

# **BUILDING THE TRANSIT- ORIENTED REGION:**

An Implementation Strategy for Anne Arundel  
and Prince George's Counties

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**GREATER WASHINGTON PARTNERSHIP**

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# EXECUTIVE SUMMARY



Well-planned TOD can benefit families of all incomes and enable those living near stations to benefit from increased access to jobs and other opportunities.

Transit-oriented development (TOD) refers to neighborhoods near transit that allow a denser mix of jobs, homes, stores, restaurants, parks, and public spaces. Well-planned TOD can benefit families of all incomes and enable those living near stations to benefit from increased access to jobs and other opportunities. Increasing inclusive TOD was one of the key actions called for in the Greater Washington Partnership's (the Partnership) [Blueprint for Regional Mobility](#), to help make the Capital Region one of the best places to live, work, and build a business.

With numerous transit stations across the region, there is enormous potential to create more transit-oriented and inclusive neighborhoods that can support the region's

economic growth. As an initial step toward that goal, the Partnership worked with the administrations of Anne Arundel County Executive Stuart Pittman and Prince George's County Executive Angela Alsobrooks, Ernst & Young LLP (EY), and an Advisory Committee of regional leaders to analyze TOD opportunities in the two counties, which have yet to realize their full TOD potential.

Two reports by EY, [Unlocking the Potential for Inclusive Transit-Oriented Development in Anne Arundel County](#) and [Unlocking the Potential for Inclusive Transit-Oriented Development in Prince George's County](#), help demonstrate that if proactive steps are taken by public and private stakeholders, more inclusive TOD is possible in both counties. These technical reports analyzed seven stations and developed hypothetical TOD models for each station that reflect market dynamics, land availability, demographic factors, and other data. The stations are listed in Figure 1.

**FIGURE 1: POTENTIAL FOR TOD AT SEVEN STATIONS IN ANNE ARUNDEL AND PRINCE GEORGE'S COUNTIES**

ANNE ARUNDEL

1. **Odenton** "The Connected Community"  
Walkable, mixed-use area with easy connection to Fort Meade

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2. **Cromwell-Glen Burnie** "County Living, Global Access"  
Neighborhood amenities with access to historic Glen Burnie and BWI

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3. **Laurel Racetrack** "Connecting Counties: Rail, Racing, and Residents"  
Activity center at the intersection of three counties

PRINCE GEORGE'S

4. **New Carrollton** "The Professional's Gateway to Prince George's County"  
Vibrant walkable area of jobs, stores, and homes, accessible to the entire Northeast Corridor

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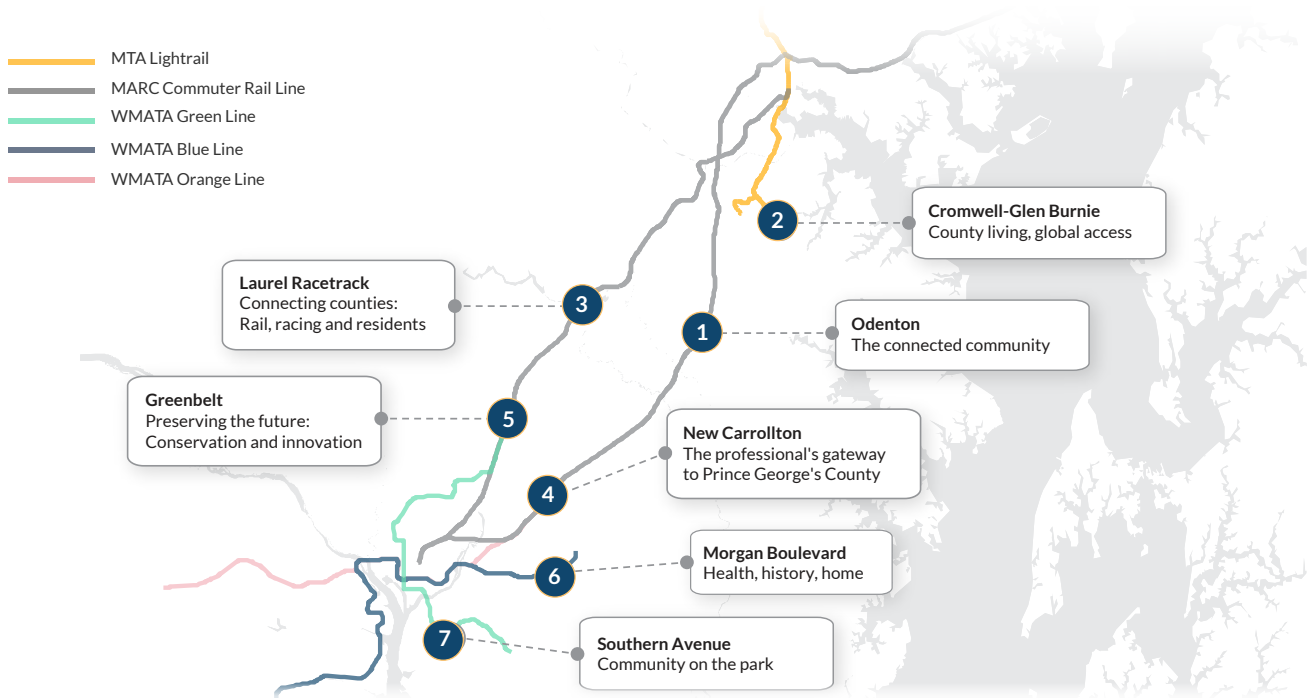
5. **Greenbelt** "Preserving the Future: Conservation and Innovation"  
Technology hub in an innovation corridor

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6. **Morgan Boulevard** "Health, History, Home"  
Neighborhood living anchored by sports and healthcare facilities

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7. **Southern Avenue** "Community on the Park"  
Homes, stores, and restaurants with easy access to outdoor activities and green space



If the level of TOD envisioned in the technical reports is achieved, the economic benefits for the region could include thousands of new jobs and millions in new tax revenues for the two counties, as shown in Figure 2. Many more people could live, work, and play in vibrant, walkable communities connected by transit to opportunities in Baltimore, Washington, Anne Arundel and Prince George’s counties.

**FIGURE 2. ECONOMIC IMPACTS OF TOD IN ANNE ARUNDEL AND PRINCE GEORGE’S COUNTIES**

*Overcoming the barriers to transit-oriented development (TOD) identified in the Unlocking the Potential for Inclusive TOD Reports by EY and implementing the solutions identified in this TOD Implementation Report by the Greater Washington Partnership can unlock the following benefits at the seven stations studied:*

	ANNE ARUNDEL COUNTY	PRINCE GEORGE'S COUNTY
	Odenton, Laurel Racetrack, & Cromwell-Glen Burnie	Greenbelt, New Carrollton, Morgan Blvd, & Southern Ave
<b>Residential Units</b>	3,675 - 4,500	6,975 - 8,600
<b>Office Sq. Ft.</b>	1.2m - 1.4m	5.6m - 6.7m
<b>Retail Sq. Ft.</b>	630k - 760k	790k - 960k
<b>Permanent Jobs</b>	5,300	20,400
<b>New County Tax Revenues</b>	\$15m*	\$60m

\*Includes some tax revenues in Howard County near Laurel Racetrack  
Methodology behind the economic impacts can be found in the EY Reports on Unlocking the Potential for Inclusive TOD in Anne Arundel and Prince George's Counties.



This report outlines a proactive strategy to realize TOD in Anne Arundel and Prince George’s Counties. The strategy includes four solutions and highlights specific next moves for both the State of Maryland and the two counties. Taken together, these solutions will lay the groundwork for successful TOD not only at the seven studied stations, but at transit hubs throughout the two counties and the state of Maryland.

As the overall strategy is being implemented at the state and county levels, county officials can take immediate steps to spur TOD at the stations through community outreach, first/last mile improvements, placemaking activities, and coordinated planning.

Governments, landowners, developers, business leaders, and community members all must collaborate to unlock the full potential for TOD in Anne Arundel and Prince George’s Counties. With a continued focus on TOD at all levels, the seven station areas and both counties will become more dynamic and vibrant. TOD can create thriving communities that provide new opportunities for residents, increase transit use and utility, and contribute to inclusive economic growth in the Capital Region.

**FIGURE 3. STRATEGY FOR REALIZING TOD IN ANNE ARUNDEL AND PRINCE GEORGE'S COUNTIES**

	State	Counties
<p><b>Solution #1</b>            FORMALIZE TOD VISION AND IMPLEMENTATION PLANS</p> 	<p>Formalize and publish TOD Vision and Implementation Plan</p>	<p>Formalize and publish TOD Vision and Implementation Plans, including specific visions for priority station areas</p>
<p><b>Solution #2</b>            PRIORITIZE EQUITY</p> 	<p>Establish equity-related goals for TOD-related programs and track progress</p>	<p>Encourage preservation and production of affordable housing and small business space and support existing residents and businesses</p>
<p><b>Solution #3</b>            TARGET RESOURCES AND INCENTIVES TO TOD AREAS</p> 	<p>Provide funding and expanded benefits to projects in TOD-designated areas</p>	<p>Utilize fee waivers, tax abatements, tax credits, loans, and grants to attract desired development to priority TOD areas</p>
<p><b>Solution #4</b>            STREAMLINE PROCESSES FOR TOD PROJECTS</p> 	<p>Develop clear policies and guidelines for processes to acquire and develop land around stations</p>	<p>Expedite permitting for transit-supportive projects in TOD areas and increase by-right development for TOD-supportive uses</p>

# INTRODUCTION

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Proactive strategies are needed to ensure that households of all incomes and businesses of diverse size and ownership can benefit from TOD.

Inclusive transit-oriented development (TOD) improves mobility and access to destinations for residents, supports existing businesses and attracts new ones, increases the utility of existing transit systems, and contributes positively to the regional economy. TOD was identified as a key strategy for increasing access to economic opportunity in the Greater Washington Partnership's [Blueprint for Regional Mobility](#).

Toward that end, the Partnership worked with the administrations of Anne Arundel County Executive Steuart Pittman and Prince George's County Executive Angela Alsobrooks, EY, and an Advisory Committee of

regional leaders to analyze TOD opportunities in both counties, two jurisdictions in the Capital Region which have yet to fully realize their TOD potential.

The EY reports, [Unlocking the Potential for Inclusive Transit-Oriented Development in Anne Arundel County](#) and [Unlocking the Potential for Inclusive Transit-Oriented Development in Prince George's County](#), which accompany this report, help demonstrate that inclusive TOD is a realistic near-term possibility in Anne Arundel and Prince George's Counties. The reports also identify key barriers to achieving TOD and provide a menu of options for overcoming these barriers. **This report builds upon the EY reports by laying out action items that will help Anne Arundel and Prince George's Counties, in partnership with the State of Maryland, achieve their goals for TOD.**





## TOD MUST BE EQUITABLE

Proactive strategies are needed to ensure that households of all incomes and businesses of diverse size and ownership can benefit from TOD. TOD can revitalize disinvested neighborhoods, transforming them into vibrant economic centers. TOD typically brings new residents, stores, restaurants, and jobs, making it easier for people to get from place to place without a car. As demand at the location increases, property values and rents tend to rise, and existing residents and businesses face the risk of displacement. Yet low-income households may benefit the most from the increased access to opportunity TOD can provide.

The risk of displacement and the need for affordable housing and small business space vary between the two counties and at each of the stations studied. This report does not make specific recommendations regarding the appropriate mix of affordable and market-rate units. It does recommend that the state and counties take intentional action to ensure inclusive development as they stimulate the market for TOD.

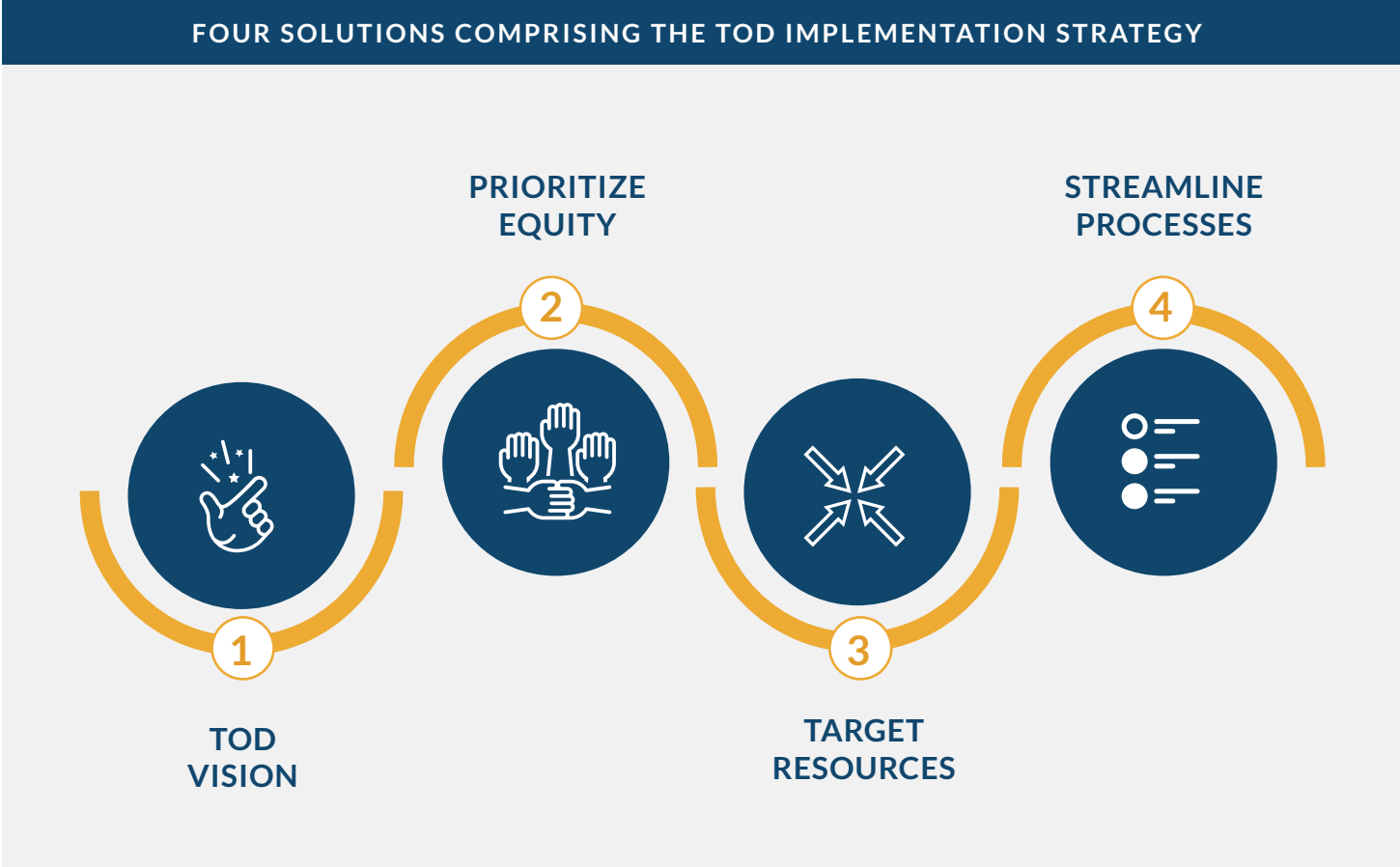


## COVID-19

The COVID-19 pandemic has presented enormous challenges for transit agencies across the country both in terms of health and safety and because millions of commuters continue to work from home. At the time of publication, how and when workers will return to pre-COVID commute patterns is uncertain. Whatever the future holds, the desire for vibrant communities with diverse options for living, working, and playing will not go away. The need for a more sustainable transportation system and more equitable access to opportunity will only become more important for our growing region. In an environment of limited resources, TOD is one of the best ways to prioritize investments, grow an inclusive economy, and capitalize on our existing assets.

# CATALYZING TOD

Successful TOD requires coordination between state and local governments, developers, landowners, and community members. This section lays out an overarching strategy for achieving the TOD potential identified within Anne Arundel and Prince George’s Counties.



## The strategy comprises four solutions:

- 1. Formalize and Publish TOD Vision and Implementation Plans.**

Both the state and the counties have multiple avenues for supporting TOD through funding, incentives, and other activities. Clearer direction about TOD priorities would enable both public agency staff and private sector stakeholders to align their time and resources to achieve TOD goals.

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- 2. Prioritize Equity.**

TOD has the potential to raise property values as it increases the variety and intensity of uses around transit stations. While this can be positive for the state and counties in terms of increased tax revenues, it can adversely affect existing residents and businesses if they can no longer afford the area's cost of living. The state and counties should work together to ensure that TOD yields equitable outcomes.

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- 3. Target Resources and Incentives to TOD Areas.**

Developing near transit can be more expensive than developing further away, due in part to higher land costs and more complicated infrastructure needs. To catalyze the development of these more costly yet vitally important projects, financial incentives or other support is needed.

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- 4. Streamline Processes for TOD Projects.**

TOD projects can require numerous approvals from multiple agencies at various levels of government. Seeking these approvals involves both time and cost for developers. A streamlined process to apply for permits, exemptions, or financial support for TOD projects will make these projects easier to finance and build.

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The following sections lay out specific **next moves** for the State of Maryland and the counties to implement each of these four solutions.



## THE ROLE OF THE PRIVATE SECTOR

While this strategy focuses on public sector actions, the private and nonprofit sectors also have an important role to play. As major owners of rail infrastructure in the Capital Region, both Amtrak and CSX must be at the table. Banks, private employers, and other institutions, as well as philanthropic entities, can contribute to affordable developments or to public amenities like trails and public art. The [Purple Line Corridor Coalition](#), a partnership between the University of Maryland's National Center for Smart Growth and a coalition of community organizations, state and local governments, nonprofits, philanthropies, and businesses, has been helping to guide development along the new light rail line to meet community needs. In Baltimore, the [Station North Arts and Entertainment Inc.](#), a nonprofit organization, sponsored artists to create exterior murals in an area that had been underinvested for years. The public art coupled with the state's designation of the area as an arts and entertainment district has stimulated redevelopment.

Some jurisdictions have established TOD Funds to consolidate private and public contributions and direct them to needed projects. [In the San Francisco Bay Area](#), the region's metropolitan planning organization used \$10 million in seed capital to raise \$40 million from private, nonprofit, and philanthropic sources. The Transit-Oriented Affordable Housing Fund in San Francisco supports development located within a half-mile of rapid transit service that includes affordable housing or other community services.

Successful TOD requires coordination between state and local governments, developers, landowners, and community members.

# Next Moves for THE STATE OF MARYLAND

## 1 Solution

### Formalize TOD Vision and Implementation Plans

Lead Actor: MDOT

Maryland has multiple programs across state agencies that can be used to support TOD, but they have had limited effectiveness in catalyzing TOD in Anne Arundel and Prince George's Counties and at other locations throughout the state. To help align its TOD efforts, the state should formalize a comprehensive Vision and Implementation Plan for TOD.



#### The plan should:

- Create clear goals for TOD in Maryland in the near-term, mid-term, and long-term
- Establish quantitative targets tied to the goals and specific metrics for each target
- List relevant state programs and possible changes to better support TOD goals, such as an expanded requirement to consider TOD locations when siting state facilities
- Identify, in coordination with localities, TOD-related infrastructure needs, such as multimodal, bicycle, and pedestrian improvements, to be included in MDOT's Capital Improvement Program
- Inventory state-owned sites near transit stations that could be used for TOD, and identify opportunities where smaller parcels could be assembled to support development
- Set transit service standards to achieve frequent, all-day service at TOD stations
- Revise MARC commuter rail parking policies to help balance parking demand and generate new revenues for transit or TOD
- Identify actions the state will take to catalyze TOD and deadlines for those actions
- Provide for regular updates and public reporting on progress

#### Examples:

- The City of Denver's [TOD Strategic Plan](#) is a guide for city agencies and other public and private stakeholders to help align their efforts to support TOD. It contains a TOD typology with design and land use standards for each station type, an action plan for each of the city's light rail stations highlighting development opportunities, and recommendations for updates to city policies.
- Many commuter rail systems currently charge for parking, including MBTA (Boston), SEPTA (Philadelphia), Metro North (New York), and Metra (Chicago), although in some cases parking lots are owned by the local municipality rather than the transit agency. The City of Santa Rosa created a [Citywide Progressive Parking Management Strategy](#) which includes a best practices review of transit station area parking and parking benefit districts.



## Next Moves

- 1. ESTABLISH A MULTI-AGENCY COMMITTEE** to formalize and oversee the Vision and Implementation Plan. The State of Maryland defines TOD to be a “transportation purpose,” enabling MDOT to use its resources to support TOD; MDOT also houses the Maryland Transit Administration, making it a natural choice to chair the committee. Members should include agencies with interests in areas around transit stations or a role in community and economic development, such as:
  - MDOT (chair)
    - Office of Real Estate
    - Maryland Transit Administration (MTA)
    - State Highway Administration (SHA)
    - Other divisions as appropriate
  - MD Dept. of Planning
  - MD Economic Development Corporation (MEDCO)
  - MD Dept. of Housing and Community Development
  - MD Dept. of Commerce
  - MD Dept. of Natural Resources
  - MD Dept. of General Services
- 2. CONVENE REGULARLY** with county TOD working groups as plans are developed and implemented.
- 3. CONDUCT OUTREACH JOINTLY WITH COUNTIES** to stakeholders near transit stations including current residents and business owners, to inform the development of the TOD Plan and ongoing implementation.

# Next Moves for THE STATE OF MARYLAND

## 2

Solution

**Prioritize Equity**

Lead Actors: **MDOT, Multi-agency Committee**

The state should work with the counties to ensure that TOD yields equitable outcomes. The state should establish equity-related goals for its TOD-related programs and track its progress in reaching those goals.

Example:

- The Central Corridor Funders Collaborative, a coalition of philanthropic entities that supported the goal of preserving jobs and affordable housing along the Green Line light rail in Minneapolis-St. Paul, regularly [reported](#) on the corridor's progress in meeting various equity-related metrics.



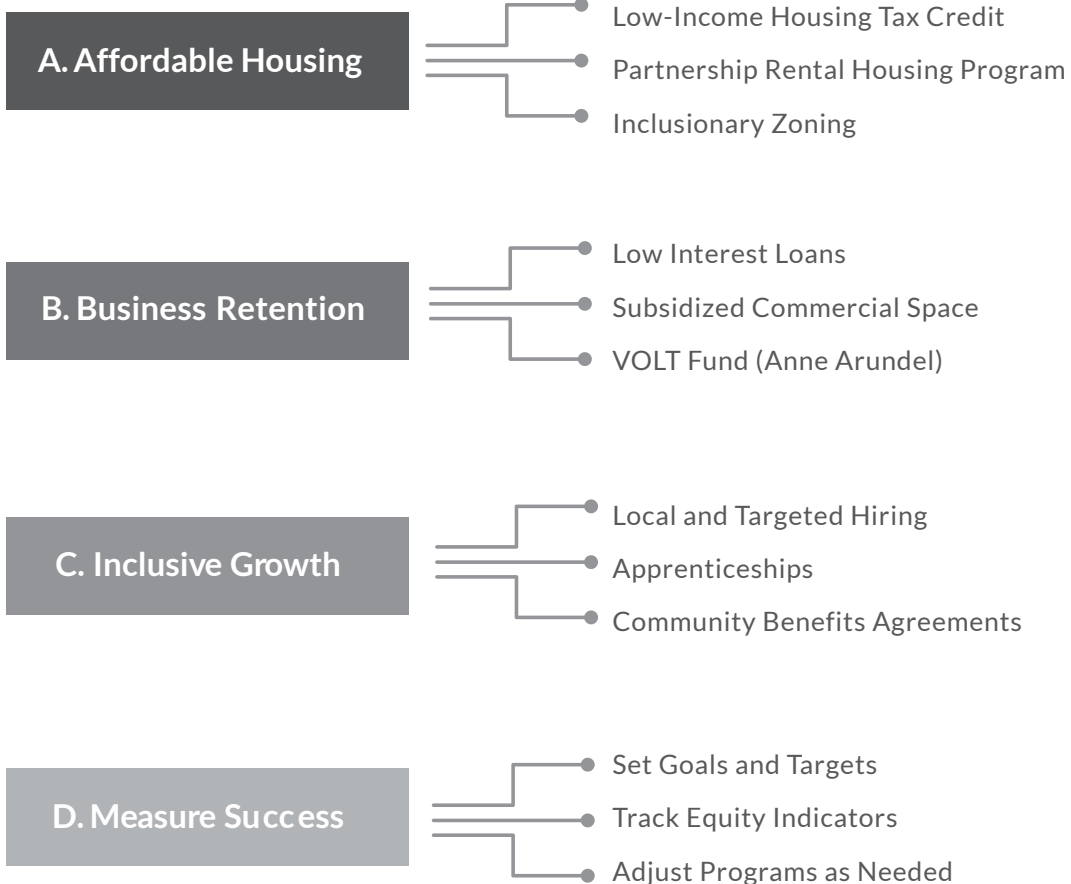
## Next Moves

1. **COMPILE STATEWIDE DATA** on affordable units, job creation and retention, race, income, and small businesses in TOD areas by utilizing data from county housing plans and other sources.
2. **ESTABLISH EQUITY-RELATED GOALS** for each TOD-related program at the state level that build upon county-level and station-specific goals. For example, Maryland could set a goal for its Low-Income Housing Tax Credit program of supporting a certain number of units within TOD-designated areas.<sup>1</sup>
3. **REGULARLY PUBLISH RESULTS** and amend programs if goals are not met.



## EQUITY TOOLKIT

The State of Maryland has a number of existing tools it can use to support inclusive TOD around transit stations. The State should also work with Anne Arundel and Prince George's Counties to explore how to use the tools in the equity toolkit to ensure equitable outcomes from TOD.





# Next Moves for THE STATE OF MARYLAND

## 3 Solution

### Target Resources and Incentives to TOD Areas

Lead Actors: MDOT, General Assembly

In 2008 the State of Maryland began a program to designate TOD areas upon a county's request, which would then be eligible for certain benefits from the state. While technical assistance, discretionary funding, and expanded financing<sup>2</sup> may be available to projects in such areas, these benefits are not guaranteed. As a result, some TOD-designated areas have received little benefit from the designation. To support development near transit, the state should expand the benefits available to projects in TOD-designated areas.



#### The state should:

- Establish a set-aside in its transportation capital program to support planning, environmental mitigation, and public infrastructure costs in TOD-designated areas. These funds could be competitively awarded to projects based on their ability to leverage non-state investment and contribute to the state's TOD goals.
- Amend relevant tax credit programs, such as the More Jobs for Marylanders Act, to support all employers that create jobs in TOD-designated areas. While the Act was originally limited to manufacturing jobs, it was recently expanded to apply to all types of jobs within Opportunity Zones. The same principle could be used to expand the Act to TOD-designated areas in order to help attract businesses to such areas.
- Amend statewide policies as needed to allow flexibility in TOD-designated areas to encourage transit use. For example, design guidelines for state-owned roads often lead to high-speed traffic; where such roads border transit stations, the state should allow slower speeds when they would be more conducive to pedestrians accessing the station and nearby businesses.

#### Examples:

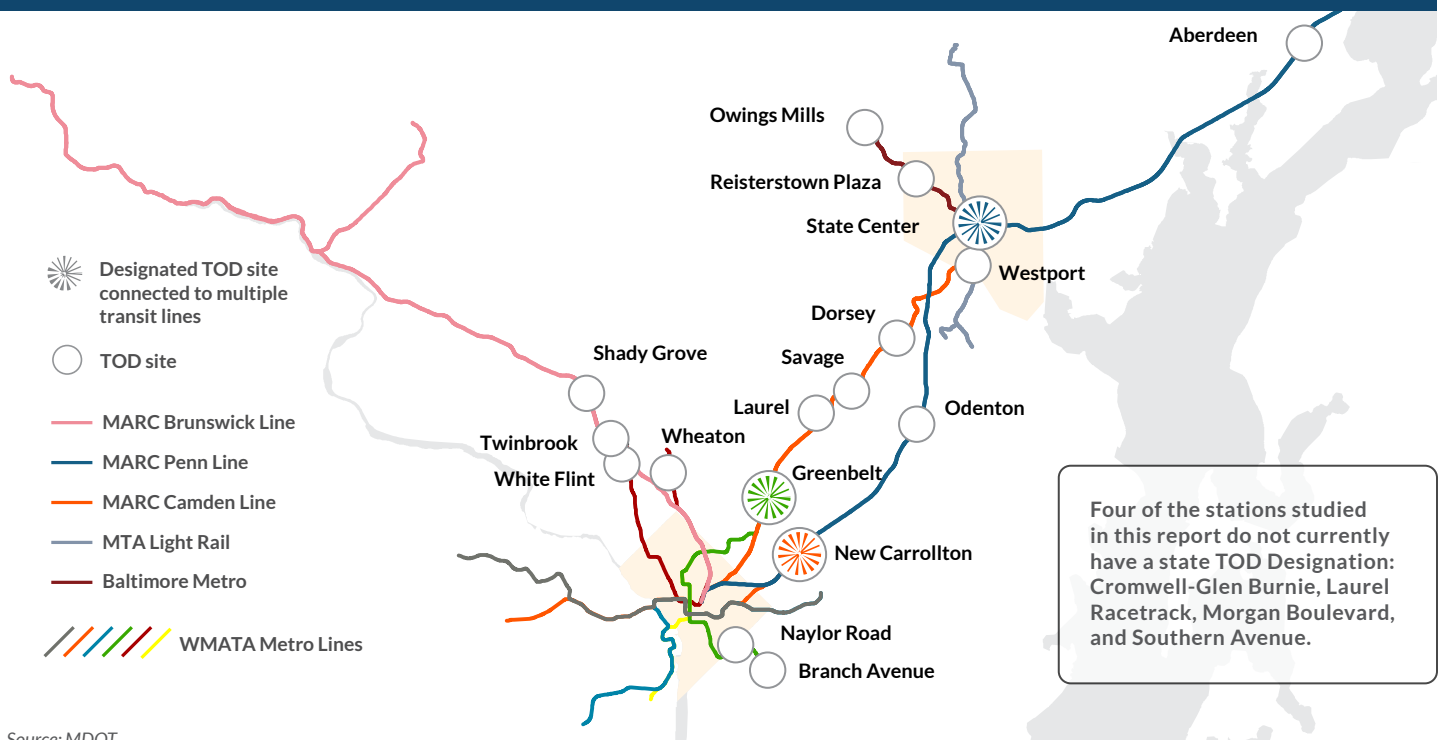
- The New Jersey Department of Transportation works with New Jersey Transit to run the [Transit Village Initiative](#), in which state-designated Transit Villages receive prioritized state funding and technical assistance to support TOD. The Transit Village Task Force, a committee of state agencies, meets six times a year to determine how to direct state funding toward Transit Villages.
- In 2017 Prince George's County adopted new [Urban Street Design Standards](#) for use on county roads in designated locations, such as Regional Transit Districts. The design standards call for slower speeds, shorter crossing distances, and improved pedestrian and bicycle facilities.



### Next Moves

- 1. SET ASIDE AT LEAST \$10 MILLION IN MDOT'S CAPITAL BUDGET** for planning and public infrastructure in TOD-designated areas, and establish criteria for awarding the funds to eligible projects, such as project readiness, ability to leverage other public or private investment, and demonstration of local support.
- 2. PASS LEGISLATION TO EXPAND THE MORE JOBS FOR MARYLANDERS ACT** to apply to all jobs created within TOD-designated areas.
- 3. PROVIDE FOR EXCEPTIONS IN TOD-DESIGNATED AREAS** to state policies that are not consistent with TOD goals. The Statewide Transit Plan that is currently underway provides an important opportunity to review the impact of state policies on transit performance.

### MARYLAND STATE TOD DESIGNATIONS (AS OF DECEMBER 2020)



Source: MDOT

# Next Moves for THE STATE OF MARYLAND

## 4

### Solution **Streamline Processes**

Lead Actors: **MDOT, Multi-agency Committee**

To encourage developers to seek out sites near its rail stations, the state should develop clear policies and guidelines around joint development, land sales, parking replacement, and other required processes to acquire and develop land around stations.

#### Examples:

- WMATA's [Joint Development Program Guidelines](#) outline the agency's goals and processes for working with developers for projects on agency-owned land. In addition, WMATA has published [detailed standards](#) for station area planning to help ensure that development near its stations is safe, accessible, and transit-oriented.
- The Bay Area Rapid Transit's (BART) [Station Access Policy](#) classifies stations according to their typology (urban, balanced intermodal, auto dependent, etc.) and defines what types of station access investments BART will prioritize and what types of investment are not encouraged. BART's [TOD Guidelines](#) explain the transit agency's process for working with developers.



## Next Moves

1. **CONSOLIDATE STATE-LEVEL POLICIES, GUIDELINES, AND PROCESSES** for joint development, land sales, and other required processes to acquire and develop land around stations, and publish this information online in a central location. MDOT-MTA's [design standards](#) for TOD should be shared as a resource with all developers working on projects near transit stations.
2. **FORMALIZE THE ROLE OF THE MDOT OFFICE OF REAL ESTATE DEVELOPMENT** as the central point of contact for TOD and designate a TOD ombudsperson to work with interested developers who can connect them with the appropriate contacts at the state or county level. The ombudsperson should be at a sufficient level of seniority to be able to compel action from other state agencies as needed.

# Next Moves for ANNE ARUNDEL & PRINCE GEORGE'S COUNTIES

## 1 Solution

### Formalize TOD Vision and Implementation Plans

Lead Actors:  
County Executives

Both Anne Arundel and Prince George's Counties should continue to formalize, update, and publish TOD Vision and Implementation Plans, including specific visions for priority station areas, which should be reviewed and updated at least every five years. The counties should also identify county-owned land near transit stations, including smaller parcels that can be assembled to better support development, and prioritize station areas when locating county facilities. Community engagement throughout this process will help to ensure that visions and strategies respond to local goals and needs.



### Recommendations

#### Anne Arundel County

- Should formalize its TOD goals into a TOD strategic plan, consistent with its General Development Plan. A proactive outreach campaign should be conducted to inform residents, businesses, and developers about opportunities near transit stations.

#### Prince George's County

- Should build upon its Jumpstarting TOD program, which identified five stations as TOD priorities, by reviewing the progress at those stations and conducting a visioning process for the next set of stations. The county should take an inventory of assets in station areas, including parks and trails, anchor institutions like health care and higher education, sports venues, etc., to help create a marketing plan for the priority station areas. This work should inform on-going implementation of the County's Plan 2035 as well as future updates to that plan.

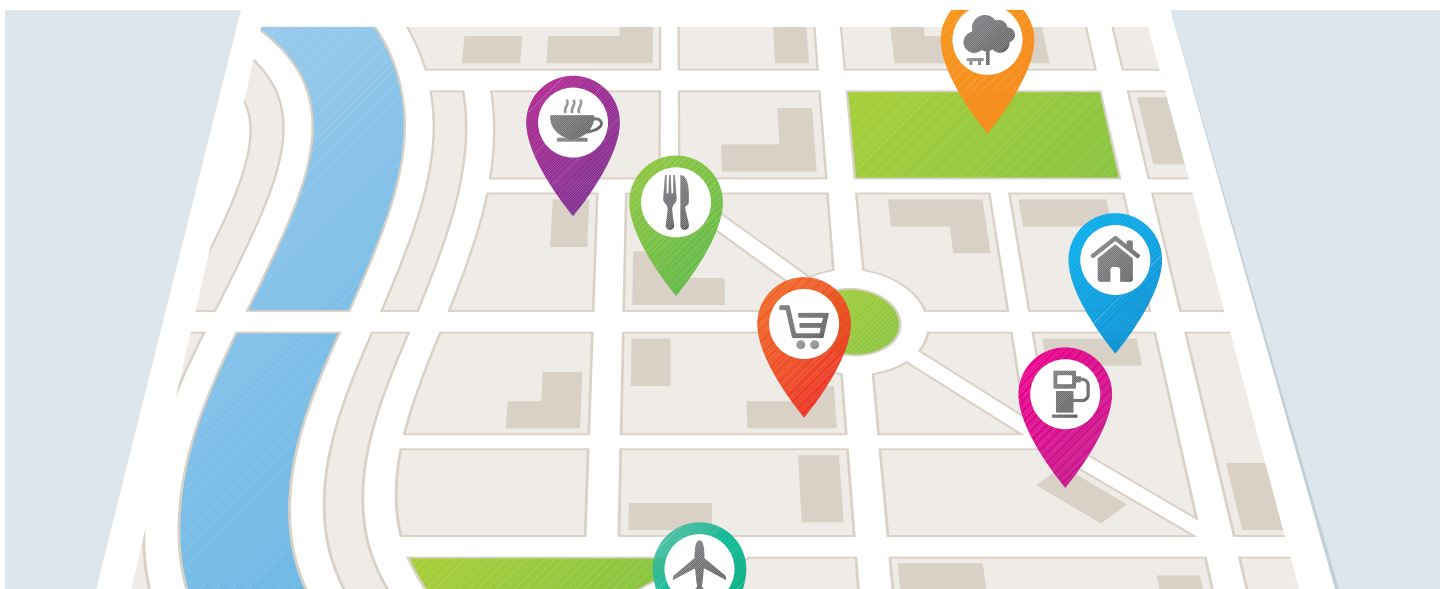
Examples:

- The city of Chicago is developing an [Equitable TOD Policy Plan](#). The plan analyzes the impact of recent TOD projects, establishes three goals for the city's equitable TOD efforts, and identifies a suite of policy changes to help achieve those goals. Implementation will be overseen via on-going meetings of the working group that developed the plan, composed of public, private, and nonprofit organizations.
- Los Angeles County develops [TOD-specific plans](#) for targeted station areas that include design standards and connectivity improvements tailored to each community's needs.
- Arlington County published a [County Profile](#) containing an overview of demographic, economic, educational, and transportation highlights in the county.



### Next Moves

- 1. EACH COUNTY SHOULD DESIGNATE A POINT PERSON** in the Office of the County Executive to convene a TOD working group of relevant county agencies (including, among others, the Economic Development Corporations for both counties as well as the Maryland-National Capital Park and Planning Commission for Prince George's) to formalize and oversee implementation of the TOD plan.
- 2. THE TOD WORKING GROUP SHOULD CREATE/UPDATE A TOD STRATEGY** in each county, outlining the county's vision for priority station areas and specific steps the county will take to achieve that vision. The strategy should be coordinated with the state's TOD Vision and Implementation Plan as well as transit agency plans and should incorporate public input to help prioritize the county's resources toward the outcomes desired by the affected communities.
- 3. THE COUNTIES' WORKING GROUPS SHOULD MEET REGULARLY** with the state's TOD multi-agency committee to discuss TOD projects, make recommendations to the county for inclusion in the state Consolidated Transportation Program (CTP), and identify and apply for relevant grants.



# Next Moves for **ANNE ARUNDEL & PRINCE GEORGE'S COUNTIES**

## 2

Solution

**Prioritize Equity**

Lead Actors: **County Executives**

TOD has the potential to create more inclusive communities and expand access to opportunity, but only if equity is prioritized with planning, policy, and funding. Each jurisdiction should start with a baseline analysis of current affordability needs for both residents and businesses to inform what planning, policies, and funding may be necessary to create a more inclusive community.

Because different TOD areas will have different needs with regard to affordability, strategies should encourage both preservation and production of affordable housing and small business space, as well as support for existing residents and businesses in the form of micro-grants, tax abatements, or access to low-cost financing. Some station areas may be better suited to smaller, neighborhood-oriented businesses, while others call for larger-scale commercial development, but in either case, TOD should include placemaking elements that weave the history and character of the local community into the redevelopment.

On-going engagement with residents and businesses in station areas will help to deliver outcomes tailored to the needs of the community. The counties should build on existing plans and work programs (e.g. the [2020 Analysis of Impediments to Fair Housing Choice in the Baltimore Region](#), which includes Anne Arundel County), by taking the following actions:



### Recommendations

- Define affordable housing goals (by county or by station) and regularly track and report on progress
- Inventory existing affordable homes, including expiration dates for subsidized properties
- Adopt inclusionary zoning laws, fee waivers and/or density bonuses for production of affordable units
- Provide grants or technical support to mission-driven entities to plan TOD projects that support county goals
- Host regular forums to connect project sponsors or landowners to mission-driven developers
- Provide existing low-income homeowners in TOD areas with property tax abatement to maintain affordability as property values rise
- Strengthen tenant protections to reduce the risk of eviction as redevelopment occurs
- Provide micro-grants to existing small businesses to upgrade facades and mitigate construction impacts
- Require development projects to hire local workers

*Further suggestions for production, preservation, and protection of affordable housing near transit can be found in [The Partnership's housing report](#).*

Examples:

- The city of Austin, TX runs a [program](#) to support affordable housing production in transit-oriented areas which offers development fee waivers and density bonuses for projects meeting specified criteria.
- Portland, Oregon's [Multiple Unit Limited Tax Exemption](#) provides property owners in targeted TOD areas with a 10-year property tax exemption on structural improvements to their properties, as long as at least 20 percent of the units are for households earning 60% or less of AMI.
- Washington D.C. enacted the [Tenant Opportunity to Purchase Act \(TOPA\)](#), which requires landlords wishing to sell a property to provide notice to tenants and specifies deadlines for tenants to indicate their interest in buying and to acquire financing.
- Atlanta's inclusionary zoning [ordinance](#) for the Beltline specifies that any development with 10 or more new residential units must make 15 percent available to households at or below 80% of AMI, or 10 percent available to households at or below 60% of AMI. The policy offers a density bonus as well as the option to pay a fee into an affordable housing fund in lieu of providing affordable units on-site.
- The City of Oakland's [Façade Improvement Program](#) provides grants to businesses in targeted areas of the city to make improvements to their properties in order to spur economic growth and revitalization.





### Next Moves

1. **FORMALIZE COMMUNITY OUTREACH AND ENGAGEMENT PROCESSES** for TOD to ensure that community goals will be considered when developing affordability programs. In Prince George's County, the TOD Working Group should work with the Office of Community Relations to accomplish this.
2. **DEVELOP AN INVENTORY** of naturally occurring and subsidized affordable units at each station area, and goals for preserving or increasing affordability as TOD occurs.
3. **IDENTIFY COUNTY PROGRAMS** that can help meet affordability goals and publish the list online.
4. **IDENTIFY GAPS IN COUNTY PROGRAMS** through focus groups with small businesses, low-income residents, and developers, and develop new programs to address them.



Source: David S. Brown Enterprises, LTD.



# Next Moves for ANNE ARUNDEL & PRINCE GEORGE'S COUNTIES

## 3 Solution

### Target Resources and Incentives to TOD Areas

Lead Actors: **TOD Working Groups**

Both Anne Arundel and Prince George's Counties have the ability to waive impact fees for projects in TOD areas. They can also offer tax abatements or deferrals to encourage development or attract particular industries. Both counties have numerous existing tax credits and loan and grant programs that should be targeted toward TOD areas. The process for developers or business owners to apply for these incentives should be as simple and clear as possible, with specific deadlines for decisions from county agencies.

#### Examples:

- Allegheny County, PA offers a [Target Industry Loan Program](#) that provides low-interest financing for real estate acquisition and development, machinery and equipment, and infrastructure for the advanced manufacturing, IT, biotech, and environmental services industries. Job creation is required for recipients of the loans, and lower interest rates are available for businesses locating in targeted geographical areas.
- The Metropolitan Council in Minneapolis funded a [program to support land assembly](#) around the region's first light rail line using a mix of local and federal (Congestion Mitigation and Air Quality Program) dollars.



Source: Prince George's Economic Development Corporation



### Next Moves

- 1. EACH COUNTY SHOULD PUBLISH, MAINTAIN, AND REGULARLY UPDATE A LIST** of all programs and incentives available for projects or properties in TOD areas. Prince George's Economic Development Corporation currently maintains a list of economic development incentives on its website, which could be expanded to include housing, transportation, and infrastructure investment programs that also support TOD.
- 2. EACH COUNTY SHOULD REGULARLY REPORT ON THE IMPLEMENTATION OF RECOMMENDATIONS** from relevant plans, such as [Plan 2035](#), the [2020 Analysis of Impediments to Fair Housing Choice in the Baltimore Region](#), and the [Metropolitan Washington 2030 Climate and Energy Action Plan](#), among others, all of which include action items and policy proposals designed to create more inclusive transit-oriented communities.
- 3. THE COUNTIES SHOULD FLEXIBLY USE THEIR TAX INCREMENT FINANCING (TIF) AUTHORITY** to support land assembly as well as public infrastructure in priority TOD areas.
- 4. THE COUNTIES SHOULD DEDICATE CAPITAL FUNDS** toward needed infrastructure investments to implement TOD and seek state funding by prioritizing TOD-supportive infrastructure in their annual annual transportation priorities letters to the state.
- 5. THE COUNTIES SHOULD REVIEW THEIR GEOGRAPHICALLY TARGETED REDEVELOPMENT PROGRAMS** (such as Anne Arundel's Commercial Revitalization Tax Credit Program) and consider extending the geographic boundaries to make TOD locations eligible.
- 6. THE COUNTIES SHOULD SEEK STATE TOD DESIGNATIONS FOR THOSE STATIONS THAT DO NOT CURRENTLY HAVE ONE**, Cromwell-Glen Burnie - Laurel Racetrack - Morgan Boulevard - Southern Avenue, once the recommended changes have been made by the state to the TOD Designation program and funding has been allocated for grants to TOD-designated areas.

# Next Moves for ANNE ARUNDEL & PRINCE GEORGE'S COUNTIES

Solution

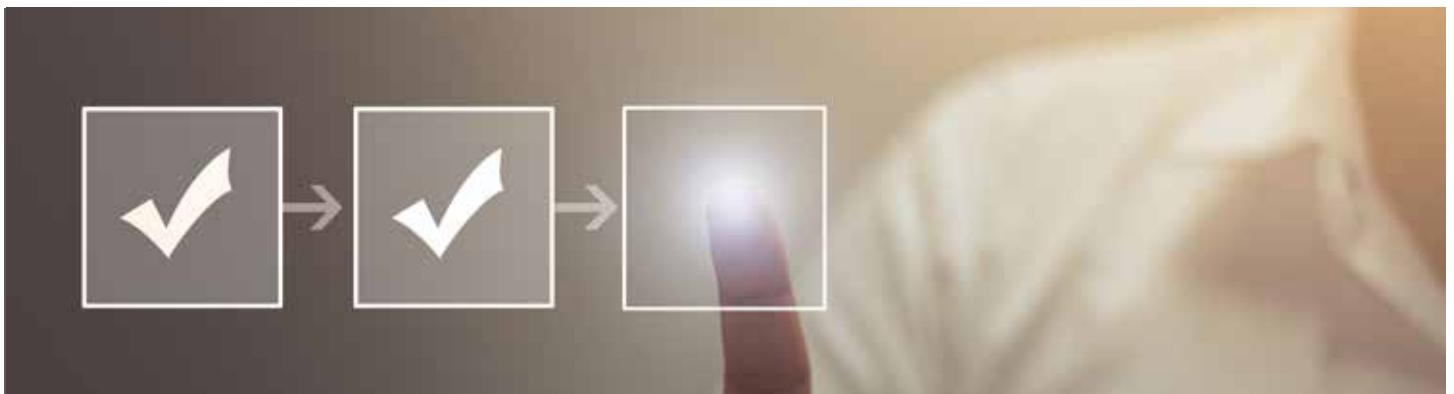
**Streamline Processes**

Lead Actors: **TOD Working**

To reduce the cost of developing in TOD areas, the counties should expedite permitting for transit-supportive projects in those areas and increase by-right development for TOD-supportive uses. Both counties should track their progress in expediting TOD by conducting an annual review that tracks the number of approved permits in TOD areas compared to those issued for projects outside TOD areas.

Examples:

- The Regional Transit Authority in Chicago published a [best practices guide](#) to streamlining the entitlement process for TOD projects, including a sample checklist showing estimated approval times.
- Eugene, OR provides extensive information online about the process for applying for a [Multi Unit Property Tax Exemption](#) for projects downtown or near transit, including clear criteria and examples of past successful projects.
- In 2015, [Montgomery County](#) created a new [Development Ombudsman](#) position to facilitate commercial and residential development projects. The position shepherds high-priority projects through the development process, identifies systemic challenges in regulatory procedures, and facilitates changes that bring about tangible improvements that save time and cost.





### Next Moves

- 1. THE TOD WORKING GROUPS IN EACH COUNTY SHOULD DEVELOP AND PUBLISH CLEAR CRITERIA** and a transparent application process for TOD-related programs, including expected timeframes for decisions from the relevant agencies.
- 2. THE TOD WORKING GROUPS SHOULD DEVELOP STREAMLINED PROCESSES TO ENCOURAGE TEMPORARY ACTIVATIONS** around station areas, such as pop-up retail, food carts, etc. that can serve as “proof of concept” in different locations and incorporate public space activation throughout the many phases of TOD development.
- 3. EACH COUNTY SHOULD CREATE A CENTRAL POINT OF CONTACT FOR TOD**, such as a TOD ombudsperson to work with interested developers or landowners. The ombudsperson should be at a sufficient level of seniority to be able to compel action from other relevant agencies as needed.





## NEXT MOVES FOR WMATA

While the primary transit provider for Anne Arundel County—MDOT MTA—is part of the state government, Prince George’s primary transit provider—the Washington Metropolitan Area Transit Authority (WMATA)—is a regional agency that is also an important participant in many TOD projects. Though the agency’s TOD guidelines are available online, some developers reported uncertainty about WMATA’s joint development requirements and process. WMATA could address this issue by taking the following steps:

- Creating simplified checklists and guides of the development process, including a clear statement of the parking replacement policy and Compact Public Hearing process requirements, two areas of confusion that developers cited.
- Convening regular conversations with TOD stakeholders, such as county and state agencies, landowners, developers, community members, and transit riders, to provide updates on WMATA’s TOD-related activities and explore partnership opportunities.



## Next Moves at **STUDIED STATIONS**

The EY technical reports—[Unlocking the Potential for Inclusive Transit-Oriented Development in Anne Arundel County](#) and [Unlocking the Potential for Inclusive Transit-Oriented Development in Prince George’s County](#)—that accompany these recommendations include in-depth analysis of seven stations: Odenton, Cromwell-Glen Burnie, and Laurel Racetrack in Anne Arundel County, and New Carrollton, Greenbelt, Morgan Boulevard, and Southern Avenue in Prince George’s County.

The technical analysis outlines numerous station-specific barriers to TOD and opportunities for addressing them. In addition to the considerations described in the technical reports, the counties should set the stage for TOD at the studied stations by taking the following steps.



### Next Moves

#### 1. COMMUNITY OUTREACH

As the counties develop TOD plans for the studied stations, they should incorporate the perspectives of the existing station-area communities. The views of local residents, business owners, transit riders, and others should be sought through community meetings, online surveys, and other means. Topics to be addressed include, among others: desired amenities, affordability, retail gaps, and pedestrian needs.

**Example:** LA Metro has summarized [best practices for community engagement related to TOD](#). The online resource includes best practices and case studies as well as toolkits and sample presentations.

#### 2. PLACEMAKING ACTIVITIES

All of the studied stations would benefit from near-term attention demonstrating the counties’ commitment to developing them as activity centers. Low-cost activities could include holding outdoor events in existing parking lots such as movie screenings or farmers markets. Station areas with a larger concentration of businesses should consider creating BIDs to help fund landscaping, trash receptacles, public art, and other neighborhood amenities. Resources such as [AARP’s pop-up placemaking guide](#), [Prince George’s County’s Business Improvement District Toolkit](#), and the forthcoming [Cultural Arts Study](#) will be helpful in placemaking efforts.

**Example:** St. Paul, Minnesota’s redeveloped [Union Depot](#) offers free events to bring people from the surrounding communities to the area. These events help market the area’s businesses to people beyond those who use the station for commuting.

## Next Moves at **STUDIED STATIONS**

### 3. FIRST/LAST MILE IMPROVEMENTS

The studied stations, and many others in both counties and throughout the State of Maryland, have significant gaps in connectivity to surrounding neighborhoods for residents who do not have or use a vehicle. In some cases, wide arterials with high-speed traffic and inadequate bicycle and pedestrian facilities separate the transit station from nearby businesses and homes. In others, local bus service to and from surrounding destinations is lacking. Improving connectivity between the transit station and the surrounding community can significantly expand the potential pool of transit riders, make the benefits of new development available to a broader range of community members, and improve employers' access to talented workers.

As the counties implement TOD at the studied stations, they should identify specific first/last mile gaps and funding to address them. MTA and WMATA should assess bus service headways and service span at each of the studied stations to determine whether additional service is needed, particularly to local activity centers, and incorporate needed changes into transit agency, county, and statewide plans.

**Example:** The City of Charlotte runs the [Comprehensive Neighborhood Improvement Program](#), which pays for streets, sidewalks, trails, and bike lanes that connect neighborhoods to transit, employment centers, and other major destinations. The program is funded by voter-approved bonds.

### 4. COORDINATED PLANNING

For those stations that border other jurisdictions (including Laurel Racetrack in Anne Arundel County that abuts both Howard and Prince George's Counties and Southern Avenue in Prince George's County that abuts the District of Columbia), the counties should increase cross-jurisdictional cooperation. Joint small area plans would be a good first step, to be complemented by formal or informal partnerships in other areas, such as infrastructure projects and station-area marketing. For stations that have the potential to have economic impacts far beyond their local community (e.g. New Carrollton and Greenbelt), the state should play a significant role in providing needed funding and support, and should be an integral part of the planning process.

**Example:** As part of the [Grand Boulevard Initiative](#), the Bay Area cities on the Peninsula worked together to jointly develop streetscape improvements and other projects to make El Camino Real a safer, more inviting route between San Francisco and San Jose.

## STATION-SPECIFIC OPPORTUNITIES FROM TECHNICAL REPORTS

The list below highlights the main opportunities identified for each of the seven stations studied in Anne Arundel and Prince George's Counties. Descriptions and context behind the station-specific opportunities can be found in the EY reports, [Unlocking the Potential for Inclusive Transit-Oriented Development in Anne Arundel County](#) and [Unlocking the Potential for Inclusive Transit-Oriented Development in Prince George's County](#). Several of these recommendations have already been identified as priorities by the state and counties.

### Odenton

1. Leverage creative financing for parking infrastructure
2. Improve connectivity to Fort Meade to transition Odenton into a two-way commuter hub
3. Create a pedestrian-oriented environment with more amenities

### Cromwell-Glen Burnie

1. Create a more integrated light rail network
2. Expand existing benefit zones and access to credit to fund inclusive development
3. Align TOD with local interests

### Laurel Racetrack

1. Expand existing benefits and leverage a multijurisdictional partnership to fund infrastructure
2. Incorporate community benefits into TOD to increase public support
3. Optimize cross-county connectivity

### New Carrollton

1. Strengthen the station's brand by targeting higher-wage employers
2. Leverage placemaking strategies to create a more exciting environment
3. Connect New Carrollton across the station's tracks
4. Unite stakeholders around a shared vision

### Greenbelt

1. Target a center-of-gravity user
2. Bundle creative incentives for infrastructure investments
3. Catalyze an innovation corridor of tech-oriented districts
4. Incorporate open space into an environmentally sensitive design

### Morgan Boulevard

1. Consider a plan for phased development that addresses near-term market saturation
2. Prioritize land assembly as the market develops
3. Integrate historical assets and preserve local culture
4. Integrate amenities that promote health equity

### Southern Avenue

1. Consider strategies that capitalize on the demand for higher density
2. Foster a multi-jurisdictional partnership
3. Maximize Oxon Run Park's ability to serve the greater community
4. Integrate amenities to better connect and attract residents

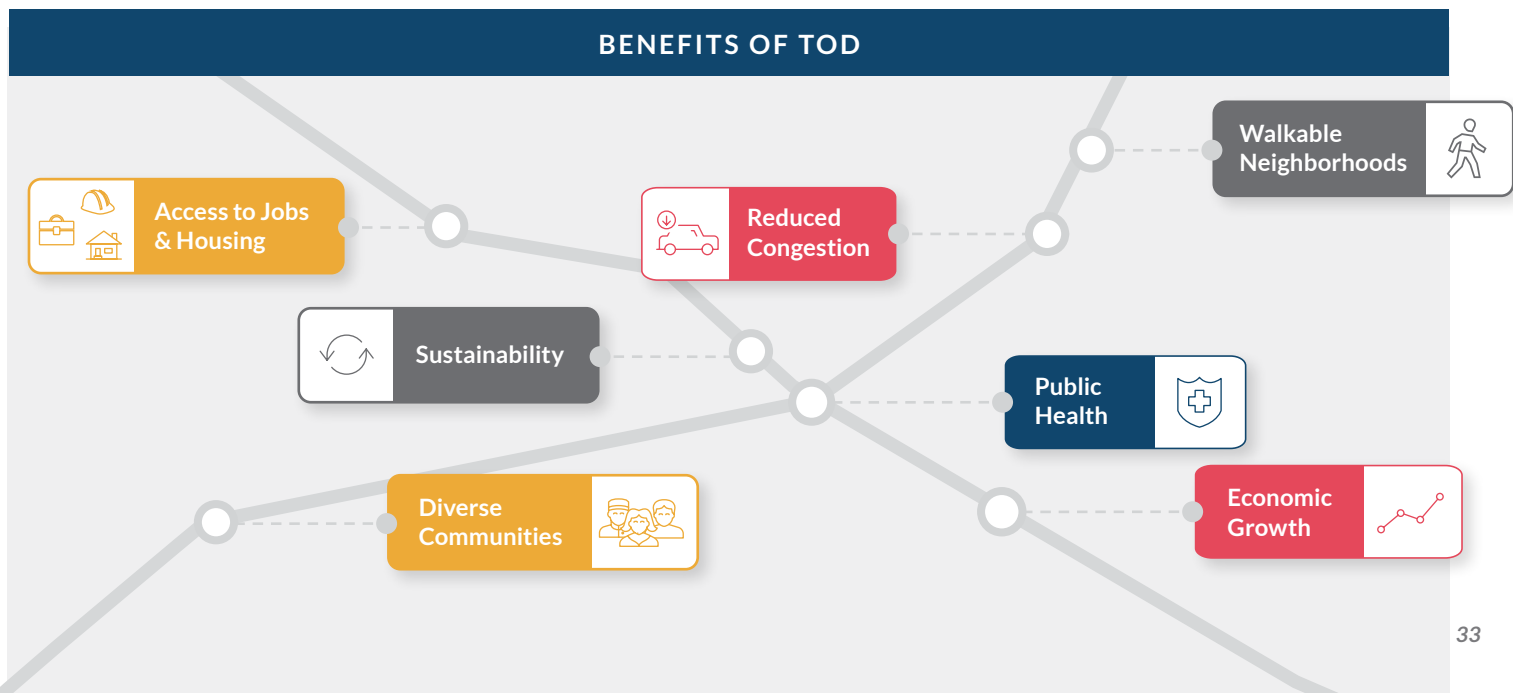


# CONCLUSION

The State of Maryland and the counties should not wait to implement the actions recommended in this report.

The Capital Region would benefit economically and socially from having more opportunity-rich neighborhoods at its transit stations. From creating jobs to improving health outcomes, TOD benefits those who live and work in the area. The near-term investments required to stimulate TOD will ultimately generate an even greater return for the region.

Current policies and practices have not effectively delivered TOD at prime locations in Anne Arundel and Prince George's Counties. The State of Maryland and the counties should not wait to take the actions recommended in this report. The Greater Washington Partnership is committed to working with public officials and civic leaders in Anne Arundel, Prince George's, and throughout the state to help realize the benefits of transit-oriented development.



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The views expressed in this report are those of the project team and do not necessarily reflect the opinions of any of the individuals consulted in its development.

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# ABOUT



The Greater Washington Partnership is a first-of-its-kind civic alliance of CEOs in the region, drawing from the leading employers and entrepreneurs committed to making the Capital Region—from Baltimore to Richmond—one of the world’s best places to live, work and build a business.

# ENDNOTES

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1. Extra points are awarded in the competitive criteria for LIHTCs for projects in TOD areas. See <https://dhcd.maryland.gov/HousingDevelopment/Documents/rhf/2020Guide.pdf>
2. Areas with TOD designation may have MEDCO issue TIF bonds on their behalf and can dedicate any local tax to the TIF, not just property taxes. In addition, such areas may use Special Taxing District Authority to finance construction or pay for maintenance or operations of public infrastructure. <http://www.mncppc.org/1687/2009-Legislation-Grant>.

