailored solutions to unlock their TOD potential. From employment centers that serve as the core of a local economy to more residential neighborhoods where transportation exists to connect residents to their workplace, schooling and other essential destinations, different stations exemplify a variety of distinctive character traits, roles and functions within a larger transit context.

To set stakeholder expectations and prioritize funding and planning efforts, Prince George's Plan 2035 created a classification system for its core centers, grouping them based on similar characteristics.[6] These groups consisted of five classifications:

Classification	Description	Residential composition	Commercial composition	Transportation characteristics	Examples
Regional transit districts	Well-connected, moderate- to high-density regional-serving centers that function as destinations for workers and residents	High-rise and mid-rise apartments and condos and townhomes	Mix of office, retail, entertainment, public, flex and medical uses	Metrorail with frequent local feeder connections (e.g., bus and shuttle service) and intermodal facilities (e.g, commuter rail, light rail or bus rapid transit)	New Carrollton Metro, Greenbelt Metro, Largo Town Center Metro, Prince George's Plaza Metro
Local transit centers	Smaller-scale, mixed-use centers that are well connected by transit	Mid-rise and low-rise apartments and condos, townhomes and small-lot single-family houses	Local-serving retail and limited office uses	Metrorail or light rail with local transit connections including all types of bus service	Morgan Boulevard Metro, Naylor Road Metro, West Hyattsville Metro
Neighborhood centers	Primarily residential areas that are often lower in density	Mid-rise and low-rise apartments and condos, townhomes and small-lot single-family houses	Neighborhood serving retail and office uses	Typically light rail, commuter rail or local bus hub	Southern Avenue Metro, Riverdale MARC, Seabrook MARC
Campus centers	Transit accessible, low- to medium-density, mixed-use centers oriented toward supporting universities	Mid-rise and low-rise apartments/student housing and condos, townhomes and small-lot single-family houses	Primarily university-supporting retail	Light or commuter rail, arterial roadways and local/ express bus service	Bowie MARC, EMD East, UMD Center
Town centers	Auto-accessible centers that anchor larger areas of suburban subdivisions	Low-rise apartments and condos, townhomes and small-lot single-family houses	Mix of development horizontally oriented across centers rather than vertical within single buildings	Largely automobile-oriented with access from arterial highways; limited bus service	Bowie, Brandywine, Konterra

Prince George's County WMATA stations

These classifications were considered in creating a hypothetical vision for each station, accounting for recent shifts in trends since the plan was published in 2014. Below is a map of Prince George's County's WMATA stations and their respective classifications:



Prince George's plan 2035 classification

● Regional transit district ● Local transit center ○ Neighborhood center

TOD in Prince George's County — barriers and equity

State, County and station barriers to TOD and potential solutions

To identify the key barriers to TOD at the state, County and station level, the EY team interviewed over 40 stakeholders from a variety of employers, developers, community groups and government agencies. The EY team also leveraged historical station studies and reports and the team's industry knowledge to inform this analysis.

The EY team also sent out a county competitiveness survey, receiving responses from five employers across three industries. The survey's key findings identified availability of funding and capital as one of the County's core weaknesses and the County's prevalence of major interstate highways and proximity to the Beltway as key strengths.

The EY team was also able to determine potential solutions for the most commonly identified barriers, leveraging a combination of insights from success stories, relevant case study literature, interviews with local stakeholders and EY US industry knowledge.

State-level barriers to TOD and potential solutions

Financing and funding for TOD

Potential solutions

- Increase government commitment to state TOD designations
- Establish a state TOD designation around Morgan Boulevard and Southern Avenue, in conjunction with expanding the More Jobs for Marylanders Act to include benefits for all industries creating jobs
- Establish TIFs for land assembly and infrastructure
- Set up a grant program to help fund TOD feasibility studies and implementing targeted actions

Technical assistance capacity

Potential solutions

- Assign staff to lead the implementation of a state TOD development strategy
- Educate stakeholders on state TOD design standards and incorporate them into state TOD programs
- Improve and promote online resources and tools

TOD designation impact

Potential solutions

- Increase TOD incentives for private developers and employers
- Make select benefits more automatic if specified TOD criteria are met
- Expand the section of the More Jobs for Marylanders Act to include benefits for all industries creating jobs within a state TOD designated area and partially count part-time jobs

Lack of a cohesive public/private sector vision

Potential solutions

- Inventory all state-owned land within 1 mile of transit stations
- Develop a proactive strategy with goals, metrics and timelines for joint development on state-owned property near transit
- Create a multi-agency committee with representatives from different levels of government, relevant transit agencies and other key stakeholders to oversee implementation of strategy

Parking strategy

Potential solutions

- Complete a strategy for MARC parking, including fees and/or incentives to direct drivers from overcapacity Penn line stations to undercapacity Camden line stations

County-level barriers to TOD and potential solutions

Financing and funding for TOD

Potential solutions

- Seek joint ventures with a primary developer
- Employ impact fee waivers for targeted developments
- Link specified TOD criteria to automatic incentives
- Expand the impact fee reduction from a quarter-mile to a half-mile mile of transit station if specific TOD criteria are met
- Support a plan to deploy value capture mechanisms such as creating TIF districts around stations to encourage land assembly and help fund infrastructure improvements

Lack of consistent vision and message among County elected officials and agencies

Potential solutions

- Establish TOD goals and metrics, then track progress
- Form interagency teams dedicated to addressing roadblocks
- Focus on the implementation of small-area plans that generate stakeholder buy-in
- Market small wins to enhance stakeholder buy-in

Permitting delays/process perception

Potential solutions

- Expedite permitting for TOD areas and developments that include affordable housing
- Establish pre-approved building types (e.g., courtyard apartments, accessory dwelling units) to reduce design time, expedite reviews, reduce approval times and minimize guesswork for developers
- Streamline incentives and by-right development
- Expedite the permitting and approvals process for bringing employers from sectors with "Targeted Industry" designations
- Market improvements to the permitting process to alter developer perception

Housing to office space imbalance

Potential solutions

- Establish automatic benefits for office developments or other "targeted industry" that meet TOD criteria
- Communicate to the state the importance of establishing a state TOD designation around the Southern Avenue and Morgan Boulevard stations, in conjunction with the state expanding the More Jobs for Marylanders Act to include benefits for all industries creating jobs

Underutilized WMATA land

Potential solutions

- Streamline WMATA land sale and joint development process
- Conduct outreach to developers to inform them on the land sale and joint development process for WMATA land

Lack of certainty for developers

Potential solutions

- Encourage the adoption of design standards by promoting a clear, preferably graphical vision for an area (e.g., small-area plan) and ensure that proper regulations and design guidelines are set that support progress toward that vision
- Guarantee up-front incentives for developers, with policies that clearly define necessary thresholds to receive certain benefits

Lack of interest from retailers, especially restaurants

Potential solutions

- Develop a marketing campaign targeted toward attracting anchor tenants
- Benchmark County and station-specific assets
- Expand incentives to include retail establishments, especially restaurants
- Consider temporary pop-up retail, which could offer market testing and activate foot traffic to increase interest from potential anchor tenants

Outdated floodplain maps and policies

Potential solutions

- Create a comprehensive floodplain policy in line with the Prince George's Plan 2035 guidelines and zoning changes
- Establish an accessible online floodplain register and visualization tool
- Fund a county-wide compensatory floodplain analysis targeted around Metro stations
- Promote strategies to mitigate floodplain changes during the development process
- Promote and streamline funding sources and mechanisms for creative floodplain and stormwater management (e.g., building cisterns, offering land for compensatory storage)
- Form PPPs with developers to convert wetlands into public amenities

Station-level branding

Potential solutions

- Leverage institutions for placemaking
- Target incentives to attract higher-wage employers and anchor retail/restaurant tenants
- Establish public art and programming for TOD areas

Limited staff capacity to implement plans

Potential solutions

- Dedicate a County point of contact for each station area, supported by interagency team

Controversial political implications of TIFs

Potential solutions

- Designate sections of station areas intended for commercial development as TIF districts so residential real estate taxes do not flow directly into developer profit margins
- Market the importance and benefits of TIFs as a financing tool for public infrastructure
- Highlight success stories of TIFs used to create developments with community-serving benefits

GSA rent caps too low to support construction

Potential solutions

- Strategize the attraction of other industries (e.g., technology, R&D and professional services)
- Work with the federal government to increase uniformity in GSA rent caps across jurisdictions in the Washington, D.C., region (e.g., federal policy changes that would allow for varying rates that account for the differences between basic lease renewals in existing buildings vs. leases that require new construction or higher investments for renovations)
- Target incentives to attract new, higher-quality commercial developments around Metro stations in order to increase local market rents to support higher GSA rent caps

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

General station-level barriers to TOD and potential solutions

Equity, affordability and displacement concerns

Potential solutions

1. Create goals and track progress

- Assess the current inventory of existing affordable housing, including expiration dates for subsidized properties
- Set tangible affordable housing goals (by county or by station area) and benchmark progress

2. Engage local stakeholders

- Host regular forums to connect mission-driven development project sponsors/ landowners to mission-driven developers
- Form PPPs with larger, locally involved businesses to invest into capital campaigns for public benefits
- Set up workshops that connect developers with the community
- Strengthen tenant protections for existing residents and connect tenants at risk of eviction with pro bono legal services

3. Set planning guidelines

- Fund feasibility studies for the adaptive reuse of vacant commercial buildings for community-serving uses such as libraries or museums
- Encourage the new construction of accessory dwelling units within existing subdivisions, which can provide affordable housing
- Incentivize the development of a variety of housing types that support a diverse tenant base (e.g., mixed-income housing, townhomes and apartments)

4. Offer financial incentives

- Introduce market-sensitive inclusionary zoning laws, including impact fee waivers, public safety surcharge waivers and/or density bonuses for production of affordable units
- Provide grants or technical support to mission-driven entities to conduct feasibility studies for TOD projects that support County goals
- Consider providing property tax abatements to low-income homeowners in TOD areas

5. Support local employment

- Offer micro-grants to existing small businesses for facade improvements to increase competitiveness amid new construction and improve the pedestrian environment
- Tie more direct incentives to pre- and post- construction local hiring policies and encourage developers to include space for small-business tenants
- Advocate for the equitable distribution of grants and educational programs that support capacity building for local artists, entrepreneurs and small businesses (e.g., mentorship programs, internships, technical assistance)

Wetlands/floodplain

Potential solutions

1. Add stormwater infrastructure

- Integrate flood mitigation and creative stormwater improvements (e.g., cisterns, levees)

2. Reuse wetlands

- Consider wetland remediation/restoration for future development sites
- Consider wetland adaption for public-serving amenities (e.g., parks, trails, open space)

3. Consider mutually beneficial land exchanges

- Offer publicly owned land for compensatory floodplain mitigation to developers
- Consider land swaps, trading development-oriented public land for private land with higher environmental value

Connectivity and access

Potential solutions

1. Develop strategic assessments

- Create a last-mile needs assessment and implementation plan
- Fund a strategy for last-mile improvements
- Implement complete street and traffic-calming standards for roadways that serve TOD areas
- Conduct wayfinding studies for each station and implement recommendations

2. Plan for the future

- Adopt and implement the draft zoning code (currently pending final approval), streamline the development review process and communicate clear expectations for building mixed-use and transit-oriented places
- Leverage best practices for suburban retrofitting in community redesign standards (e.g., walkable block sizes, a more continuous streetscape with ground-floor retail and wide sidewalks to allow for increased bicycle and pedestrian mobility and for outdoor dining)
- Implement strategies that support future development when desired results cannot be achieved in the short term (e.g., designing in easements for future linkages or outfitting parking lots as future construction sites, placing utilities in the future streets at the outset)

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Equity toolkit — promoting equity in Prince George's County

While evaluating TOD readiness and determining optimal developments to enhance Prince George's stations, this study also addressed the importance of promoting equity in the County.

Demographic comparison[7]

The population of the County has struggled economically relative to the state of Maryland, including the stations evaluated in this analysis. The area surrounding each station has a large minority population that is currently rent-burdened. TOD can serve as an effective starting point in alleviating this burden, among other equity concerns. The table below illustrates the percentage difference of the station area to the County and state averages for select demographic data points. For example, Greenbelt has a minority presence that is 11% higher than the County average.

	Minority presence		Median household income		Rent-burdened population		Poverty status		Unemployment rate	
	County	State	County	State	County	State	County	State	County	State
Greenbelt Prince George's County	11%	93%	-36%	-36%	96%	134%	-36%	-45%	-10%	7%
Morgan Boulevard Prince George's County	10%	91%	5%	5%	58%	90%	-87%	-89%	-25%	-11%
Southern Avenue Prince George's County	12%	96%	-62%	-62%	127%	172%	41%	21%	109%	150%

Note: resident population surrounding New Carrollton is too limited to speak to current demographics.

Encouraging equity through state and local incentives

Maryland offers several incentive programs focused on promoting equity in the state. To encourage the improvement and expansion of affordable housing, Maryland has utilized the federal Low-Income House Tax Credit (LIHTC). The program, which subsidizes the acquisition, construction and rehabilitation of affordable rental units, provides tax credits to the state.[8] The state then awards the credits through a competitive application to developers, who usually exchange them for up-front capital. Once the developers finish the project, the holder of the credit can claim the various credits over a 10 year period. Developers of the low-income housing projects must agree to meet certain tests regarding the income levels of the tenants. Maryland allots points as part of the tax credit evaluation and selection process when awarding federal LIHTCs.[9] For the 2020 allocation round, TOD projects may receive up to eight additional points if certain criteria are met.[10]

Maryland offers the Partnership Rental Housing Program to complement the federal Low-Income Housing Tax Credits. This program allows local governments, housing authorities and other entities to apply for loans for rental housing units that will be filled with tenants who earn at or below 50% of the statewide median income.[11] The program is designed to be integrated with private or public funds as well as programs like the Low-Income Housing Tax Credit.

In addition to incentives based on housing, the state and local communities offer programs that benefit the creation of minority-owned businesses and the revitalization of distressed communities. For instance, the Prince George's County Commercial Revitalization Program provides a credit on the County real estate property tax on the improvement and new construction of property inside the Beltway where the median household income does not exceed the County median. Eligible projects include the improvement and new construction of residential and commercial structures. While benefiting the developer, this program can also drive additional housing into communities that need it most.[12]

While the State and its local municipalities have made some progress toward equity goals, policy and regulatory footholds still need to be improved. In 2017, Maryland was sued for Violating Title VIII of the Civil Rights Act of 1968 for requiring not only the approval of the community, but also a designated local financial contribution before developing low-income housing units.[13] While the case was settled and the provisions were removed, the process of implementing affordable housing development still remains tedious, especially in a state where a shortage exists of homes for low-income renters.[14]

To address these realities, it is important to extend tax credits that support production of low-income housing. In addition, the focus can be shifted to retaining current low-income renters. This can be accomplished with incentives for landlords who provide quality affordable housing. Programs focused on reliable transportation, quality schools and public assistance can also bring value to low-income communities, as well as to the developer that can partner with public entities to revitalize distressed areas.

Prince George's County Commercial Revitalization Program

100% property tax credit

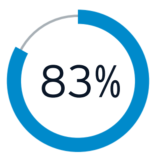
on the real property improvements for the first year, limited to $200,000 of improvements per residential unit[15]

Affordable housing program case studies

Prince George's County's current affordable housing programs have been marginally effective in producing results, according to developers and public stakeholders. Affordable housing programs in nearby Montgomery County and Fairfax County have been consistently highlighted across various reports as two effective models for encouraging the development of affordable housing.[16 17]

While both Montgomery and Fairfax counties have higher median household incomes and lower poverty rates than Prince George's County, they are both geographically proximate and share similar levels of homeownership (all three counties are within 6.5% of each other).[18 19] Given the proven track records and similarities, Prince George's County could consider adopting similar policies or inclusionary zoning standards.

Inclusionary housing programs



of local inclusionary housing programs across the country are mandatory[21]

Montgomery County[20]

Highly effective in creating affordable housing through mandatory set-asides, but more stringent requirements can limit potential development

Context

- Maryland code broadly authorizes density bonuses to create affordable housing units
- Moderately Priced Dwelling Unit (MDPU) program

Highlights

- Mandatory set-asides – for all developments more than 20 units, 12.5% must be MDPUs
- 22% density bonus for 15% MDPUs
- Affordability terms – 99 years for rental MDPUs, 30 years for for-sale MDPUs
- Maximum income limits vary, but are typically 60% to 70% of median household income
- Alternative: developers can transfer MDPUs to an alternative site in the same planning policy area

Results

- More than 13,000 affordable housing units produced from 1974-2011, more than any other program in the US (~358/year)

Fairfax County[22]

Still effective in creating affordable housing (less so than Montgomery County's program), but also more encouraging of new development with a less stringent sliding scale of requirements

Context

- First inclusionary zoning program in the US
- Affordable Dwelling Unit (ADU) program

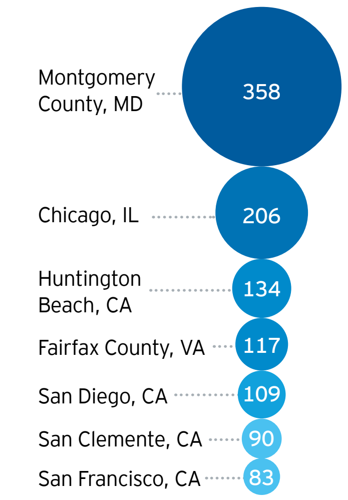
Highlights

- Sliding scale of requirements for most property types
- Single-family: 20% density bonus for 12.5% ADUs
- Multi-family (under four floors): 10% density bonus for 6.25% ADUs, 20% for 12.5% ADUs
- One-third of rental ADUs reserved for households with incomes below 50% AMI, two-thirds for incomes below 70% AMI
- Established an ADU Task Force
- Alternative: developers can provide a portion of the required ADUs with a buy-out option for others

Results

- From 1992 to 2011, 1,112 renter-occupied and 1,336 owner-occupied units developed (~117/year)

Average number of inclusionary units produced per year*



*Given limited tracking and publication of affordable housing data and different years of program conceptions, results reflect comparisons across varied ranges of years.[23]

KEY TAKEAWAYS

Conducting an economic feasibility analysis to clarify the program requirements that would work best for each local market is key to designing a more successful inclusionary housing program for Prince George's County. This may entail balancing affordability requirements that will lead to affordable units being built without stifling overall housing development. Inclusionary housing programs in stronger housing markets that have predictable rules, well-designed cost offsets and flexible compliance alternatives are often the most effective.[24] While Prince George's has a relatively large proportion of naturally occurring affordable units, it is important that residents are not displaced because of significant development that may raise rents.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

EQUITY AND COVID-19

Equitable TOD can alleviate the long-term impacts of COVID-19.

The EY team recognizes that the COVID-19 pandemic has had a dramatic impact on the use of Metro, MARC and light rail transit in Maryland. Nevertheless, the observations, visioning and conclusions in this report are long term in nature and anticipate an eventual return to normal use of these rail assets and a continued need for TOD.

COVID-19 has resulted in an unprecedented contraction in economic activity and employment. Small businesses, lower-income residents and racial minority groups have borne the brunt of these impacts, particularly in the mid-Atlantic region.[25 26] Affordable housing is a key concern, as new construction has stagnated and a greater share of low-income homeowners and renters work in industries more vulnerable to the pandemic. Although the tenants living in LIHTC- financed housing and naturally occurring affordable housing pay relatively lower rents, these rates were based on their pre-COVID-19 incomes. As many of these residents have service or hourly jobs that can't be performed remotely, the loss of income for these tenants is especially impactful.[27 28]

Equitable TOD can create opportunities for mixed-income, mixed-use communities that better support affordable housing and alleviate longer-term COVID-19 impacts. Long commutes affect families' quality of life, reduce productivity and contribute to employee turnover, especially among low- and moderate-income wage workers.[29] Transit provides a more affordable means of access to jobs for low- to middle-income households and to essential businesses (e.g., grocery stores, hospitals, institutions), which can catalyze regional growth.

Of Maryland's extremely low-income rental households

Real estate and COVID-19

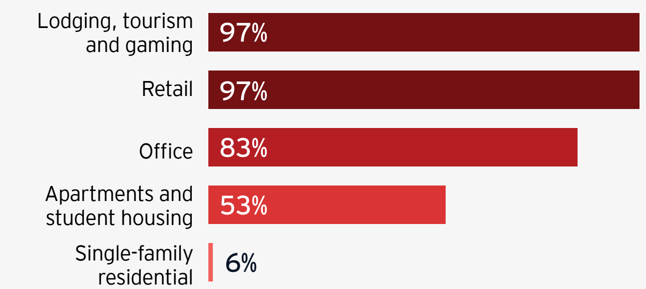
To determine how property values will be impacted as a result of COVID-19, the EY team conducted a survey of over 200 professionals active in the US real estate markets. Survey respondents generally viewed commercial properties such as hotels and retail to be more at risk of medium- to long-run effects vs. multi- and single-family residential properties.[31]

Respondents also indicated that development and population trends may shift toward the suburbs, presenting an opportunity for Prince George's County.[32] This could lead to new construction jobs, an increase in satellite office employment and greater financial support for affordable housing through increased tax revenues, especially in mixed-use areas with better transit access.

Real estate strategies in this report therefore relied heavily on encouraging planning activities, infrastructure construction or residential development in the near term, in line with these suggested market conditions.

Perceived impact of COVID-19 on US property values[33]

Percentage of respondents who believe US property values will decrease as a result of COVID-19



EY US research on COVID-19's impacts on real estate[34]

Office	"The long-term effects are a possible decrease in the demand for office space, particularly large concentrations in urban cores … investment emphasis may shift to remote technology and flexible satellite locations in the suburbs that are more easily accessible."[35]
Retail	"The dependence of most neighborhood and community strip centers on small businesses and restaurants is certainly a risk factor … the advantage they have by nature is a flexibility to quickly shift tenants and reinvent themselves to meet changing consumer demand."[36]
Hotel	"The timeline for recovery is seen as being heavily dependent upon market and segment/ chain scale."[37 38]
Multi-family	"Remote working could become the new normal for many employees, leading to 'reverse urbanization' where tenants move to the suburbs for lower rent and more space … Class A/B+ assets are likely to outperform Class B-/C assets."[39]

Hypothetical TOD visioning model and economic impact analysis

A hypothetical TOD model was created to estimate the total new construction by asset class within an 0.5-mile radius of each station.[40] **These inventory outputs were determined under the assumption that the barriers inherent to each station will be overcome in the long term. Stakeholder action is a critical component to realize the hypothetical new TODs.** The model is not intended to serve as a specific site plan or development proposal, but instead as a vision for an optimal outcome of TOD based on area need and potential as assessed from stakeholder interviews, market conditions and quantitative data sources.

This analysis, applied to each of the four subject stations, consisted of four sections:

- I Current state
- II Realizing TOD
- III Three pillars of TOD
- IV Potential economic, tax and ridership benefits

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

I Current state

This section consists of:

- Key details regarding the current transit infrastructure and in-place development
- An overview of historical plans, studies and TOD literature relevant to the station and recent/planned developments
- An analysis of the current level of barriers to TOD for the station based on stakeholder interviews, historical studies and complementary market analytics

II Realizing TOD

This section was based on information gathered from stakeholder interviews, historical studies, case studies and EY US industry knowledge and includes:

- An illustrative "site map" that links potential development sites and identified barriers to key locations
- An analysis of the key identified barriers and potential opportunities at each station, with supporting strategies, available benefits, policy suggestions and potential next steps for achieving the vision for each station
- Station-specific strategies for encouraging equity

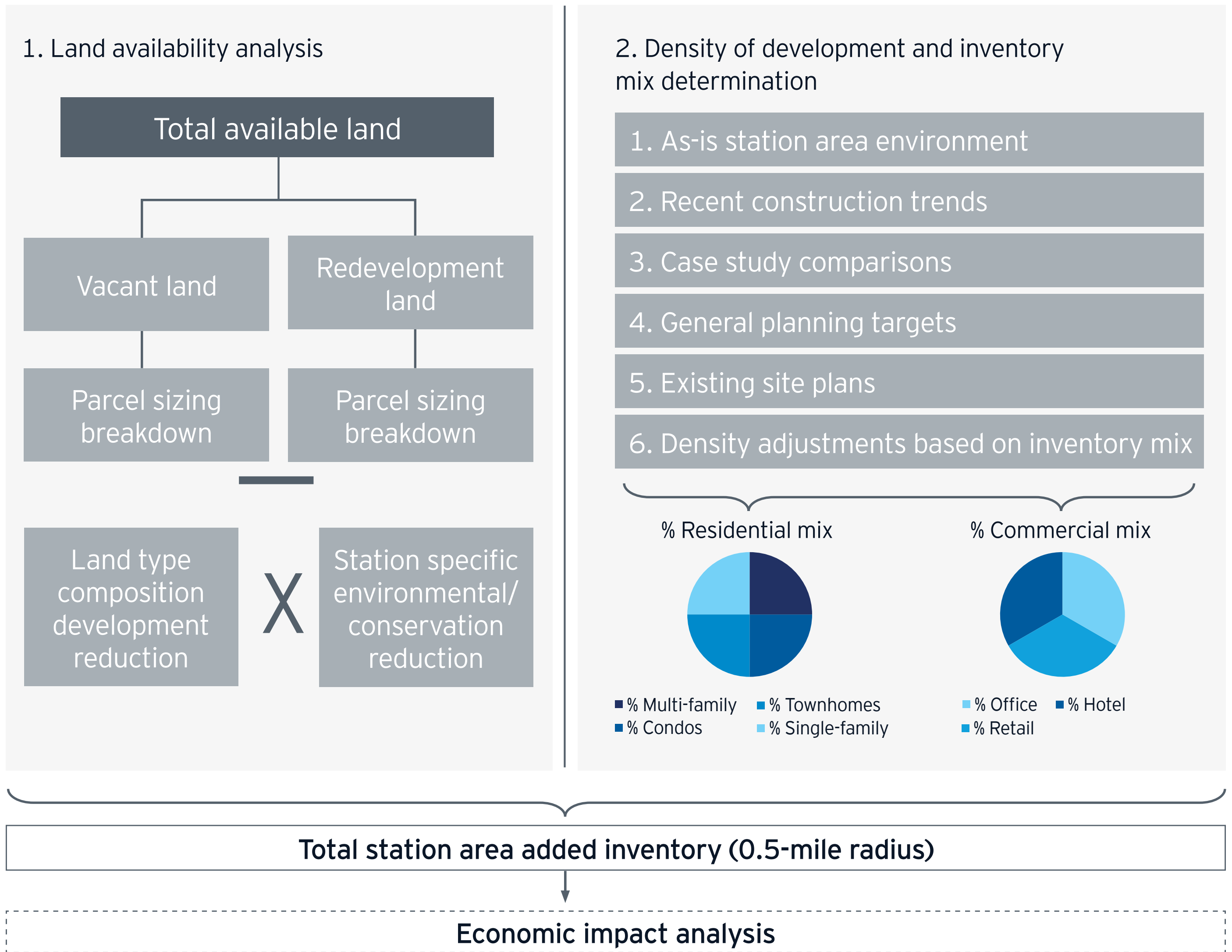
III Three pillars of TOD

This section consists of a breakdown and description of the estimated square footage of inventory to be added in the hypothetical model by asset type, as well as real estate specific strategies and considerations to achieve these goals in the medium to long term through a multiphase development. These pillars consist of residential, commercial and amenity, the outputs of which were calculated by leveraging the following methodology:

- Calculating the total vacant and ready land using the state of Maryland's GIS data and adjusting parcels for sizing (e.g., larger vacant parcels were considered more likely to be more densely developed than smaller redevelopment parcels) and environmental conservation (e.g., wetlands, open space)[41 42 43]
- Determining a baseline density of development and inventory mix assuming identified barriers to TOD were surmounted based on sources as illustrated in the following graphic
- Adjusting to account for site access, location, topography, complementary uses, stakeholder insights, demand drivers, market conditions and real estate market fundamentals (e.g., rents, vacancy rates, sales prices)[44]
- Cross-referencing outputs against illustrative "site maps" to pair hypothetical developments to locations, comparing outputs to soon-to-be-implemented zoning changes to confirm their viability and adjusting for the impact of outputs at other stations[45]

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Hypothetical TOD model process flow:



IV Potential economic, tax and ridership benefits

Based on the anticipated inventory added at each station and the types of uses envisioned, the economic impact analysis quantifies the incremental direct, indirect and induced economic activity that could be supported by the construction of the facilities, the subsequent operations of tenants and consumption spending of residents across the County.

- **Direct** effects include jobs at construction contractors related to capital investments and ongoing employment at office, retail, hotel and other establishments included in the hypothetical development.
- **Indirect (supplier)** economic effects are the result of purchases from local suppliers and the subsequent rounds of supplier purchases in the economy.
- **Induced (employee spending)** economic contributions are related to employee household spending. Workers at the development use a portion of their incomes to purchase goods and services from local businesses. These transactions support employment at businesses such as retailers, restaurants and service companies.

Direct impact	Indirect impact	Induced impact
Wages Construction spend	Subcontractors Distribution Suppliers	Retail Housing Health care

The direct, indirect and induced impacts are expressed in terms of five indicators:

- **Economic output**: is the broadest measure of economic activity and includes GDP and intermediate input purchases.
- **Gross domestic product (GDP)**: GDP, or value added, is a component of economic output and includes labor income, payments to capital and indirect taxes.
- **Labor income**: is a component of GDP and includes total employee compensation and proprietor income. For direct labor income, the amount reflects wages and salaries, excluding benefits.
- **Employment**: reflects the total number of full- and part-time jobs (headcount). Employment impacts related to capital investments are expressed as one-year jobs that will take place over the duration of the construction of the development. Employment impacts related to operations are annual jobs that can expected to recur yearly if the development's operations sustain.
- **State and county taxes**: estimates include individual and corporate income taxes, sales and excise taxes and property taxes.

Throughout the report, annual impacts are presented in real (current, uninflated) dollars to maintain comparability in currency amounts across years. The analysis incorporates information from the IMPLAN input-output economic model of Prince George's County.

The analysis also includes potential ridership impacts related to the hypothetical development and estimates the number of new annual transit trips that would result from the development and the annual fare revenue associated with the trips.

New Carrollton

The professional's gateway to Prince George's County

Potential to become the premier transit gateway to Prince George's County

Current state

New Carrollton is an emerging Metro and multimodal transit center at which TOD has been prioritized by the County. [46] Stakeholders appear to have differing visions for the area, which has limited the implementation of TOD.

New Carrollton could become an interconnected hub of economic activity by attracting technology and professional services jobs and incorporating higher-density apartments around public amenities that are well integrated into an urbanized setting.

The station has the strongest transportation connectivity in all of Prince George's County, as it is serviced by multiple bus routes, MARC commuter rail via the Penn Line and Amtrak trains on the Northeast Corridor Line. It is currently the end station for the WMATA's Orange Line and it is planned to become the end station for the current phase of the MTA's Purple Line, which is under construction.[47]

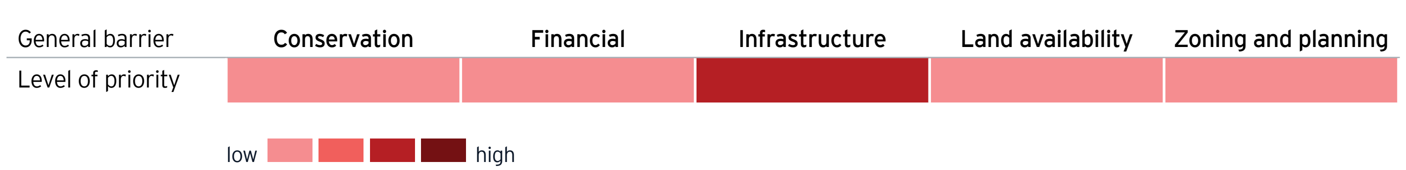
New Carrollton's station area has been studied by various stakeholders, including the Maryland-National Capital Park and Planning Commission (MNCPPC), through plans such as the 2010 Subregion 4 Master Plan and the 2010 New Carrollton Transit District Development Plan.

The station area is already a defined commercial hub, with over 5 million square feet of commercial inventory within a half-mile radius. The station is also strategically located at the intersection of the Beltway and Route 50, which connects downtown Washington to higher-income suburban communities in Prince George's and Anne Arundel counties.[48] The WMATA and Urban Atlantic Development are currently undertaking a joint development initiative for the construction approximately 2.7 million square feet of new inventory on 39 station-adjacent acres.[49]

This development, which will leverage a 25% Payment in Lieu of Taxes (PILOT), includes the construction of:

- ~1,400 residential units
- ~135,000 square feet of street-facing retail
- ~125 hotel rooms
- ~1 million square feet of office space, including a new WMATA headquarters [50]
- A new parking garage that will contain a ground-level bus loop and the removal and reconfiguration of two station-adjacent parking lots

Phase II of The Remy, a separate planned development, is expected to add approximately 250 multi-family units.[51]



Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Realizing TOD at New Carrollton

To realize the potential, the station-area development could address four key areas.

1 Leveraging incentives to promote a station brand

Creating a personality: The County could look to develop and market a station-area brand (e.g., "The professional's gateway to Prince George's County") to attract developer and targeted tenant interest. While New Carrollton appears solidified as the County's premier transit gateway, the County could focus on improving the area's professional presence through financial incentives. This could include streamlining incentives and by-right development, increasing the predictability of the incentives application process and better marketing its support systems to employers, developers and property owners.

Prince George's County has a low ratio of jobs to population compared with neighboring counties in Maryland.[52] Given that New Carrollton has proved to be one of the County's emerging job centers, leveraging incentives to attract employers around a well-connected Metro station that demonstrates growth potential could be a key starting point for increasing the County's employer presence. As market rents are still too low to justify higher-quality, more vertical developments without additional funding, offering and streamlining incentives, such as PILOTs, could help to bridge this gap.

In the County, GSA rent caps are often too low to encourage new construction. While the County's proximity to Washington, D.C., creates interest from GSA tenants, it is important to balance this existing demand with the attraction of other tenants that can pay higher rents and support higher-density construction. Examples of relevant higher-wage industries include technology, life sciences/health care and financial/professional services. Potential incentives could reduce or waive impact fees for developers who build space that aligns with the vision for the station area.

The need to streamline the current permitting and approval process arose repeatedly in stakeholder interviews. Developers acknowledged that the menu of fee waivers currently available is viewed as economically material. However, the discretionary approval process creates uncertainty. More prescriptive, predictable local approval processes could increase developer interest and accelerate new project activity.

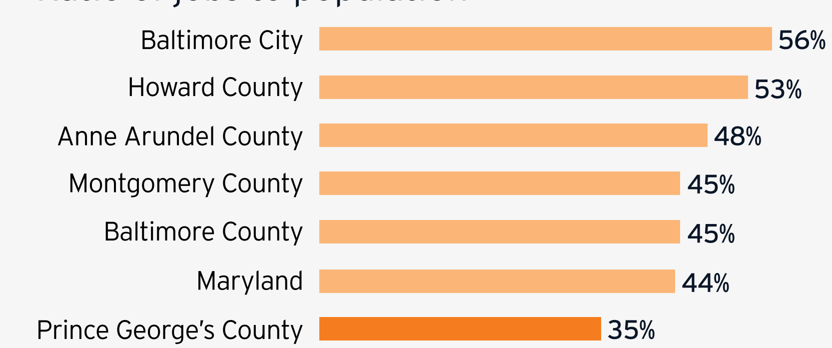
"You can't implement the level of density [at New Carrollton] the County wants to see without government financial help.

– Developer

"New Carrollton is missing the personality and the brand ... it needs to be more of a 24/7 place that's attractive to a robust mix of tenants.

– Public agency stakeholder

Ratio of jobs to population[53]



Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Incentive scan – Prince George's County existing fee waiver examples

- Public Safety Surcharge waiver
- School Facilities Surcharge (partial waiver)
- Washington Suburban Sanitary Commission (WSSC) Systems Development Charge (SDC) waiver

The New Carrollton station is located within a Federal Opportunity Zone. The Opportunity Zone (OZ) program offers tax benefits to encourage investors to reinvest their unrealized capital gains into Opportunity Funds that are dedicated to investing in low-income communities nationwide.[54] The OZ program allows for the deferral of certain capital gains taxes if specific investment and timing conditions are met.[55]

The state-run and locally managed Enterprise Zone program (EZ) includes tax credits equal to a 10-year abatement against local real property tax, as well as an income tax credit for wages paid to employers with expanding employment bases within these zones. The presence of these property tax and income tax credits can benefit all certified entities within a mixed-use development if they meet the eligibility requirements.[56 57] In addition to these benefits, the County in September 2020 proposed to enhance incentives in support of major TOD projects with the introduction of the Smart Economic Growth Act of 2020. If passed, the legislation would create real property tax credits beyond what is currently available in the EZ program.

The availability of these incentives could contribute to the emergence of a "brand" as similar businesses use them and cluster around an anchor tenant within these zones.

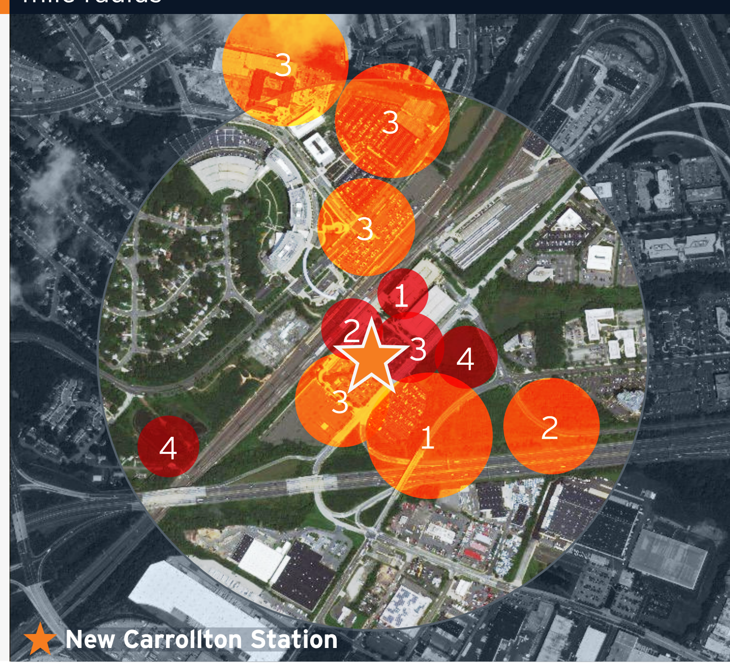
Retail integration: Zoning standards or financial incentives (e.g., PILOTs for retail development) can be used to create first-floor retail spaces and discourage in-building cafeterias. The County could also look to target anchor restaurants, which could foster additional retail growth, increasing the station's presence as a destination. The County could also consider promoting pop-up markets, shops, food trucks, bars and other temporary retail, which could offer market testing and activate foot traffic, increasing interest from potential anchor tenants.

> "It's very hard to get retail, particularly restaurants, to come to Prince George's County. The high amount of tenant improvements requested by tenants but low rents that they are willing to pay just don't pencil.
>
> – Developer

Hypothetical development considerations

1. Core mixed-use residential development site
2. Potential commercial development site
3. Mix of commercial and residential development site

New Carrollton – development overview 0.5-mile radius



New Carrollton barriers

1. Improved parking garage site
2. Need for improved station and connecting the station area across the tracks
3. Need to improve street grid and placemaking
4. Current wetlands

2 Creating an exciting environment that complements and encourages developments

Placemaking is key to creating a desirable living and working environment. Integrating exciting public amenities into a mixed-use environment as envisioned in the 2010 Subregion 4 Master Plan and the 2010 New Carrollton Transit District Development Plan could build on the station area's strong professional presence and further promote its brand.

Setting design standards: The County could look to establish design standards that encourage TOD, set developer expectations and create a sense of place. This can help create a more walkable and distinct station area.

Adapting and restoring wetlands: The wetlands that are scattered throughout the half-mile station-area radius pose a barrier today but could be adapted to create community amenities that support residential demand.

Wetlands adaptation could include developing a walkable trail around Beaverdam Creek or transforming the wetlands at the intersection of Corporate Drive and Garden City Drive into a small lake, pending feasibility studies. The largest area could be converted into a public park including a trail, benches, pavilions, public art, improved landscaping, an urban farm, better lighting and pop-up market events connected by a pedestrian walkway.

Alternatively, the County could look to form a PPP to restore some of the wetlands or leverage creative stormwater management techniques to reduce the negative impacts of floodplains on development. Publicly owned land could also be contributed toward floodplain mitigation to reduce the amount of developer-owned land necessary for compensatory storage. These transactions could be contingent on developer commitments to provide community amenities or add retail space.

TOD leading practices

Promoting design standards for New Carrollton[58]

- Encouraging compact development, with a variety of building and lot types
- Integrating an interconnected street grid that improves mobility
- Incorporating open space/green space into the block structure, with buildings oriented toward the street
- Adding pedestrian plazas adjacent to transit stations
- Improving walkability, with buildings that engage pedestrians at the ground level, wide sidewalks that allow for outdoor dining and natural landscaping
- Developing a mix of densities and uses, with ground-floor restaurants/retail and office/residential developments above

Implementing placemaking at New Carrollton[59]

- Engaging with and emphasize local artists and cultural assets
- Forming community partnerships with public- and private-sector organizations
- Improving access and connectivity and promoting safe and clean social environments that encourage community interaction
- Marketing early wins to generate excitement, visibility and buy-in
- Promoting pop-up retail

> "One of the most significant pieces of land is the wetland to the south of the station near Garden City Drive. Developers want to know if it is possible to turn this into an environmental asset, potentially by adding a boardwalk.
>
> – Public agency stakeholder

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

3 Improving walkability and connectivity to both sides of the station

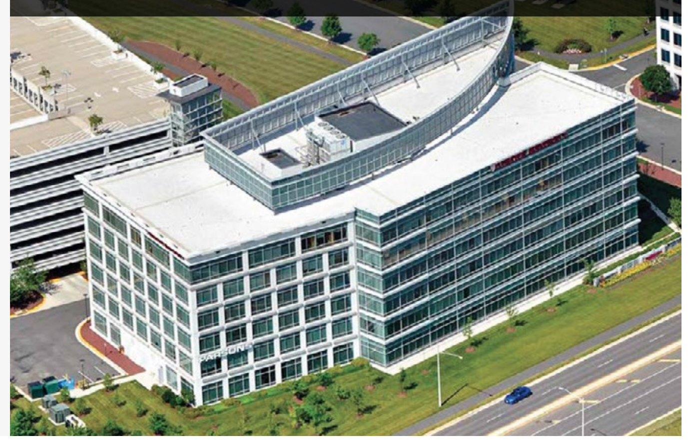
Enhancing mobility: To increase residential and, in turn, retail demand, an improved street grid and placemaking efforts are needed that create a more walkable environment. The County could develop a wayfinding strategy to increase mobility and improve pedestrian, bicycle and automobile connectivity, with a focus on cross-track accessibility. Government stakeholders could look to form a PPP with developers to financially contribute to refreshing the street grid, leveraging leading practices for suburban retrofitting (e.g., constructing walkable block sizes, building a more continuous streetscape with ground-floor retail and wide sidewalks to allow for increased bicycle and pedestrian mobility and for outdoor dining).

Stakeholders could also look to create a more inviting passage through the station. This could entail adding art and murals as well as a renovated interior with a small retail component. The WMATA could also consider the trade-offs to selling station naming rights or advertisements within the station to help fund these infrastructure costs.

Case study – Innovation Center, VA

Given the increased demand for parking generated by TOD, Fairfax County formed a PPP with a developer and contributed $52 million toward site infrastructure. This included developing stormwater infrastructure, roadways and a 2,100 space, eight-story parking garage.[60]

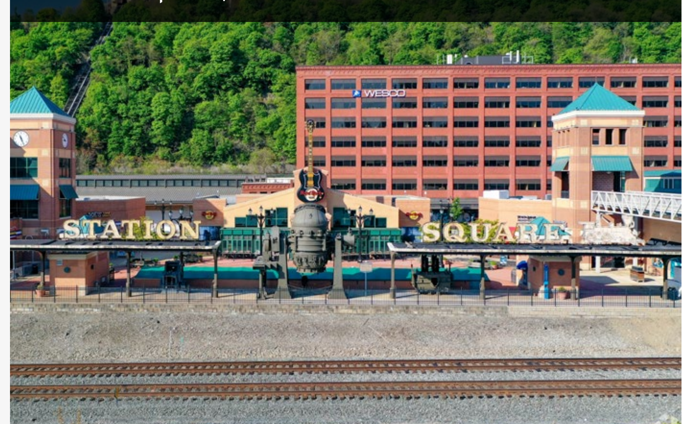
Innovation Center, Herndon, VA[61]



Case study – Station Square/Allegheny County, PA

Station Square is serviced by a variety of multimodal transit options including two light rail lines, buses, busway, shuttle boats and incline transit service, all of which make it the key transit gateway to the suburbs of Pittsburgh. Allegheny County has prioritized the integration of these services into the pedestrian environment and roadway network to further promote last-mile connectivity and increase residential and commercial demand.

Station Square, PA[62]



4 Uniting stakeholders around a shared vision

Aligning stakeholder interests: Conversations with local stakeholders have revealed conflicting interests between newer and older property owners. Longer-standing office owners appear primarily concerned with maintaining their properties. Newer owners conversely appear more interested in investing in New Carrollton to create a more mixed-use, urbanized center to realize the long-term profit potential of TOD. Creating a more desirable location and walkable community could require cohesive buy-in across stakeholder groups to enhance the current street grid, prioritize placemaking and improve mobility.

Stakeholders could create more direct channels of communication, with a focus on aligning the visions of newer and older property owners. This could include setting up intermittent meetings between or forming a PPP among key stakeholders to establish shared goals and timelines.

The local government could also consider a Business Improvement District (BID) to manage and create programming for public spaces and unite new and old property owners in a shared vision.[63] A cost-benefit analysis of specific policies should be considered to make certain that new development is not priced out, given property owners within a BID are generally assessed an additional tax or fee.

Case study – Innovation Center, VA

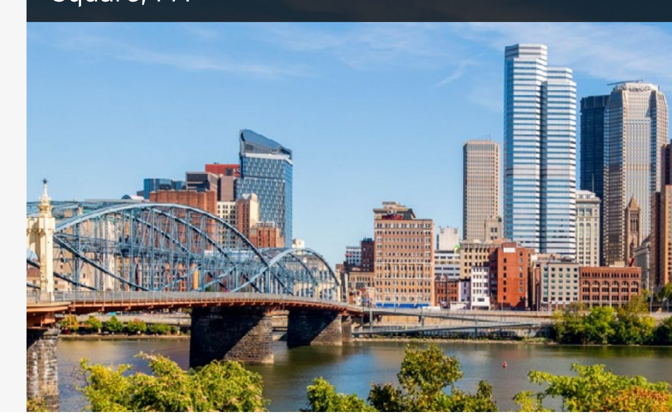
To help develop this station area into an innovation hub and align stakeholders under a common strategic vision, Fairfax County partnered with businesses, public/private universities, research institutions and incubators. Fairfax County has also engaged the community through events such as mobility "hackathons" and Smart Communities Readiness Workshops.[64]

Center for Innovative Technology, Herndon, VA[68]

Case study – Allegheny County, PA

Downtown Pittsburgh, which is in Allegheny County and directly adjacent to Station Square, established a BID in 1997 that is still in place today, and it has been renewed every five years at the request of downtown property owners.[65][66] In this BID, property owners are assessed for services within the BID including street cleaning, community outreach, marketing the area to new businesses and applying for economic development and infrastructure grants to improve transportation and walkability.[67]

View of downtown Pittsburgh from Station Square, PA[69]



Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

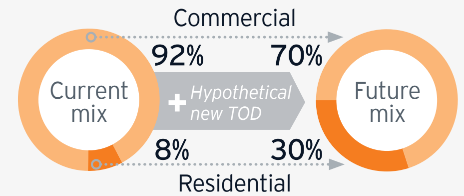
Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Three pillars of TOD at New Carrollton

Based on stakeholder interviews and review of other successful TOD projects, the execution of three pillars may allow the County to address the unique challenges and opportunities at New Carrollton.

Current vs. future mix

The hypothetical new development could shift New Carrollton into a more mixed-use regional activity center.



1 Residential

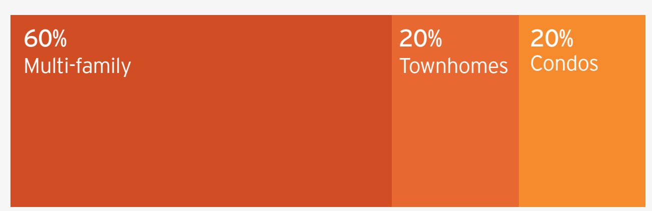
- Creating a "personality" for New Carrollton through placemaking, integrating amenities and improving the pedestrian environment could attract new residents and transform the predominantly commercial area.
- Existing and newly added commercial inventory could encourage higher-density residential development that could be primarily multi-family to support more millennial tenants.
- Multi-family developments may best capitalize on the opportunity for higher residential density at New Carrollton, as millennials typically drive multi-family demand and tech industry employment.
- An increased residential presence could better support the necessary threshold of demand for new, higher-quality retail development including restaurants and bars.

Hypothetical new development highlights

- **Multi-family/condominiums** – Over 2,200 mid- to high-quality units. The apartments could be Class A, three- to eight-story mid-rise elevator buildings with high levels of added amenities.

Hypothetical new TOD – residential

Asset breakdown by % of total added square feet



Based on 2,450-3,000 new units

"At New Carrollton, newly developed apartment buildings have been more successful because 2U and other tech-based companies that have a 20- to 30-year-old demographic working base are driving multi-family demand.

– Developer

CREATING EQUITY

Incorporating affordable housing

There is currently a limited residential base around the station. By prioritizing strategies from the Equity Toolkit that incentivize the development of affordable housing, New Carrollton could create a more equitable, mixed-income living environment. Given that there is less developer interest in building more vertical developments due to higher construction costs relative to market rents, other incentives for encouraging affordable housing could be considered by the County. The 2018 Prince George's Comprehensive Housing Strategy found that "based on conversations with local and regional developers, reduced parking requirements or reduced or waived fees would help offset the cost of providing income-restricted units."[70]

2 Commercial

- In the near term, the strategy could rely primarily on supporting existing plans for the development of currently vacant or minimally improved parcels closer to the station.
- Once the area is reinvigorated by new development, driving up land values and market rents, New Carrollton could see the redevelopment of other commercial office space or lots on the periphery of the station area.
- Given the limitations inherent in GSA rent caps, the County could look to target more private sector tenants that can afford to pay higher rents and justify more vertical, Class A construction.
- To meet existing demand, the retail plan could first focus on adding more destination dining options, fast casual restaurants and bars or nightlife alternatives that may better attract Class A office tenants and new, higher-income residents.
- Introducing new, Class A product targeted to commercial tenants in higher-wage industries could increase market rents and in turn, GSA rent caps. The GSA awards significant bonus points for government leases in areas proximate to Metro stations – with increased market rents, New Carrollton could better position itself to capitalize on demand from the GSA, the largest landlord and tenant in the D.C. market.

Hypothetical new development highlights

- **Office** – Over 1.6 million square feet. This may include Class A, mid- to high-quality buildings ranging from 3-15 stories with environmentally sensitive designs. These offices could target front-office tenants including those in professional services, health care and technology industries.
- **Retail** – Over 200,000 square feet. This could primarily comprise ground-floor retail in mid- to high-rise office and residential buildings, fronting walkable blocks and key roadways.
- **Hotel** – Over 325 units. This could include mid-scale/upper mid-scale hotels targeted toward business travelers driven by the existing and above noted office space.

Hypothetical new TOD – commercial

Asset breakdown by % of total added square feet

Based on 1,950k-2,390k new square feet

3 Public amenity

- Improving the pedestrian and bicycle environment could increase transit access and ridership.
- Incorporating public amenities into new developments could enhance their appeal and increase community support for TOD.

Hypothetical new development highlights

- Public amenities could include a large plaza and event gathering space adjacent to the station, a farmer's market, widened roadways and sidewalks and extended bike trails.
- Adapting the station area's wetlands into public amenities (e.g., parks, trails, boardwalks) could create a more unique environment that strengthens residential demand.

THE BOTTOM LINE

Energizing development by creating an appealing and distinguished station personality

New Carrollton has high potential to serve as a center of commercial activity within Prince George's County given its transit access and existing business presence. There is already substantial construction underway, and there are plans for future phases of development. Supporting these developments and positioning New Carrollton to attract future construction and new employers is key. This could be achieved by better streamlining available incentives, improving placemaking, fostering connectivity and creating and marketing a station brand that attracts new employers and residents and unites stakeholders on a shared vision.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Potential economic contributions

The following analysis outlines the potential economic contributions of hypothetical new development at New Carrollton, based on the parameters and assumptions described above.[71] The impacts below are based on the EY team's assumptions, market benchmarks and the IMPLAN input-output multiplier model of Prince George's County. The results provide a representative range of potential benefits for a development appropriate in size and scale for the area.

Capital investment impacts

$1.2b
total capital investment

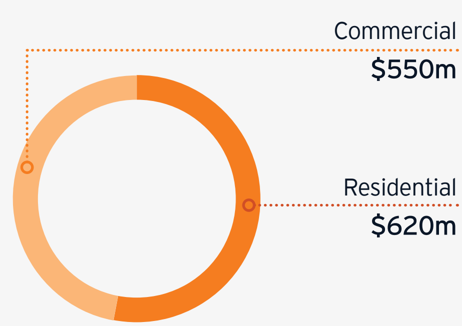
11,900
total jobs

The hypothetical new development at New Carrollton may require an estimated $1.2 billion in capital investments. The development could balance residential and commercial components, with more than 2,700 residential units and an estimated 1.75 million square feet of office space. Key findings of the one-time impacts related to this construction are described below.

- The construction of this development could directly support an estimated 9,300 one-year jobs (worker years) in the County. These workers could earn an estimated $620 million in direct labor income over the construction period.
- New Carrollton's development could support nearly $1.6 billion in total economic output, including an estimated $1.0 billion in Prince George's County GDP.
- Through direct, indirect and induced effects, this development could contribute an estimated $23 million in total taxes to Prince George's County.

Direct capital investment breakdown at New Carrollton

Millions of real 2020 dollars



Operations impacts

5,700
direct jobs

$400m
direct labor income

Upon completion of the development's construction, the new offices and other commercial components could support annual employment around New Carrollton. Key findings of the annual impacts of the ongoing operation of these facilities are described below.

- Across all components, the New Carrollton development could directly support approximately 5,700 jobs. These jobs could support an annual direct labor income of $400 million.
- Through indirect and induced effects, operations could support approximately 2,700 indirect and induced jobs, resulting in an estimated total employment contribution of 8,400 annual jobs.

Potential value

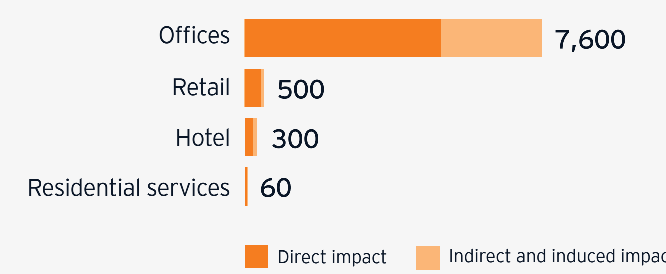
$1.4m
new annual fare revenue

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

- The operation of this development could annually support approximately $1.3 billion in direct, indirect and induced economic output. Prince George's County's GDP could grow by $750 million, including an estimated $530 million in total labor income.

Direct, indirect and induced employment breakdown at New Carrollton

Number of full- and part-time employees



Note: figures are rounded.

Potential economic impacts of construction and operation of the hypothetical new development at New Carrollton

Millions of real 2020 dollars; number of full- and part-time employees

	Direct impact	Indirect and induced impacts	Total impact
Temporary impacts related to capital investments			
One-year jobs (cumulative)	9,300	2,600	11,900
Labor income (cumulative)	$620	$130	$740
GDP (cumulative)	$780	$230	$1,010
Economic output (cumulative)	$1,170	$400	$1,570
State taxes (cumulative)	$32	$7	$40
Local taxes, county (cumulative)	$17	$6	$23
Annual impacts related to ongoing operations			
Employment (annual)	5,700	2,700	8,400
Labor income (annual)	$400	$120	$530
GDP (annual)	$550	$200	$750
Economic output (annual)	$920	$370	$1,300
State taxes (annual)	$21	$7	$28
Local taxes, county (annual)	$11	$6	$17

Note: figures may not appear to sum due to rounding.

Source: EY analysis using the IMPLAN input-output multiplier model of Prince George's County.

Potential value of New Carrollton's development[72]

Ridership: This development at New Carrollton and subsequent improvements to transit service could lead to more than 1,000 new daily weekday riders on the Metro. There could be 385,000 new trips annually, equivalent to an estimated $1.4 million in new annual fare revenue.

Tax revenues: The analysis assumes that all residents of the development would be new residents in the County. These new residents could generate an estimated $19 million in new annual tax revenues for local jurisdictions within Prince George's County. Combined with the estimated County tax revenues related to ongoing operations, New Carrollton's development could annually support nearly $36 million in new County taxes.

Public sector cost: Based on the expected number of residents and the average public sector cost of services per County resident in 2019, the analysis estimates that the residential component of the hypothetical development could result in $22 million in increased annual expenditures for Prince George's County. While the marginal public sector cost per resident may be higher than the average shown here, the analysis uses the total county expenditures and total population in 2019 to estimate the average public sector cost of each new resident.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Greenbelt

Preserving the future: conservation and innovation

Potential to attract a campus-style user who can catalyze innovation in Prince George's County

Current state

The Greenbelt Metro station in Greenbelt, MD is on the WMATA's Green/Yellow Line one stop away from the University of Maryland. Metro ridership at the station has fallen in recent years, but still attracted nearly 5,400 riders daily in 2019.[73]

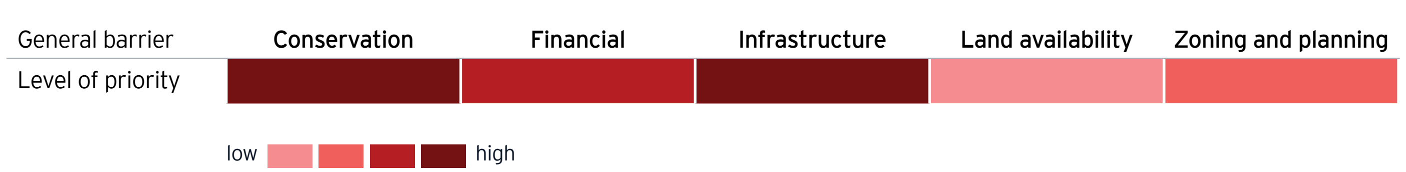
Greenbelt could become a defined employment center characterized by significant open space, modern placemaking and an anchor tenant on a large, central campus.

Despite the large, vacant parcels available for development, interest in the immediate station area has been recently limited. The planned large-scale, mixed-use Beltway Plaza Mall will be located less than a mile from the station, offering an opportunity to increase connectivity to this new development and add complementary construction.

There is currently a limited resident pool around the station and the majority of housing units are renter-occupied. More than one-third of these renters are rent-burdened, likely due to the high median home value around the station.[74]

The station has been the subject of recent studies by the MNCPPC and GSA, including plans such as the 2016 FBI headquarters consolidation draft environmental impact statement and the 2013 Greenbelt and MD 193 Sector Plan.[75 76]

In 2017, a deal to develop a new campus for the FBI was canceled by the Trump administration. Given the large amount of vacant land at Greenbelt, there is still the opportunity to attract a major campus-style tenant, but also the potential to integrate significant open space and public amenities into a proposed site plan to create a uniquely competitive design.



Realizing TOD at Greenbelt

To realize the potential, the station area development could address four key areas.

1 Targeting a technology campus-style user

Plans for the proposed FBI headquarters included the construction of an 82-acre campus with a headquarters building of 2.1 million net rentable square feet and 1.6 million square feet of supporting developments. These would have included 350,000 square feet of commercial office space, 800 residential units, a 300-room hotel (with a 20,000-square-foot conference center) and 70,000 square feet of retail.[77] Although there is still a possibility that, in the future, the FBI could relocate to Greenbelt, it is important to consider potential alternatives, including expanding the marketing and attraction strategy beyond only the GSA.

The County could look to target a large, campus-style commercial tenant that could drive ancillary office and residential development around the station. This could involve creating a station-area benchmarking analysis specifically directed toward technology or R&D sector campus-style users, comparing Greenbelt to other competitive sites. By identifying and promoting the area's relative strengths (e.g., high land availability to integrate green space, Beltway access, Metro proximity, University of Maryland talent pool) and addressing areas of opportunity for improvement the County could better position Greenbelt to capitalize on a large-scale opportunity. This analysis could also look to explore creative ways to capitalize on opportunities stemming from Greenbelt's proximity to the National Oceanic and Atmospheric Administration's headquarters (e.g., to study climate change) and the NASA Goddard Space Flight Center (e.g., with the growth of the Space Force).

Ultimately, a campus-style commercial tenant is estimated to potentially result in over 5.7 million square feet of added inventory, the highest of any of the four subject stations. The distribution of this hypothetical development could be comparable to The Hub, a planned development at Innovation Center Station in Fairfax County, VA, which is proposed to include 3.5 million square feet of office, 1,265 residential units, 400,000 square feet of retail, 350 hotel rooms and significant open space spread over an 85-acre site.[78]

> "Attracting a campus-style user is probably the best strategy, given the large amount of property and highway and transit access.
>
> – Public agency stakeholder

The Hub, Herndon, VA[79]

2 High infrastructure investment intertwined with securing a campus-style user

Funding infrastructure: The reconstruction of the Greenbelt Interchange may require an investment of at least $100 to $150 million.[80] Other investments may include adding new parking garage and moving utilities underground to reconfigure the existing WMATA-owned parcels for a new, large-scale development.

The County could look to leverage a PPP to help address the costs. A single anchor tenant for a larger-scale investment likely offers the best opportunity for a PPP, as the higher the certainty of a larger total profit for a new development, the more a developer could likely contribute to common site infrastructure. To attract a campus tenant, the County and state may need to bundle benefits from existing programs – including tax credits, grants and loans – tied to capital investment and job creation.

For example, the state recently expanded the MJM tax credit program to non-manufacturers located within OZs. The program allows for (a) a refundable credit against the state's income tax of 5.75% of qualified wages; (b) up to a full abatement of the state property tax portion; (c) a refund of sales and use tax paid by the qualified business entity during the immediately preceding calendar year for a sale of qualified personal property or services; and (d) a waiver of fees charged by the Department of Assessments and Taxation.[81]

Expanding the applicability and use of the MJM tax credit program to TOD-designated areas, similar to what has been recently done in Maryland with OZs, could offer an important enhancement to an existing economic development tool. Such a change could elevate the importance of TOD designations and encourage a wide array of business entities to locate and grow near these stations as development occurs.

The idea of elevating the importance of a state TOD designation can be seen in recent legislation. For example, in September 2020 an act concerning Revitalization Tax Credits for major transit-oriented development (MTOD) projects was introduced in Prince George's County.[82] While not enacted as of the date of this report, the bill would create a multitude of tax credits for entities in Revitalization Tax Districts that also happen to be areas within MTOD projects. An MTOD project is one that is approved by the County through a detailed site plan and is located either partially or entirely within a half-mile radius of a transit station. Like the state TOD designation, developments that are not certified or approved cannot benefit from the correlating incentives.

> "The station area is isolated ... the only way to open the full development potential [of Greenbelt] is to reconstruct the interchange at the Beltway.
>
> – Public agency stakeholder

3 Advancing the innovation corridor with tech-oriented districts

Invigorating innovation: Prince George's Plan 2035 designated parts of the city of College Park, the city of Greenbelt, the city of Hyattsville, the town of Riverdale Park, the town of Edmonston, the town of Berwyn Heights, the town of University Park and areas along the US 1 Corridor and around the University of Maryland, College Park and the Beltsville Agricultural Research Center (BARC) as the Prince George's Innovation Corridor. In line with the County's overall vision for the area, Greenbelt could seek to brand itself as an attractive location for technology, R&D and innovation.[83]

Greenbelt has the most available land of the Innovation Corridor areas – much of which is clustered around the Metro station. This offers an immediate opportunity for new development. But the County may need to consider a holistic strategy for the Innovation Corridor to prevent cannibalization of project investment and encourage new, complementary growth.

The County could designate station areas as tech-oriented districts with distinct focus areas like cybersecurity, data centers and information systems. These districts could be centered around Metrorail stations (especially those on the northern Green Line such as West Hyattsville, Prince George's Plaza and College Park) and leverage county-wide synergies across technology, life sciences and health care firms, business incubators and research facilities to build both station-level and county-wide brands.

> "The County needs to double down on its technology presence, organizing Metro stations into different tech-oriented districts.
>
> – Developer

Hypothetical development considerations

1. Campus-style mixed-use office development
2. Mixed-use multi-family development
3. Supporting residential development
4. Commercial development corridor
5. Potential mixed-use development

Greenbelt – development overview 0.5-mile radius

Greenbelt barriers

1. Greenbelt Interchange reconstruction
2. High parcel reconfiguration costs (e.g., parking)
3. Open space zoning/ wetland contamination
4. Connectivity to developments (e.g., Beltway Plaza Mall)
5. Connectivity to current residents (e.g., Franklin Park at Greenbelt Drive)

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Greenbelt, identified as a makerspace cluster within Prince George's County, could further capitalize on this opportunity to promote startups through targeting more technology-oriented makerspaces that could, in turn, catalyze future job growth, research and innovation within the County, and help reduce postgraduate leakage.

Information technology – state programs and incentives[85]

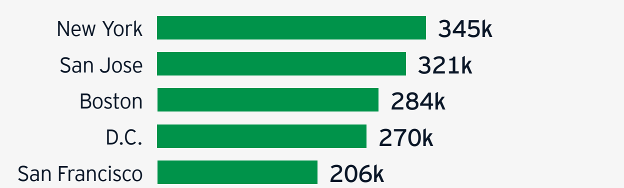
- Maryland Venture Fund: seed and early-stage equity fund
- Maryland Industrial Partnerships: funds joint R&D projects between private businesses and Maryland's university faculty
- Maryland Technology Development Corporation: seed funding, technical assistance and entrepreneurial support programs that facilitate private sector adaptation of university and federally produced technology
- Research and Development Tax Credit: certified companies can receive tax credits for eligible R&D expenses
- Cybersecurity Investment Incentive Tax Credit: refundable tax credit for cybersecurity investment

> "There is a need for the next incubation space – this [Greenbelt's] corridor is philosophically made for that concept.
>
> – Public agency stakeholder

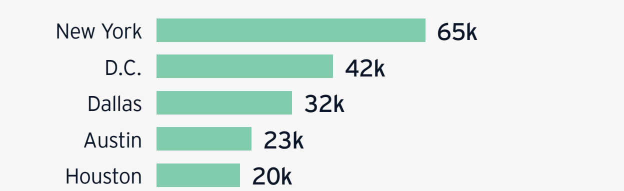
High-technology sector job growth

The D.C. metro area is currently the fourth-largest job market for high-technology services, and is expected to experience the second-largest net high-technology job growth of any US metro area.[84] Prince George's County, which has historically experienced marginal technology sector growth relative to other D.C.-adjacent counties, should look to better capitalize on attracting these higher-wage jobs that are less vulnerable to future head winds.

Top 5 largest high-tech job markets



Forecast high-tech job growth (2019–2030)



Making a makerspace through the University of Maryland

Greenbelt could further bolster regional technological and R&D growth by leveraging the talent pipeline from the University of Maryland, which has strong engineering, cybersecurity, computer science and information systems programs and is just one Metro stop away.[86] One way to do so could be to incentivize the supplementary addition of makerspaces.

What are makerspaces?
Makerspaces are shared, collaborative workspaces often geared toward craft production and are typically partially funded by nonprofits or institutional partners with the goal of incubating small businesses.[87]

Why Greenbelt?
The city of Greenbelt, already identified as a makerspace cluster within Prince George's County, could further capitalize on this opportunity to promote startups through targeting more technology-oriented makerspaces that could, in turn, catalyze future job growth, research and innovation within the County, and help reduce postgraduate leakage.[88]

4 Incorporating open space into an environmentally sensitive design to attract millennial-dependent technology tenants

Corporate social responsibility: Given that technology firms typically attract a more youthful workforce, constructing an environmentally conscious new headquarters that appeals to the interests of millennials could help differentiate Greenbelt as a location of interest.

Integrating open space: Toward the southeast of the core anchor tenant development site, there are also significant floodplain concerns stemming from Indian Creek, with over 70 acres of land owned by the state of Maryland zoned for open space. There are also numerous other parcels within the station area that are located within the 100-year floodplain.

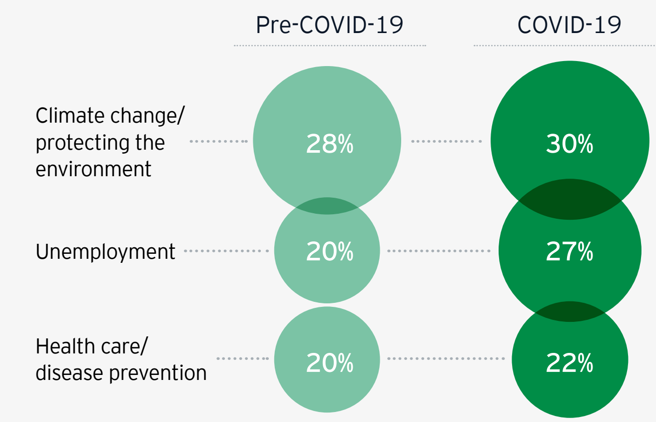
Given the significant amount of land in the station area located within the floodplain, there is an opportunity to balance preparing land for new development with conservation. For instance, the County could conduct feasibility studies for the more long-term possibility of rechanneling Indian Creek and restoring some of the wetlands for development, while also reserving a significant portion of the available land for environmentally conscious public amenities. Part of the state-owned parcel could be leveraged to create a large-scale amenity that could include park, trail, urban farm, orchard, meadow or event space.

Flood management systems can also be integrated into the idea of an environmentally conscious public amenity. Similar to a waterfront redevelopment project in Harrison, NJ, which redeveloped the banks of the Passaic River into public walkways, developers at Greenbelt could build trails and public spaces into the areas of the TOD zone that are currently designated floodplains. By remedying a zone that is prone to flood, the developable area increases and the conservation area can be expanded.

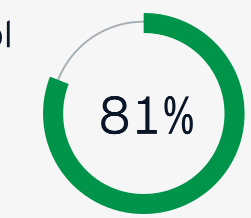
To fund these types of flood management infrastructure upgrades, developers could partner with the community and apply for support through the Comprehensive Flood Management Grant Program. This state program funds studies of watersheds and supports capital projects for flood control and watershed management. This program has been used primarily to fund 50% of the nonfederal share of the FEMA Hazard Mitigation Grant Program funds, which pay up to 75% of the flood mitigation project cost.[89]

Millennials: top societal concerns in 2020

From a list of 20 challenges facing society, millennial respondents were asked to identify the three they were most concerned about. Even in a COVID-19 world, millennial respondents identified climate change/environmental protection as their top concern by a significant margin.[90]



High public land control



of vacant land within an 0.5-mile radius of the station is owned by government entities

> "Adding a bridge across the stream to connect the station to the southern developments is critical and has been long-discussed. However, the infrastructure challenge presented has more to do with the re-channelization of the stream and less to do with the construction of the bridge.
>
> – Public agency stakeholder

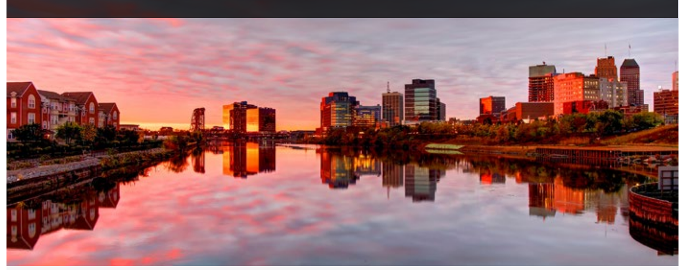
Other federal programs like the Flood Mitigation Assistance Program can also be accessed through state participation and provide funding for flood mitigation.[92]

Potential opportunity: Given its lack of existing inventory, the station area presents a unique opportunity to holistically incorporate modern design standards and placemaking into an environment with significant open space.

Given Greenbelt's suggested theme as a green space campus and home to tech companies, the community could look to the Maryland Economic Development Assistance Authority and Fund (MEDAAF), which acts as a discretionary funding source to attract or retain competitive business investment while also helping local governments with economic development initiatives.[93] The program offers five financing capabilities; the applicant and project type determine which financing option is available.

To align with Greenbelt's plan to attract millennial-dependent technology tenants and expand upon open space, the Local Economic Development Opportunities financing plan could be used to strategically support projects that benefit the community and are in accordance with the vision for Greenbelt as a technological center. The program funds are authorized for specific uses such as real property and construction costs, equipment and leasehold improvements, brownfield redevelopment and working capital for strategic economic development opportunities.[94]

Harrison, NJ[91]



Case study – Harrison, NJ

The Harrison Waterfront Redevelopment Plan included provisions to add waterfront amenities along the Passaic River, including a walkway and park with outdoor dining and public art. This plan also incorporated flood control measures, including the addition of nearly 7,500 feet of levee and floodwall with eight enclosures, the construction of which was primarily funded by the federal government.[101]

This program requires a local match of at least 10% of the overall award. This can be provided through local funds such as the EDI Fund, which requires goals for revitalization that are located in, or are adjacent to, the developed tier and key strategic area.[95 96]

In addition to possible grants provided by MEDAAF, job credits can be used to encourage environmentally conscious businesses to relocate to the Greenbelt area and build-out their environmentally sensitive design. The Maryland Job Creation Tax Credit (JCTC) is an income tax credit for qualified new full-time positions at a new or expanded eligible facility.[97] To qualify for the credit, the jobs must be in an eligible industry, including tech, and create at least 60 qualified jobs in a two-year period.[98] The credit provides an income tax credit of $3,000 per new job.[99] If the business locates in a revitalization area (e.g., state Enterprise Zone, federal Empowerment Zone or Maryland Department of Housing and Community Development Sustainable Community), the credit increases to $5,000 per new job.[100] As Greenbelt is currently designated by the Maryland Department of Transportation as a TOD, it is inherently also a Sustainable Community zone, elevating the credit and further encouraging qualified job growth.

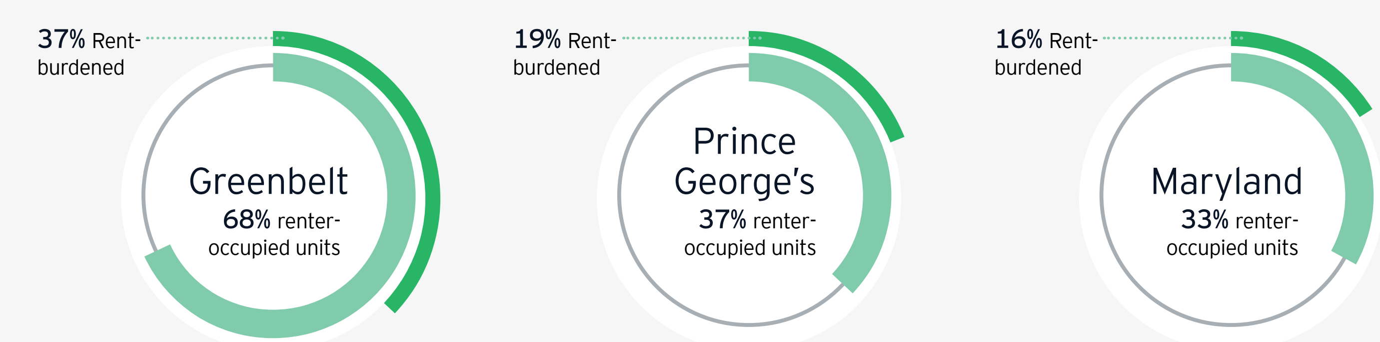
TOD leading practices – placemaking through open space[102]

- Developing a mix of building uses with varied designs and orientations fronting public open space
- Adding semipublic transitions to the open space (e.g., porches, outdoor dining)
- Creating pedestrian-friendly connections with an extensive network of streets, wide sidewalks and trails
- Concealing parking and services (e.g., garbage and utility connections)
- Incorporating landscaping such as benches, pavilions, grass and trees
- Integrating pedestrian plazas adjacent to transit stations
- Providing programmable space for community events/recreation

PRESERVING EQUITABLE OUTCOMES

Protecting existing renters and creating affordable housing

Greenbelt has a high relative percentage of renter-occupied units, a large number of which have occupants who are rent-burdened.[103] Prioritizing anti-displacement strategies from the Equity Toolkit that support current renters may be critical for allowing the existing community to mutually benefit from TOD.



Franklin Park at Greenbelt Drive[104]

Franklin Park is a Class B, 2,877-unit, garden-style apartment complex located approximately half a mile southwest of Greenbelt station. Adding a pathway across Indian Creek to more directly connect these residents to the station and prioritizing strategies to prevent their displacement could help promote a more equitable and inclusive TOD.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

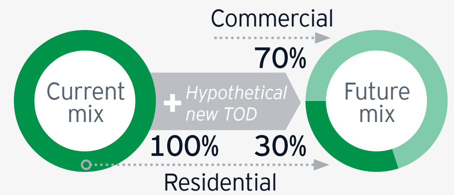
Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Three pillars of TOD at Greenbelt

Based on stakeholder interviews and review of other successful TOD projects, the execution of three pillars may allow the County to address the unique challenges and opportunities at Greenbelt.

Current vs. future mix

The hypothetical new development could shift Greenbelt from a residential neighborhood with significant vacant land into a commercially oriented employment center that preserves green space and affordable housing.



1 Residential

- The redevelopment of the Beltway plaza mall, which is planned to add over 2,500 new multi-family and condominium units, could cause near-term market saturation.[105] However, even with these added units, proximity to the Metro could prove to be a significant advantage that maintains residential demand at Greenbelt. This new development could also provide a modernized residential unit base that could increase demand from a campus-style anchor commercial tenant.
- Improving connectivity to this new development and other key sites (e.g., Maryland/D.C. Capital Office Park) should be prioritized to maximize the potential for TOD. To optimize connectivity, planning for this process could begin with conducting a wayfinding study.
- Added commercial inventory could also catalyze future ancillary residential development that would include a primarily multi-family share that supports a more youthful, millennial tenant composition.

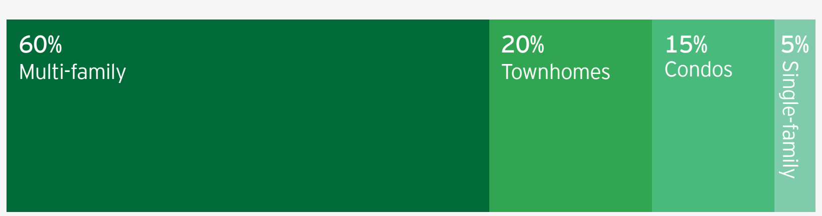
Hypothetical new development highlights

- **Multi-family/condominiums** – Over 1,000 mid- to high-quality units. The apartments could be Class A, three- to seven- story mid-rise elevator buildings with high levels of amenities.

> "GSA tenants can often pay less in real estate taxes and could have a lower impact on increasing the County's tax base ... these tenants tend to build looking inward and their employment base is usually an older demographic that would prefer single-family housing.
>
> – Developer

Hypothetical new TOD – residential

Asset breakdown by % of total added square feet



Based on 1,125–1,400 new units

2 Commercial

- Given the large quantities of available vacant land, its strong highway access, its attractive location adjacent to a Metro station and nearby development trends, Greenbelt has the unique ability to attract a campus-style tenant to Prince George's County.
- The station area appears well positioned to capitalize on some of the technology and R&D growth realized in neighboring counties by leveraging its proximity to the University of Maryland.
- New construction could include energy-efficient or LEED-certified buildings that qualify for federal, state and local incentives.

Hypothetical new development highlights

- **Office** – Over 3.6 million square feet. Offices may be largely Class A, mid- to high-quality buildings ranging from 3-15 stories with an environmentally friendly design. The offices could target a major technology/R&D anchor tenant with supporting makerspaces.
- **Retail** – Over 200,000 square feet. This could primarily comprise ground-floor retail and mid- to high-rise office and residential buildings with supporting community center retail.
- **Hotel** – Over 325 units. Upper mid scale to upper upscale, targeted toward business travelers.

Hypothetical new TOD – commercial

Asset breakdown by % of total added square feet

Based on 3,970k–4,850k new square feet

3 Public amenity

- Flood risk is a concern for much of the east side of the Greenbelt Metro. Adapting wetlands for open space uses could prove to be valuable in attracting new technology tenants that value environmental integration.
- Given the large amount of vacant land at the station area, Greenbelt has the unique opportunity to holistically incorporate modern placemaking leading practices in a comprehensive site design.

Hypothetical new development highlights

- New construction oriented around open space could integrate smaller public parks and plazas into a larger urban context.
- Readapted publicly owned wetlands could potentially include a large park, trail, urban farm, orchard, meadow and event space.

THE BOTTOM LINE

Catalyzing a corridor of innovation through a campus-style user

The County must ask itself how development at Greenbelt can move forward without the planned GSA campus. The County could target a campus-style technology or R&D anchor tenant by creating a station-specific benchmarking analysis and forming partnerships to help fund the required infrastructure investment. The technology industry is projected to grow substantially in the D.C. area. Greenbelt appears well positioned to capitalize on this anticipated growth and catalyze a new, county-wide network of innovation.

Unlocking the potential for inclusive transit-oriented development in Prince George's County | Station vision and economic impact
Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I. 46

Potential economic contributions

The following analysis outlines the potential economic contributions of hypothetical new development at Greenbelt, based on the parameters and assumptions described above.[106] The impacts below are based on the EY team's assumptions, market benchmarks and the IMPLAN input-output multiplier model of Prince George's. The results provide an estimate of potential benefits for a development appropriate in size and scale for the area.

Capital investment impacts

$1.5b
total capital investment

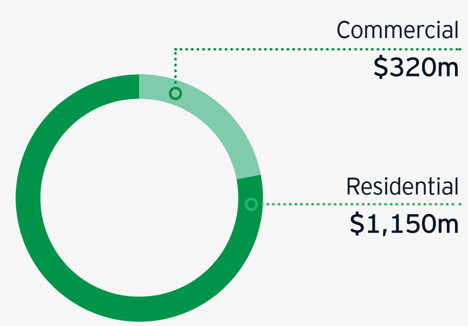
14,500
total jobs

The hypothetical new development at Greenbelt may require an estimated $1.5 billion in capital investments. The development is primarily commercial, and more than $1 billion of the total capital expenditures could be building offices around Greenbelt. Key findings of the one-time impacts related to this construction are described below.

- The construction of this development could directly support an estimated 11,300 one-year jobs (worker years) in the County. These jobs could support an estimated $740 million in direct labor income over the construction period.
- Including indirect and induced effects, construction at Greenbelt could support nearly 14,500 total jobs. This one-time employment impact could also support nearly $1.2 billion in Prince George's County GDP, including more than $900 million in total labor income.
- Construction at Greenbelt could directly contribute an estimated $20 million in County taxes, and an additional $8 million through indirect and induced effects.

Direct capital investment breakdown at Greenbelt

Millions of real 2020 dollars



Operations impacts

12,100
direct jobs

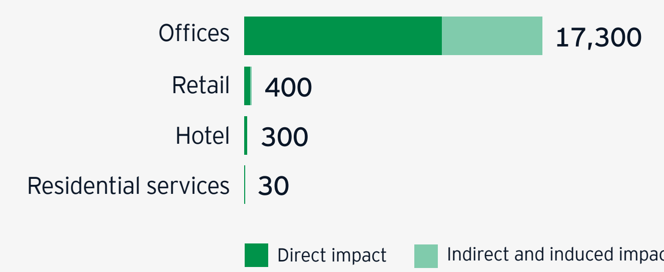
$890m
direct labor income

Once operational, this development could support annual employment around the Greenbelt station at offices, shops, residential buildings and a hotel. Key findings of the annual impacts of the ongoing operation of these facilities are described below.

- In total, the operation of these facilities could directly support approximately 12,100 jobs at Greenbelt. These employees could generate a direct labor income contribution of $890 million each year.
- Operations at Greenbelt could support nearly 6,000 indirect and induced jobs in Prince George's County. This employment multiplier of 1.5 means that for every 100 jobs directly supported at the development, 50 jobs could be supported elsewhere in the County.
- Through direct, indirect and induced effects, the operation of this development could annually support approximately $2.8 billion in total economic output. Of this, more than $2.0 billion could be through direct effects.
- In total, the development could support nearly $1.6 billion in Prince George's County GDP, including $38 million in direct, indirect and induced taxes for the County.

Direct, indirect and induced employment breakdown at Greenbelt

Number of full- and part-time employees



Note: figures are rounded.

Potential economic impacts of construction and operation of the hypothetical new development at Greenbelt

Millions of real 2020 dollars; number of full- and part-time employees

	Direct impact	Indirect and induced impacts	Total impact
Temporary impacts related to capital investments			
One-year jobs (cumulative)	11,300	3,200	14,500
Labor income (cumulative)	$740	$160	$900
GDP (cumulative)	$890	$290	$1,180
Economic output (cumulative)	$1,480	$500	$1,980
State taxes (cumulative)	$39	$9	$48
Local taxes, county (cumulative)	$20	$8	$28
Annual impacts related to ongoing operations			
Employment (annual)	12,100	6,000	18,000
Labor income (annual)	$890	$270	$1,160
GDP (annual)	$1,200	$450	$1,650
Economic output (annual)	$2,020	$820	$2,850
State taxes (annual)	$46	$16	$63
Local taxes, county (annual)	$24	$14	$38

Note: figures may not appear to sum due to rounding.

Source: EY analysis using the IMPLAN input-output multiplier model of Prince George's County.

Potential value

968,000
new trips annually

Potential value of Greenbelt's development[107]

Ridership: Greenbelt's development could lead to nearly 3,000 new weekday riders on a daily basis, or approximately 968,000 new Metro trips annually. These new trips could generate an estimated $4 million in new annual fare revenue.

Tax revenues: The analysis assumes that all residents of the development would be new residents in the County. These new residents could generate an estimated $10 million in new annual tax revenues to local jurisdictions within Prince George's County. Combined with the estimated County tax revenues related to ongoing operations, Greenbelt's development could annually support more than $48 million in new County taxes.

Public sector cost: Based on the expected number of residents and the average public sector cost of services per County resident in 2019, the analysis estimates that the residential component of the hypothetical development could result in $12 million in increased annual expenditures for Prince George's County. While the marginal public sector cost per resident may be higher than the average shown here, the analysis uses the total county expenditures and total population in 2019 to estimate the average public sector cost of each new resident.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Morgan Boulevard

Health, history, home

Potential to complement development at Largo and along the Blue/ Silver Line corridor, building a strong residential base centered around historic sites, sports, leisure and health care facilities

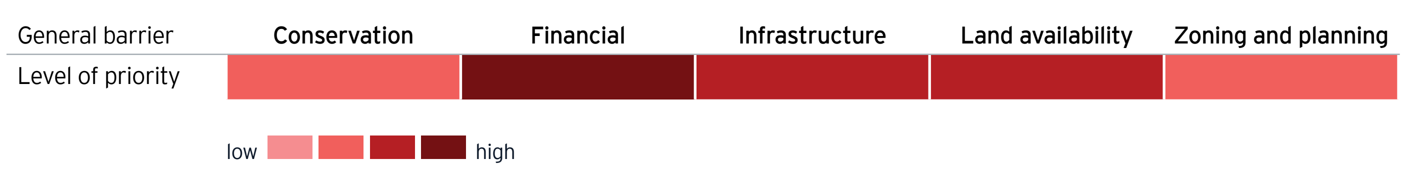
Current state

Morgan Boulevard metro station in Landover, MD, is located along WMATA's Blue/Silver Line and is surrounded by a mix of small-scale residential and commercial development.

The area can benefit from the County focus around the Largo Town Center Metrorail station by creating a natural expansion of the growth corridor.

Planned developments at Largo (e.g., the UM Capital Region Medical Center hospital and the mixed-use redevelopment of Largo Town Center) and Hampton Park (e.g., the Hampton Mall mixed-use redevelopment) have demonstrated the potential for new construction in the surrounding market. [108]

The station has been the subject of recent studies by the MNCPPC and AECOM, including the 2018 Morgan Boulevard Vicinity Study and Action Plan, the 2014 Central Avenue-Metro Blue Line Corridor TOD Study and the 2010 Subregion 4 Master Plan.[109 110 111] However, minimal development has occurred recently within the immediate station area, and the median home value surrounding the station is relatively low. While there is opportunity for complementary developments, the high fragmentation of key developable parcels has limited Morgan Boulevard in realizing its TOD potential.



Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Realizing TOD at Morgan Boulevard

To realize the potential, the station-area development could address four key areas.

1 Market saturation and uncertainty limit immediate development opportunity

Significant development at nearby Largo has led to market saturation of commercial development and a "pricing out" of some near-term possibilities for new construction in the area surrounding Morgan Boulevard. Prince George's Plan 2035 designates Largo as an area of focus – which may present challenges for the County to directly incentivize competing developments at nearby Morgan Boulevard – considering a holistic strategy for the Prince George's Blue/ Silver line Metros could be vital.[112]

The hypothetical TOD model builds on the urban, mixed-use vision set forth by the 2010 Subregion 4 Master Plan, leveraging additional insights from the 2018 Morgan Boulevard Vicinity Study and Action Plan to better assess the impact that recent market saturation could have on the realization of this vision.[113 114] The 2018 study found that Morgan Boulevard was not a strong market for traditional commercial or higher-density residential development; however, the study did identify potential for an amateur sports center or senior housing development.[115]

As developers have recently shown more interest in building new townhomes and senior-housing units around the Morgan Boulevard station, incentives could be tied to a developer's commitment and proven ability to execute on a future project phase that provides additional residential density and retail. Up-front property tax abatements or PILOTs targeted to denser multi-family or retail could also help incentivize the addition of needed stores and restaurants. Aligning stakeholders on a shared vision that balances introducing near-term, market-supported developments such as townhomes that can energize TOD while also preserving land closer to the Metro for denser development may be key to implementing TOD.

> It seems that Morgan Boulevard is the next step for developers after Largo matures.
>
> – Public agency stakeholder

Market strength by asset

2018 Morgan Boulevard and Vicinity Study and Action Plan[116]

University of Maryland Capital Region Medical Center, Largo, MD

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

2 Prioritizing land assembly as the market develops

Land assembly: To increase the station area's appeal to developers, the County could focus on land assembly around Morgan Boulevard as market conditions improve. For example, there are several long, narrow parcels on the south side of the station – each with minimal frontage on Central Avenue. These parcels are currently held by a mix of public and private owners.

To create a more suitable site for mixed-use TOD, these parcels may need to be combined into a larger area that offers more frontage along the main road. The County could create a PPP for joint development and offer incentives (e.g., additional development rights, tax abatements) to the key landowners to facilitate the land assembly process. The creation of a PPP may allow for easier coordination between stakeholders and serve as a vehicle for the County to direct incentives.

Alternatively, the County or municipality could look to TIF to fund land assembly, although TIF funding is generally used for public infrastructure projects.[117] The intended use for land assembly may require broad approval and support as significant up-front funding could be needed to acquire land assets at Morgan Boulevard. This has the potential to create a benefit to the community and the local economy.

The use of TIFs has garnered a negative response from community members who believed they would bear the cost of the project while the developer or corporate entity received the benefit. To address this concern, TIFs could concentrate special taxing district overlays to commercial development areas while carving out residential areas. In addition, TIFs for land assembly may need rebranding and clear messaging to create a vehicle of funding that is not politically charged. Branding should be based upon the collaborative advantage to the developer and the community, emphasizing all the public benefits anticipated from the project.

Incorporating leading practices for suburban retrofitting could also remain a focus. These include constructing wider sidewalks, walkable-sized blocks within a street grid network, and a mix of building types and designs with significant ground-floor retail. A wayfinding study could be conducted with the goal of optimizing connectivity and improving the pedestrian and bicycle environment.

> "If you could assemble all of the parcels around Morgan Boulevard station you could have an incredible mixed-use retail product.
>
> – Public agency stakeholder

Potomac Shores, VA

Case study – Potomac Shores, VA

Potomac Shores and Prince William County partnered with a single developer that took the lead role of consolidating the ownership of large tracts of land around the station. This joint venture helped coordinate public and private interests, streamlining the permitting process and allowing the developer more site control and flexible zoning.

3 Historical restrictions can become cultural advantages

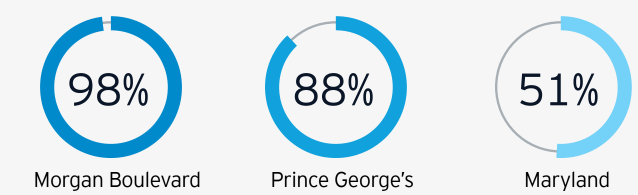
Cultural relevance: The two parcels located at the red No. 5 on the below map are owned by the MNCPPC but have historical restrictions related to the Gray and Ridgley family houses. These African American families were significant in the historical development of Morgan Boulevard, including the formation of the Ridgley farm, church and school. This is "a compelling story about African Americans establishing their place in the American landscape."[118] Numerous stakeholders have identified the importance of incorporating this rich history into plans for future developments.

The vision for this station could include the neighborhood's historical significance and the impact of the Gray and Ridgley families in forms such as murals, monuments and public art, or through naming rights for new/current developments, parks, plazas and streets.

> "Prince George's County is known as the 'Black heart of America' ... developments at Morgan Boulevard should find ways to incorporate the area's rich cultural history.
>
> – Public agency stakeholder

Minority presence (%)[119]

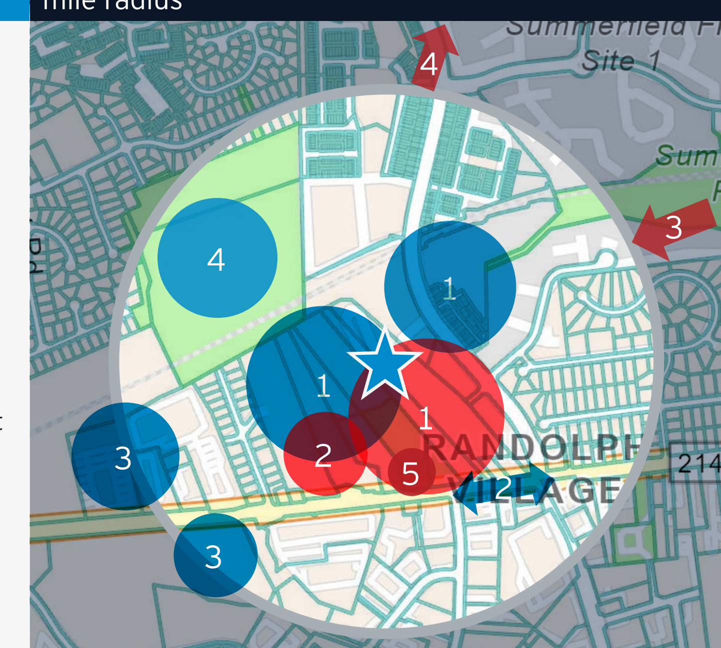
Morgan Boulevard has a high minority presence relative to both the County and state, indicating the importance of integrating culturally relevant elements that reflect the history of the community.



Hypothetical development considerations

1. Mixed-use residential development site
2. Retail-oriented commercial corridor
3. Potential office/commercial development site
4. Potential amateur sports activity center development

Morgan Boulevard – development overview 0.5-mile radius



Morgan Boulevard barriers

1. Difficult assemblage of key parcels
2. Need for added street grid/connectivity
3. Market saturation from Largo
4. Uncertainty around/ poor connectivity to FedEx field
5. Historical sites

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

4 Leveraging public amenities to promote healthy, active living

Proposed trail system: The Central Avenue Connector Trail is an approximately $43 million planned trail that will stretch from Capitol Heights to Largo.[120] The trail is intended to connect communities across Metrorail stations, neighborhoods, employment hubs, shopping and entertainment centers and existing or planned trails.[121] This trail is also planned to include educational kiosks and other amenities that celebrate the history and ecology of the County. These amenities could complement the ongoing economic, community and cultural revitalization of the Central Avenue-Metro Blue Line Corridor by encouraging community engagement.

Amateur sports activity center: Hill Road Park, which is adjacent to the station and owned by the MNCPPC and will be directly connected to the proposed Central Avenue Connector Trail, presents a unique opportunity to build on the planned trail by adding new community-oriented assets. Based on demand for sports facilities and the growth of youth sports in the area, a large-scale, tournament-quality, amateur sports facility may be a good fit. Assuming the lease at FedEx Field is re-signed, an amateur sports facility at Morgan Boulevard may realize synergies by creating a hub for sports, events and recreation while potentially incentivizing additional commercial development.

Spooky Nook Sports Complex, Manheim, PA

Opened in 2013, Spooky Nook is a 700,000-square-foot sports complex that includes: 10 basketball courts; four field hockey courts; 10 volleyball courts; six soccer fields; an indoor track; a baseball infield; a 60,000-square-foot fitness center; a 50,000-square-foot sports performance center; 130,000 square feet of meeting and event space; a food court; and an arcade, batting cages and climbing wall.[123]

Central Avenue Connector Trail rendering

Source: RK&K

> The demand for basketball, ice sports, field sports, tennis, baseball and softball has exceeded the capacity of existing facilities … [and] the amount of money spent within the youth sports market is growing significantly.
>
> – 2018 Morgan Boulevard and Vicinity Study and Action Plan[122]

While the Prince George's County Sports and Learning Complex is just over a mile from the proposed site, the complex has a footprint of less than 200,000 square feet and is too small to host the minimum tournament size.[124] The proposed hypothetical complex could include a more expansive array of indoor sports fields/courts and integrated entertainment amenities to complement those at the existing facility.[125]

A public-serving amenity may face lower resistance to development since the park is zoned "reserved open space." However, there could also be challenges pertaining to the complex's financial feasibility, given the public-serving function of the asset.[126]

Due to the inherent financial constraints, it may be necessary to leverage a PPP involving a private entity that receives a supplementary benefit. This benefit could take multiple forms including: a subsidy, rights to nominal purchase of the land, real estate tax abatements or permitting allowances for constructing more lucrative asset types at the site. In addition to a PPP, the County could also partner with community-driven nonprofits focused on promoting healthy lifestyles or offer naming rights or other sponsorship benefits to a major sports brand with an active involvement in Maryland.

Upside opportunity: An indoor amateur sports center could catalyze commercial developments such as hotels, restaurants, health clubs, arcades/entertainment centers or sports medicine facilities and attract higher-income spenders from the D.C. metro area.[127] When combined with new higher-density residential development, this may stimulate significant retail and commercial demand, especially along Central Avenue, and transition Morgan Boulevard into a destination activity hub.

Prince George's County Sports and Learning Complex, Landover, MD[128]

> Prince George's County is the No. 1 destination for [professional athletes] to own a home. These athletes have started a socially oriented investment coalition to upstart the community and are less immediate in their return expectations.
>
> – Public agency stakeholder

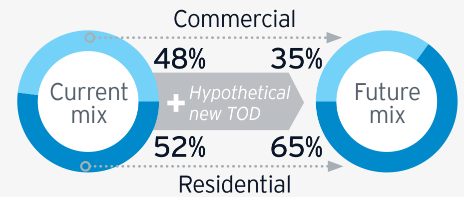
> The proposed indoor amateur sports and entertainment center destination will differentiate itself within the market through its scale and the level of community integrated amenities.
>
> – 2018 Morgan Boulevard and Vicinity Study and Action Plan[129]

Three pillars of TOD at Morgan Boulevard

Based on stakeholder interviews and review of other successful TOD projects, the execution of three pillars may allow the County to address the unique challenges and opportunities at Morgan Boulevard.

Current vs. future mix

The hypothetical new development could shift Morgan Boulevard into a more residentially oriented community



1 Residential

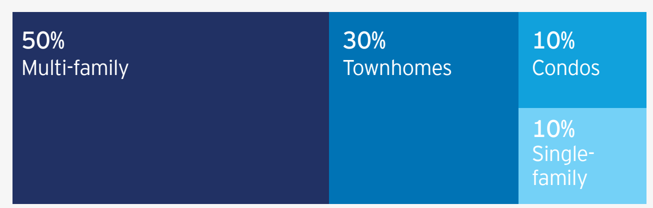
- To balance private and public interests, initial townhome construction could be tied to commitments to build denser multi-family and commercial buildings in later phases.
- Townhome developments are attractive to developers because they typically result in higher profit margins and are a less risky investment, compared to multi-family and commercial properties, and are in line with existing real estate demand at Morgan Boulevard, according to interviewed stakeholders.
- However, townhome construction typically results in subdivisions that create smaller parcels, which can make future high-density development more difficult.
- To balance these priorities, the County could consider tying future commitments to current development plans, preserving options for future larger-footprint developments (e.g., reserving land closest to the station for multi-family development). Other multi-use development projects, such as Paddock Pointe at Laurel Racetrack, have incentivized developers by allowing them to build more profitable townhomes, or other single-family buildings. At Paddock Pointe, townhomes and condominium units have already been delivered by a single developer, with future plans for higher-density multi-family construction.[130]
- Early addition of high-quality townhome properties may attract higher-income residents, which, in turn, will increase demand for retail around the station. As townhomes typically do not include ground-floor retail, especially in more suburban settings, it could be important to integrate a mix of uses and building types near the station to create a more diverse pedestrian environment.
- Establishing a retail presence (which could initially be supported by townhome development) could increase demand for multi-family rental units and asking rents, making projects more attractive to developers. This additional demand could support the creation of a dense, walkable, mixed-use development in the immediate station area — including multi-family, office and additional retail.

Hypothetical new development highlights

- **Townhomes** — Over 250 high-quality two- to three-story units. These homes could include a mix of traditional, stacked or back-to-back townhomes.
- **Multi-family/condominiums** — Over 1,250 mid- to high-quality units. The apartments could be Class A, three- to five-story garden-style or mid-rise elevator buildings, based on the current housing stock and recent development trends. Interviews with developers also revealed that taller multi-family properties (six-plus stories) are less financially feasible as the current market rents do not support the higher costs of more vertical construction.
- **Affordable housing** — Some portion of the hypothetical development may be designated as affordable or medium-income housing.

Hypothetical new TOD — residential

Asset breakdown by % of total added square feet



Based on 1,550–1,900 new units

> "Of the four stations, Morgan Boulevard has the most work to be completed before TOD can be implemented.
>
> — Developer

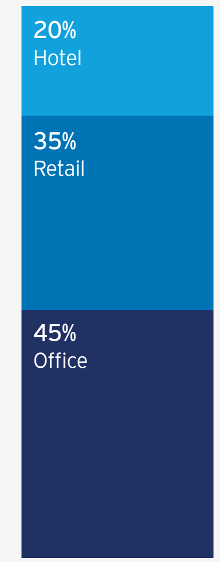
EQUITABLE GROWTH

SHARED SUCCESS

Encouraging health equity through development is key for Morgan Boulevard, given the relatively higher obesity rates around the station and throughout Prince George's County. Adding healthier local restaurant alternatives or a new grocery store could be a start, but Morgan Boulevard also offers the unique opportunity to develop community-serving amenities that encourage active lifestyles. These amenities could improve individual well-being, especially for those who are economically disadvantaged.

Hypothetical new TOD — commercial

Asset breakdown by % of total added square feet



Based on 640k–780k new square feet

2 Commercial

- To meet existing demand, the retail plan should first focus on introducing a grocery store, fast-casual restaurants, and apparel retail options.[131]
- Specific types of commercial assets — such as medical offices or hotels — that complement the current developments at Largo or the proposed amateur sports activity center should be targeted.

Hypothetical new development highlights

- **Office** — Over 290,000 square feet. This could include a mix of Class A, mid- to high-quality traditional and medical offices ranging from two to five stories.
- **Retail** — Over 220,000 square feet. This asset could be composed of mostly ground-floor retail in more vertical buildings, with a wide variety of supporting retail outlets integrated throughout the larger mixed-use development.
- **Hotel** — Over 210 rooms. These could be mid-scale hotels targeted to out-of-town customers (e.g., parents of high school football teams, participants in track and field) that are visiting the amateur sports activity center.

3 Amenity

- To enhance the Morgan Boulevard station brand, the strategy could seek to create a more desirable residential environment through anchor amenities promoting active living and health equity.
- The station area has the unique opportunity to leverage existing County plans to integrate Morgan Boulevard into an interconnected trail system like the Central Avenue Connector Trail.
- Given the area's historical significance to the Black community, public art, statues and murals that tap into the area's cultural heritage could create a more walkable and unique environment. Community engagement may be of paramount importance for successful TOD.

Hypothetical new development highlights

- Public amenities could include a 320,000–600,000-square-foot tournament-quality amateur sports activity center as well as public art/murals.[132]

THE BOTTOM LINE

Implementing strategies today to unlock development tomorrow

The County could look to proactively prepare Morgan Boulevard for future market maturation through land assembly and forming partnerships for funding new public amenities. Given that developers have demonstrated significantly more demand for constructing townhomes in the near term, a multi-phase development including a mix of townhomes and multi-family/condominiums could be an optimal way to realize a profitable outcome that balances both public and private interests. Finding the ideal equilibrium of encouraging new construction without diminishing future opportunities is critical to maximizing the station's full TOD potential.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Potential economic contributions

The following analysis outlines the potential economic contributions of hypothetical new development at Morgan Boulevard, based on the parameters and assumptions described above. [133] The impacts below are based on the EY team's assumptions, market benchmarks and the IMPLAN input-output multiplier model of Prince George's. The results provide an estimate of potential benefits for a development appropriate in size and scale for the area.

Capital investment impacts

$650m
total capital investment

6,500
total jobs

Operations impacts

2,000
direct jobs

$100m
direct labor income

Potential value

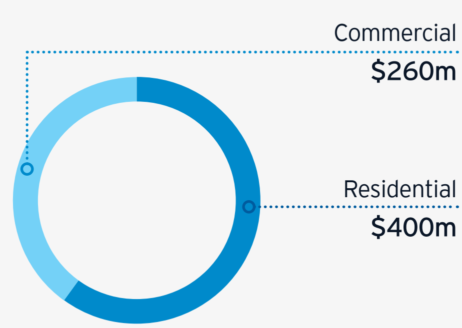
55%
increase in weekday ridership

The hypothetical new development at Morgan Boulevard may require an estimated $650 million in capital investments, based on the assumptions described above. Sixty percent of this spend could be on residential construction, including nearly $220 million related to the construction of more than 1,200 multi-family units. Key findings of the one-time impacts related to this construction are described below.

- The construction of this development could require an estimated 5,100 direct one-year jobs (worker years) in the County, and these workers could earn an estimated $340 million in direct labor income.
- Including indirect and induced effects, the development's construction could support more than 6,500 total jobs and approximately $410 million in total labor income.
- Over the total construction period, the development could also support a total gross economic impact of approximately $880 million, including an estimated $560 million in Prince George's County GDP.

Direct capital investment breakdown at Morgan Boulevard

Millions of real 2020 dollars



Upon completion of the construction at Morgan Boulevard, the hypothetical development could support ongoing employment at offices, retail establishments, residential buildings, a hotel and an amateur sports venue. Key findings of the annual impacts of the ongoing operation of these facilities are described below.

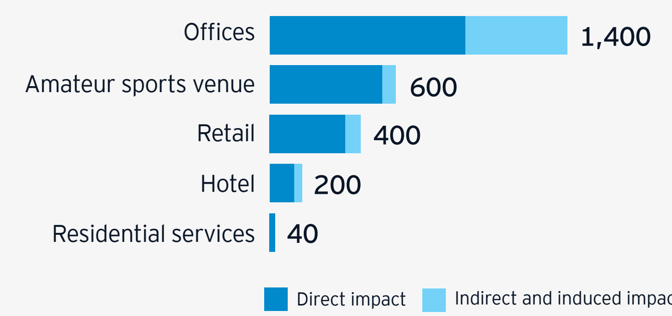
- In total, the operation of these facilities could directly support an estimated 2,000 jobs at Morgan Boulevard.
- Through indirect and induced effects, operations could support an additional 700 jobs, resulting in an estimated total annual employment contribution of 2,700 jobs in Prince George's County.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

- The estimated employment impacts could support approximately $320 million in direct, indirect and induced economic output. Prince George's County's GDP could grow by $190 million, including an estimated $130 million in total labor income.
- The estimated labor income impacts could primarily be driven by office operations at the development (1,400 employees).

Direct, indirect and induced employment breakdown at Morgan Boulevard

Number of full- and part-time employees



Note: figures are rounded.

Potential economic impacts of construction and operation of the hypothetical new development at Morgan Boulevard

Millions of real 2020 dollars; number of full- and part-time employees

	Direct impact	Indirect and induced impacts	Total impact
Temporary impacts related to capital investments			
One-year jobs (cumulative)	5,100	1,500	6,500
Labor income (cumulative)	$340	$70	$410
GDP (cumulative)	$430	$130	$560
Economic output (cumulative)	$650	$220	$880
State taxes (cumulative)	$17	$4	$22
Local taxes, county (cumulative)	$9	$4	$13
Annual impacts related to ongoing operations			
Employment (annual)	2,000	700	2,700
Labor income (annual)	$100	$30	$130
GDP (annual)	$140	$50	$190
Economic output (annual)	$230	$90	$320
State taxes (annual)	$5	$2	$7
Local taxes, county (annual)	$3	$2	$4

Note: figures may not appear to sum due to rounding.

Source: EY analysis using the IMPLAN input-output multiplier model of Prince George's County.

Potential value of Morgan Boulevard's development[134]

Ridership: This development could lead to approximately 1,000 new daily weekday riders, an estimated 289,000 new Metro trips annually. These new trips could generate approximately $1 million in new annual fare revenue.

Tax revenues: The analysis assumes that all residents of the development would be new residents in the County. These new residents could generate an estimated $12 million in new annual tax revenues to local jurisdictions within Prince George's County. Combined with the estimated County tax revenues related to ongoing operations, Morgan Boulevard's development could annually support more than $16 million in new County taxes.

Public sector cost: Based on the expected number of residents and the average public sector cost of services per County resident in 2019, the analysis estimates that the residential component of the hypothetical development could result in $14 million in increased annual expenditures for Prince George's County. While the marginal public sector cost per resident may be higher than the average shown here, the analysis uses the total county expenditures and total population in 2019 to estimate the average public sector cost of each new resident.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Southern Avenue

Community on the park

Potential to become a mixed-income community with premier park-side access

Current state

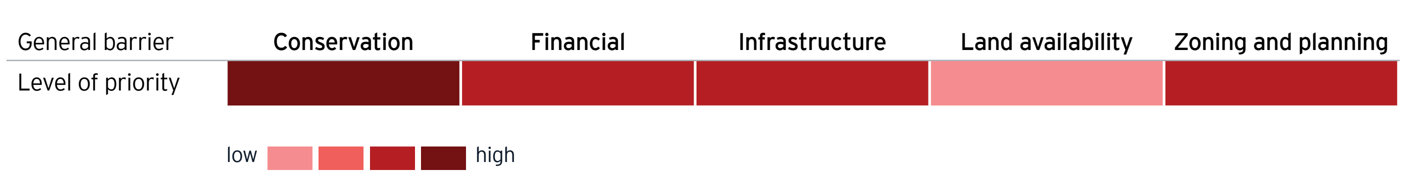
The Southern Avenue Metro in Hillcrest Heights, MD, is on the WMATA's Green Line and borders D.C. and Oxon Run Park.

Southern Avenue has the potential to transform into a vibrant residential community adjacent to a major park and trail. The expansion of the current trail system and public amenities could enhance development at Southern Avenue and along the Green Line.

The station has a large parking structure and is surrounded by primarily small-scale residential development (primarily renters) and unimproved woodlands. The area is also currently a food desert, lacking healthy dining options and grocery stores.[135]

Given the lower prioritization of the station by Prince George's Plan 2035, there has been less planning literature addressing Southern Avenue compared with the other three subject stations.[136] However, the MNCPPC's 2013 Southern Green Line Station Area Sector Plan provides an overview of existing conditions (the station area currently exhibits challenges pertaining to its hilly topography and existing wetlands) and defines a residential-oriented vision for the station.[137]

Minimal recent construction has occurred around the station, as historical real estate market fundamentals have not supported higher-density development. However, the activity at adjacent Green Line stations has improved market conditions and inspired plans for a mixed-use, multigenerational development by Petra Development.[138]



Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Realizing TOD at Southern Avenue

To realize its potential, the station area development could address four key areas.

1 Capitalizing on the recent demand for higher density

Interpreting existing site plans: Petra Development currently has plans to develop ~21 acres toward the southwest of the station in a multiphase project, the Southern Avenue Renewal. The development plan includes a neighborhood-serving retail that fronts Southern Avenue, a full-service grocer and a mix of over 1,300 residential units consisting of senior housing, as well as affordable and market-rate housing.[139] The demand for senior housing is particularly high in the station area, as noted by stakeholders. The project exemplifies a joint project between a mission-driven nonprofit and developer that serves as a unique TOD model, striking an equitable balance between supporting the existing community and stimulating positive economic impacts.

There appears to be potential for denser development around the station – Petra's development will total ~62 dwelling units per acre, while the proposed Neighborhood Activity Center (NAC) zoning (Prince George's draft zoning code is currently pending final approval) allows for 10 to 30 dwelling units.[140] The County could consider up-zoning the area based on the recent shift in local real estate market development trends along adjacent Metro stops (e.g., rezoning the area to a mix of Town Activity Center Core and Edge, proposed zoning types that allow for 15 to 80 and 5 to 60 dwelling units per acre, respectively).[141]

The County may also consider a cost-benefit analysis prior to rezoning the station area. Any such change could negatively impact Petra's future commitment if the developer views its competitive edge as originating from its higher-density allowances. If a zoning change is less feasible, an alternative approach could be to add a zoning overlay on top of the NAC zoning that allows for substantial density bonuses for including affordable housing.

> "Petra is guns blazing on this project … this is going to be the case study that shows how to transform an area.
>
> – Public agency stakeholder

> "Petra already has the approvals in place to build at this [higher] level of density … but the current zoning could be limiting denser development.
>
> – Private landowner

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

2 Fostering a multi-jurisdictional partnership to finance common site infrastructure and public amenities

Shared responsibilities: The station has limited access and is not well connected to the regional roadway network. There appears to be a need to improve the existing road condition and add safety improvements along Southern Avenue running north of the United Medical Center (UMC) campus. In 2020, DDOT spent almost $10 million for improvements along Southern Avenue from Barnaby Road SE to the UMC campus. However, this project stopped around a half-mile short of the station.[142] In interviews conducted by the EY team, stakeholders have also noted a need for a more coordinated strategy for the moving utilities underground.

The station area could benefit significantly from a multi-jurisdictional partnership as it borders D.C. and Prince George's County. A partnership could entail creating a joint strategy around the station, including a coordinated small-area plan to generate buy-in from each jurisdiction. The plan should include site infrastructure and connection improvements to address stakeholder concerns.

A joint streetscape project could also encourage development. Project considerations could include widening the sidewalk and adding a dedicated bicycle lane, enhancing the lighting, integrating additional landscaping and trees and creating a historical pathway leveraging the relevance of the boundary stones that run alongside Southern Avenue.

The Southern Avenue Station is the only station on the WMATA Green Line south of Washington, D.C., that is not located in a Maryland Sustainable Community District. Location within a Sustainable Community District is part of the eligibility requirement needed for the Sustainable Community program, which offers several state discretionary incentives and expanded scope for local use of TIFs.[143] Sustainable Community Districts are, on their own, designated districts offering a comprehensive package of resources that support holistic strategies for community development, revitalization and sustainability. To be designated as a Sustainable Community, communities must submit a plan that sets out revitalization goals and strategies that support housing, transportation, economic development and neighborhood revitalization.[144] When areas are awarded state TOD designation, they are automatically considered Sustainable Communities and do not need to apply separately for designation.

> "Cost-sharing agreements would be huge between Prince George's County and D.C. at the agency level, but relationships are weak on both a personal and coordination level.
>
> – Public agency stakeholder

Expand the use of the MDOT TOD designation

Only 16 transit stations in Maryland carry the MDOT state TOD designation. Such a designation qualifies the immediate area surrounding the station as a Sustainable Community District, allowing for the automatic use of TIFs and other potentially helpful economic development tools for developers and the community to fund needed public infrastructure.

The absence of a Sustainable Community tract could limit investor interest in developing the station area as the next three stations on the WMATA line inherently offer expanded incentive opportunities created by the Sustainable Community District program. Establishing the station as a designated TOD would automatically certify the area as a Sustainable Community District. Projected property value increases at the TOD location, created by the incentivized build, could drive development on the D.C. side. A small-area plan may be used to strategically plan infrastructure improvement and the build-out of retail space across all jurisdictions.

In the absence of a Sustainable Community District, the County could look toward the Transportation Infrastructure Finance and Innovation Act (TIFIA) which benefits communities and local government agencies by providing direct loans, loan guarantees and standby lines of credit for transportation projects with regional or national significance. The Department of Transportation has focused on the improvement of TOD and has expanded federal loan program eligibility to include TOD projects that significantly integrate into the related transportation facilities. Sources of federal funding such as BUILD Grants and Surface Transportation Block Grant Program can also be utilized in support of TOD.[145]

> "There should be a joint plan between D.C. and Prince George's County for Southern Avenue ... historically, D.C. and Prince George's County have not coordinated well on sharing the burden of affordable housing.
>
> – Public agency stakeholder

Hypothetical development considerations

1. Mixed-use multi-family/senior housing development with grocery store anchor
2. Small-scale commercial development corridor
3. Lower-density residential townhomes or single-family housing
4. Potential small-scale mixed-use development

Southern Avenue – development overview 0.5-mile radius

Southern Avenue barriers

1. Oxon Run Park (D.C.)
2. Conservation land/open space zoning
3. Need for improved pedestrian environment/ connectivity
4. Proposed NAC zoning limiting development density
5. Lack of coordinated plan with D.C.

3 Leveraging Oxon Run Park to transform Southern Avenue

Partnership for a new park: The federal government owns all of the land at Oxon Run Park, which lies on the D.C. side of the border. Prince George's County has significant available land for development adjacent to the park and may benefit the most from investment in the unimproved section of the park adjacent to Southern Avenue. A joint initiative between community groups, the National Park Service (NPS), D.C. and Prince George's County could be critical for realizing proposed improvements. Enhancements in the unimproved section of the park could include creating a larger, grassy open space for pop-up markets, local events and recreational activities.

An extended network of interwoven amenities running alongside a trail that connects two urban farms – THEARC Farm and the Well at Oxon Run, just over a mile apart – has the potential to become a destination that attracts residents from across D.C. This network could include a raised boardwalk, unique public art exhibits, small open-park areas, context-sensitive historical monuments, landscaping improvements, recreational activities, a dog park, an outdoor restaurant, pavilions or additional complementary urban farms, community gardens or Farmers' markets.

The Southern Avenue station is currently isolated. Extending the trail network to connect the key developments, Southern Avenue Metro station and Northeast edge of Oxon Run Park (between 18th St SE and Cook Drive SE on Mississippi Avenue SE), could increase resident station access, local walkability, park usage, transit utilization and residential demand.

Better connecting this trail to the greater trail network could amplify its benefit to the broader TOD. The Capital Trail Coalition has identified the extension and rehabilitation of Oxon Run Trail (which currently starts at South Capitol Street SE and stops at 13th Street SE) as a priority.[146] If the current Oxon Run Trail were directly adjoined to the Suitland Parkway Trail, it could improve the current pedestrian and bicycle environment, better connect the stations and accelerate development along the Green Line Corridor (e.g., Southern Avenue, Naylor Road, Suitland). The Suitland Parkway Trail could then be expanded on the Prince George's County side to connect to the planned Henson Creek Trail.[147]

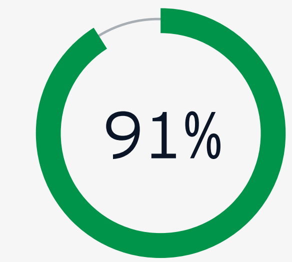
> "On the D.C. side there is a significant amount of park land that could be transformed into a more interesting amenity.
>
> – Public agency stakeholder

Financing a large-scale project could be challenging given the not-for-profit nature of park rehabilitation. Developers with vested interests in the community could be incentivized to financially contribute if public stakeholders participated in land swaps or sold land to developers at below market rates. Alternatively, the County could guarantee higher-density allowances in return for developers providing affordable housing or contributing to park redevelopment.

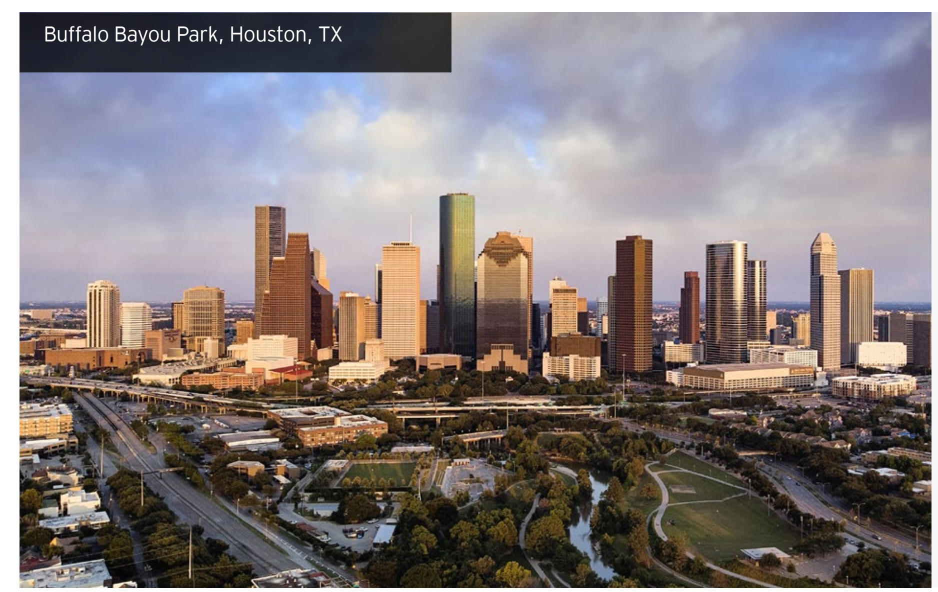
TOD leading practices – creating safe parks[148]

- Adding lighting to enhance perception of safety and allow for improved nighttime surveillance
- Locating programmed activities near the park edge along entrances or core pedestrian pathways
- Establishing food concessions on the park perimeter along key roadways or sidewalks
- Engaging the community in park design and activities through workshops or online forums
- Offering a wide range of activities beyond those for organized sports facilities and playgrounds
- Hosting tours or events that increase park usage and maintain a human presence in the park during daytime hours
- Designing the park to encourage evening usage (e.g., sunset views)

High public land control



of vacant land within a 0.5-mile radius of the station on the Prince George's County side is owned by two government entities


Buffalo Bayou Park, Houston, TX

Buffalo Bayou Park is a 160-acre green space west of downtown Houston that includes gardens, orchards, springs, landscaping, dog parks, public art, two visitor centers, gathering places, pavilions, tennis courts, landmark sites, a skate park, fitness areas and more.[149] Many of these amenities are connected by the Sandy Reed Memorial Trail, a 15-mile pedestrian and bicycle trail that connects multiple parks across Houston.[150]

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

4 Integrating pedestrian amenities at potential development sites to create a vibrant residential neighborhood, promote health equity and better-connect residents

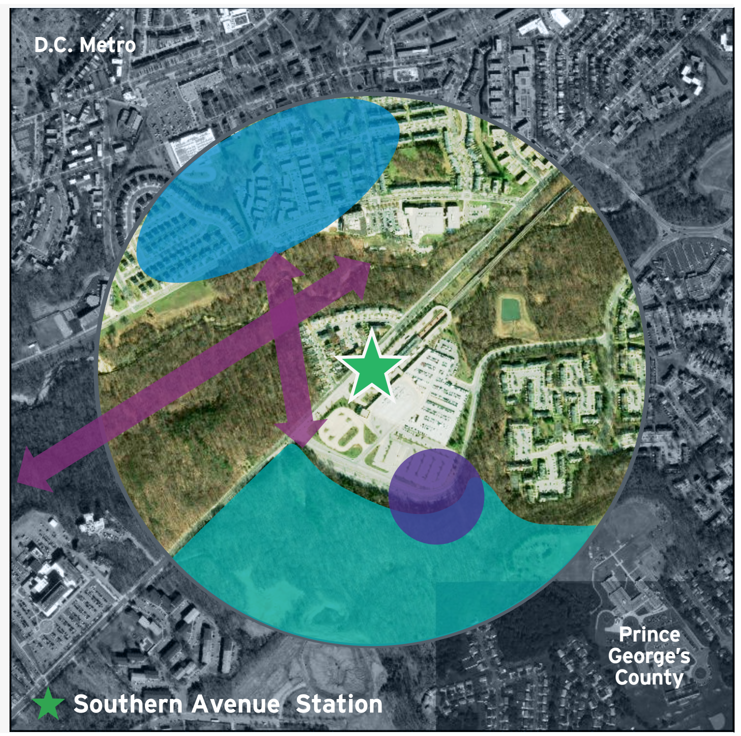
A park could be designed south of the station that frames views toward the U.S. Capitol and the Washington Monument, leveraging the site's hilltop location. While this hill also separates the site from the station, adding an environmentally friendly pedestrian bridge or staircase and redesigning the current gravel bluff as a landscape amenity could improve the area's connectivity and foot traffic.[151]

The County could include open space and parkland areas into a partial street grid, creating a more walkable and desirable residential community south of the station. However, the topography of the bluff and stream valleys could prevent the development of a larger-scale, more integrated grid of local streets.[152]

Connecting the station to potential and existing residential areas could enhance the pedestrian environment and increase transit usage.

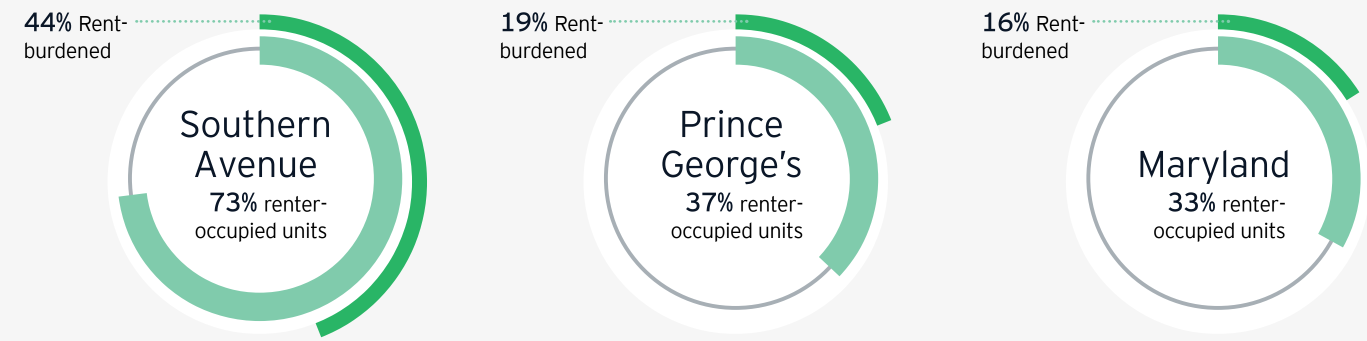
1. Adding a more direct connection from potential southern residential development sites to the station could improve station pedestrian access and increase residential demand.
2. A trail connecting the station to the residential developments north of the station could decrease walk time from ~17 to ~8 minutes.

- Potential residential development area
- Potential pedestrian bridge/staircase
- Existing D.C. residential developments
- Potential trail axis



COHESIVE EQUITY

Improving health, promoting small businesses and supporting affordable housing

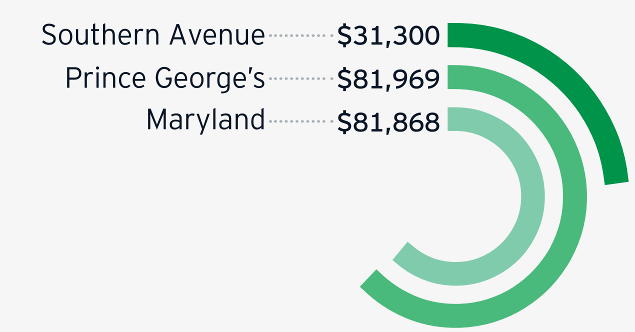


Improving health equity: There is a need to add a grocery store and healthier restaurants to promote more balanced dietary habits, given that the area is currently a food desert and has higher obesity rates relative to the County and state. Increasing community access to and the use of Oxon Run Park could also be critical. In fact, a Centers for Disease Control and Prevention study found that creating or enhancing access to places for physical activity led to a 25% increase in people that are physically active three or more times a week, decreasing obesity.[153]

Promoting small businesses: An improved Oxon Run Park could also create an opportunity to incorporate kiosks from local small businesses, art organizations, commercial kitchens or incubators. The County could also prioritize the involvement of small businesses in the construction, operations and maintenance, cleaning, catering and programming of the park and look to hire local artists to add sculptures or public art displays.

Supporting affordable housing: Southern Avenue has a high relative percentage of renter-occupied units, a large number of which have occupants who are rent-burdened.[154] Prioritizing anti-displacement strategies and creating new affordable housing could help relieve this burden, especially given the area's low relative median household income. High public land ownership presents an opportunity for public stakeholders to sell their land to developers at prices below market rate or engage in land swaps, both of which could be tied to guarantees for including affordable housing options within the proposed unit mix. This could have positive fiscal impacts on the public institutions involved and improve public welfare.

Median household income



Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

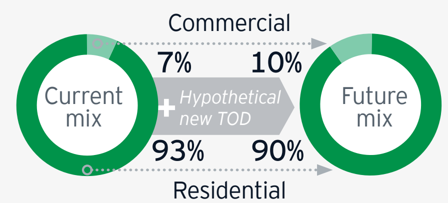
Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Three pillars of TOD at Southern Avenue

The available land calculation and hypothetical model is calibrated to only use the parcels from the Prince George's County side. This was primarily because the analysis was largely intended to evaluate the impacts of TOD on the County. This decision is further supported as most of the land on the D.C. side may not be developable as the available land is predominantly composed of the Oxon Run National Parkway.

Current vs. future mix

The hypothetical new development could shift Southern Avenue into a higher-density, mixed-age and -income residential community.



1 Residential

- Southern Avenue could be ripe for potential TOD given recent development trends occurring on nearby Green Line stations (e.g., Waterfront/Navy Yard/Anacostia and Branch Avenue/Suitland).
- Southern Avenue appears to be a stronger residential market than commercial, as indicated by stakeholder conversations and previous market studies.[155]
- Given the planned density of Petra's development, there appears to be potential for denser development than allowed by the proposed zoning. To better unlock this potential, the County could consider zoning changes/overlays or density bonuses for the inclusion of affordable housing.
- Residential market rents and sales prices are substantially lower on the Prince George's County side of the D.C. border. Marketing the affordability of housing relative to D.C. and high levels of amenities could strengthen residential demand.
- Stakeholders have noted that the demand for senior housing is very high and existing development plans also include a senior housing component. The County could look to incentivize multi-family developments targeted toward younger residents to create a mixed-age community and balance new construction.

Hypothetical new development highlights

- **Multi-family/condominiums** – Over 1,600 mid- to high-quality units. The apartments could be Class A, garden-style or mid-rise elevator buildings, based on the current housing stock and recent development trends. This could also include a balanced senior housing component, given the existing plans for new construction and current market demand.

> "In Prince George's County there is a massive demand for senior housing ... [at Southern Avenue] the 'median' goal is to create a multi-age group area that balances developer interests for senior housing and community and County interests for mixed-use and retail.
>
> – Land use attorney

Hypothetical new TOD – residential

Asset breakdown by % of total added square feet

Based on 1,850–2,300 new units

2 Commercial

- An increased residential base of mixed-income tenants could probably support additional retail demand, especially fronting Southern Avenue.
- To meet existing demand, the retail plan could first focus on adding a grocery store, restaurants and fast-casual dining alternatives. This will better serve the existing and future community and promote health equity.
- The relatively higher residential demand at the station area indicates a smaller opportunity for office development. However, medical office developments that complement the UMC campus or small-scale offices that blend within the area's context could be supported.

Hypothetical new development highlights

- **Office** – Over 70,000 square feet. This could include a small-scale mix of Class A, mid- to high-quality traditional and medical offices ranging from one to three stories.
- **Retail** – Over 170,000 square feet. This asset could comprise a mix of ground-floor retail in more vertical residential buildings and small-scale, locally serving retail fronting Southern Avenue.

Hypothetical new TOD – commercial

Asset breakdown by % of total added square feet

Based on 240k–300k new square feet

3 Amenity

- The integration of parks and public amenities could enhance residential demand and create a more healthy and active community.
- Expanding the trail system to better connect Southern Avenue and other Green Line stations to key development sites could catalyze a corridor of new development.
- PPP or multi-jurisdictional partnerships could be key to financing and implementing public amenity improvements.

Hypothetical new development highlights

- The section of Oxon Run Park adjacent to the station could be readapted into an event space with increased open space.
- An expansion of Oxon Run Trail through the park adjacent to Southern Avenue could include amenities such as public art/sculptures, gathering places, pavilions, areas for recreational activities or community gardens/markets.
- Viewing sites and significant open space integrated into a small-scale street grid network could create a more pedestrian-friendly residential area.

> "You need to do something that builds trust, demonstrates compassion for meeting the needs of the community and builds a sense of hope. You need programs such as walking clubs that will let communities see that they are not just going to get displaced and that the goal is to create an equitable community.
>
> – Community organization stakeholder

THE BOTTOM LINE

Bolstering residential development through parks, public amenities and partnerships

Southern Avenue appears to have the potential to add significant residential development. Improving coordination between government agencies and the private sector to support planned or potential developments and funding infrastructure is a priority. Promoting more equitable outcomes that do not displace current residents is especially important considering the demographics of the existing community. Ultimately, the implementation of these public amenities around Oxon Run Park could attract new residents and create a more mixed-income and interconnected community between D.C. and Prince George's County.

Unlocking the potential for inclusive transit-oriented development in Prince George's County | Station vision and economic impact
Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Potential economic contributions

The following analysis outlines the potential economic contributions of hypothetical new development at Southern Avenue, based on the parameters and assumptions described above.[156] The impacts below are based on the EY team's assumptions, market benchmarks and the IMPLAN input-output multiplier model of Prince George's. The results provide an estimate of potential benefits for a development appropriate in size and scale for the area.

Capital investment impacts

$490m
total capital investment

5,100
total jobs

Operations impacts

600
direct jobs

$30m
direct labor income

Potential value

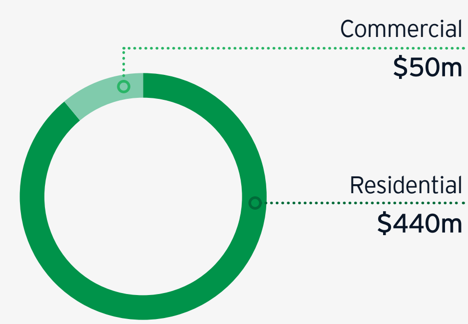
$1.3m
new annual fare revenue

The hypothetical new development at Southern Avenue could require an estimated $490 million in capital investments. Of this, nearly 90% ($440 million) could be for residential construction, primarily related to the construction of nearly 1,600 multi-family units. Key findings of the one-time impacts related to this construction are described below.

- The construction of this development could directly support an estimated 4,000 one-year jobs (worker years) in the County and $260 million in labor income. The construction activity could also directly contribute approximately $7 million in direct county taxes.
- Including indirect and induced effects, construction at Southern Avenue could support approximately 5,100 total jobs, $320 million in total labor income and $450 million in Prince George's County GDP over the total construction period.
- The development's construction could also support a total gross economic impact of approximately $650 million, including an estimated $18 million in total Maryland taxes and $10 million in total County taxes.

Direct capital investment breakdown at Southern Avenue

Millions of real 2020 dollars



Once construction is completed, Southern Avenue's development could support ongoing employment at offices, retail establishments and residential buildings. Key findings of the annual impacts of the ongoing operation of these facilities are described below.

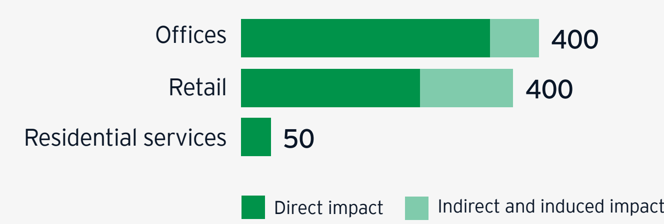
- In total, the operation of these facilities could directly support nearly 600 jobs at Southern Avenue.
- Through indirect and induced effects, operations could support an additional 200 jobs, resulting in an estimated total annual employment contribution of 800 jobs in Prince George's County.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

- Through direct, indirect and induced effects, Southern Avenue's development could support approximately $90 million in total economic output, including $50 million of Prince George's County GDP.
- The ongoing operations at Southern Avenue could also support tax revenues for the County and state annually. Including indirect and induced effects, this development could contribute more than $2 million in total state taxes and approximately $1 million in County taxes.

Direct, indirect and induced employment breakdown at Southern Avenue

Number of full- and part-time employees



Note: figures are rounded.

Potential economic impacts of construction and operation of the hypothetical new development at Southern Avenue

Millions of real 2020 dollars; number of full- and part-time employees

	Direct impact	Indirect and induced impacts	Total impact
Temporary impacts related to capital investments			
One-year jobs (cumulative)	4,000	1,100	5,100
Labor income (cumulative)	$260	$50	$320
GDP (cumulative)	$350	$100	$450
Economic output (cumulative)	$490	$170	$650
State taxes (cumulative)	$15	$3	$18
Local taxes, county (cumulative)	$7	$3	$10
Annual impacts related to ongoing operations			
Employment (annual)	600	200	800
Labor income (annual)	$30	$10	$40
GDP (annual)	$40	$10	$50
Economic output (annual)	$70	$30	$90
State taxes (annual)	$2	$1	$2
Local taxes, county (annual)	$1	$0	$1

Note: figures may not appear to sum due to rounding.

Source: EY analysis using the IMPLAN input-output multiplier model of Prince George's County.

Potential value of Southern Avenue's development[157]

Ridership: This development at Southern Avenue and subsequent improvements to transit service could lead to more than 2,000 new daily weekday riders on the Metro. There could be 518,000 new trips annually, equivalent to an estimated $1 million in new annual fare revenue.

Tax revenues: The analysis assumes that all residents of the development would be new residents in the County. These new residents could generate an estimated $15 million in new annual tax revenues to local jurisdictions within Prince George's County. Combined with the estimated County tax revenues related to ongoing operations, Southern Avenue's development could annually support nearly $16 million in new County taxes.

Public sector cost: Based on the expected number of residents and the average public sector cost of services per County resident in 2019, the analysis estimates that the residential component of the hypothetical development could result in $17 million in increased annual expenditures for Prince George's County. While the marginal public sector cost per resident may be higher than the average shown here, the analysis uses the total county expenditures and total population in 2019 to estimate the average public sector cost of each new resident.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Conclusion

Transit-oriented development can be an essential component of a long-term growth strategy in Prince George's County. TOD has contributed to the advancement of transit stations and their surrounding communities across the United States, and these success stories have laid the blueprint for Prince George's County. Existing infrastructure and communities at New Carrollton, Greenbelt, Morgan Boulevard and Southern Avenue have demonstrated why following such a blueprint is so important to the long-term success of a project.

Based on this potential, and the existing infrastructure and community at each station, this analysis envisions vibrant mixed-use developments, including affordable housing and improvements to the pedestrian environment, that could bring new jobs and new residents to the area. While barriers exist to the implementation of such transformative developments, with effective planning and commitment, these barriers may be overcome. The benefits of completing these TOD projects could be transformative, helping to pave the way for the future of the County.

Appendix

Stakeholders interviewed

The EY team and GWP conducted more than 40 meetings with representatives of the following agencies and organizations

- Maryland Department of Transportation
- Maryland Department of Planning
- Maryland Transit Administration
- Washington Metropolitan Area Transit Authority
- Prince George's County Office of the County Executive
- Prince George's County Economic Development Corporation
- Prince George's County Revenue Authority
- Prince George's County Council
- Maryland-National Capital Park and Planning Commission
- Transportation Planning Board of the Metropolitan Washington Council of Governments
- State and local officials
- Developers and investors
- Station-area landowners
- Business and community organizations

Incentives overview

Prince George's, the state of Maryland and the US government all offer different types of financial incentives that can help facilitate economic development within the County. There are many programs available, ranging from County property tax credits on qualifying real property improvements to job creation incentives to attract Fortune 500 employers to the state. Below is a listing of the most notable incentives programs available in Prince George's County relevant to TOD:

Incentives — grants, cost offsets and financing

TOD Designation and the Sustainable Community Program (state): TOD designation provides several potential tools as a result from the benefit of state partnership such as the prioritization for several state discretionary incentive programs and expanded scope for local use of TIFs.[158] The TOD Designation program administered by MDOT also allows for an automatic inclusion in the state's Sustainable Community Program administered by the Department of Housing and Community Development. The Sustainable Community Program establishes a shared geographic designation to promote efficient use of scarce state resources targeting historic preservation, housing and economic development to support local sustainability and revitalization strategies.[159] Incentives associated with the program include grants, below-market financing and enhanced tax credits. State TOD designation within the state of Maryland additionally confers several other benefits, including technical assistance such as feasibility and planning, prioritization in certain funding decisions, incorporation of state facilities and assistance with addressing transportation and access issues.

Opportunity Zone (federal): This program is designed to incentivize taxpayers to reinvest their unrealized capital gains into Qualified Opportunity Funds (QOFs) that deploy those funds into low-income or underserved urban and rural communities.[160] Twice a year, the QOF must pass a 90% asset test, which requires that qualified capital investments be deployed within six months into either Qualified Opportunity Zone properties directly or into a Qualified Opportunity Zone business (QOZB) located within an underserved community. A working-capital safe harbor allows businesses to hold cash for acquisition, construction and/or rehabilitation of tangible property during an initial 31-month period that may be extended up to 62 months.[161] At least 70% of all of the tangible property owned or leased by the QOZB must be QOZB property. When the deferral period expires, if the QOF investment was held for at least five years, the gain included in gross income is reduced by 10%. If the taxpayer holds the QOF investment for at least 10 years, the taxpayer may be permanently exempt from paying tax on gain realized from the appreciation of the QOF investment (or in some cases the appreciation of the QOF's individual assets).[162]

Transportation Infrastructure Finance and Innovation Act (TIFIA) (federal): This federal program provides credit assistance in the form of direct loans, loan guarantees and standby lines of credit to transportation projects with regional or national significance.[163] The FAST Act expanded TIFIA eligibility to include projects to improve or construct public infrastructure that are located within walking distance of and accessible to a transit facility, passenger rail station, intercity bus station or intermodal facility and related infrastructure, and that have been designated as TOD.[164] The minimum anticipated project cost for TOD projects is $10 million. There is a list of specific elements that would generally be included in a TOD project once the DOT has determined a project is eligible for the program. Subject to review, eligible elements could include: property acquisition; demolition of existing structures; site preparation; utilities; building foundations; walkways; pedestrian and bicycle access to a public transportation facility; construction, renovation and improvement of intercity bus and intercity rail stations and terminals; renovation and improvement of historic transportation facilities; open space; safety and security equipment and facilities; facilities that incorporate community services such as day care or health care; a capital project for equipment, an intermodal transfer facility or a transportation mall; and construction of space for commercial uses.[165] The DOT may also fund "related infrastructure"; however, the DOT will prioritize the use of TIFIA funds for TOD projects that are significantly integrated into the related transportation facility.

Better Utilizing Investments to Leverage Development (BUILD) Grants (federal): The program provides an opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects with a national or regional objective.[166] Passenger and freight rail transportation projects are among the many potential uses of this funding. In September 2020, Senators Warner and Kaine of Virginia announced funding through the BUILD program that will subsidize new gridded, elevated roadways that will mitigate flooding.[167] The funding would also help create infrastructure that will feature pedestrian-friendly streets and corridors, enhance access to transit and improve connections to broadband.[168] For projects located in urban areas, the minimum award is $5 million.[169] The minimum total cost for a project located in an urban area must be $6.25 million to meet matching requirements.[170] The maximum award is $25 million. Not more than $100 million can be awarded to a single state.[171]

Surface Transportation Block Grant Program (federal): Grant program administered by the federal government that makes funding available for transportation improvement projects used by states and localities for projects to improve the conditions on any federal-aid highway and certain local roads.[172] STBG funds are reimbursable federal aid funds, subject to the requirements of Title 23, United States Code.[173]

TIF (local): TIF is a funding mechanism most often facilitated by the issuance of bonds to pay for up-front public infrastructure improvements within a TIF district needed to spur new development and benefit the surrounding community.[174] The incremental real property tax revenues enabled by the improved infrastructure are pledged to service the funding debt. Once the debt has been fully repaid from the incremental real property tax revenues, the County benefits from the revenue stream created from the increased assessed value of the property in and around the TIF district.[175]

Revitalization tax credits for major transit-oriented development projects (local): In response to COVID-19 and the correlating economic downturn, the County in 2020 held several discussions with leaders in the public and private sectors regarding economic recovery. These conversations inspired legislation to incentivize TOD to bring private investment back into the County and support the local economy. If passed, the legislation, titled "The Act Concerning Revitalization Tax Credits for Major Transit-Oriented Development Projects, also known as the Smart Economic Growth Act of 2020," would (1) create a five-year, 100% real property tax credit and 80% permit fee discount incentive for high-quality TOD; (2) encourage the growth of federal-leased office space and Fortune 1000 company headquarters and regional offices; and (3) require significant supplier diversity, local equity, county resident hiring and workforce housing benefits. The act would establish revitalization tax zones, and businesses in the zone could qualify for credit.[176]

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

Flood Mitigation Assistance (FMA) program (federal): This competitive grant program provides funding to states and localities in support of projects that seek to reduce or eliminate the risk of repetitive flood damage to buildings insured by the National Flood Insurance Program.[177] Either the state emergency management agency or the office that has primary floodplain management responsibility is eligible to apply directly to FEMA for FMA grant program funds as an applicant. Only one application is accepted from each state, tribe or territory. The maximum federal share for FMA planning subapplications is as follows:[178]

- $200,000 for community flood mitigation advance assistance, such as project scoping
- $10 million for community flood mitigation projects
- $50,000 for technical assistance for states/territories that were awarded FMA grant program funds totaling at least $1 million in FY2018
- $100,000 per applicant for mitigation planning with a maximum of $50,000 for state plans and $25,000 for local plans

Comprehensive Flood Management Grant Program (CFMGP) (state): This program promotes the development of local flood management plans, funds studies of watersheds and supports capital projects for flood control and watershed management.[179] It provides grants to Maryland counties and municipalities after flood events to implement flood control projects, and for acquisition of flood-damaged owner-occupied dwellings. Home elevations and relocations are also eligible for funding. Acquired land is converted to open space in perpetuity. In recent years the program has been used primarily to fund 50% of the nonfederal share of the FEMA Hazard Mitigation Grant Program (HN4GP) funds, which pay up to 75% of the cost of flood mitigation projects.[180] When federal funds do not participate in the cost of a project, the CFMGP may fund up to 75% of the cost of the project and the local share would be 25%.[181]

EDI Fund Contractor's Advantage Program (CAP) (local): EDI funds are used to support County-based contractors seeking lines of credit to finance working capital, equipment, labor and materials.[182] This program provides a maximum 25% guarantee to the bank to support these lines of credit.[183] The bank financing a line of credit must be on the County's pre-approved list to participate in the program.

Maryland Economic Development Assistance Authority and Fund (MEDAAF) (state): MEDAAF is a discretionary funding source used to attract or retain competitive business projects while also helping local governments with economic development initiatives.[184] The Maryland Department of Commerce (MDOC) administers the fund and selectively grants support to local economic development or private entities.[185] Support for for-profit business projects is divided into two types of projects: (1) significant projects of statewide or regional significance and (2) projects that provide an economic benefit to a local jurisdiction endorsing the project. This program requires a local match of at least 10% of the overall award offered by MDOC. When funding is awarded, the grantee and the state enter into an agreement that details each party's contractual obligations, including capital investment and job creation commitments. Projects must be within priority funding areas and include eligible industry sectors.

Incentives — tax incentives for job creation

More Jobs for Marylanders (MJM) incentive program (state): MJM was originally designed to provide incentives for manufacturing entities locating and/or expanding in Maryland.[186] However, in 2019 the Maryland legislature expanded the program to include a broader array of industries, including retail and grocery, that locate or expand within a Federal Opportunity Zone (FOZ).[187] Incentives include refundable income tax credits, property tax credits, sales and use tax refunds and an exemption from state Department of Assessments and Taxation (SDAT) corporate filing fees.[188]

Maryland Job Creation Tax Credit (JCTC) incentive (state): The JCTC is a nonrefundable income tax credit for qualified new full-time positions that are created at a new or expanded eligible facility.[189] Companies within an eligible industry that create the statutory minimum of qualified new full-time jobs paying at least 120% of the state's minimum wage may be eligible for a one-time income tax credit. This credit can be claimed in combination with the MJM credit.[190]

Incentives — property tax

Enterprise Zone (EZ) tax credits (state/local): A business located in an EZ may be eligible for tax credits that offset Maryland state income tax and local property taxes. The General Income Tax Credit is a one-time $1,000 credit for each new qualified employee filling a newly created position within an EZ.[191] The credit increases to $1,500 per qualified employee if the business is located within a focus area.[192] This program also offers a business expanding or locating within an EZ to claim multiyear credit against local real property taxes imposed by a county or municipality. The credit is applied to the increased portion of real property related to the expansion, renovation or capital improvement.

The credit percentage is 80% for the first five years, decreasing by 10% annually for each of the following five years.[193] For expansions occurring within a focus area, the value of the real property tax credit is 80% across the entire 10-year credit period.[194]

A Payment in Lieu of Taxes (PILOT) (local): PILOT programs allow an entity to enter into a property tax abatement agreement with a taxing jurisdiction under which a fee is charged in lieu of taxes that would otherwise be owed over a negotiated period of time.[195] The payment can range from zero up to the full amount of taxes due or more. In some cases, taxes are deferred rather than abated. A PILOT can also be used as an alternative to a tax increment financing.

				Current use of incentive program?			
Incentive	Government level	Benefit	Beneficiary	Greenbelt	New Carrollton	Morgan Boulevard	Southern Avenue
TOD Designation/Sustainable Community Program	State	Variety of funds grants, loans and investments	Developer/ businesses	☑	☑	☐	☐
Opportunity Zone	Federal	Capital, equity investment and loans	Developer/ businesses	☐	☑	☑	☑
Transportation Infrastructure Finance and Innovation Act	Federal	Loans	Government entity	☐	☐	☐	☐
BUILD Transportation Discretionary Grants	Federal	Discretionary Grant	Government Entity	☐	☐	☐	☐
Surface Transportation Block Grant Program	Federal	Discretionary Grant	Government Entity	☐	☐	☐	☐
TIF district	Municipality	Tax rescheduling	Developer/ investor	☐	☐	☐	☐
Proposed Revitalization Tax Credit Major Transit-Oriented Development Projects	Municipality	Various tax credits	Business	☐	☐	☐	☐
Flood Mitigation Assistance Program	Federal	Discretionary grant	Municipality/ government entity	☐	☐	☐	☐
Comprehensive Flood Management Grant Program	State	Discretionary grant	Municipality/ government entity	☐	☐	☐	☐
EDI Fund Contractor's Advantage Program (CAP)	County	Loan support	Businesses	☐	☐	☐	☐
Maryland Economic Development Assistance Authority and Fund	State	Variety of grants, loans and investment	Developer/ Businesses	☐	☐	☐	☐
More Jobs for Marylanders (MJM) Incentive Program	State	Variety of tax credits	Businesses	☐	☐	☐	☐
Maryland Job Creation Tax Credit	State	Tax credits	Businesses	☐	☐	☐	☐
Enterprise Zone Tax Credit	State	Income and property tax credit	Businesses	☐	☑	☐	☑
A Payment in Lieu of Taxes (PILOT)	Municipality	Property Tax Abatement	Businesses	☐	☑	☐	☐

Station sections: content support

Case studies of successful TOD

These TOD case studies share similarities with the four subject stations and were used by the EY team to identify leading practices for TOD, inform policy considerations and assist in estimating development density and inventory mix for a hypothetical TOD.

Potomac Shores, VA[196]

Virginia Railway Express
Commuter Rail
(VA ↔ D.C.)

Context – Ground-up, residentially oriented suburban TOD in Prince William County that is centered around an under-construction Virginia Railway Express station.

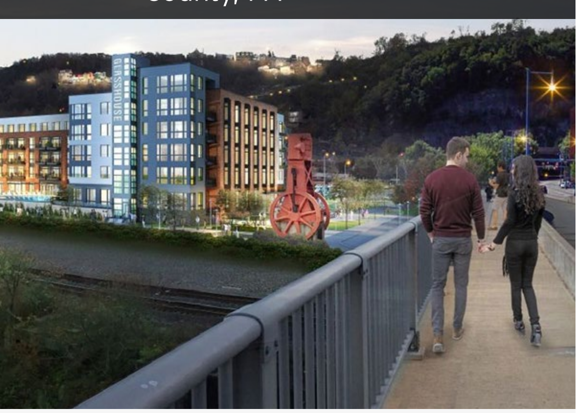
Outcome – The 1,920-acre mixed-use property development has recently sold over 1,000 of 3,800+ planned residential homes. It will include office space, golf course improvements, new schools and public sports complexes.[197]

Relevance – This station area has direct transit access to D.C. and appears most comparable to Southern Avenue or Morgan Boulevard in its suburban residential composition. Potomac Shores also has a small-area plan with relevant design standards.[198]

Lessons learned

- The County can use targeted industry incentives to streamline the permitting and approvals process for developers and attract new employers.
- A small-area plan with specific design guidelines can align stakeholder vision and set developer expectations.
- PPPs with a single developer can help incentivize land assembly by increasing their site control.

Station Square/Allegheny County, PA[199]



Pittsburgh Light Rail
Light Rail System
(Pittsburgh ↔ Suburbs)

Context – Former industrial district across the river from downtown Pittsburgh that was rezoned and redeveloped into a mixed-use area centered around an evolving transit hub serviced by two light rail lines.

Outcome – Station Square was redeveloped as a destination mixed-use center during the 1980s/1990s, where warehouses were converted into offices, shops, music venues and hotels.[200] In 2019, 319 luxury apartments were delivered and there are currently plans to add 70,000 square feet of retail, a medical training school and ~522,000 square feet of office space.[201] [202]

Relevance – This station, the key transit gateway to the suburbs of Pittsburgh, draws comparisons to New Carrollton.

Lessons learned

- A mix of federal, state and local incentives including building grants, property abatements and/or TIFs can be stacked to fund infrastructure for TOD.
- County-organized TOD studies can set a cohesive transportation vision to establish local best practices, prioritize investments and target policy solutions.
- To improve last-mile connectivity, a light rail line can be supplemented with a variety of multimodal transit services that are well integrated into the pedestrian and bicycle environment.

Harrison, NJ[203]

PATH Train
Rapid Transit System
(NJ ↔ NYC)

Context – Previous manufacturing district with PATH train access – includes a 250-acre planned redevelopment area that has been transformed into a mixed-use community.

Outcome – Nearly 3,000 residential units have been built in the redevelopment area since 2011, many of which qualify as affordable housing. This redevelopment increased ridership by ~23% from 2013 to 2018. Approximately one-third of the town's property tax revenue now comes from properties within the redevelopment area.[204]

Relevance – This station area most resembles Morgan Boulevard in terms of mix and New Carrollton in terms of density. Strategies used at Harrison for addressing floodplain considerations can be relevant to all four subject stations, especially Greenbelt.[205]

Lessons learned

- Integrating open space, trails/pathways and other public amenities into TODs can create a more appealing environment and bolster residential demand.
- Industrial properties can be rezoned and redeveloped to allow a more robust use mix, increasing available land for TOD.
- Including affordable housing in new developments or requiring developers to pay development fees into a local affordable housing trust fund can mitigate gentrification-driven displacement risks.

Innovation Center, VA[206]

WMATA Silver Line
Rapid Transit Line
(VA ↔ D.C. ↔ MD)

Context – Planned WMATA station in Fairfax County, VA, next to Dulles International Airport. There are various proposed mixed-use TODs around the station.

Outcome – New development plans include: The Hub, a mixed-use development with 3.5m square feet of office, 1,265 residential units, 400,000 square feet of retail and 350 hotel keys; the Center for Innovative Technology Campus, a 3.8m square feet office site; and Innovation Center South, planned to include 1,000 residential units, 500,000 square feet of office, 190 hotel keys and 84,000 square feet of retail.[207]

Relevance – This station area appears most comparable to New Carrollton or Greenbelt, given large-scale nature and density of the planned developments and its focus on attracting technology tenants to create an innovation hub. The Hub, a mixed-use development at the station, is particularly comparable to Greenbelt's hypothetical TOD.

Lessons learned

- PPPs with developers can help share the burden of common infrastructure costs (e.g., parking garages, roadway construction) necessary for successful TOD.
- PPPs with businesses, developers and institutions can be used to engage the community, support local interests and align stakeholder vision.
- Incorporating a robust mix of asset types (e.g., retail, office, residential) creates an environment more attractive to business owners, employers and residents.

Station sections: assumptions and methodology support

Metrics used for assessing higher relative priority barriers to TOD at each station

While there are many barriers to TOD across Prince George's County, five more common barriers were also evaluated on a more station-specific level. Information gathered from stakeholder interviews in congruence with the datapoints as outlined below were leveraged to qualitatively identify the relative need to address the barriers present at each station.

Barrier	Supplementary metrics for defining barrier priority
Conservation	‣ Presence of expressed community pushback against denser development ‣ Land preservation – prevalence of wetlands/floodplains from the National Wetlands Inventory that present potential development restrictions[208] ‣ Prevalence of public open space zoning[209] ‣ Anti-displacement/equity considerations as measured by the share of rent-burdened residents, median household income, poverty status and unemployment rate[210]
Financial	‣ Credit availability (e.g., prevalence of zones/districts that allow for access to benefits)[211] ‣ Public agency prioritization of stations from master plans and station studies ‣ Current regional investment in terms of assessed value of the current inventory, permit value of recent construction and total square feet of recent construction[212 213] ‣ Estimated market demand for TOD-oriented asset types; near-term market saturation from nearby new/pipeline developments; strength of retail, office, hotel and multi-family market fundamentals[214]
Infrastructure	‣ Relative need for parking garages, street improvements, adding underground utilities, new transit infrastructure, pedestrian safety improvements, station renovations, last-mile improvements, etc. ‣ Strategic insights from previous station-relevant TOD studies and EY US industry experience
Land availability	‣ Prevalence of vacant or re-developable land and government-owned land[215] ‣ Parcel ownership fragmentation or limited single party control ‣ Size and street frontage of developable parcels
Zoning and planning	‣ Presence of TOD encouraging and flexible, transit-oriented zoning and small area plans[216] ‣ Ability of current zoning to set a defined vision and reduce future uncertainty (proposed zoning changes can cause short term uncertainty) ‣ Existence of developer site plans

Not included in the station summaries but considered on a county/state level were barriers including: the permitting and approvals process (e.g., onerous regulatory rules and guidelines delaying timelines and approvals); state and local government alignment (e.g., lack of coordination or policies and priorities at cross-purposes); shared vision (e.g., lack of alignment from the local community, employers, property owners, developers and governing bodies); and capacity (e.g., ability and bandwidth to implement).

Sources used for determining hypothetical TOD model density and inventory mix estimations

The estimated density of new development at each station was calculated by taking a weighted average of densities from the components as enumerated below, while inventory mix was calculated by qualitatively assessing these same sources and cross-referencing them with stakeholder commentary regarding market demand and community needs for particular asset types.

1. As-is station area environment

Average density of current residential (DU/acre) and commercial inventory (FAR) within an 0.5-mile radius of the station[217]

2. Recent construction trends

Average density and relative mix of recent residential (DU/acre) and commercial developments (FAR) within an 0.5-mile radius of the station[218 219]

3. Case study comparisons

Planned density and mix targets from small area plans and station area zoning weighted by selected case study relevance[220 221 222 223]

4. General planning targets from TOD literature

Leveraged a weighted average of suggested densities and use mixes from the following sources:

- Weighted density and mix targets from general planning literature on place types[224]
- Station area density and mix targets from Prince George's Plan 2035[225]

Qualitatively cross-checked suggested densities and use mixes with adjusted estimates from key station specific literature

- 2010 Subregion 4 Master Plan[226]
- 2010 New Carrollton Transit District Development Plan[227]
- 2013 Greenbelt Metro Area and MD 193 Corridor Sector Plan[228]
- 2014 Central Avenue-Metro Blue Line Corridor TOD Study[229]
- 2014 Southern Green Line Station Area Sector Plan[230]
- 2018 Morgan Boulevard Vicinity Study and Action Plan[231]

5. Existing site plans

Extrapolated density targets and mix compositions from concept plans, site plans or planned future developments

- New Carrollton – Urban Atlantic developer provided site plans
- Greenbelt – Renard development site plans for FBI headquarters (plans not implemented but used as a reference point)
- Southern Avenue – Petra Development Southern Avenue Renewal site plan[232]

6. Adjustments to density based on inventory mix

- Adjusted density of development to reflect suggested unit composition (e.g., if there was a higher relative share of single-family housing relative to multi-family, residential density levels were adjusted downward)[233 234 235 236 237]
- Adjusted mix components to reflect strategic targeting of demographic groups (e.g., higher share of multi-family to attract millennial tenants)

Economic impact analysis assumptions

The reader should be aware of the following assumptions when interpreting the economic impact results:

- The direct economic impacts presented in this study reflect the work location. These are jobs that will be based in Prince George's County and could be filled by residents or nonresidents.
- Indirect economic impacts were estimated based on relationships in the IMPLAN input-output model, which describe the mix of locally supplied goods and services, by industry, based on historical purchasing relationships. The IMPLAN industry models were chosen to most closely resemble the mix of activities related to the planned capital expenditures and development operations.
- The economic impacts presented in this report quantify the economic activity supported by the construction and operation of each hypothetical development. In some cases, the indirect and induced jobs may not be new to the County but are temporarily supported by the development.
- This analysis does not quantify any potential positive or negative externalities as a result of the development's construction or operations.

Endnotes

Cover/TOC image source: Prince George's County Economic Development Corporation

Executive summary

1 PPPs are partnerships between public and private entities with a common goal and are not limited by size.
2 Interview, May 2020.
3 Prince George's County Economic Development Corporation

A closer look at TOD

4 MD Transp Code § 7-101 (2013).
5 Prince George's Economic Development Corporation, Transit Oriented Development, https://www.pgcedc.com/transit-oriented-development
6 The Maryland-National Capital Park and Planning Commission. "Plan Prince George's 2035 Approved General Plan." The Maryland-National Capital Park and Planning Commission. May 2014.
7 ESRI. "Suitability Analysis." ESRI ArcGIS Business Analyst. Accessed September 1, 2020.

TOD in Prince George's County

8 Low-income housing credit, 26 U.S. Code § 42 (2020).
9 "Multifamily Rental Financing Program Guide." Maryland Department of Housing and Community Development, June 3, 2020.
10 Id.
11 Maryland Housing and Community Development, § 4-1201 (2005).
12 Plummer, Andre. "Revitalization Tax Credit." Prince George's County Economic Development Corporation. Accessed October 8, 2020.
13 HUD Announces Agreement to Settle Discrimination Complaint Against State of Maryland", HUD Archives - HUD No. 17-088, October 3, 2017.
14 "Maryland." National Low-Income Housing Coalition. Accessed September 2, 2020.
15 "Revitalization Tax Credit." Prince George's County Economic Development Corporation. Accessed October 8, 2020.
16 The Urban Institute. "Expanding Housing Opportunities Through Inclusionary Zoning: Lessons From Two Counties." HUD USER, December 2012.
17 Sturtevant, Lisa A. "Separating Fact from Fiction to Design Effective Inclusionary Housing Programs." Center for Housing Policy, May 2016.
18 "Prince George's County, MD and Montgomery County, MD." Data US. COVID-19 in numbers, n.d.
19 "Prince George's County, MD and Fairfax County, VA." Data US. COVID-19 in numbers, n.d.
20 "Welcome to the Neighborhood." Housing Virginia, September 2017.
21 Sturtevant, Lisa A. "Separating Fact from Fiction to Design Effective Inclusionary Housing Programs." Center for Housing Policy, May 2016.
22 "Welcome to the Neighborhood." Housing Virginia, September 2017.
23 Sturtevant, Lisa A. "Separating Fact from Fiction to Design Effective Inclusionary Housing Programs." Center for Housing Policy, May 2016.
24 Id.
25 Bartik, Alexander W., Marianne Bertrand, Zoe Cullen, Edward L. Glaeser, Michael Luca, and Christopher Stanton. "The Impact of COVID-19 on Small Business Outcomes and Expectations." PNAS. National Academy of Sciences, July 28, 2020.
26 "Addressing Affordable Housing Challenges in the Midst of COVID-19." Opportunity Finance Network, 2020.
27 Id.
28 Housing Finance Policy Center. "Lenders, Loan Channels & Industry/ Occupation by Income & Race/Ethnicity." Urban Institute, April 2020.
29 Zonta, Michela. "Expanding the Supply of Affordable Housing for Low-Wage Workers." Center for American Progress, August 10, 2020.
30 Thompson, Meghan. "Shortage of Affordable Rental Housing Hits Md. Poor Hardest." Maryland Matters, May 16, 2019.
31 EY Americas. "How COVID-19 has impacted real estate value considerations." ey.com, July 17, 2020.
32 Id.
33 This chart leverages data from a follow-up survey that collected participant responses in August 2020, providing a more current update of the results indicated in the EY report titled "How COVID-19 has impacted real estate value considerations."
34 EY Americas. "How COVID-19 has impacted real estate value considerations." ey.com, July 17, 2020.
35 Id.
36 Id.
37 Krishnan, Vik, Ryan Mann, Nathan Seitzman, and Nina Wittkamp. "Hospitality and COVID-19: How Long until 'No Vacancy' for US Hotels?" McKinsey & Company. McKinsey & Company, June 10, 2020.
38 EY Americas. "How COVID-19 has impacted real estate value considerations." ey.com, July 17, 2020.
39 Id.
40 The 0.5-mile station area radius used in the hypothetical TOD model includes the entirety of all parcels where the parcel point identified from the State of Maryland's GIS data was located within an 0.5-mile radius of the station.

Hypothetical TOD

41 "Maryland Property Data - Parcel Points." Maryland's GIS Data Catalog, 2019.
42 Proposed "Hydrology/MD_Wetlands (MapServer)." Maryland ArcGIS REST Services Directory. Accessed September 2, 2020.
43 "Proposed New Zone Comparison Map." ZoningPGC. Accessed September 2, 2020.
44 CoStar Group, www.costar.com.
45 "Proposed New Zone Comparison Map." ZoningPGC. Accessed September 2, 2020.

New Carrollton

46 The Maryland-National Capital Park and Planning Commission. "Plan Prince George's 2035 Approved General Plan. "The Maryland-National Capital Park and Planning Commission. May 2014.
47 Shaver, Katherine. "Metro Proposes Replacing Parking at New Carrollton Station with Development." The Washington Post. WP Company, February 10, 2020.
48 "Maryland Property Data - Parcel Points." Maryland's GIS Data Catalog, 2019.
49 Washington Metropolitan Area Transit Authority. "Public Outreach & Input R16-04: Proposed Changes to WMATA Facilities at New Carrollton Metrorail Station." Washington Metropolitan Area Transit Authority, December 2016.
50 This development illustrates an example of how the relocation of a public agency can help catalyze TOD.
51 CoStar Group, www.costar.com.
52 Prince George's County Council. "Briefing on Economic Development Incentives." Accessed September 16, 2019.
53 Id.
54 Haythe, Keasha. "Opportunity Zones." Anne Arundel Economic Development Corporation. Accessed September 2, 2020.
55 Opportunity Zones § 1400Z-2(d)(1).
56 Enterprise Zone Eligibility: *Income Tax Credit* - The employee must have been hired after the business was located in the enterprise zone, the employee must have been employed for at least 35 hours per week for six months before or during the taxable year in which the credit is taken, the employee must spend at least 50% of all work time in the enterprise zone, the employee must have been hired to fill a new position. The employee must earn at least 150% of the federal minimum wage. *Property Tax Credit* - to be qualified the business must satisfy one of the two specific statutory requirements, which are that business must either (1) make and investment in capital improvements, or (2) hire new employees. "Enterprise Zone Tax Credit (EZ)." Maryland Department of Commerce. Accessed October 2, 2020.
57 "Enterprise Zone Tax Credit (EZ)." Maryland Department of Commerce. Accessed October 2, 2020.
58 "Transit-Oriented Development Best Practices Guide." Port Authority, August 29, 2019.
59 Hardy, Juanita. "10 Best Practices for Creative Placemaking." Urban Land Magazine, April 26, 2017.
60 "Innovation Center Station Garage." Fairfax County. Public Works and Environmental Services. Accessed September 3, 2020.
61 CoStar Group, www.costar.com.
62 Id.
63 A BID is a defined geographical area where properties owners generally pay an additional tax or fee, which then funds additional maintenance, improvement and promotion of their commercial district.
64 Fairfax County, Virginia. "The Board of Supervisors' Economic Success Strategic Plan Fall 2018 Update." Fairfax County. Fairfax County, Virginia, 2018.
65 "About the Pittsburgh Downtown Partnership." Pittsburgh Downtown Partnership, n.d.
66 "Downtown Pittsburgh Business Improvement District." Downtown Pittsburgh Partnership. Accessed September 2, 2020.
67 Id.
68 CoStar Group, www.costar.com.
69 Id.
70 "Housing Opportunity for All: Comprehensive Housing Strategy." Prince George's County, September 2018.
71 The hypothetical development at New Carrollton includes 2,450–3,000 residential units, 1.6 million–1.9 million square feet of office space, 200,000–240,000 square feet of retail space and a hotel.
72 Ridership impacts were estimated using WMATA's Smart TOD tool, which calculates potential increases in ridership and fare revenues based on changes in households and employment within 0.5-mile of the station. The estimated changes in ridership and fare revenue reflect the asset type and distance from the station.

Greenbelt

73 Station Access by Mode (Maryland Station's Only): by Percentage." ArcGIS. MDOT Transit-Oriented Development Initiatives. Accessed September 21, 2020.
74 ESRI. "Suitability Analysis." ESRI ArcGIS Business Analyst. Accessed September 1, 2020.
75 U.S. General Services Administration. "Search Results Web Results FBI Headquarters DEIS Chapter 5. "U.S. General Services Administration, n.d.
76 "The Approved Greenbelt Metro Area and MD 193 Corridor Sector Plan and Sectional Map Amendment" The Maryland-National Capital Park and Planning Commission, March 2013.
77 Rep. Renard Development, Greenbelt Station Executive Summary, n.d.
78 Banister, Jon. "8 Developments Planned Around Fairfax County's Silver Line Phase 2 Stations." Bisnow, April 2, 2019.
79 CoStar Group, www.costar.com.
80 MNCPPC, interview, May 2020.
81 Md. Code Ann. Tax-Gen. § 11-411 Refund for sales and use tax paid by qualified business entity under More Jobs for Marylanders Program, Md. Code Ann. Tax-Prop. § 9-110 Real property owned by qualified business entity enrolled in More Jobs for Marylanders Program, Md. Code Ann. Economic Development § 6-804 Benefits and requirements.
82 CB-2020, An Act concerning Revitalization Tax Credits for Major Transit-Oriented Development Projects (2020).
83 The Maryland-National Capital Park and Planning Commission. "Plan Prince George's 2035 Approved General Plan." The Maryland-National Capital Park and Planning Commission. May 2014.
84 Wang, Tim and Julia Laumont. "Technology Hubs Are Transforming Markets." Legg Mason, August 31, 2019.
85 Maryland Department of Commerce. "Information Technology." Maryland Department of Commerce, n.d.
86 "University of Maryland--College Park." Overall Rankings | US News Best Colleges. U.S. News; World Report. Accessed September 1, 2020.
87 Brinley, Anna, Lily Murnen and Kari Nye. "Small-Scale, Local Production in Prince Georges County, MD." The Maryland-National Capital Park and Planning Commission. University of Maryland School of Architecture Planning; Preservation, 2020.
88 Id.
89 "Comprehensive Flood Management Grant Program," Maryland Department of the Environment, 2020,

Unlocking the potential for inclusive transit-oriented development in Prince George's County | Station vision and economic impact
Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I. 82

90 Deloitte. "The Deloitte Global Millennial Survey 2020." Deloitte, 2020.

91 CoStar Group, www.costar.com

92 U.S. Code, 4104c (2020).

93 Maryland Economic Development Assistance Authority and Fund, Md. Code Ann., Econ. Dev. §§ 5-310 – 5-329 (2010).

94 Id. at §§ 5-322 (2010)

95 EDI Fund: Prince George's County, MD." Prince George's County, MD. Accessed September 1, 2020.

96 EDI funds are used to support County-based contractors seeking lines of credit to finance working capital, equipment, labor and materials. This program provides a maximum 25% guarantee to the bank to support these lines of credit. The bank financing a line of credit must be on the County's pre-approved list to participate in the program.

97 Job Creation Tax Credit, Md. Code Ann., Econ. Dev. §§ 6-302 (2020).

98 Job Creation Tax Credit, Md. Code Ann., Econ. Dev. §§ 6-302., § 6-303(b)(2).

99 Id.

100 Maryland Department of Commerce. "Job Creation Tax Credit (JCTC)." Job Creation Tax Credit. Accessed September 1, 2020.

101 Gruel, Heyer. "Amended Harrison Waterfront Redevelopment Plan 2012." Town of Harrison, April 3, 2012.

102 "Transit-Oriented Development Best Practices Guide." Port Authority, August 29, 2019.

103 ESRI. "Suitability Analysis." ESRI ArcGIS Business Analyst. Accessed September 1, 2020.

104 CoStar Group, www.costar.com

105 Banister, Jon. "Plan For 2,500-Unit Prince George's County Mall Redevelopment Moving Forward." Bisnow, February 6, 2020.

106 The hypothetical development at Greenbelt includes 1,125–1,400 residential units, 3.6 million–4.4 million square feet of office space, 200,000–240,000 square feet of retail space and a hotel.

107 Ridership impacts were estimated using WMATA's Smart TOD tool, which calculates potential increases in ridership and fare revenues based on changes in households and employment within 0.5-mile of the station. The estimated changes in ridership and fare revenue reflect the asset type and distance from the station.

Morgan Boulevard

108 CoStar Group, www.costar.com.

109 AECOM. "Morgan Boulevard and Vicinity Study and Action Plan." The Maryland-National Capital Park and Planning Commission, July 2018.

110 The Maryland-National Capital Park and Planning Commission. "Central Avenue-Metro Blue Line Corridor TOD Implementation Project Mobility Study." Issuu, June 30, 2014.

111 "Subregion 4 Master Plan; Sectional Map Amendment." The Maryland-National Capital Park and Planning Commission. 2014. Accessed September 2, 2020.

112 The Maryland-National Capital Park and Planning Commission. "Plan Prince George's 2035 Approved General Plan." The Maryland-National Capital Park and Planning Commission, May 2014.

113 "Subregion 4 Master Plan & Sectional Map Amendment." The Maryland-National Capital Park and Planning Commission, 2014. Accessed September 2, 2020.

114 AECOM. "Morgan Boulevard and Vicinity Study and Action Plan." The Maryland-National Capital Park and Planning Commission, July 2018.

115 Id.

116 Id.

117 Title 12, Subtitle 2 of the Economic Development Article of the Annotated Code of Maryland (the Tax Increment Financing Act).

118 Sams, Daniel. "The Ridgley Farm 1938." Prince George's Parks. Department of Parks and Recreation, n.d.

119 ESRI. "Suitability Analysis." ESRI ArcGIS Business Analyst. Accessed September 1, 2020

120 "Project Briefing For: The Central Avenue Connector Trail (CACT)." Capital Trails Coalition, November 2019.

121 The Maryland-National Capital Park and Planning Commission, and Prince George's County Planning Department. "Central Avenue Connector Trail Feasibility Study." issuu. Central Avenue Metro Blue Link TOD, n.d.

122 Source: The Maryland-National Capital Park and Planning Commission

123 AECOM. "Morgan Boulevard and Vicinity Study and Action Plan." The Maryland-National Capital Park and Planning Commission, July 2018.

124 Id.

125 Id.

126 AECOM. "Morgan Boulevard and Vicinity Study and Action Plan." The Maryland-National Capital Park and Planning Commission, July 2018.

127 Id.

128 CoStar Group, www.costar.com

129 Id.

130 Thompson, Mark. "The Opportunity for a Renovated MARC Station at The Maryland Jockey Club at Laurel Park." 1/ST Properties, n.d.

131 ESRI. "Suitability Analysis." ESRI ArcGIS Business Analyst. Accessed September 1, 2020.

132 Id.

133 The hypothetical development at Morgan Boulevard includes 1,550–1,900 residential units, 290,000–350,000 square feet of office space, 220,000–270,000 square feet of retail space, a hotel and an amateur sports venue.

134 Ridership impacts were estimated using WMATA's Smart TOD tool, which calculates potential increases in ridership and fare revenues based on changes in households and employment within 0.5-mile of the station. The estimated changes in ridership and fare revenue reflect the asset type and distance from the station.

Southern Avenue

135 Interview, May 2020.

136 The Maryland-National Capital Park and Planning Commission. "Plan Prince George's 2035 Approved General Plan." The Maryland-National Capital Park and Planning Commission, May 2014.

137 Prince George's County, Planning Department. "Southern Green Line Station Area Sector Plan." Prince George's Parks. Accessed September 2, 2020.

138 "Southern Avenue Renewal." Petra Development, n.d.

139 Id.

140 "Zoning Ordinance." Prince George's Zoning Planning, n.d.

141 Id.

142 Tackoor, David. "Southern Avenue from Barnaby Road SE to UMC Campus." District Department of Transportation. Accessed September 2, 2020.

143 Sustainable Communities MD House & Comm Dev Code, § 6-104 (2019).

144 Id.

145 "The Build program provides an opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects with a national or regional objective. Passenger and freight rail transportation projects are among the many potential uses of this funding." "The Surface Transportation Block Grant program provides flexible funding used by States and localities for projects that improve the conditions on any public roads and transportation projects."

146 "Capital Trails Coalition GIS Map." Rails to Trails. Accessed October 5, 2020.

147 Id.

148 "Creating Safe Park Environments to Enhance Community Wellness." National Recreation and Park Association, n.d.

149 "Visit Buffalo Bayou Park." Buffalo Bayou Partnership. Accessed September 2, 2020.

150 "Buffalo Bayou Trails." TrailLink. Accessed September 2, 2020.

151 "Preliminary Southern Green Line Station Area Sector Plan and Sectional Map Amendment." The Maryland-National Capital Park and Planning Commission, May 2013.

152 Id.

153 "The CDC Guide to Strategies to Increase Physical Activity in the Community." National Center for Chronic Disease Prevention and Health Promotion, n.d.

154 ESRI. "Suitability Analysis." ESRI ArcGIS Business Analyst. Accessed September 1, 2020.

155 "Preliminary Southern Green Line Station Area Sector Plan and Sectional Map Amendment." The Maryland-National Capital Park and Planning Commission, May 2013.

156 The hypothetical development at Southern Avenue includes 1,850–2,300 residential units, 70,000–90,000 square feet of office space and 170,000–210,000 square feet of retail space.

157 Ridership impacts were estimated using WMATA's Smart TOD tool, which calculates potential increases in ridership and fare revenues based on changes in households and employment within 0.5-mile of the station. The estimated changes in ridership and fare revenue reflect the asset type and distance from the station.

Appendix

158 State of Maryland, TOD Policies and Programs, 2008.

159 Sustainable Communities MD House & Comm Dev Code, § 6-104 (2019).

160 Haythe, Keasha. "Opportunity Zones." Anne Arundel Economic Development Corporation. Accessed September 2, 2020.

161 Opportunity Zones § 1400Z-2(d)(1).

162 Id.

163 Credit Programs Guide Transportation Infrastructure Finance and Innovation Act Railroad Rehabilitation & Improvement Financing. U.S. Department of Transportation, March, 2017.

164 Id.

165 49 U.S.C. §5302(3)(G)(v).

166 "About BUILD Grants." U.S. Department of Transportation, April 15, 2020.

167 "Warner & Kaine Announce $14.4 Million in Funding To Address Congestion in Norfolk," Tim Kaine, United States Senator, September 28, 2020.

168 Id.

169 U.S. Department of Transportation, BUILD Discretionary Grants 2020.

170 Id.

171 Id.

172 FAST Act § 1109; 23 U.S.C. 133.

173 Id.

174 Title 12, Subtitle 2 of the Economic Development Article of the Annotated Code of Maryland (the Tax Increment Financing Act).

175 Id.

176 CB-2020, An Act concerning Revitalization Tax Credits for Major Transit-Oriented Development Projects (2020).

177 U.S. Code, 4104c (2020).

178 Id.

179 Comprehensive Flood Management Grant Program," Maryland Department of the Environment, 2020.

180 Id.

181 Id.

182 "Economic Development Incentive Fund." Prince George's County. Accessed September 12, 2020.

183 Id.

184 Md. Code Ann., Econ. Dev. §§ 5-310 – 5-329.

185 Id.

186 Md. Code Ann. Tax-Gen. § 10-741 (2020).

187 "More Jobs for Marylanders Tax Credit Program for Manufacturers and Non-Manufacturers." Maryland Department of Commerce, 2020.

188 Md. Code Ann. Tax-Gen. § 11-411 Refund for sales and use tax paid by qualified business entity under More Jobs for Marylanders Program, Md. Code Ann. Tax-Prop. § 9-110 Real property owned by qualified business entity enrolled in More Jobs for Marylanders Program, Md. Code Ann. Economic Development § 6-804 Benefits and requirements.

189 Job Creation Tax Credit, Md. Code Ann., Econ. Dev. §§ 6-302 (2020).

190 Id.

191 Md. Code Ann., Tax-Gen. § 10-702(c)(2).

192 Md. Code Ann., Tax-Gen. § 10-702(e)(1)(ii).

193 Md. Code Ann., Tax-Prop § 9-103(d).

194 Md. Code Ann., Tax-Prop. § 9-103(d)(4).

195 Prince Georges County Economic Development Commission, "Tax Incentives" (2020).

196 CoStar Group, www.costar.com.

197 Aguirre, Joe. "Sale of 1,000th New Home Celebrated at Suncal's Potomac Shores Waterfront Community in Virginia." Potomac Shores, August 21, 2019.

198 "Special Use Permit #sup2019-00008 - Potomac Shores Town Center – Potomac Magisterial District." Prince William, Virginia, n.d.

199 CoStar Group, www.costar.com.

200 "Station Square Station Area Plan." Port Authority of Allegheny County, March 2018.

201 Pollock, Herky. "Exciting Changes Ahead." Station Square. Accessed September 2, 2020.

202 Torrance, Luke. "Office Complex Could Be Coming to Station Square." Pittsburgh Business Journal. Business Journals, March 8, 2019.

203 CoStar Group, www.costar.com

204 "Harrison TOD: Development Gathers Pace in Former 'Beehive of Industry.'" NJTOD, July 9, 2019.

Endnotes

205 Gruel, Heyer. "Amended Harrison Waterfront Redevelopment Plan 2012." Town of Harrison, April 3, 2012.
206 CoStar Group, www.costar.com.
207 Banister, Jon. "8 Developments Planned Around Fairfax County's Silver Line Phase 2 Stations." Bisnow, April 2, 2019.
208 "Hydrology/MD_Wetlands (MapServer)." Maryland ArcGIS REST Services Directory. Accessed September 8, 2020.
209 "Proposed New Zone Comparison Map." ZoningPGC. Accessed September 2, 2020.
210 ESRI. "Suitability Analysis." ESRI ArcGIS Business Analyst. Accessed September 1, 2020.
211 Geographic Development Incentives Tool. Prince George's County. Accessed September 8, 2020.
212 "Maryland Property Data - Parcel Points." Maryland's GIS Data Catalog, 2019.
213 CoStar Group, www.costar.com.
214 Id.
215 "Maryland Property Data - Parcel Points." Maryland's GIS Data Catalog, 2019.
216 "Proposed New Zone Comparison Map." ZoningPGC. Accessed September 2, 2020.
217 "Maryland Property Data - Parcel Points." Maryland's GIS Data Catalog, 2019.
218 Id.
219 CoStar Group, www.costar.com.
220 "Special Use Permit #sup2019-00008 - Potomac Shores Town Center – Potomac Magisterial District." Prince William, Virginia, n.d.
221 Fairfax County Zoning Ordinance. "Article 6 Planned Development District Regulations." Fairfax County, n.d.
222 "Maryland Property Data - Parcel Points." Maryland's GIS Data Catalog, 2019.
223 CoStar Group, www.costar.com.
224 "UrbanFootprint Place Types." Los Angeles City Planning. Accessed September 2, 2020.
225 The Maryland-National Capital Park and Planning Commission. "Plan Prince George's 2035 Approved General Plan." The Maryland-National Capital Park and Planning Commission, May 2014.
226 The Maryland-National Capital Park and Planning Commission. "Approved Subregion 4 Master Plan and Sectional Map Amendment" The Maryland-National Capital Park and Planning Commission, June 2010.
227 The Maryland-National Capital Park and Planning Commission. "Approved New Carrollton Transit District Development Plan and Transit District Overlay Zoning Map Amendment" The Maryland-National Capital Park and Planning Commission, May 2010.
228 "Plan Vision." The Maryland-National Capital Park and Planning Commission, n.d.
229 Maryland-National Capital Park and; Planning Commission. "Central Avenue-Metro Blue Line Corridor TOD Implementation Project Mobility Study." Issuu, June 30, 2014.
230 "Preliminary Southern Green Line Station Area Sector Plan and Sectional Map Amendment." The Maryland-National Capital Park and Planning Commission, May 2013.
231 AECOM. "Morgan Boulevard and Vicinity Study and Action Plan." The Maryland-National Capital Park and Planning Commission, July 2018.
232 "Southern Avenue Renewal." Petra Development, n.d.
233 CoStar Group, www.costar.com.
234 "Apartment Building Construction Cost Breakdown." ProEst Estimating Software, July 3, 2018.
235 "Cost to Build a Condominium." Fixr, November 15, 2017.
236 "Cost to Build a Townhouse Property." Fixr. Accessed September 3, 2020.
237 Rudden, Jennifer. "Size of New Single-Family Homes in the U.S. 1975-2018." Statista, December 2, 2019.


Source: Prince George's County Economic Development Corporation

Reliance restricted; prepared solely for the Greater Washington Partnership. Does not constitute assurance or legal advice. Please refer to limitations and restrictions on page I.

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2021 Ernst & Young LLP.
All Rights Reserved.

US SCORE no. 11547-211US _2
CSG no. 2008-3575420
ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.

ey.com