Place + Opportunity

STRATEGIES FOR CREATING GREAT COMMUNITIES AND A STRONGER REGION

Metropolitan Washington
Council of Governments


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Approved by the COG Board January 8th, 2014

Metropolitan Washington Council of Governments

Project Partners: RCLCO | Reconnecting America | Urban Imprint | Mobility Lab

About this Report

Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region is an initiative by the Metropolitan Washington Council of Governments (COG) to strengthen Activity Centers, the places that will accommodate much of the region's growth in coming decades. This project identifies goals, strategies, and tools to assist local governments and other regional stakeholders in making investments in Activity Centers that enhance quality of life and strengthen the local and regional economy.

About the Metropolitan Washington Council of Governments

The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of 300 elected officials from 22 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.

Region Forward is COG's vision. It's a commitment by COG and its member governments, who together seek to create a more accessible, sustainable, prosperous, and livable National Capital Region. COG's mission is to advance *Region Forward* by being a discussion forum, expert resource, and catalyst for action.

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Executive Summary

Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region is an initiative to strengthen and enhance Activity Centers throughout metropolitan Washington. Activity Centers—the places that will accommodate much of the region's growth in the coming decades—attract residents, businesses, and visitors to the area, and are critical to ensuring the region's future competitiveness and success. Incorporating in-depth research on market, physical, and socioeconomic characteristics of the region's Activity Centers, **this report offers goals, strategies, and tools to assist local governments and other stakeholders working to create thriving, high-opportunity places.**

Strong Activity Centers are the foundation of a strong region. While they take many different forms throughout the region, strong, dynamic Centers share some common characteristics: communities that offer a range of housing, transportation options, jobs, services, and amenities. Most importantly, they provide access to opportunity for residents, workers, and businesses.

The importance of these places to local communities and the region is increasingly clear. Activity Centers will more efficiently accommodate the significant growth projected for metropolitan Washington. Centers with a mix of uses, amenities, and good pedestrian infrastructure have been shown to attract more people and growth, perform better economically, and prove more resilient during recessions than less mixed-use and walkable neighborhoods.

The region's Activity Centers are diverse, ranging from highly urban places to suburban town centers to traditional towns. Each community has its own aspirations, and there is no one-size-fits-all approach to achieving success.

However, Centers with common characteristics can benefit from similar strategies and investments. **This report presents a regional framework to understand common challenges and opportunities among Activity Centers in our region. It provides analysis, implementation strategies, and resources to complement local planning and development efforts and help communities meet their aspirations for their Activity Centers.**

This report examines a cross section of the region's 141 Activity Centers. The *Place + Opportunity* Project Team, led by COG in partnership with RCLCO, Reconnecting America, Urban Imprint, and Mobility Lab, conducted detailed analysis of each Center's market, urban form, and socioeconomic characteristics to identify six common Activity Center 'place types' and four 'opportunity types.' The six place types and four opportunity types provide a starting point to help local communities make sound decisions for their Centers and navigate potential actions and investments.

Activity Center Place Types

Urban Centers

Examples:
Downtown DC,
Bethesda,
Tysons East

Dense Mixed-Use Centers

Examples:
Shirlington,
Columbia Heights,
Silver Spring

Suburban Multi-Use Centers

Examples:
City of Falls Church,
Fairfax City,
Greenbelt Metro

Close-In & Urbanizing Centers

Examples:
Columbia Pike,
Rhode Island Avenue,
West Hyattsville Metro

Revitalizing Urban Centers

Examples:
Prince George's Plaza,
Landmark/Van Dorn,
Minnesota Avenue

Satellite Cities

Examples:
Downtown Frederick,
City of Manassas,
Bowie Town Center

Activity Center Opportunity Types

Transforming

Examples:
H Street,
Poplar Point,
Langley Park

Transitioning

Examples:
Wheaton,
Braddock Road,
U/14th Street Corridor

Connected Core

Examples:
Crystal City,
West End,
Bethesda

Stable

Examples:
Beacon/Groveton,
Georgetown,
National Harbor



For each place and opportunity type, the project team developed a set of development goals, strategies, and tools to support implementation of key priorities. Guided by the place and opportunity types, the following fifteen key strategies present a framework for enhancing economic development, urban form, and access to opportunity in Activity Centers:

Place Strategies

- **Zoning Intervention**
  Zoning tools play a critical role in accommodating and encouraging development, and in facilitating desired land use mix and densities. In locations with transit stations, having appropriate zoning is crucial to the success of the transit-oriented development.

- **Public Finance Options**
  Public finance options include tools for financing or encouraging development and infrastructure investment, such as special tax districts that help finance improvements or reduce tax burdens for developers or property owners.

- **Development Incentives**
  These include financial and other incentives to encourage development in particular locations or at higher intensities.

- **Public-Private Partnerships**
  Public-private partnerships can help finance and implement infrastructure, redevelopment, or economic development projects that would not be possible without private sector investment. They can reduce costs and risks for local governments while allowing them to benefit from the capacity and experience of private sector partners.

- **Development Stewardship Entities**
  These are organizations used to fund and manage improvements and promote the economic competitiveness of a particular district, generally funded by property owners located within the district. Organizations may be involved in planning and urban design, physical infrastructure improvements, business recruitment, maintenance and beautification, and branding.

- **Market Studies**
  Market studies can provide analysis of development feasibility, evaluation of development and revitalization opportunities, and guidance for economic development plans and policies.

- **Branding/ Marketing**
  Branding and marketing can help identify and communicate the character and identity of a community, usually to enhance economic development and competitiveness.

- **Acquisition of Key Parcels**
  Acquiring land in key locations may be a necessary step in the redevelopment process.




Opportunity Strategies

- **Planning & Community Building**
  Community or issue-specific plans (such as housing or transit-oriented development plans) can identify and build support for priorities, immediate actions, strategies, and responsibilities for implementation. Outreach and engagement efforts are an essential component of these planning processes, and are also particularly important in communities facing significant neighborhood change.

- **Affordable Housing Preservation**
  Potential loss of affordable housing stock is a major challenge in the region, particularly in communities experiencing gentrification. Preservation strategies and tools are often directed at subsidized housing stock, but may also apply to market-rate affordable housing stock and to homeowners and renters living in such properties.

- **Affordable Housing Development**
  Local jurisdictions may use a number of programs, zoning tools, development incentives, and partnerships to encourage the creation of new affordable housing stock.

- **Diversification of Housing Stock**
  Some Activity Centers need a greater variety of housing types to provide more options for current and future residents and workers, and increase affordability and income diversity. This may include adding multi-family rental, condominiums, townhouses, duplexes, or even single-family homes.

- **Business Retention & Promotion**
  Preserving and supporting businesses in communities facing significant growth pressures or other types of changing conditions is important to neighborhood stabilization. Small and locally-owned businesses may be particularly vulnerable as neighborhood rents increase. Strategies for business retention and promotion include both bricks-and-mortar investments and policies that provide assistance or opportunities to local businesses.

- **Commercial & Job Base Diversification**
  Many Activity Centers could benefit from and support a greater range of community services, such as retail stores, grocery stores, childcare, and service-oriented businesses. These businesses and services provide additional jobs within Activity Centers and generate additional revenue because residents can shop in their own communities. Workforce development efforts to train workers and connect them with key industries and occupations are also important to local and regional economic development.

- **Transportation Access & Infrastructure Improvements**
  Programs and investments to improve access and infrastructure can help communities with transit make the most of their infrastructure, and help communities without transit expand transportation options. In all communities, these types of tools can enhance safety and vitality, and can facilitate more walking, bicycling, and transit ridership.

Strategies for Combined Place Types & Opportunity Types

Each Activity Center has a place type and an opportunity type. Considering both types together highlights the interplay between an individual Center's place and opportunity characteristics, and provides a more comprehensive understanding of common features and themes among Activity Centers region-wide. The Activity Centers were studied side-by-side to identify the most common place type and opportunity type combinations and key patterns. Six major place and opportunity type pairings were identified, and broad development strategies were then developed to accompany them.

- **Connected Core + Urban Centers**
  Overall Strategy: Expand Access and Housing Choice
  These Centers have the strongest real estate markets, as well as strong physical infrastructure and amenities. While meeting the demand for more affordable housing may be challenging given market conditions, there may be opportunities to leverage their strong real estate markets to create broader affordability through subsidized and workforce housing.

- **Connected Core or Stable + Dense Mixed-Use Centers**
  Overall Strategy: Infill and Enhance
  These Centers have strong urban forms and markets, and are well-connected internally and externally. They may be ideal locations for targeted place-making investments such as infill development that complements the current mix of land uses, and additional parks and public spaces. Opportunity-focused strategies may include diversifying housing stock to serve a range of households.

- **Stable + Suburban Multi-Use Centers**
  Overall Strategy: Connect and Catalyze
  These Centers have a mix of uses, but may need public intervention to catalyze more intensive mixed-use and walkable development. In Centers with transit stations, pedestrian features and other walkability improvements that increase station and corridor accessibility can help make the most of existing infrastructure and enhance connectivity to other job centers; these improvements could also serve to catalyze more mixed-use development.

- **Stable + Close-in and Urbanizing Centers**
  Overall Strategy: Build and Urbanize
  Centers in this category tend to have a variety of uses, but may have urban form and infrastructure challenges. These Centers may benefit most from targeted public investment and capital improvements to support existing uses, attract complementary uses, and strengthen accessibility.

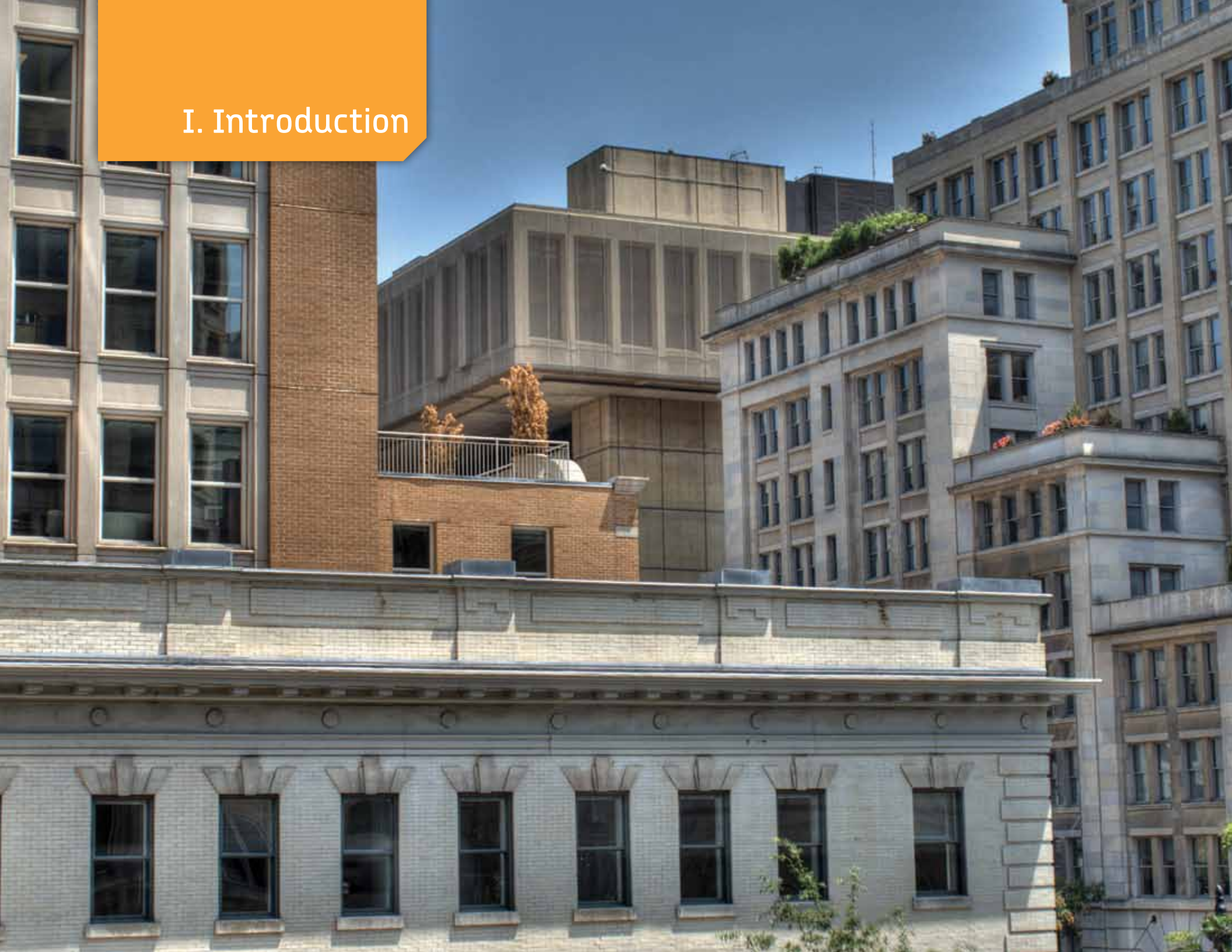
- **Transforming or Transitioning + Revitalizing Urban Centers**
  Overall Strategy: Protect and Grow
  These Centers typically need incentives to catalyze development, and have high proportions of low-income residents. Many provide strong transit access to jobs because of the presence of Metro stations, suggesting opportunities for transit-oriented development. While redevelopment is not imminent, establishing proactive strategies to preserve affordability and capture community benefits from growth would benefit these Centers. This may include community-based partnerships for economic development, preservation of existing market-rate and subsidized affordable housing, and public-private partnerships to catalyze development.

- **Stable + Satellite City**
  Overall Strategy: Partner and Stimulate Demand
  These Centers would generally benefit from creating a framework for redevelopment, identifying catalytic sites, and assessing community needs and assets. Some of these Centers, particularly historic towns, already exhibit strong physical form and may benefit from partnership-type collaborations that brand or market the place to the broader region.

Building on *Region Forward*, the regional vision, and *Economy Forward*, a call to action on economic development needs, this report represents the next step in COG's work on Activity Centers. *Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region* is a resource guide to support local governments and other stakeholders in implementing their visions and aspirations for their Activity Centers.

Tysons, Virginia

I. Introduction



Place + Opportunity: Strategies for Creating Great Communities and a Stronger Region is an initiative to strengthen and enhance Activity Centers throughout metropolitan Washington. Activity Centers—the places that will accommodate much of the region's growth in the coming decades—are a key factor that attracts residents, businesses, and visitors to the area, and are critical to ensuring the region's future competitiveness and success.

Incorporating in-depth analysis of market, physical, and socioeconomic characteristics of the region's Activity Centers, **this report presents goals, strategies, and tools to assist local governments and other stakeholders working to create thriving, high-opportunity places.**

Strong Activity Centers are the foundation of a strong region. While Activity Centers take many different forms throughout the region, *strong* Centers share some common characteristics: communities that offer a range of housing and transportation choices, jobs, services, and amenities. They are dynamic and distinct places that provide access to opportunity for residents, workers, and businesses.

The idea of concentrating growth in specific locations called Activity Centers was considered a visionary goal for metropolitan Washington over a decade ago. Today, after years of promotion and cooperation by area leaders, this idea is increasingly embraced throughout the region. From the District of Columbia to the inner and outer suburbs, vibrant, mixed-use and multiple-use communities have been developed and redeveloped as support for Activity Centers has grown among elected officials, local governments, business leaders, and other stakeholders.

Origin of Activity Centers

Activity Centers emerged from the Transportation Planning Board's 1998 Vision, which called for a strong regional economy, including a healthy regional core and dynamic Activity Centers. Following the Vision, the Metropolitan Washington Council of Governments (COG), in cooperation with local planning officials, produced the first regional map of Activity Centers in 2002 and an update in 2007. For the last 10 years, Activity Centers were mostly used for technical analysis and transportation planning purposes, such as developing growth forecasts, measuring commercial construction activity, and modeling transportation capacity.

In 2010, area leaders convened by the Council of Governments developed *Region Forward*, a vision for a more accessible, sustainable, prosperous, and livable metropolitan Washington. The vision called for a mix of housing, jobs, and services in Activity Centers, as well as efficient transportation connections within and between Centers. **Most importantly, *Region Forward* re-emphasized Activity Centers as the best strategy for accommodating future growth.**

Activity Centers are existing urban centers, priority development areas, transit hubs, suburban town centers, and traditional towns. They are the locations that will accommodate much of the region's future growth and development in the coming decades. Their success is critical to advancing the *Region Forward* vision.

2013 Activity Centers Map

Following the endorsement of *Region Forward* by all of COG's jurisdictions, officials focused on how Activity Centers could more effectively shape policy, planning, and investment decisions at the regional and local levels. In addition, COG leaders identified Activity Centers as a priority in *Economy Forward*, a call to action related to the region's economic development needs. *Economy Forward* called Activity Centers a key competitive advantage that help the region attract and retain workers and businesses.

In 2012, COG worked with local planning officials and with the Region Forward Coalition, a public-private group established by the COG Board to implement the vision, to carry out an extensive redesign of the regional Activity Centers map to more accurately reflect local plans. Using more specific and targeted criteria, planners focused on identifying smaller, more walkable places with a mix of uses. While the 141 Activity Centers on the new map still include major employment centers, mixed-use and multiple-use Centers, from highly urbanized places to traditional downtowns, account for a majority of the Centers. Every COG jurisdiction has at least one place designated as an Activity Center. The new Centers were approved by the COG Board of Directors in January 2013. The 2013 Activity Centers map is shown in Figure 1.

Local jurisdictions have a strong track record of creating distinctive, successful Activity Centers, from urban places like Downtown DC and Clarendon to suburban communities like Tysons and National Harbor, to traditional towns like City of Frederick and Manassas. Despite increasing support and demand for such places, balancing growth and investment with affordability and access remains a significant challenge. Much of the region's new development is occurring in communities that are increasingly expensive for many families and individuals, while other communities struggle to attract needed jobs and services due to market challenges and outdated development patterns, infrastructure, and regulations.

No two Activity Centers are alike. Each community has its own aspirations and challenges, and there is no one-size-fits-all approach to achieving success. However, Centers with common characteristics can benefit from similar strategies and investments. By studying a wide range of Activity Centers, identifying different types of Centers, and developing strategies targeted for each type, this approach can facilitate regional knowledge sharing among similar communities. Building from analysis of individual Centers, this report presents a regional perspective on Activity Centers, and provides strategies and tools to help local jurisdictions to create thriving, complete communities.

2013 Update

The Centers were identified by COG in cooperation with local jurisdictions through a combination of criteria that included:

- Identification as a priority development area in a locally- adopted land use plan
- Above-average densities
- Mixed-use development
- Existing or planned high-capacity transit
- A grid of connected streets
- Combined housing and transportation costs of no more than 45% of Area Median Income

Activity Centers Map 2013 Update

Figure 1

District of Columbia
- Brookland*
- Capitol Hill
- Capital Riverfront
- Columbia Heights
- Convention Center
- Downtown DC
- Dupont
- Farragut Square
- Fort Totten
- Friendship Heights* ▲
- Georgetown
- H Street
- McMillan / Old Soldiers Home*
- Minnesota Ave
- Monumental Core
- New York Avenue Corridor
- NoMa
- Rhode Island Ave Metro
- Poplar Point
- St. Elizabeths
- Stadium Armory*
- Southwest Waterfront*
- U / 14th Street Corridor
- Walter Reed
- West End

Town of Bladensburg
- Port Towns

City of Bowie
- Bowie Town Center

Charles County
- La Plata*
- Waldorf

City of College Park
- College Park

Frederick City
- Downtown Frederick
- East Frederick Rising
- Fort Detrick *
- Golden Mile *

Frederick County
- Brunswick
- Francis Scott Key Mall
- Jefferson Tech Park *
- Urbana

City of Gaithersburg
- Gaithersburg - Central
- Gaithersburg - Kentlands
- Gaithersburg - Metropolitan Grove
- Life Sciences Center/ Gaithersburg Crown

City of Greenbelt
- Greenbelt Metro

Montgomery County
- Bethesda
- Clarksburg *
- Germantown
- Glenmont
- Grosevnor*
- Kensington
- NIH/ Walter Reed National Military Medical Center
- Olney *
- Rock Spring*
- Silver Spring
- Wheaton
- White Flint
- White Oak / FDA*

Prince George's County
- Bowie MARC*
- Branch Ave
- Capitol Heights / Addison Road ▲
- Konterra *
- Landover Mall*
- Landover Metro
- Langley Park
- Largo Town Center / Morgan Blvd
- National Harbor
- Naylor / Southern Ave
- New Carrollton
- Oxon Hill*
- Prince George's Plaza
- Suitland*
- West Hyattsville Metro
- Westphalia*

City of Rockville
- King Farm / Rockville Research Center / Shady Grove
- Rockville - Montgomery College *
- Rockville - South / Twinbrook
- Rockville - Tower Oaks*
- Rockville - Town Center

City of Takoma Park
- Takoma Park

City of Alexandria
- Beauregard
- Braddock Road Metro Area
- Carlyle / Eisenhower East
- King Street / Old Town
- Landmark / Van Dorn
- Potomac Yard

Arlington County
- Bailey's Crossroads / Western Gateway ▲
- Ballston
- Clarendon
- Columbia Pike Town Center
- Columbia Pike Village Center*
- Courthouse
- Crystal City
- Pentagon*
- Pentagon City
- Rosslyn
- Shirlington
- Virginia Square

City of Fairfax
- Fairfax City

Fairfax County
- Annandale*
- Bailey's Crossroads / Western Gateway ▲
- Beacon / Groveton
- Beltway South*
- Centreville *
- Dulles East
- Dulles South*
- Fairfax Center*
- Fairfax Innovation Center *
- Fort Belvoir*
- Fort Belvoir North Area *
- George Mason University*
- Herndon
- Huntington/ Penn Daw
- Hybla Valley/ Gum Springs*
- McLean*
- Merrifield / Dunn Loring*
- Reston Town Center
- Seven Corners*
- Springfield
- Tysons Central 7
- Tysons Central 123
- Tysons East
- Tysons West
- Vienna
- Wiehle / Reston East

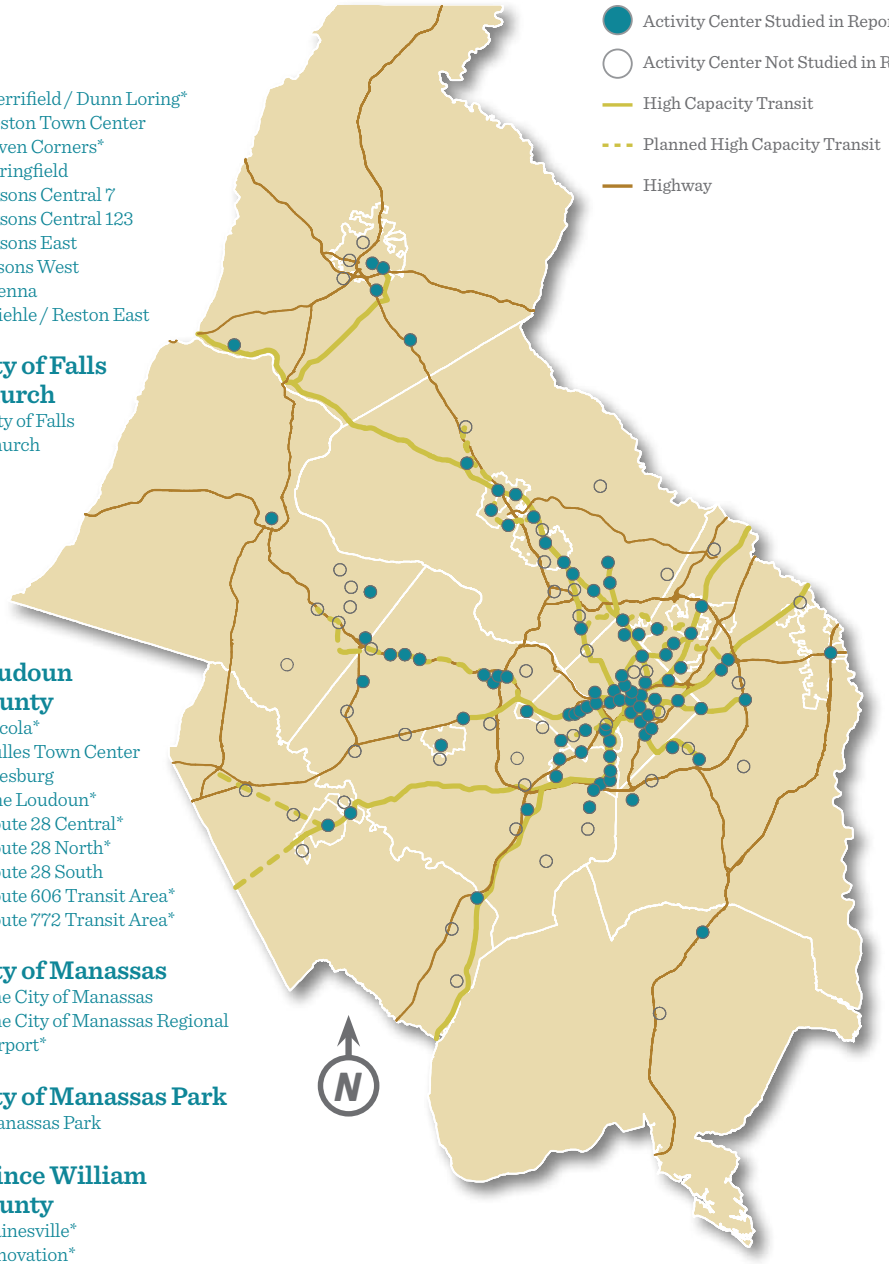
City of Falls Church
- City of Falls Church

Loudoun County
- Arcola*
- Dulles Town Center
- Leesburg
- One Loudoun*
- Route 28 Central*
- Route 28 North*
- Route 28 South
- Route 606 Transit Area*
- Route 772 Transit Area*

City of Manassas
- The City of Manassas
- The City of Manassas Regional Airport*

City of Manassas Park
- Manassas Park

Prince William County
- Gainesville*
- Innovation*
- North Woodbridge
- Potomac Shores*
- Potomac Town Center*
- Yorkshire*



** Center not studied in this report*

▲ Interjurisdictional Center

Project Objectives

The objectives of *Place + Opportunity* are to:

- **Assist local planning and development efforts by providing targeted economic and community development strategies for Activity Centers.**
  Based on analysis of each Center's existing conditions, the report identifies strategies to help local governments build on their assets, address needs, and use public dollars strategically to achieve community aspirations.

- **Provide a "common playbook" to help COG, local governments, and other regional stakeholders support the region's Activity Centers in a coordinated way.**
  Place + Opportunity is a resource to help stakeholders understand common challenges and opportunities throughout the region and coordinate actions and partnerships to strengthen Centers.

- **Identify investments to improve walkability, accessibility, and quality of place.**
  The report identifies opportunities to improve the built environment, including installing or improving sidewalks, street trees, and traffic measures—urban features that are linked to economic performance, facilitate walkability, and enhance the effectiveness of transportation infrastructure.

- **Identify transit-oriented development opportunities.**
  Place + Opportunity provides recommendations to advance development for communities trying to accelerate transit-oriented development for future transit stations and underutilized Metro and commuter rail stations.

How to Use This Report

Place + Opportunity provides the following components to assist planning and development efforts in Activity Centers:

- **Activity Center Place & Opportunity Types (Section III):** The report analyzes 92 of the region's 141 Activity Centers according to physical, market, and socioeconomic attributes, and groups the Centers into six place types and four opportunity types based on common characteristics and needs. Each Activity Center has a place type and an opportunity type, which provide a starting point for identifying priorities and navigating potential implementation approaches.

- **Implementation Approaches (Section IV):** For each place and opportunity type, the report provides development goals, strategies, and tools to address place-making, economic development, and access to opportunity. The section also identifies overall regional strategies for the most common place and opportunity type combinations.

- **Transit Corridor Implementation Priorities (Section V):** This section summarizes place and opportunity findings and key development strategies along three transit corridors.

- **Activity Center Case Studies (Section VI):** Case studies of three Activity Centers illustrate how the types, goals, strategies, tools, and resources in the report can be applied to individual Centers.

- **Local Planning & Development Highlights (Section VII):** This section describes how each local government is supporting and strengthening their Activity Centers.

- **Programs & Resources for Implementation (Appendix A):** *Place + Opportunity* identifies existing funding and technical assistance programs and resources at the regional, state, and federal levels that can be used to support the implementation approaches in Section IV.

- **Activity Center Profile Pages (provided directly to local government staff):** In addition to the full report, jurisdictions will also receive profile pages summarizing the analysis of existing conditions and needs, place and opportunity types, and key strategies for each of their Activity Centers.

II. Regional Context

Challenges

This section summarizes some of the major challenges and constraints across the region that relate to Activity Centers and the region's growth.

Limited Affordable Housing Choices

As one of the most expensive regions in the country, metropolitan Washington faces significant affordable housing challenges. The region is losing a substantial amount of existing affordable housing stock near jobs, services, and transportation options. Since 2000, the number of low-cost rental units in the District of Columbia has fallen by half, while the number of lower-value homes has fallen by nearly three quarters, according to the DC Fiscal Policy Institute.[1] According to 2009-2011 American Community Survey data, approximately half of renter households in the District of Columbia, Montgomery County, Prince George's County, and Frederick County are cost burdened, spending more than 30 percent of their income on housing costs.[2] Beyond the urban core, many of the region's suburban job centers are just starting to add housing and most of the new construction will not be affordable.[3]

The High Cost of Transportation

Transportation costs and commute times have risen considerably over the last twenty years, making Metropolitan Washington an expensive region in which to travel. Many households in the region spend well over 15 percent of their income on transportation costs, typically the largest household expenditure after housing. A study by the Center for Housing Policy and the Center for Neighborhood Technology found that moderate-income families in the Washington Metro area now spend an average of $1,099 a month, or $13,188 a year, for transportation costs.[4]

Underutilized Activity Centers

Many Activity Centers in both urban and suburban locations have struggling commercial areas and high vacancy rates. These problems commonly occur in aging commercial shopping strips, malls, and office parks. And while the region is known for many examples of successful transit-oriented development (TOD), other Activity Centers in the region have Metrorail stations but lack the land use, zoning, regulatory policies, and strong market dynamics to fully harness the potential of their infrastructure. Without the appropriate policies in place, these Centers struggle to accelerate development and attract desired investment, services, and amenities.

Benefits

Despite significant challenges, there are also many promising opportunities and trends in the region that could be leveraged to support Activity Centers:

A Second Generation of Regional Transit Investments

The region is undertaking major investments in Metrorail and laying the groundwork for new modes of transit that include streetcar, light rail, and bus-rapid transit lines. In 2011, the Washington Metropolitan Area Transit Authority (WMATA) launched Metro Forward, a $5 billion program to address deferred maintenance of the Metrorail and Metrobus system. This includes investments to existing stations, ties, platforms, escalators, signs, lighting, and communication systems, representing the largest capital investment since the system's construction. In addition to this annual maintenance, WMATA has also identified essential capital investments between now and 2025 in its strategic plan, Momentum. Momentum emphasizes safety and the importance of ensuring state of good repair and maximizing the current transit network by utilizing every bit of capacity available.

In addition, new regional transit investments, totaling around $4 billion, are also planned or underway. These transit expansion efforts include the Metro Silver Line, which will increase the size of the rail system by 25 percent; new light rail such as the Purple Line in Maryland; several street car lines in Virginia and DC; and bus-rapid transit lines such as the Corridor Cities Transitway in Montgomery County.

These new transit investments present a unique opportunity to catalyze development and create walkable Activity Centers in many of the region's aging commercial corridors. If planned well, these new transit investments have the potential to stimulate real estate markets in many of these Centers.

Transit Projects Underway & Upcoming

Figure 2

Projects from the National Capital Region's Financially Constrained Long-Range Transportation Plan (CLRP)

This map is not drawn to scale

However, affordability impacts of new transit must be considered. Investments to make Activity Centers more transit-oriented and walkable will likely drive up housing costs and affect housing costs for existing and/or future residents. This challenge is not new to the region. But the region needs new tools and approaches to planning and investing in these Activity Centers to make the most of these ongoing and proposed transit projects.

Growing Demand for Walkable, Transit-Accessible Communities

Changing demographics and market preferences are creating greater demand for walkable communities throughout the region. New consumer preference surveys reveal a majority of Americans would like to live in walkable, transit-served communities and are willing to trade a bigger house for a better neighborhood.[5] The growing demand for walkable communities that offer a mix of uses is largely driven by demographic shifts among both Baby Boomers and Millennials. Many seniors will want to age in place, but others will want to downsize and live in more walkable locations in cities and suburban town centers where they can be close to family, friends, work, public transportation, and health care.[6] Millennials, the generation born between the early 1980s and the early 2000s, are also looking for communities that give them access to economic, social, and recreational opportunities while making large expenses like owning an automobile an option, not a necessity. These trends are generating a growing need for multi-family housing, and researchers at George Mason University estimate that multi-family housing will account for 60 percent of the region's future housing needs over the next twenty years.[7]

Better Economic Performance and a Resilient Tax Base

Activity Centers with a mix of uses, sidewalks, and attractive public spaces encourage walking and attract more people, activity, and growth. A recent Brookings study, *Walk this Way: The Economic Promise of Walkable Places in Metropolitan Washington, D.C.* found that more walkable neighborhoods perform better economically, generating higher real estate values and rents for office, residential, and retail developments than less walkable neighborhoods. The study, co-authored by Christopher Leinberger and Mariela Alfonzo (a member of the project team for this report), also found that, in general, these walkable Centers not only retained their value better than comparable car-dependent locations during the recent recession, but some locations experienced rent and value increases.[8]

The study also found that compared to neighborhoods with poor walkability, walkable neighborhoods have higher housing costs (but lower transportation costs), and that residents tend to be more affluent and have higher educational attainment. Over the past decade, walkable neighborhoods in the region have also become more gentrified.[9]

These findings present an opportunity to strengthen the local economy and create a more resilient property tax base for local jurisdictions by developing more walkable places. During the recession, reduced tax revenues due to lower property values forced many cities and counties to make painful budget cuts in areas of education and social services. However, other jurisdictions with dense, mixed-use, walkable Activity Centers proved more resilient, holding their property values better and attracting jobs and residents.[10] By focusing on investments that improve an Activity Centers' walkability, vibrancy, marketability, and public realm, local governments can position their Centers to capture a larger share of the growing demand for walkable places and strengthen their tax base.

This research also highlights that while making communities more walkable through investments in urban form can provide real economic and quality of life benefits, these efforts can also contribute to gentrification and displacement of existing residents and businesses. It underscores the need for comprehensive development strategies that foster inclusion and access to opportunity, such as affordable housing, along with economic development and urban form. These findings have influenced how this report was created.

> **"More walkable places perform better economically.** For neighborhoods within Metropolitan Washington, as the number of environmental features that facilitate walkability and attract pedestrians increase, so do office, residential, and retail rents, retail revenues, and for-sale residential values."
>
> — Christopher Leinberger and Mariela Alfonzo, *Walk This Way: The Economic Promise of Walkable Places in Metropolitan Washington, D.C.*

III. Place & Opportunity Types

Place + Opportunity groups the 92 Activity Centers studied in the report into place types and opportunity types based on shared characteristics to identify common needs and prioritize implementation strategies. Given the large number of Activity Centers in the region, and limited resources to address their needs, this approach is designed to provide a regional framework to support strategic investment and development in the Centers.

The place types and opportunity types were developed simultaneously and are designed to work together to help leaders leverage this region's strong growth and build more vibrant and equitable communities. The place and opportunity types are a starting point to help local communities identify priorities and navigate potential actions and investments. Specifically, the place types identify market and placemaking characteristics that support economic development and improve quality of life in the Centers, and the opportunity types identify assets that enhance inclusiveness and access to opportunity. Given the interconnected nature of these components, there is some overlap of the characteristics identified in the two profiles.

Place Types

Activity Centers were studied according to detailed urban form and market characteristics. Both quantitative and qualitative techniques were used to determine the appropriate category for each Center. Details on the methodology used to analyze and group Centers can be found in the Technical Appendix. Based on this analysis, six place types were identified and are described below:

Urban Centers

These are the strongest markets across multiple land uses and are dense, mixed-use, and urban in nature. These places consistently capture their fair share or more of development activity and command the highest rents and occupancies in the region. In these Centers, there is little need for "market mover" type incentives to mitigate development risk, but a strong opportunity exists to capture value from development activity and shape future growth.

Examples:

- Bethesda
- Clarendon
- Downtown DC
- King Street/ Old Town
- Tysons East

Dense Mixed-Use Centers

These Centers are strong markets but tend to be stronger in either office or residential. These Centers are likely capturing above their fair share of development, with a deep pipeline of future development, or conversely, represent a high barrier-to-entry submarket with little ability to realize pent-up demand. These Centers contain high-performing properties, but have more variation in asset type than Urban Centers. They will be most responsive to targeted, project- or site-specific market interventions and the creation of place-based organizations like Business Improvement Districts, if not already in place.

Examples:

- Braddock Road Metro Area
- Columbia Heights
- H Street
- Reston Town Center
- Shirlington

Suburban Multi-Use Centers

These are moderate-rent, suburban markets in established locations that have the potential to become the "next generation" of denser, multiple-use Centers with the right strategies to encourage future development. These markets today likely support horizontal multiple-use development, but will not see mixed-use vertical development (multiple uses within buildings) without help, especially if structured parking is required.

Examples:

- City of Falls Church
- Fairfax City
- Gaithersburg- Metropolitan Grove
- Greenbelt Metro
- Rockville-Town Center

Close-in and Urbanizing Centers

Centers in this category are close-in market areas with the fundamentals to become stronger regional locations with some help. These locations likely have other, non-market-related challenges that need to be addressed. These Centers may have similar market challenges to those categorized as Suburban Multi-Use Centers, but generally speaking, the market is not yet as strong as it is in the other Center type. These markets may gain the most market momentum from targeted public investment.

Examples:

- Columbia Pike Town Center
- Rhode Island Avenue
- Takoma Park
- West Hyattsville Metro

Revitalizing Urban Centers

Centers in this group are close-in markets with little or no recent development. Their primary challenges may not be market-based and present other issues that need to be addressed, such as urban form or public safety, to set the stage for future growth opportunities.

Examples:

- Landmark/ Van Dorn
- Minnesota Avenue
- New Carrollton
- Prince George's Plaza

Satellite Cities

These Centers are located on the edge of regional activity today, and include many former historic cities with downtown cores. They may have a mix of uses and activities, but with different underlying growth fundamentals than closer-in locations. These markets may benefit the most by branding and positioning themselves now for future growth opportunities.

Examples:

- Bowie Town Center
- City of Manassas
- Downtown Frederick
- Germantown
- North Woodbridge

Opportunity Types

To better understand the human side of Activity Centers, the project team used a mixed method to assess potential vulnerability and access to opportunity, including data on household income, income diversity, access to jobs via transit, and housing affordability. Details on the methodology used to analyze and group Centers can be found in the Technical Appendix. Based on this analysis, four opportunity types were identified and are described below:

Transforming

Activity Centers in this category have high housing affordability, a high proportion of low-income residents, and high income diversity. All of these Centers either have Metrorail stations and currently have high job access by transit, or are located along proposed streetcar lines (Columbia Pike, DC Streetcar, or Purple Line) and consequently will become highly accessible with the addition of the new transit. These Centers are likely to undergo significant neighborhood change in coming years due to planned transit or other major redevelopment projects, and relatively higher levels of affordability. In these Centers, immediate strategies to maintain affordability and ensure neighborhood stability are highest-priority.

Examples:

- Columbia Pike Town Center
- H Street
- Langley Park
- Poplar Point

Transitioning

Centers in this group share many characteristics with Transforming Centers, such as having a high proportion of low-income residents, and high income diversity. For the most part, they are not facing the immediate development pressures of the Transforming Centers. In these locations, implementing proactive preservation and community stabilization strategies will help these Centers prepare for medium-term change.

Examples:

- Naylor Road/ Southern Avenue
- Silver Spring
- West Hyattsville Metro
- Wheaton

Connected Core

Connected Core Centers have strong assets and amenities, particularly the highest levels of job access by transit among the region's Centers. They are also major job centers. These locations tend to have moderate housing affordability, moderate concentrations of low-income households, and lower income diversity than Centers in the Transforming or Transitioning groups. A greater mix of housing types will help them diversify the housing and employment base, and expand access to opportunity for low- and moderate-income households.

Examples:

- Bethesda
- Crystal City
- Downtown DC
- West End

Stable

The majority of Activity Centers studied fall in the Stable category. Overall, Centers in this group have lower concentrations of low-income households, job access by transit, and housing affordability. While needs for Centers in this group vary, market-and place-based strategies to enhance quality of life are likely to be a higher priority than neighborhood stabilization or preservation efforts. Many have suburban Metro stations, commuter rail stations, or planned transit (such as the Silver Line) that could provide opportunities for increased transit-oriented development and enhancing accessibility.

Examples:

- Beacon/ Groveton
- Dulles Town Center
- Georgetown
- King Farm/ Rockville Research Center/ Shady Grove
- National Harbor

IV. Implementation Strategies

The analysis of Activity Center conditions and resulting place and opportunity types were used to develop a series of implementation goals, strategies, and tools. Each Center is unique, and has its own set of strengths and weaknesses that will help drive future opportunities. At the same time, the Centers within each type share certain characteristics. Implementation approaches provided here are not exhaustive, but were developed to focus on the goals, strategies, and tools most relevant to the urban form, market, and opportunity characteristics studied, such as addressing land use mix, public space, housing, or transit access.

Implementation Strategies by Place Type

Strategies for each place type were developed by utilizing the urban form factors studied for the Centers. For example, Urban Centers consistently had fewer parks and public spaces than other place types; accordingly, adding parks and public spaces is identified as a goal for these Centers. Close-In and Urbanizing Centers had low performance in proximity, density, and human-scale factors such as pedestrian amenities. These challenges were then translated into goals, such as "strengthen existing land uses," and "create a stronger brand/image." The potential goals focus on the needs for each place type that relate to their urban form and market attributes. A set of possible strategies to achieve these goals was selected from possible solutions. Table 1 shows the selected goals and strategies for each place type, followed by a list of detailed tools for each strategy.

Goals & Strategies by Place Type

Table 1

Place Type	Goal	Strategies
Urban Centers	**Maximize Market Potential:** These types of Centers have the highest market potential, and the most opportunity to push the market into creating better design, providing additional parks, etc.	• Zoning Intervention
	Add Parks & Public Space: In these Centers, public space would primarily be plazas and useable open space and public facilities such as libraries or recreational opportunities.	• Zoning Intervention • Public Finance Options • Development Incentives
Dense Mixed-Use Centers	**Add Parks & Public Space:** In these Centers, parks may take the form of useable open space for surrounding residents, and would vary in size based upon the Center. Lack of public facilities also related to recreational opportunities. It may also include additional public facilities to provide recreational opportunities.	• Zoning Intervention • Public Finance Options • Development Incentives
	Encourage Additional Mix of Uses: While many of these Centers have a mix of uses, they do tend to favor one land use over the other. The goal would be to appropriately add in a mix of uses that would complement the existing Center. In some Centers, this would entail adding in uses closer together or developing a vertical mix of uses.	• Public-Private Partnerships • Development Incentives
Suburban Multi-Use Centers	**Add Parks & Public Space:** This would be similar to the needs from above, but parks would likely be larger (depending on Center) and focused on residents.	• Zoning Intervention • Public Finance Options • Development Incentives
	Encourage Additional Mix of Uses: These Centers also often have a mix of uses, but are not as dense as their urban counterparts. For many of the Centers, adding in vertical mixed-use would be the next step, but is often not financially feasible without public investment.	• Public-Private Partnerships • Development Incentives
	Add Pedestrian Features: This includes items such as curbcuts, sidewalks, street furniture, and bike racks. As a whole, this group of Centers would benefit from more pedestrian features.	• Zoning Intervention • Public Finance Options • Development Stewardship Entities

Place Type	Goal	Strategies
Close-in and Urbanizing Centers	**Create New/Strengthen Existing Land Uses:** These Centers often have a variety of uses that are not linked together and/or have land uses that are not thriving in the market – for each Center, this would suggest determining new land uses and/or ones that need support, understanding the market potential, determining the appropriate location for future land uses, and/or working with existing residents and businesses to improve their property.	• Public-Private Partnerships • Development Incentives
	Create Stronger Brand/Image: Many of these Centers would benefit from determining what is their unique brand/image and working with existing businesses and residents to strengthen and promote that brand.	• Branding/Marketing • Development Stewardship Entities
Revitalizing Urban Centers	**Incentivize Development:** Many of these areas need incentives to help spur development. Each Center is different, but they key is to determine what could catalyze the area, and have the public and private sector work together to improve the area.	• Development Incentives
	Identify Catalytic Sites: For many of these Centers, identifying the strengths, and building off of them is a way to encourage development. Focusing efforts on one or two key sites within the Center could spur redevelopment.	• Market Studies • Acquisition of Key Parcels
	Create Framework for Redevelopment: This would include creating and/or updating existing plans, paying attention to both physical and market realities.	• Zoning Intervention • Public Finance Options
Satellite Cities	**Create Framework for Redevelopment:** Many of the older Centers would benefit from having a plan with associated implementation steps. Some Centers would benefit from changing zoning to match future goals.	• Zoning Intervention • Public Finance Options • Branding/Marketing
	Encourage Additional Mix of Uses: Add in additional uses as warranted by the market. Some of the Centers would benefit from determining catalytic sites that could spur redevelopment.	• Public-Private Partnerships • Public Finance Options • Development Incentives

Strategy: Zoning Intervention

Zoning tools play a critical role in accommodating and encouraging development, and in facilitating desired land use mix and densities. In locations with transit stations, having appropriate zoning is particularly important to the success of the transit-oriented development.

- New code/classification such as planned development districts & overlays
- Allow for flexibility within master plans and sites
- Realign zoning code to market realities
- Create a plan for a specific site or district, such as small area plans
- Adopt urban design guidelines for new development that address the other State of Place dimensions (e.g. buildings that front the street, no monolithic buildings, fenestration, interesting signage, etc.)
- Minimum densities
- Planned densification
- Streamline regulatory/entitlement process ("green taping" or expediting)
- Require additional open space

Strategy: Public Finance Options

Public finance options include tools for financing or encouraging development and infrastructure investment, such as special tax districts that help finance improvements or reduce tax burden for developers or property owners.

- Special assessment district (including set cash contribution, supplemental tax rate, and supplemental Floor-Area Ratio (FAR) options)
- Permitting fee district
- Tax increment finance (TIF)
- Tax Credits
- Tax Abatements
- Payment in lieu of taxes (PILOT)
- Tenant incentives for property improvements
- Low-interest loans
- Site specific: brownfield programs, enterprise zones, HUB zones
- Leverage State and federal money

Strategy: Development Incentives

These include financial and other incentives to encourage development in particular locations or at higher intensities.

- Density bonuses
- Reduced impact fees
- Tiered incentives
- Land acquisition/land banking
- Establish development selection criteria
- Transfer of Development Rights (TDR)
- Target underutilized, low-density retail areas for mixed-use or multi-use redevelopment
- Prioritize catalyst projects

Strategy: Public-Private Partnerships

Public-private partnerships can help finance and implement infrastructure, redevelopment, or economic development projects that would not be possible without private sector investment. They can reduce costs and risks for local governments while allowing them to benefit from the capacity and experience of their private sector partners.

- Land swaps/donations
- Joint development/development assistance
- Increase access to existing public recreational facilities through partnerships with schools and other owners
- Form public-private partnerships to develop quasi-public spaces
- Parking

Strategy: Development Stewardship Entities

These are organizations used to fund and manage improvements and promote the economic competitiveness of a particular district, generally funded by property owners located within the district. Organizations may be involved in planning and urban design, physical infrastructure improvements, business recruitment, maintenance and beautification, and branding.

- Special services district (SSD, often in conjunction with TIF)
- Business Improvement District (BID)
- Community improvement district (CID)
- Community redevelopment area (CRA)
- Downtown development authority (DDA)
- Catalytic development entity (CDE)

Strategy: Branding/Marketing

Branding and marketing relate to identifying and communicating the character and identity of a community, usually to enhance economic development and competitiveness.

- Research on community attributes and perceptions
- Market scan
- Categorize businesses
- Create marketing/branding campaign
- Integrate branding and marketing with economic development efforts
- Strategic initiatives to reinforce branding/marketing
- Revise signage standards to reinforce branding

Strategy: Market Studies

Market studies can provide analysis of development feasibility, evaluation of development and revitalization opportunities, and guidance for economic development plans and policies.

- Complete market studies to understand the potential of the Center
- Conduct local charrette to identify community needs (RE destinations)

Strategy: Acquisition of Key Parcels

Acquiring land in key locations may be a necessary step in the redevelopment process.

- Land assembly
- Land banking
- Land trusts
- Property donation

Implementation Strategies by Opportunity Type

Implementation approaches for each opportunity type were developed by incorporating factors used to study opportunity types, such as housing affordability, income diversity, and job and transit access. Challenges and needs were identified for each opportunity type. For example, while Centers in the Stable category don't have high job access by transit overall, many Stable Centers have existing or planned transit stations that could provide a foundation for greater accessibility and transit-oriented development with the right development approach. This theme was translated into the goal of "leverage existing assets." Broad strategies and more detailed tools were developed and selected to respond to the goals. Some strategies correspond to multiple types, and the exact mix and type of investment needed in each Activity Center will vary based on local conditions. These approaches offer a starting point for understanding how different strategies could fill the unique needs of specific Activity Centers. Table 2 shows key goals and strategies corresponding to each opportunity type, followed by a list of tools for each strategy.

Strategy: Planning & Community Building

Community or issue-specific plans (such as housing or transit-oriented development plans), can identify and generate buy-in on priorities, immediate actions, strategies, and roles and responsibilities for implementation. Outreach and engagement efforts are an essential component of these planning processes, and are also highly important in communities facing significant neighborhood change.

- Community visioning
- Needs assessment (housing, infrastructure, community facilities, etc.)
- Scenario planning
- Development visualization tools
- Community engagement, education, and outreach, including multilingual outreach
- Economic development plans
- Neighborhood/community specific plans
- Station/corridor/transit-oriented development plans

Strategy: Affordable Housing Preservation

Potential loss of affordable housing stock is a major challenge in the region, particularly in communities experiencing gentrification. Preservation strategies and tools are often directed at subsidized housing stock, but may also apply to market-rate affordable housing stock and to homeowners and renters living in such properties.

- Track and monitor subsidized housing to identify units at risk of conversion
- Incentive programs for developers to preserve/replace affordable units
- Provide/target funding for rehabilitation & renovation of affordable housing stock
- Shared-equity homeownership
- Build long-term affordability covenants into inclusionary zoning regulations
- Acquisition fund to allow developers to acquire properties in danger of opting out of subsidized housing programs
- Tax abatement for seniors, disabled, and/or low-income households
- Weatherization, maintenance, and/or utility costs assistance for homeowners
- Provide information to residents on tenants rights, property values, and foreclosure
- Tax incentives to property owners who accept Housing Choice Vouchers
- Just-cause eviction controls to protect tenants

Strategy: Affordable Housing Development

Local jurisdictions may use a number of programs, zoning tools, development incentives, and partnerships to encourage the creation of new affordable housing stock.

- Create or enhance inclusionary zoning policies
- Provide development incentives, e.g. density bonuses
- Make surplus lands available for affordable housing
- Land acquisition through community land trusts, land acquisition funds, other financing mechanisms
- Target housing subsidies to support transit-dependent populations and high-vulnerability areas
- Expedite permitting and streamline development review process for affordable projects

Goals and Strategies by Opportunity Type

Table 2

Opportunity Type	Goal	Strategies
Transforming	**Stabilize & Preserve:** These Centers have the most potential vulnerability and may need immediate actions to prevent displacement of residents and businesses.	• Planning & Community Building • Affordable Housing Preservation • Business Retention & Promotion
Transitioning	**Invest in Future Stability:** Centers in this group do not face the immediate development pressures of those in the Transforming group, but would benefit from proactive strategies that lay the foundation for long-term affordability.	• Planning & Community Building • Affordable Housing Preservation • Affordable Housing Development • Business Retention & Promotion
Connected Core	**Expand Affordability:** Strategies that expand affordability for more residents would increase access to the assets and amenities these Centers offer.	• Diversification of Housing Stock • Affordable Housing Development
Stable	**Leverage Existing Assets:** Stable Centers could benefit from strategies to add jobs, services, and amenities to serve residents and businesses. Many Centers have existing or planned transit stations that could provide opportunities for transit-oriented development and greater accessibility.	• Planning & Community Building • Diversification of Housing Stock • Commercial & Job Diversification • Transportation Access & Infrastructure Improvements

- Provide development/use/impact fee waivers
- Create TIF districts with set-asides for affordable housing
- Assess linkage fees on non-residential developments
- Offer low-interest construction loans (e.g. State-level financing)
- Reduce parking requirements in location-efficient areas
- Create and fully fund an affordable housing trust fund
- Promote TOD joint development policies, such as WMATA's guidelines
- Infill housing
- Manufactured housing
- Expand value-capture financing as a tool for affordable housing creation

Strategy: Diversification of Housing Stock

Some Activity Centers need a greater variety of housing types to provide more options for current and future residents and workers, and increase affordability and income diversity. This may include adding multi-family rental, condominiums, townhouses, duplexes, or even single-family homes.

- Conduct housing supply and needs assessments to evaluate whether supply is adequate to meet needs
- Attract catalytic affordable mixed-use projects to areas with weaker markets
- Incentivize provision of resident-supportive services to address community needs through State LIHTC qualified allocation plan
- Build or modify homes to universal design to allow for aging in place
- Review and revise zoning policies to remove barriers to development of certain types of housing stock (e.g. accessory dwelling units)
- Encourage and promote awareness of co-housing developments
- Leverage private sector involvement by encouraging employer-assisted housing

Strategy: Business Retention & Promotion

Preserving and supporting businesses in communities facing significant growth pressures or other types of changing conditions is important to neighborhood stabilization. Small and locally-owned businesses may be particularly vulnerable as neighborhood rents. Strategies for business retention and promotion include both bricks-and-mortar investments such as façade improvements, and policies that provide assistance or opportunities to local businesses.

- Business technical assistance for small, locally-, and minority-owned businesses
- Revolving micro loan fund
- Encourage local institutions to seek local contractors and suppliers
- Community Benefits Agreements that require a living wage, support locally-owned small businesses, etc.
- Local hiring and job training programs for major developments
- Local hiring provisions
- Façade improvements

Strategy: Commercial & Job Diversification

Many Activity Centers could benefit from and support a greater range of community services, such as retail stores, grocery stores, childcare, and service-oriented businesses. These businesses and services provide additional jobs within Activity Centers and generate additional revenue because residents can shop in their own communities. Workforce development efforts to train workers and connect them with key industries and occupations, are also important to local and regional economic development.

- Review retail and services mix to identify gaps and complementary uses
- Target economic incentives to attract needed jobs and services
- Develop partnerships with area community colleges with courses targeting needed industry-specific skills
- Sponsor mentorship relationships for individuals and firms
- Support internship and apprenticeship programs in key industries
- Work with major employers to identify workforce needs and link to existing workforce development programs
- Encourage temporary, pilot, or flexible businesses, such as pop-up shops, food trucks, farmers markets, etc., including in vacant or underutilized parcels

Strategy: Transportation Access & Infrastructure Improvements

Programs and investments to improve access and infrastructure can help communities with transit make the most of their infrastructure, and help communities without transit expand transportation options. In all communities, these types of tools can enhance safety and vitality, and can facilitate more walking, bicycling, and transit ridership.

- Evaluate "last mile" infrastructure to identify and address barriers that may limit transit ridership, particularly for transit-dependent populations
- Pedestrian activated/automated signals in large and/or busy intersections
- Crosswalk markings in large/busy intersections
- Curb cuts
- Station pedestrian path improvements
- New sidewalks/ sidewalk enhancements or buffers (such as street trees, landscaping, onstreet parking)
- New/enhanced bicycle lanes and supportive facilities
- Station wayfinding
- Consider opportunities for new walkable destinations (e.g. markets, gathering places, and services)
- Safe Routes to School
- Improved street lighting, especially in public places and commercial areas
- Parking management
- Create or expand Access for All programs
- Paratransit
- Linkage of real estate development projects to adjacent public realm improvements

Strategies for Combined Place & Opportunity Types

Each Activity Center has a place type and an opportunity type. Considering both types together highlights the interplay between an individual Center's place and opportunity characteristics, and provides a more comprehensive understanding of common features and themes among the region's Activity Centers. The Activity Centers were studied side-by-side to identify the most common place type and opportunity type combinations and key patterns. Six major place and opportunity type pairings were identified, and broad development strategies were then developed to accompany them.

Connected Core + Urban Centers

Examples: Downtown DC, Crystal City, Bethesda

Overall Strategy: Expand Access and Housing Choice

These Centers have the strongest real estate markets of the Centers, as well as strong physical infrastructure and amenities, and moderate proportions of low-income households. While meeting the demand for more affordable housing may be challenging given market conditions, there may be opportunities to leverage their strong real estate markets to create broader affordability through subsidized and workforce housing.

Connected Core or Stable + Dense Mixed-Use Centers

Examples: Shirlington, Georgetown, White Flint

Overall Strategy: Infill and Enhance

These Centers have strong physical forms and markets, and are well-connected internally and externally. These are ideal locations for targeted place-making investments that may include infill development that complements the current mix of land uses, and adding parks and public spaces. Opportunity-focused strategies may include diversifying housing stock to serve a range of households.

Stable + Suburban Multi-Use Centers

Examples: Greenbelt Metro, Fairfax City, Rockville Town Center

Overall Strategy: Connect and Catalyze

This is the most common combination, applying to nearly 20 of the Centers studied in the report. While these Centers have a mix of uses, they may need public intervention to catalyze more intensive mixed-use and walkable development. In Centers with transit stations, pedestrian features and other walkability improvements that increase station and corridor accessibility can help make the most of existing infrastructure and better connect these areas to other job centers; these investments could also serve to catalyze more mixed-use development.

Stable + Close-in and Urbanizing Centers

Examples: Kensington, Bailey's Crossroads/Western Gateway

Overall Strategy: Build and Urbanize

Centers in this category tend to have a variety of uses, but may have urban form and infrastructure challenges that limit their future growth potential. These Centers may benefit most from targeted public investment and capital improvements to support existing uses, attract complementary uses, and strengthen accessibility.

Transforming or Transitioning + Revitalizing Urban Centers

Examples: Minnesota Avenue, Naylor Road/Southern Avenue, Langley Park

Overall Strategy: Protect and Grow

These Centers typically need incentives to catalyze development, and have high proportions of low-income residents. However, many provide strong transit access to jobs because of the presence of Metro stations, which suggests future opportunities for transit-oriented development. These Centers would benefit from establishing proactive strategies to preserve affordability and capture community benefits as growth occurs. This may include community-based partnerships for community economic development, preservation of existing market-rate and subsidized affordable housing, and public-private partnerships to catalyze development.

Stable + Satellite City

Examples: North Woodbridge, Germantown, Bowie Town Center

Overall Strategy: Partner and Stimulate Demand

These Centers would generally benefit from creating a framework for redevelopment, identifying catalytic sites, and assessing community needs and assets. Some of these Centers, particularly historic towns, already exhibit good physical environments may benefit from partnership-type collaborations that brand or market the place to the broader region.

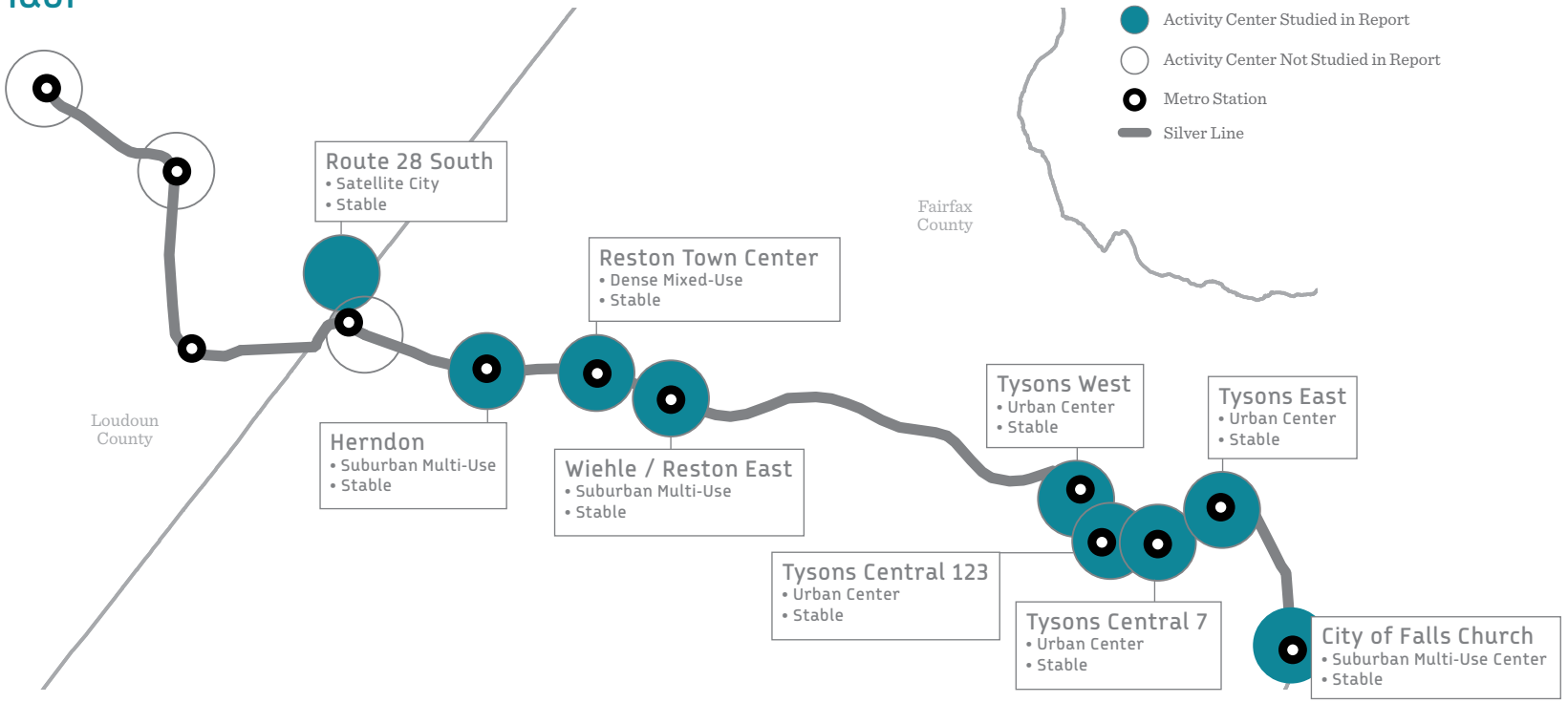
V. Transit Corridor Implementation Priorities

Region Forward calls for connecting Activity Centers by transit, and several new and proposed transit lines in the region will help achieve this regional goal. Each of these planned transit lines is unique and at a different stage of planning, funding, or construction. Many of them will cross jurisdictional lines and touch a variety of communities that differ in their demographic composition, real estate market conditions, and urban form.

This section provides a regional view of Activity Centers in three planned transit corridors in the region. These transit corridors, along with key priorities for stations areas and specific sections of the corridor, are described below. These priorities respond to the opportunities and challenges for attracting development and economic growth, providing housing choices, and increasing access to opportunity.

Silver Line Corridor

Figure 3



Silver Line

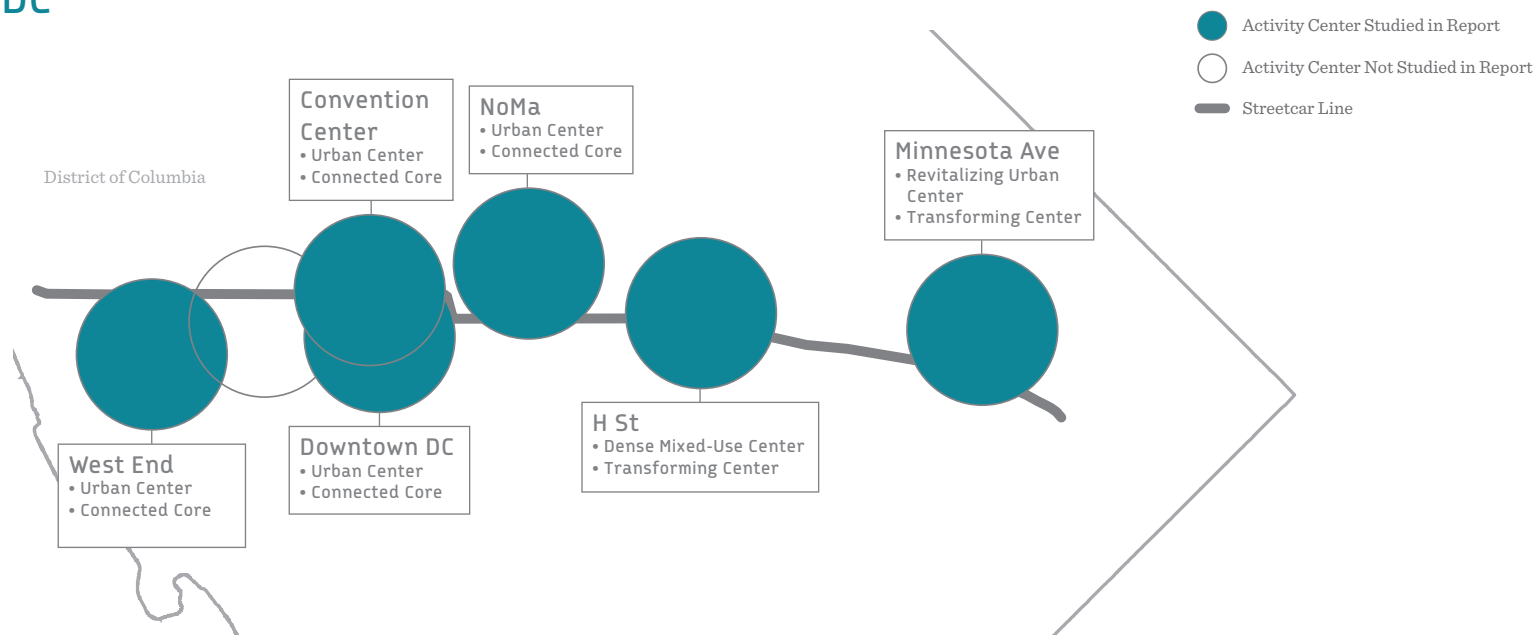
The Silver Line, shown in Figure 3, is an extension of Metrorail that will link Tysons and the Dulles International Airport to the regional core and greater Metrorail system. The first phase of the project, which includes the Tysons stations and Wiehle/Reston East station, is currently under construction and expected to begin service in 2014. Phase II, which will include connections to Dulles Airport and extend into Loudoun County, is scheduled to open in 2018.

Tysons Segment: The Tysons segment of the Silver Line is a strong, urban market and one of the region's major job centers. The Tysons segment will have four new Metrorail stations (and four Activity Centers) on the Silver Line, and priorities for these Centers include expanding all housing types (particularly to provide more affordable housing options) and community resources and investing in infrastructure to improve the public realm and walkability. The development of more affordable and workforce housing in Tysons would provide low-to-moderate income households with access to its many employers. Amenities and infrastructure such as grocery stores, parks, public spaces, and pedestrian features will help lay a strong foundation for a dynamic urban environment. Tysons is one of the region's most prominent examples of a planned transformation from an auto-oriented employment center to a walkable, mixed-use urban community.

Reston–Herndon Segment: This segment of the Silver Line includes Wiehle/Reston East, Reston Town Center, and Herndon. Reston Town Center is the most urbanized area and is classified as a Dense Mixed-Use Center. Wiehle/Reston East and Herndon are both suburban neighborhoods characterized by a horizontal mix of uses. This section of the corridor has good real estate market fundamentals and is urbanizing in character. Wiehle/Reston East and Herndon may need more incentives to realize mixed-use vertical development.

H St Corridor DC

Figure 4



H Street NE/ Benning Road Streetcar

The H Street NE and Benning Road Streetcar, shown in Figure 4, will be the first segment of the District of Columbia's new streetcar system. The streetcar line is scheduled to begin service in 2014 along H Street NE, and will ultimately connect the Benning Road Metro station to Georgetown. The streetcar will be the first line to run in the District of Columbia since the previous streetcar system was dismantled in 1962.

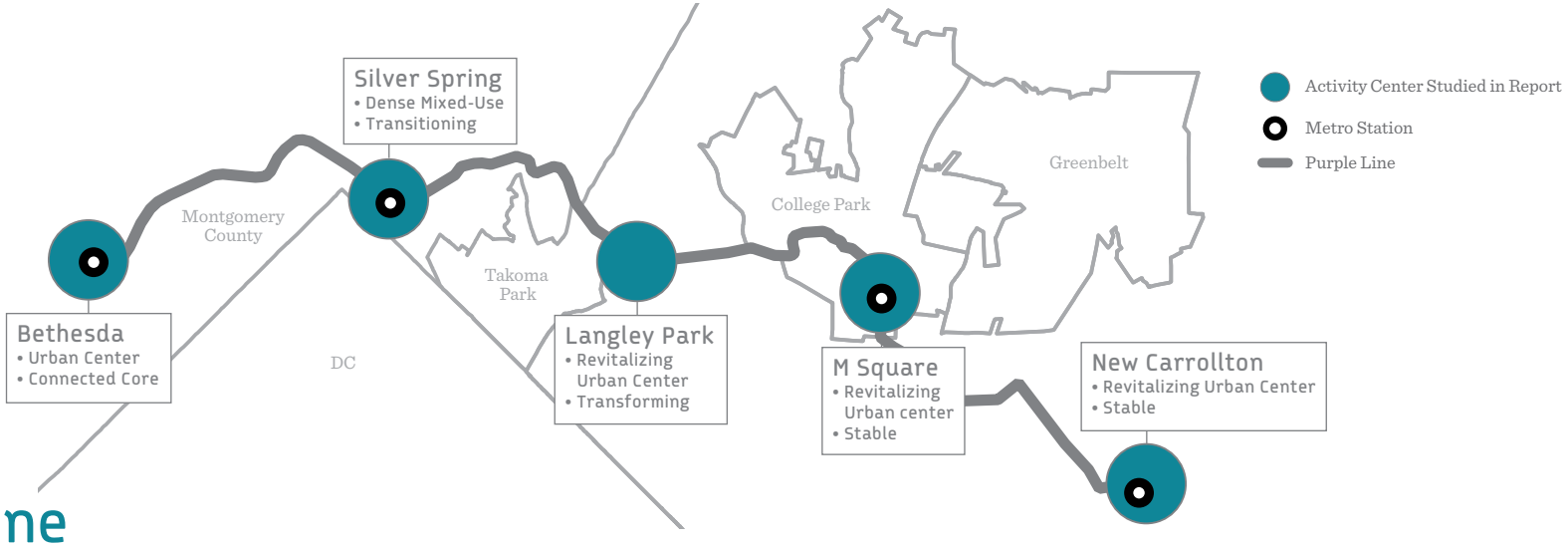
NoMa: NoMa is an Urban Center that has undergone a dramatic transformation in the past decade and continues to add new office and residential construction. This area has strong job and transit access. As more development breaks ground greater market pressures will begin to affect H Street due to their close proximity. This part of the corridor should focus on expanding housing and where possible leverage market momentum to create new affordable housing units. While the area has good pedestrian and bicycle infrastructure, adding parks, public spaces, and other amenities will further enhance walkability.

H Street: H Street is a mixed-use dense neighborhood experiencing recent revitalization and demonstrating increasing real estate market strength and potential. The area is adding new market-rate housing and commercial development, which is increasing nearby housing prices and rents. Opportunity strategies should focus first on preserving affordable housing. With the area's improving real estate market, there may also be opportunities for creating new affordable housing units on vacant or redeveloping parcels.

Minnesota Avenue: The Minnesota Avenue segment is a Revitalizing Urban Center with the large concentration of low-income household potentially vulnerable to displacement. Preserving affordable housing and community stabilization efforts can help ensure the community is prepared when the streetcar line opens.

Purple Line

Figure 5



Purple Line

The Purple Line, shown in Figure 5, is a proposed 16-mile east-west Light Rail Transit line extending from New Carrollton to Bethesda. The line will connect a number of Activity Centers and business districts such as Bethesda, Silver Spring, Takoma/ Langley Crossroads, University of Maryland, and New Carrollton. The project's east-west alignment addresses a critical regional need that would better connect people to jobs and facilitate east-west travel in suburban Maryland.

The transit line will pass through a number of diverse communities ranging from some of the most affluent areas in suburban Maryland to low-to-moderate income neighborhoods. The transit line's alignment through job centers and historically under-represented communities provides a unique opportunity for the region to engage around east-west equitable economic development challenges at station areas and along the corridor as whole.

Bethesda Segment: Bethesda is a major regional job center, with strong walkability and urban amenities. A key strategy for this segment is expanding housing options to provide low-to-moderate income households better access to the area's jobs and amenities.

Silver Spring Segment: Silver Spring is a Dense Mixed-Use Center that has experienced recent revitalization. Given the area's income diversity, preserving existing affordable housing and expanding housing choice through a mix of market-rate and affordable housing would be key strategies in this part of the corridor. Due to strong momentum, this segment of the corridor could benefit from partnerships such as a Business Improvement District or Community Improvement District, which manage and improve the public realm, market the neighborhood, and promote economic development.

Takoma–Langley Park Segment: This segment of the corridor includes Takoma/Langley Crossroads, a revitalizing urban neighborhood that has a large concentration of low-income and immigrant households potentially vulnerable to displacement. Prioritizing existing affordable housing (particularly rental housing) and local and small businesses, are critical for this Center. Many existing residents are transit-dependent, and improving access to transit and existing amenities through walkability improvements are also a priority.

New Carrollton Segment: New Carrollton, a Revitalizing Urban Center, already has strong transit connections with Metro and MARC, but could benefit from place-based strategies that incentivize market-rate development, add community amenities, and create a stronger public realm.


PINE

VI. Activity Center Case Studies

This section takes a closer look at three Activity Centers studied in *Place + Opportunity:* East Frederick Rising in the City of Frederick, St. Elizabeths in the District of Columbia, and Huntington/ Penn Daw in Fairfax County. The case studies illustrate how stakeholders can apply the analysis and resources provided in the guide for their Centers.

East Frederick Rising

Located adjacent to Downtown Frederick, East Frederick Rising is a manufacturing and industrial area that the City has identified as a prime location for infill development, redevelopment, and reuse over the long term. In addition to industrial and manufacturing uses, East Frederick Rising contains a variety of historic housing, retail, and office uses. The area is also home to the Frederick Municipal Airport, the MARC commuter rail station, and the historic Frederick Fairgrounds.

CURRENT PLANNING & INVESTMENT

The East Frederick Rising Vision Plan, adopted in 2011, was developed to identify opportunities and potential for the development of the East Side. The Plan identifies its vision for East Frederick as "a revitalized east end of the city that is a vibrant, safe, and diverse place where residential and commercial opportunities flourish and expand in accordance with smart growth principles." Building on the Vision Plan, the East Frederick Rising Small Area Plan, beginning in 2014, will provide policy guidance on the current mix of land uses and the redevelopment of the East Street and East Patrick Street corridors.

Three major projects underway as of Fall 2013 are the Monocacy Canning Building renovation, an office/ retail development, construction of the linear park from Carroll Street to Patrick Street, and Frederick Brickworks, a mixed-use project on a 50-acre site.

Infrastructure improvements include the recently-completed East Street extension. The East Street Trail Project Design, funded by the Transportation/ Land Use Connections (TLC) Program in 2012-2013, includes bicycle lanes, sidewalk upgrades, and development of a shared-use path, and will connect to the MARC station. Construction on the Monocacy Boulevard Interchange, which will include a Park-and-Ride lot for the MARC station, as well as bicycle and pedestrian facilities, is anticipated to begin in 2014. A Rails to Trails project and the extension of Carroll Creek Linear Park are currently planned.

EXISTING CONDITIONS

- Place Type = **Satellite City**
- Opportunity Type = **Stable**

DEVELOPMENT APPROACH FOR EAST FREDERICK RISING

Based on current planning efforts and its place and opportunity types, development goals and strategies are identified below.

Development Goals:

- **Create a Framework for Redevelopment:** East Frederick Rising has already created a vision for its future. With the Small Area Plan and other policy documents, it will benefit by identifying implementation steps to achieve the vision, which may include changing zoning to align with the goals of the Vision Plan.
- **Encourage Additional Mix of Uses:** With the Monocacy Canning Building and Frederick Brickworks, East Frederick Rising has already begun the process of adding new uses to the Center. Adding additional uses and identifying catalytic sites could spur further redevelopment.
- **Leverage Existing Assets:** Building on its proximity to the MARC station and Downtown Frederick and mix of building types, East Frederick Rising can increase jobs, services, and other amenities to serve existing residents and businesses. Enhancing multi-modal access to the MARC station and within the area through the East Street Trail Project and the Monocacy Boulevard Interchange will help make transit, walking, and bicycling more viable options for residents and workers.

Key Strategies & Tools:

Zoning Intervention
- Design guidelines
- Realign zoning code to market realities

Public Finance Options
- Tax credits
- Tax increment finance (TIF)

Public-Private Partnerships
- Joint development/ development assistance
- Land swaps/ donations

Development Incentives
- Land acquisition/ land banking
- Prioritize catalyst projects

Commercial & Job Base Diversification
- Review retail and services mix to identify gaps and complementary uses
- Target economic incentives to attract needed jobs and services
- Develop small business technical assistance programs

RESOURCES

In Fall 2013, a ULI Technical Assistance Panel (TAP) focused on East Frederick Rising was launched to examine redevelopment opportunities in conjunction with development of the East Frederick Rising Small Area Plan. In addition, a number of Maryland state and federal programs that could be used to support implementation of the strategies listed above, including:
- Maryland Strategic Demolition and Smart Growth Impact Fund (SGIF)
- Maryland Office and Commercial Space Conversion Initiative
- Section 108 Loan Guarantees (HUD)
- MAP-21 Transportation Alternatives (DOT)
- Building Blocks for Sustainable Communities (EPA)

St. Elizabeths

Located in Ward 8 in the District of Columbia, the St. Elizabeths Activity Center includes a historic former mental hospital campus, as well as the Congress Heights, Barry Farm, Sheridan Terrace, and Douglass neighborhoods. At over 350 acres, the St. Elizabeths campus is the largest redevelopment site in the District. The redevelopment of the historic campus will have two distinct parts: the West Campus will become the new headquarters of the US Department of Homeland Security, and the East Campus will become a community hub offering residential, employment, educational, and commercial opportunities for the surrounding neighborhoods.

CURRENT PLANNING & INVESTMENT

With the transformation of St. Elizabeths, the District aims to leverage a once-in-a-generation redevelopment opportunity to revitalize the surrounding areas and Ward 8 overall. Completed in 2012, the District of Columbia Office of Planning (OP), Office of Deputy Mayor for Planning and Economic Development (DMPED), and Department of Transportation (DDOT) collaborated on the St. Elizabeths East Master Plan and Design Guidelines to guide the physical development of the site, including land use mix, transportation investments, infrastructure improvements, and recruitment of anchor institutions. Public investment on East Campus includes $58 million in infrastructure upgrades. DMPED has been spearheading implementation and has issued some public solicitations in furtherance of the plan. The agencies are also working with the General Services Agency (GSA), which is overseeing the West Campus redevelopment, to ensure that the new Department of Homeland Security Headquarters becomes a catalyst to grow the innovation economy and provide jobs, amenities, and retail to serve nearby residents and businesses.

The communities near the St. Elizabeths campus, including Anacostia and Congress Heights, account for a large portion of the District's subsidized units, market-rate affordable housing, and housing choice voucher holders, making inclusion of existing residents a central focus of area planning efforts. In 2008, a comprehensive housing analysis for Ward 8 was created to guide a strategy for preserving existing affordable housing and adding hundreds of new affordable units in mixed-income communities. More recently, the District has used the DC Vibrant Retail Streets Toolkit and Technical Assistance Program to evaluate current conditions and identify strategies to strengthen retail districts along

Martin Luther King Jr. Avenue SE in both Anacostia and Congress Heights. The CHASE (Congress Heights, Anacostia, and St. Elizabeths) Action Agenda is an initiative designed to strengthen the Congress Heights and Anacostia neighborhoods by developing a community priorities implementation blueprint and economic development strategy, and connecting residents to needed services and resources for housing, employment, small business development, and transportation.

The District is striving to ensure the redevelopment provides both immediate and long-term opportunities for area residents. For example, provisions for local hiring and job training have been incorporated into the scope of the construction solicitation for the campus's infrastructure and transportation improvements. The Gateway Pavilion, a flexible structure on East Campus opened in Fall 2013, is designed to be a community gathering place and a catalyst for additional neighborhood-serving businesses. The Gateway Pavilion will serve a range of interim uses during the early phases of redevelopment such as "pop up" retail opportunities, and will help draw the first DHS employees into the community. A future education hub located on the campus will help connect nearby residents with science, technology, engineering, and mathematics fields.

EXISTING CONDITIONS

- Place Type = **Revitalizing Urban Center**
- Opportunity Type = **Transforming**

DEVELOPMENT APPROACH FOR ST. ELIZABETHS

Based on St. Elizabeths' current planning efforts and its place and opportunity types, development priorities and strategies are described below.

Development Goals:

- **Create a Framework for Redevelopment and Incentivize Development:** Building on the campus Master Plan and related infrastructure improvements, finance tools will be next steps to encourage private investment.
- **Stabilize and Preserve:** St. Elizabeths has an immediate need for strategies to preserve housing affordability by maintaining and expanding homeownership and diversifying rental housing opportunities.

Key Strategies & Tools:

Public Finance Options

- Tenant incentives for property improvements
- Low-interest loans
- Tax abatements and tax credits

Development Incentives

- Prioritize catalyst projects
- Reduced impact fees
- Establish development selection criteria

Affordable Housing Preservation

- Shared-equity homeownership
- Loan and grant programs for housing rehabilitation and renovation
- Programs to help tenants purchase their rental properties

Business Retention & Promotion

- Business technical assistance for small, locally-, and minority-owned businesses
- Façade improvements

RESOURCES

The District is applying a number of local and federal programs to support the redevelopment, including the DC Vibrant Retail Streets Program, local and minority business preferences, and HUD Choice Communities. Other federal programs that could be considered include:

- Section 108 Loan Guarantees (HUD)
- New Markets Tax Credits (CDFI)
- Building Blocks for Sustainable Communities (EPA)
- Transportation Infrastructure Finance and Innovation Act (DOT)
- Our Town Initiative (NEA)

Huntington/Penn Daw

The Huntington/Penn Daw Activity Center is located south of Interstate 495 between Telegraph Road and Richmond Highway (Route 1) in Fairfax County. The Center contains three nodes of development: North Gateway Community Business Center (CBC), the Penn Daw CBC, and the Huntington Transit Development Area, centered on the Huntington Metro station. While the area has traditionally been dominated by auto-oriented uses, Fairfax County's development focus in recent years has shifted to encouraging mixed-use and multiple-use infill development and better pedestrian access while maintaining well-defined edges with nearby residential neighborhoods.

CURRENT PLANNING & INVESTMENT ACTIVITY

In recent years, Fairfax County has completed Comprehensive Plan amendments and subsequent rezonings for the North Gateway CBC, the Penn Daw CBC, and the Huntington Transit Development Area to facilitate more transit- and pedestrian-oriented, mixed-use development in these historically auto-oriented areas. The Penn Daw Special Study, adopted in 2012, is another significant plan amendment, allowing for the development of up to 735 residential units and 40,000 square feet of retail use on the Penn Daw Plaza site along Richmond Highway.

As of August 2013, a number of development projects replacing single-use commercial or residential properties with higher density mixed-use projects were underway. These include 240 multifamily units under construction in the area of the Penn Daw Special Study, and the first phase of redevelopment of the VSE Building across from the Huntington Metro Station for multifamily, hotel, and office mixed use. A 1960s-era condominium development adjacent to the Huntington Transit Station Area was replanned in 2013 for a mixed-use community of up to 1,800 dwellings and 1 million square feet of office, as well as retail and hotel uses.

EXISTING CONDITIONS

- Place Type = **Suburban Multi-Use Center**
- Opportunity Type = **Stable**

DEVELOPMENT APPROACH FOR HUNTINGTON/ PENN DAW

Based on planning and development projects underway in Huntington/ Penn Daw and its place and opportunity type, development goals and strategies to meet key needs are described below.

Development Goals:

- **Encourage Additional Mix of Uses:** While Huntington/Penn Daw is already multi-use in nature, the development of more vertical-mixed use is the next step to strengthening the market and street environment. Several new projects planned or underway will bring higher-density mixed-use to Huntington/Penn Daw.
- **Add Parks & Public Space:** In addition to adding public space through the mixed-use developments, adding parks and public facilities focused on local residents would strengthen the quality of place and help balance the additional development occurring in the area.
- **Add Pedestrian Features:** Addressing items such as crosswalks, curb cuts, and street furniture would improve pedestrian safety and enhance walkability.
- **Leverage Existing Assets:** Adding new jobs, services, and amenities at the Huntington Metro station and along Route 1 would build on the Center's assets and improve opportunity and quality of life for residents.

Key Strategies & Tools:

Zoning Intervention

- Design guidelines
- Realign zoning code to market realities
- Require additional open space

Public Finance Options

- Tax credits
- Tax increment finance

Development Incentives

- Land acquisition/ land banking
- Prioritize catalyst projects

Transportation Access & Infrastructure Improvements

- Evaluate "last mile" infrastructure to identify and address barriers that may limit transit ridership
- New sidewalks/sidewalk enhancements
- Street lighting

Commercial & Job Base Diversification

- Review retail and services mix to identify gaps and complementary uses
- Target economic incentives to attract needed jobs and services
- Develop small business technical assistance programs

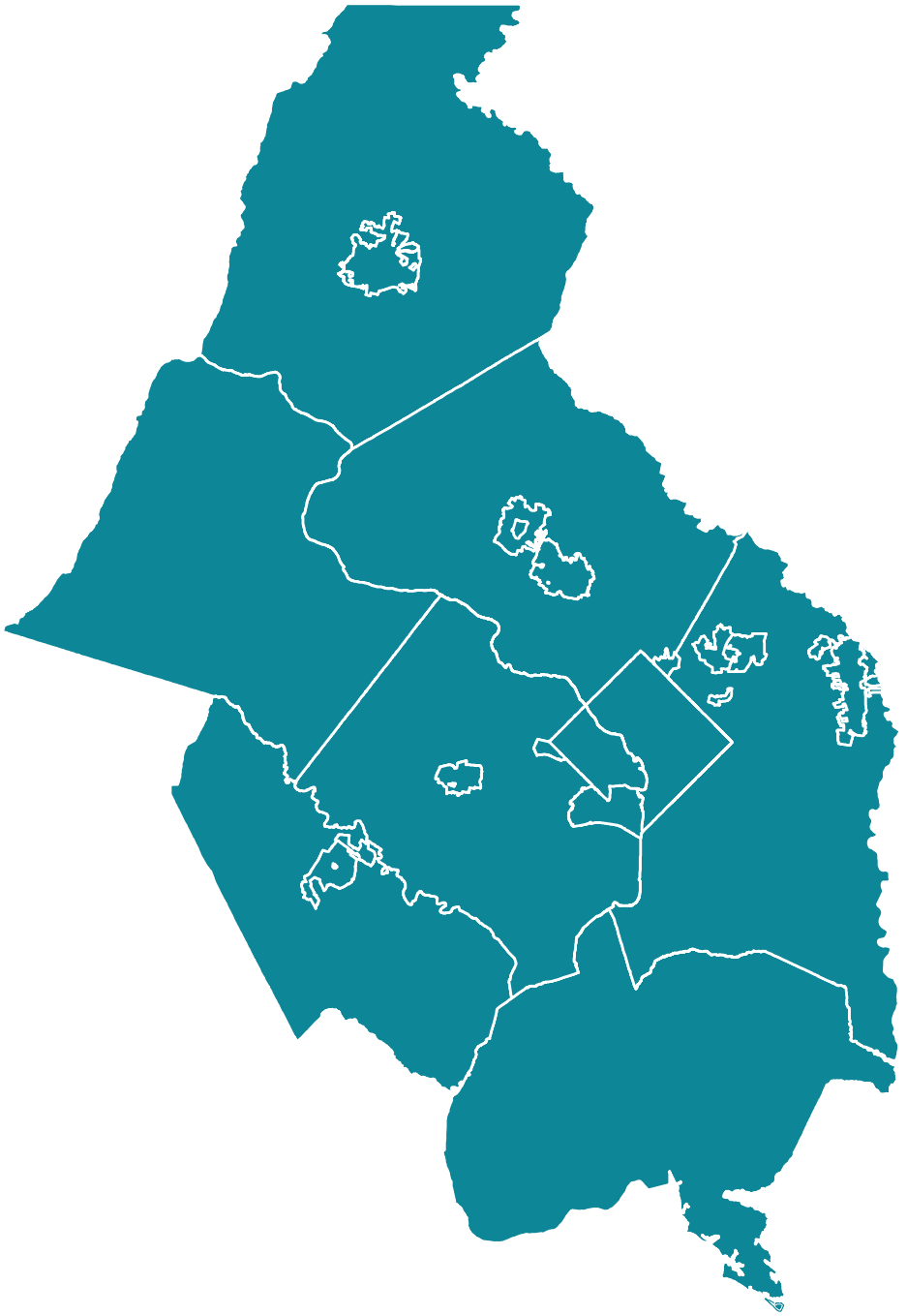
RESOURCES

Huntington/Penn Daw is currently the focus of several transportation and land use studies that are expected to result in recommendations consistent with many of the suggested development goals and strategies. The area could be an ideal location for a Transportation/Land Use Connections (TLC) grant to examine redevelopment opportunities or provide additional planning or urban design studies. There are also federal programs that could be used to support implementation of the strategies listed above. These include:

- MAP-21 Transportation Alternatives (DOT)
- Transportation, Community, and System Preservation (DOT)
- Pedestrian and Bicycle Safety Program (DOT FHWA)
- Smart Growth Technical Assistance Grants (EPA)

VII. Local Planning & Development Highlights

In addition to the major transit infrastructure projects described in *Place + Opportunity*, there are numerous local projects and initiatives currently underway in the Activity Centers. These include many large-scale visionary planning, development, and infrastructure projects, as well as dozens of smaller, more focused efforts. The analysis in this report primarily focuses on current conditions and doesn't evaluate plans underway or projects in the pipeline, but many of these current efforts at the local level address the needs and implementation identified for their Activity Centers. While a thorough analysis of proposed plans and projects for each Center is beyond the scope of this guide, this section summarizes some of these efforts to highlight the numerous ways in which local jurisdictions are strengthening and enhancing their Centers. The projects listed in this section were gathered with help from city and county planning departments in August 2013.



District of Columbia

The District of Columbia has been experiencing a revival, with billions of dollars in new investment in its downtown and neighborhoods, and over 50,000 new residents between 2006 and 2012. Since 2001, the District has added more office space and multi-family units than any other jurisdiction in metropolitan Washington. High-density, mixed-use development has been concentrated in Activity Centers including Downtown, Convention Center, NoMa, Capitol Riverfront, H Street, and U/14th Street, with plans to leverage public assets for development at St. Elizabeths and Walter Reed. The extensive and expanding transportation options, including Metrorail and Metro bus, DC Circulator, Capital Bikeshare, carshare, and a streetcar system, are a key element supporting the District's growth. The District has also focused on recreational amenities such as new parks and trails, and entertainment facilities like stadiums and event spaces that attract visitors from across the region. The District has emphasized inclusion and equity goals through its policy and planning framework (e.g., One City Action Plan, Comprehensive Plan, and Sustainable DC Plan), Housing Production Trust Fund, first source hiring agreements, Neighborhood Stabilization Program, and a commitment to create or preserve 10,000 units of affordable housing between 2013 and 2020.

The District has used a number of development tools and partnerships to incentivize development and revitalization. Where supported by the Comprehensive Plan, higher density zoning, with bonuses to achieve broader District objectives and combined lot and inclusionary provisions, has spurred development in new districts and created more affordable housing. From 2006 to 2013, over 100 Planned Unit Developments were approved by the Zoning Commission, totaling approximately 50 million square feet of development. Infrastructure investments, including the Great Streets Initiative and the reconstruction or rehabilitation of several bridges and street corridors, will support new transit and enhance development, safety, and accessibility. Nine Business Improvement Districts (BIDs) provide economic development, marketing, programming, and street cleaning to enhance the local districts.

Highlights

- Sustainable DC Plan released in early 2013
- Zoning Regulations Review (comprehensive revision of the zoning code that began in 2008) has been submitted to the Zoning Commission
- DC Streetcar, expected to begin service on the H/Benning Line in early 2014
- New and expanding Capital Bikeshare system
- Anacostia Waterfront Initiative
- New DC United soccer stadium planned at Buzzard Point
- CHASE Action Agenda, focused on the Congress Heights, Anacostia, and St. Elizabeths neighborhoods
- Plan development and establishment of zoning for a number of large, formerly federal parcels for mixed-use development, including Southeast Federal Center, Hill East, St. Elizabeths, Walter Reed, Armed Forces Retirement Home, and the Southwest Ecodistrict

City of Bowie

The City of Bowie is focusing on enhancing Bowie Town Center and Old Town Bowie adjacent to Bowie State University. The Bowie Town Center Activity Center is currently a walkable lifestyle retail center that is planned to become an urban, mixed-use community. New infrastructure enhancements and surrounding development are helping to realize this vision. The City built a new City Hall in 2006 and other nearby developments such as Harmony Place, Melford, and Mill Branch Crossing are adding more households, jobs, and retail amenities close to the Town Center. The City has been focused on supporting new development in the area through a Prince George's County zoning update and recently adopted Master Plan for the Bowie area.

Highlights

- Harmony Place, Melford, and Mill Branch Crossing developments
- Interchange improvements to US 301 and MD 197
- Bowie and Vicinity Master Plan

Charles County

Charles County has been updating its Comprehensive Plan, which focuses on development opportunities in designated locations like the Waldorf and La Plata Activity Centers and the preservation of rural areas. Waldorf, an unincorporated community, is the County's main commercial area and has been a major focus for County planning efforts. The 2010 Waldorf Urban Design Study provided a Vision Plan, design guidelines, and the creation of two new transit-oriented zoning districts to allow for walkable, dense-mixed use development. The County Commissioners approved 18 billion dollars of water, sewer, and roadway improvements to provide the necessary infrastructure to make Waldorf redevelopment feasible, and the County is seeking public-private partnership opportunities to identify a catalyst project.

The County is also coordinating with Prince George's County and Maryland Transit Administration on development of fixed-route, high-capacity transit service between Waldorf and Branch Avenue Metro Station. The Southern Maryland Transit Corridor Preservation Study identified a conceptual alignment, station locations, environmental impacts, and cost estimates for Bus Rapid Transit and Light Rail Transit services. In 2013, the Maryland Department of Transportation advanced the project into the Project Planning Stage. Together with the redevelopment of downtown Waldorf, the construction of a transit line will complete the vision for an economically viable and sustainable community in Waldorf.

Highlights

- New County Comprehensive Plan, adoption expected in 2014
- Waldorf Urban Design Study, 2010
- Waldorf Urban Transportation Improvement Plan, 2010
- Southern Maryland Transit Corridor Preservation Study, 2010

City of College Park

The City of College Park is experiencing a surge of development activity along US Route 1. The City recently worked with the Prince George's County Planning Department to complete the new Central US 1 Corridor Sector Plan, which calls for compact, mixed-use development in nodes and reconstruction of Route 1 as an urban boulevard. The University of Maryland is planning to construct a new conference hotel as part of a new Innovation District on the east campus area along Route 1, and is working with the City on other redevelopment projects in downtown College Park. Around College Park's Metrorail station, plans are underway for new buildings at M Square Research Park, a public-private partnership with the University of Maryland to provide nearly 2 million square feet of new office and research space. In anticipation of the Purple Line, the College Park-Riverdale Park Transit District Development Plan is being updated to promote new transit-oriented development.

Highlights

- New Central US 1 Corridor Sector Plan
- The Purple Line (expected to begin service in 2020)
- New mixed-use developments along US 1/Baltimore Ave.
- M Square Research Park
- College Park-Riverdale Park Transit District Development Plan Update

City of Frederick

The City of Frederick has been focused on enhancing its downtown and connecting surrounding neighborhoods. The City recently completed planning efforts for East Frederick Rising and an aging commercial strip called Golden Mile. The City's most prominent success story is the revitalization of the downtown and the development of the Carroll Creek Park, which mitigated flooding downtown and restored economic vitality to the historic district through new open space and urban amenities. New elements to the park include brick pedestrian paths, water features, art installations, trees, and an amphitheater for outdoor performances. The new amenities spurred development with more housing, office, and retail serving the downtown. The City is continuing investment in the downtown through new capital improvements, grants, and other resources.

The Downtown Frederick Partnership is supporting these efforts through branding, outreach, event planning, and urban design enhancements. The City is using Downtown Frederick Partnership as the model for both the Golden Mile and East Frederick Rising revitalization.

Highlights

- City of Frederick Comprehensive Plan, adopted in 2010
- East Frederick Rising Vision Plan, adopted in 2011
- Golden Mile Small Area Plan, adopted in 2013
- Carroll Creek Linear Park and improvements

Frederick County

Frederick County is planning for development in designated municipal growth areas including Brunswick, Urbana, and locations adjacent to the City of Frederick. The County's recently-updated Comprehensive Plan and updated City of Brunswick Master Plan address these areas. Urbana and Brunswick both have active development projects underway or in the review stage. Urbana has several mixed-use town center developments that propose an additional 1,000 dwellings and approximately 4 million square feet of employment development. The Francis Scott Key Mall area has been the subject of initial planning efforts that will address redevelopment opportunities.

Highlights

- Updated Frederick County Comprehensive Plan, adopted in 2010
- Updated City of Brunswick Master Plan, adopted in 2011
- Mixed-use town center developments in Urbana underway

City of Gaithersburg

The City of Gaithersburg has been planning a series of mixed-use urban villages along the Corridor Cities Transitway, a proposed bus-rapid transit line that once complete, will connect the Gaithersburg/ Metropolitan Grove Activity Center to the King Farm/Rockville Research Center/Shady Grove Center through the City of Gaithersburg. The City's main planned development sites along the corridor include Watkins Mill Town Center, Kentlands Commercial District, and the Crown development. Over time, these Activity Centers are expected to accommodate new housing, retail, office, and healthcare research facilities. In Gaithersburg Central, located east of I-270, a number of capital improvements and an Enterprise Zone designation have been developed to provide development incentives for businesses.

Highlights

- Corridor Cities Transitway, expected to begin construction in 2018
- Crown development underway

City of Greenbelt

The City of Greenbelt is focusing on development around the Greenbelt Metrorail station. Recently Prince George's County approved a new Sector Plan for the Greenbelt Metro Area and MD 193 Corridor. The Sector Plan envisions the development of Greenbelt Metro as an interconnected, vibrant, and diverse mixed-use, transit-oriented eco-community that builds on the local area's historic commitment to sustainability. At the time of this publication, the City was also vying for a major GSA office consolidation project at the Greenbelt Metro station.

Highlights

- Greenbelt Metro Area and MD 193 Corridor Sector Plan
- City of Greenbelt Pedestrian and Bicyclist Master Plan, underway

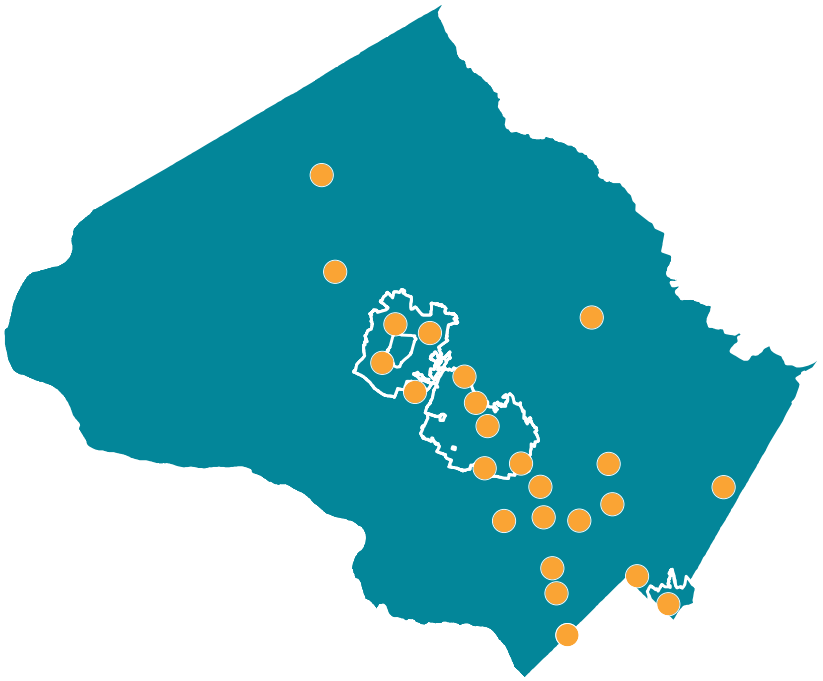
Montgomery County

Montgomery County's planning has focused on Activity Centers along both sections of the Red Line, the proposed Purple Line, and the proposed Corridor Cities Transitway. One of the County's most significant planning efforts is the Countywide Transit Corridor Functional Master Plan, the first comprehensive update of the Master Plan of Highways since 1955. The plan focuses on bus rapid transit, but also addresses bicycle, pedestrian, and MARC improvements to create a fully-functioning network of transportation options. This approach will fundamentally shift expectations and services for suburban transportation. The County recently got a boost from the State of Maryland's commitment to invest a billion dollars in new transportation projects in the County, with significant funding going to the Purple Line and Corridor Cities Transitway.

In recent years, the County has completed major planning efforts along the Red Line to revitalize White Flint and Wheaton, and a plan to encourage mixed-use development around the underutilized Glenmont Metro station is currently under review. The White Flint, Rockville South/Twinbrook, and Wheaton Activity Centers and other areas along the Red Line have seen major mixed-use, urban development proposals advance under the newly-adopted plans. In White Flint, the County plans to transform Rockville Pike into a boulevard with street trees, improved pedestrian amenities, and a grid of walkable streets connecting the Pike to surrounding neighborhoods. In Wheaton, the County adopted in 2012 the Wheaton Central Business District Sector Plan, which aims to celebrate the community's diversity and character through improvements to the urban environment. Several catalytic mixed-use development projects underway in Wheaton will bring new retail amenities, housing, and office space. The Maryland-National Park and Planning Commission is also considering moving the Montgomery County Planning and Parks Departments to Wheaton in order to advance revitalization efforts.

Highlights

- The Purple Line, expected to begin service in 2020
- Corridor Cities Transitway, expected to begin construction in 2018
- Glenmont Sector Plan, draft approved 2013
- Wheaton Central Business District and Vicinity Sector Plan Update, approved 2012
- White Flint Sector Plan, adopted 2010



City of Rockville

Implementation of the Town Center Master Plan remains a focus. In 2007, Rockville Town Square opened with a new public plaza, a library, restaurants, an arts center, a business incubator, residences, and offices. The City and County invested $100 million in Town Square, leveraging well over $300 million in private investment. More recent development in Town Center includes a new office building housing the headquarters of Choice Hotels International, and a mixed-use project that will include Choice's headquarters hotel, new residences, and retail.

The City of Rockville is focused on transforming Rockville Pike into an attractive, economically-vital mixed-use corridor, offering an improved environment for pedestrians, drivers, transit, and cyclists. Key development projects in the Rockville Pike corridor include Twinbrook Station, Twinbrook Metro Place, and Twinbrook Square, which will bring a mix of uses, including new affordable housing and a full-service grocery store, near the Twinbrook Metro.

Other Activity Centers in the City continue to see investment, including Montgomery College Rockville, King Farm/Rockville Research Center/Shady Grove, and Tower Oaks.

Highlights

- Updated Rockville Pike Plan, and new development
- Rockville Town Center
- Expansion at the Montgomery College Rockville Campus
- New residential and office development in King Farm, Upper Rock, and Tower Oaks

City of Takoma Park

The City of Takoma Park is encouraging development and revitalization in two priority areas: around the historic Main Street area adjacent to the Takoma Metro station in the District of Columbia, and along the New Hampshire Avenue corridor. Along Main Street, three large mixed-use developments are underway adjacent to the City's boundary in DC. On New Hampshire Avenue, the City is improving multi-modal facilities at the intersection with East-West Highway, and recently developed sector plans with Montgomery County and Prince George's County to enhance the Takoma/Langley Crossroads on the northeast edge of the city. The Crossroads will be site of a new bus transit station and future stop on the proposed Purple Line line. The City is also making pedestrian and environmental improvements on Flower Avenue, adjacent the Washington Adventist Hospital and University. Recent and proposed grant programs have supported façade improvements, pedestrian amenities, and green building practices on several redevelopment projects across the City, leveraging millions in private investment.

Highlights

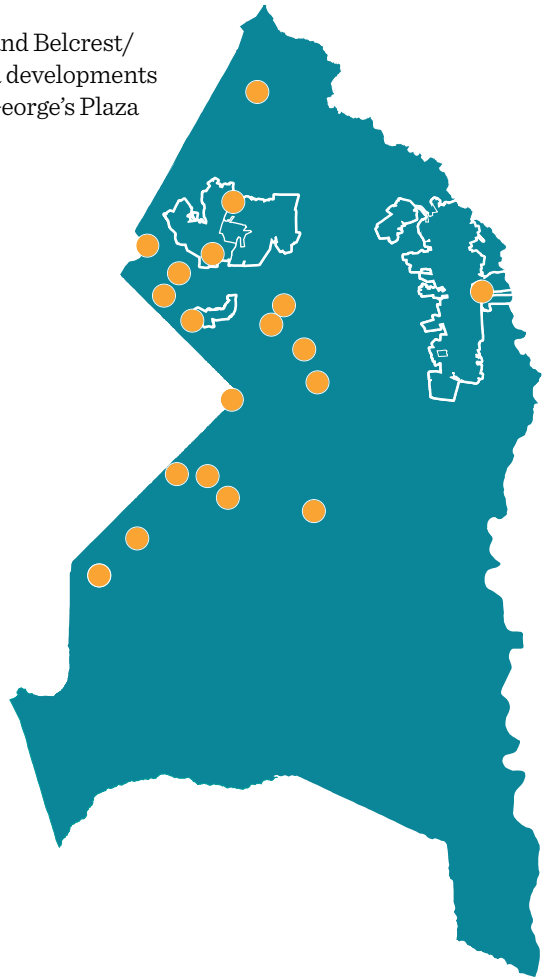
- Takoma/Langley Crossroads Sector Plan, approved by Montgomery and Prince George's Counties
- Takoma/Langley Crossroads Transit Center, funded for construction
- Ethan Allen Gateway Streetscape project, funded for construction
- Flower Avenue Green Street, funded for construction

Prince George's County

Prince George's County is working to focus development around its Metrorail stations and planning for the long-awaited Purple Line. To encourage development, the County is updating its General Plan and engaging residents about the most appropriate place to create a new downtown for the County. The County is also planning around the Southern Green Line and Blue Line Metrorail corridors. In recent years, a number of catalytic developments have helped kick-start development activity in the County. These include National Harbor, the Arts District in Hyattsville, Woodmore Town Center, and University Town Center. Other catalytic projects in the works include a new mixed-use development at New Carrollton that will be home to Maryland's Department of Housing and Community Development, a new Cafritz mixed-use project in Riverdale Park anchored by Whole Foods, a new regional medical center at Largo Town Center, and a resort casino. The County is also utilizing various incentives to attract new development at transit, such as a new $50 million economic development incentive fund and state and local incentives that give priority consideration and financial assistance to projects around transit stations.

Highlights

- Plan Prince George's 2035, General Plan update currently underway
- The Purple Line, expected to begin service in 2020
- Prince George's County Regional Medical Center at Largo Town Center
- MGM National Harbor Casino
- Maryland DHCD at New Carrollton
- Post Park and Belcrest/ Americana developments at Prince George's Plaza



City of Alexandria

The City of Alexandria is currently managing revitalization and redevelopment transformations throughout the City, particularly in major transportation corridors. Several projects at Metrorail stations include a new National Science Foundation headquarters at Carlyle, boutique hotels in Old Town, and plans around the Braddock Road Metro station, which will redevelop aging public housing stock into a larger mixed-income, mixed-use development.

Areas along Interstate 395, which include Beauregard and Landmark/Van Dorn, have major redevelopment proposals underway. A plan was adopted for Beauregard in 2012 and the Mark Center has served as a catalyst for redeveloping the area into a series of new urban neighborhoods containing a mix of uses, open space, a variety of housing opportunities, and integrated transit. The City is working to advance new transit lines that will connect a redeveloped Landmark Mall and Van Dorn Metro station to Beauregard using a dedicated right-of-way.

Another major redevelopment site is Potomac Yard, where the City is planning for a new infill Metro station and bus-rapid transit line along Route 1. The Potomac Yard Plan is an ambitious redevelopment proposal that aims to add 4 million square feet of office, 3,000 new residential units, hotels, and retail amenities on a new grid of streets. The redevelopment has been underway for several years and is occurring in phases. To accommodate and incentivize new development in many of these Activity Centers, the City is building new transit, streetscape improvements, and water/sewer infrastructure.

Highlights

- Proposed Potomac Yard Metro Station
- Proposed bus-rapid transit line along Route 1 in Potomac Yards
- Proposed bus-rapid transit line connecting Van Dorn Metro station to Beauregard
- Updated Beauregard Small Area Plan
- Relocation of the National Science Foundation at Carlyle/Eisenhower East

Arlington County

Arlington County has been focusing on enhancing its existing Metrorail corridors and planning for new transit and revitalization along Columbia Pike. New development projects continue to reshape the Rosslyn-Ballston Corridor, and the County recently launched a planning effort focusing on improving Rosslyn. The Base Realignment and Closure (BRAC) process, which will result in the loss of approximately 13,000 jobs from Crystal City, prompted Arlington County to initiate the Crystal City Sector Plan to reconsider the area's future. The County used the opportunity to redefine the community's vision for the area, which includes replacing and modernizing the aging building stock and transportation network. Through partnerships with area stakeholders, including the Crystal City Business Improvement District, Arlington helped create a revitalization plan envisioning the area as an urban community with better transit options, new urban streets, open spaces, and neighborhood-oriented services.

The County has also focused its planning efforts on Columbia Pike, where the addition of a proposed streetcar line is expected to spur significant new development. Since 1998, the County has developed a number of plans and studies to support the Columbia Pike Streetcar and revitalization of the corridor; plans include the retention of over 6,000 affordable housing units and form-based code zoning.

Highlights

- New Crystal City Sector Plan and Crystal City Business Improvement District
- Proposed Columbia Pike Streetcar
- New Columbia Pike Neighborhoods Area Plan and Neighborhoods Form Based Code
- Transportation Capital Fund
- Newly added Capital Bikeshare and bikeway enhancements

City of Fairfax

The City of Fairfax adopted a new Comprehensive Plan in 2012, which encourages opportunities to enhance its old town character and connect surrounding neighborhoods. Key projects in the downtown area include the Layton Hall Apartments and a new park/public square. The Fairfax City Activity Center is close to George Mason University, making the area attractive to both families and younger households.

Highlights

- City of Fairfax Comprehensive Plan, adopted 2012
- Layton Hall Apartments, approved 2013
- Planned Park/Public Square

Fairfax County

Fairfax County is focused on development opportunities along the Silver Line, Richmond Highway, and Route 28 corridors, in Fairfax Center, and adjacent to Arlington and Alexandria. A main priority in recent years has been the creation and implementation of the Tysons Comprehensive Plan, which aims to redevelop Tysons into a walkable, sustainable urban center with up to 100,000 residents. The area has four new Silver Line Metro stations, and new infrastructure including a street grid, streetscape improvements, public facilities, and parks. Several development projects adjacent to the Tysons Silver Line stations have been approved or are currently underway. The County is also planning transit-oriented districts at other new Silver Line stations, including Reston Town Center, Wiehle-Reston East, Herndon, and Fairfax Innovation Center. To help finance the Silver Line, the County is using a unique tax district around the station areas to take advantage of rising land values.

Phased mixed-use development is expected and/or underway along the Metro Orange Line and southern end of the Blue Line, including Metro West, Merrifield/Dunn Loring, and the Springfield mall. Baileys Crossroads/Western Gateway, Annandale, Huntington, and areas along Richmond Highway have also been planned for revitalization, and Fairfax County is working with Arlington County to support the Columbia Pike Streetcar Line, which would connect Baileys Crossroads/Western Gateway to the Pentagon and larger Metrorail system.

The above planning and development activities demonstrate the success of Fairfax County's Concept for Future Development, adopted in the early 1990s, which called for establishment of a hierarchy of centers covering about ten percent of the county.

Highlights

- Silver Line Metrorail Extension, expected completion in 2018
- Reston Master Plan Studies
- Tysons Comprehensive Plan
- Planned Columbia Pike Streetcar route connecting to Baileys Crossroads/ Western Gateway
- New Geospatial Intelligence Facility at Fort Belvoir
- Mosaic District at Merrifield/ Dunn Loring
- Baileys Crossroads Planning Study
- Annandale Planning Study
- Penn Daw Special Study

City of Falls Church

The City of Falls Church is developing Small Area Plans to guide the revitalization and redevelopment of its eight Opportunity Areas identified in the City's Comprehensive Plan. These areas, zoned for commercial and industrial uses, are located along West Broad Street - Route 7, Washington Street - Route 29, and Wilson Boulevard near 7 Corners. The City of Falls Church Planning Commission and City Council unanimously approved the North Washington Street and South Washington Street Small Area Plans and the City staff is currently drafting a new plan for the City Center /Downtown Area. The small area plans will promote dense mixed-use, smart growth development in the City's commercial corridors.

Several new mixed-use developments have been recently completed on Route 7, bringing new housing, hotel, office, and retail amenities to implement the City's vision for attractive mixed use retail areas along its major commercial streets. More recently, capital improvements are being considered to enhance the streetscape and envision a future light-rail line on Route 7 that may connect to the East Falls Church Metro Station. The City is also focused on developing linkages with the West Falls Church and East Falls Church Metro stations, both of which are just outside city boundaries. As of January 2014, 36 acres of additional land at Route 7 and Haycock Road will be transferred from Fairfax County and added to the City of Falls Church, including the existing George Mason High School and Mary Ellen Henderson Middle School. Approximately 30 percent of that land area will be available for commercial development. The location near the West Falls Church Metro Station and Route 1-66 adds to the development potential of the new site which will become the next opportunity area to be studied by the City.

Highlights

- Small Area Plan Schedule, approved 2011
- North Washington Street Small Area Plan, adopted 2012
- South Washington Street Small Area Plan, adopted 2013
- City Center/Downtown Plan Draft, adoption anticipated March 2014
- Northgate mixed-use development nearing completion
- Hilton Garden Hotel under construction
- South Washington Street transportation improvements and proposed Transit Plaza being designed
- 301 West Broad Street, including Harris Teeter grocery store and Rushmark developments, approved
- South Washington Street, The Reserve at Tinner Hill – Lincoln Properties, approved

Loudoun County

Loudoun County is planning for most of its future development in Activity Centers along the Route 28, Route 7, Route 50, and the Silver Line Metrorail corridors of the eastern part of the County, as well as the Leesburg Activity Center.

Route 28 is a key north-south corridor that links several Activity Centers to Dulles Airport and the new Silver Line. The Route 28 South Activity Center will be home to Dulles World Center, a large mixed-use development with hotel, office, residential, and retail uses in close proximity to Dulles Airport, the Dulles Toll Road, and the future Metrorail Route 28/CIT station.

Along the Silver Line corridor, the County has planned compact, high-density transit-oriented developments including Moorefield Station and Loudoun Station that will provide residential, commercial, public, and employment uses. To implement the vision for the Silver Line corridor, including the Silver Line and a street grid, the County used a mix of zoning incentives, proffers, and a Metrorail Tax District.

Another significant project currently under development is One Loudoun along Route 7, a key east-west corridor in the County. One Loudoun will have several million square feet of office uses, commercial retail, service uses, and residential units, as well as a minor league baseball stadium expected to open in spring 2014.

Highlights

- Silver Line Metrorail Extension, expected completion in 2018
- Approved developments along Silver Line: Dulles World Center, Moorefield Station, Loudoun Station
- One Loudoun project, including a minor league baseball stadium, under development

City of Manassas

The City of Manassas is focusing on strengthening its historic downtown. The Old Town Manassas Sector Plan and Mathis Avenue Sector Plan, along with new capital improvements and revitalization efforts, are resulting in new and expanding development in the City. Streetscape improvements to Main Street and Battle Street improved the pedestrian experience and support new and existing businesses. Additional housing is under development in Old Town to take advantage of the walkable downtown, retail amenities, museums, the historic VRE/Amtrak Manassas Railway station, and the Manassas Regional Airport.

The City of Manassas is also partnering with Historic Manassas, Inc., a nonprofit that focuses on enhancing Old Town Manassas through façade improvements, banners, window displays, and special events programming that draws residents downtown and reinforces the area's historic identity. New restaurants and amenities such as the Loy E. Harris Pavilion are helping to create a vibrant downtown in Manassas. The Harris Pavilion hosts the farmers market, concert space, and ice skating rink, in addition to other events throughout the year.

Highlights

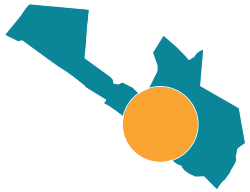
- Main Street streetscape enhancements
- Old Towne Square Townhouses
- Loy E. Harris Pavilion

City of Manassas Park

Manassas Park is planning for additional residential, office, and retail uses and greater density in the Manassas Park Activity Center, which includes the downtown and the Manassas Park VRE station. The City Center development, completed in 2007, is the first major component in developing a vibrant downtown area for Manassas Park. The City is working on additional capital improvements and tax incentives to encourage more development in the downtown district.

Highlights

- City Center Redevelopment District Plan
- City Center mixed-use development



Prince William County

Prince William County's development and revitalization efforts are focused along Route 1, and in areas surrounding Manassas and Manassas Park. North Woodbridge, an Activity Center located along Route 1 close to a VRE station and Belmont Bay, is part of the Potomac Communities Revitalization Plan. The Plan lays the foundation for redeveloping the area's strip retail and aging manufacturing sites into a vibrant, walkable, mixed-use center supported by natural amenities including the Occoquan River waterfront and regional transportation connections. The plan aims to revitalize the area by bringing a mix of new jobs, retail options, and amenities. Since the plan's adoption, new development projects approved or underway included Belmont Bay, Rivergate, and a new George Mason Biological Research Center. The County is also supporting North Woodbridge's revitalization through new infrastructure enhancements to streets, trails, and the VRE Woodbridge Station.

Highlights

- New multi-family developments in Belmont Bay (underway) and Rivergate (approved) totaling over 1,400 units
- Woodbridge VRE Station Area Improvements
- Interchange improvements to Route 1 and Route 123
- Potomac Heritage National Scenic Trail

VIII. Next Steps

Place + Opportunity: Strategies for Creating Great Communities & a Stronger Region provides goals, strategies, tools, and resources to help the region's Activity Centers "be all they can be." The guide is the result of extensive work and collaboration by Project Team and Steering Committee members, the Region Forward Coalition, local and federal agencies, and private and nonprofit partners. Following approval of the guide by the COG Board of Directors, these partners will need to continue to work together to ensure its successful implementation. While each member will play a unique role in advancing the framework of *Place + Opportunity*, ongoing and expanded partnerships will be needed to help the region's Activity Centers achieve their full potential.

As the regional planning organization and key convenor of public agencies in the region, COG can take a number of actions to expand support for this report and begin implementation. Below are recommended next steps for COG to pursue:

- Through a partnership with Urban Land Institute, help select and fund three Technical Assistance Panels (TAPs) projects each year for three years, beginning in 2014. The TAP projects will all be located in Activity Centers, and will represent DC, Virginia, and Maryland. COG will make an effort to recruit and select projects representing a variety of place and opportunity types.

- Develop toolkits and offer technical assistance to interested jurisdictions on how to apply information in the report. In particular, COG can provide additional assistance to jurisdictions on how to apply the detailed urban form analysis done for each Center to inform placemaking efforts and improve walkability in Activity Centers. Technical assistance can be provided one-on-one and through webinars.

- Analyze performance of individual Activity Centers among other Centers of the same place type or opportunity type, or within the same jurisdiction, to identify "high performers." These high performer Centers will provide a set of diverse, aspirational examples of strong Centers to help communities benchmark their progress, and facilitate regional knowledge sharing and dissemination of best practices.

- Use *Place + Opportunity* to inform project selection and the peer exchange network for the Transportation Planning Board's Transportation and Land Use Connections (TLC) program. The TLC program awards up to $60,000 for planning and pre-construction activities that address the relationship between land use and transportation. *Place + Opportunity,* particularly its urban form analysis, could be used as a factor in selecting and awarding projects.

- Select a limited number of Activity Center to study on an ongoing basis over the short term, in order to track implementation and measure progress over the next five years.

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Appendix A

Programs & Resources for Implementation

A wide range of stakeholders are involved in the place-making, economic, and community development activities described in Sections IV and V. Traditionally, the public sector has been responsible for the implementation of many of these investments. Local governments have taken the lead in planning and community building and have provided project subsidies through redevelopment and project entitlements; transit agencies have taken the lead on making station area access improvements; state and federal transportation agencies have provided funding for capital projects; and Metropolitan Planning Organizations (MPOs) have distributed federal transportation dollars to localities to make local access improvements and catalyze supportive development.

The private and nonprofit sectors also play critical roles. In addition to providing residential, commercial, and office development, private sector stakeholders have also contributed significant infrastructure and public realm improvements in conjunction with their development projects. Community based organizations and other nonprofit groups often provide assistance to residents and businesses, and advocate for neighborhood revitalization and policy change. Philanthropic foundations fund community investments, as well as the advocacy and policy work necessary to improve access to opportunity and community vitality.

The interdisciplinary nature of community and economic development requires effective collaboration across these public, private, and nonprofit sectors. While stakeholders will continue to play distinct roles, successful development of the region's Activity Centers will require better coordination and cooperation of all of these stakeholders over a sustained period of time.

Many of implementation strategies and tools needed in Activity Centers can be addressed by resources and grant programs that are already in place. Table 3 summarizes a variety of these resources and programs at the regional, state, and federal levels, and the key stakeholders involved. (Federal programs compiled by Reconnecting America, 2013.)

Implementation Programs & Resources

Table 3

Program/Resource	Description	Eligible Applicants
REGIONAL		
Transportation-Land Use Connections (TLC) Program	The TLC Program provides support to local governments in the Metropolitan Washington region as they work to improve transportation/ land use coordination. Through the program, the Transportation Planning Board provides communities with technical assistance to catalyze or enhance planning efforts.	Any member jurisdiction of the TPB is eligible to apply.
ULI-Washington Technical Assistance Panels (TAPs)	TAPs provide expert, multidisciplinary advice to public agencies and non-profit organizations facing complex land use and real estate issues in the Washington metropolitan area. Drawing from ULI Washington's extensive membership base of experienced real estate professionals, panels offer objective and detailed advice on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions.	Local governments, nonprofits, or community-based organizations
STATE		
MARYLAND		
Main Street Maryland	The program strives to strengthen the economic potential of Maryland's traditional main streets and neighborhoods. Using a competitive process, Main Street Maryland selects communities that have made a commitment to succeed and helps them improve the economy, appearance, and image of their traditional downtown business districts.	Maryland communities with a minimum population of 1,000 and a defined central business district with a significant number of historic commercial buildings
Maryland Local Government Infrastructure Financing	The Maryland Department of Housing and Community Development Community Development Administration (DHCD CDA) issues bonds, on behalf of counties, municipalities, and/or their instrumentalities, to finance projects that serve the community at large. These projects can include, but are not limited to, streetscape improvements, transportation enhancements, and water and sewer treatment facilities.	Local governments and their agencies
Maryland Community Services Block Grant (CSBG)	The CSBG provides a range of services designed to assist low-income people in attaining the skills, knowledge, and motivation needed to achieve self-sufficiency. The services and activities provided by the CSBG agencies vary in accordance with the needs of each community to include: housing, Head Start education for youth, nutrition programs, transportation, employment services, and emergency services.	Maryland Community Action Agencies

Program/Resource	Description	Eligible Applicants
Maryland Downtown Development Association (MDDA)	MDDA is a statewide organization of professionals aggressively promoting the health and vitality of Maryland's downtowns and traditional commercial business districts through its conferences, newsletter, mentoring, and professional network.	N/A
Maryland Neighborhood Housing Services Program (NHS)	NHS organizations partner with residents, financial institutions, community organizations, local governments, and the State to stabilize and improve the housing market in targeted low- and moderate-income neighborhoods. Through matching grants, Maryland supports a portion of the operating costs of three NHS corporations, each of which has been certified by the Neighborhood Reinvestment Corporation.	NHS Corporations certified by the Neighborhood Reinvestment Corporation
Maryland Office and Commercial Space Conversion Initiative	The Office and Commercial Space Conversion Initiative was created in 1998 to assist in the revitalization of Maryland's downtown areas by converting older office and commercial space into new, market-rate, rental housing. The program is designed to supplement conventional financing. There are no income limits and processing requirements are limited to those that are necessary in keeping with prudent lending practices and to ensure compliance with the program's statutory requirements. A recommendation from local government is required as a condition for the submission of an application.	Local governments
Maryland Smart Sites	Smart Sites are site-specific capital projects that encourage public and private investment and green building practices in existing Maryland communities. Smart Sites show how State and local partners can work together to coordinate and align investment in innovative ways that catalyze smart growth in appropriate areas throughout Maryland. Smart Sites is an element in the Governor's Smart Green and Growing initiative.	Capital projects nominated by local governments and State agencies
Maryland Strategic Demolition and Smart Growth Impact Fund (SGIF)	SGIF seeks to catalyze activities that accelerate economic development, job production, and smart growth in existing Maryland communities. The SGIF aims to improve the economic viability of "grey field development" which often faces more barriers than sprawling "green field development." Since funds are limited, awards will focus on those smart growth projects that can have a high economic and revitalization impact in their existing communities. Eligible activities include site acquisition and assembly, demolition, site development, including public infrastructure improvements, and construction-level architectural and engineering designs.	Local governments, nonprofit community development organizations
Maryland Sustainable Communities	As a result of the Sustainable Communities Act of 2010, effective June 1, 2010, all previously designated Community Legacy Areas and Designated Neighborhoods will be known as Sustainable Communities. Local governments are eligible to apply for designation as a Sustainable Community, which makes them eligible for benefits including the Neighborhood Business Works, Community Legacy, and Strategic Demolition and Smart Growth Impact Fund.	Local governments

Program/Resource	Description	Eligible Applicants
Maryland Technical Assistance (TAG)	The Technical Assistance Grant program evaluates applications during two application rounds in each fiscal year for grants to nonprofit organizations, local governments, local development agencies, and local development corporations to obtain or provide advisory, consultative, training, information, and other services that will assist or carry out community development activities. Eligible project costs include, but are not limited to, consultants or services, a portion of general operating expenses, and other costs directly associated with community development projects.	Local governments, nonprofits and community-based organizations, local development corporations
	VIRGINIA	
Community Development Block Grants (CDBG)	The CDBG program provides funding to eligible units of local government for planning and implementing projects that address critical community development needs, including housing, infrastructure, and economic development. The goal of the CDBG Program is to improve the economic and physical environment in Virginia's communities through activities that primarily benefit low- and moderate-income persons, prevent or eliminate slums and blighting conditions, or meet urgent needs that threaten the welfare of citizens.	Local governments
Virginia Main Street Program (VMS)	Virginia Main Street Program is a preservation-based economic and community development program that offers a wide range of services and assistance to communities interested in revitalizing their historic commercial districts. The Affiliate Community option is for communities that are exploring downtown revitalization, designation, or that may not be eligible for designation. It provides access to all that are preparing for training and limited on-site assistance, as resources permit.	Local governments, public-private partnerships
Virginia Building Collaborative Communities (BCC)	BCC is a new effort designed to assist regions in creating and sustaining new economic opportunities across Virginia. The program promotes regional economic collaborations in economically-distressed areas to stimulate job creation, economic development, and build community capacity and leadership.	Local governments, regional partnerships, economic development organizations
Building Entrepreneurial Economies (BEE)	BEE provides grants and technical assistance to regional and local micro-enterprise development organizations (MDOs) that specialize in assisting non-traditional entrepreneurs. Assistance includes pre-concept counseling, business plan development, credit repair and counseling, credit access, and continuing technical assistance. To deliver these services, the MDOs also partner with banks, area businesses, educational institutions, each other, and/or other private and public entities within the community. These organizations provide a service that often is not otherwise available and are designed to support the entrepreneur, even after accessing capital. BEE seeks to engage MDOs that provide innovative processes to attract and assist micro-entrepreneurs.	Nonprofits, local governments, and regional agencies

Program/Resource	Description	Eligible Applicants
FEDERAL		
US Department of Housing and Urban Development (HUD)		
Building Neighborhood Capacity Program Training and Technical Assistance (BNCP)	Through the BNCP, five neighborhoods will be competitively selected, in consultation with the federal partners, and offered a range of training and technical assistance (TTA) to help them begin or sustain the process of revitalization, guided by comprehensive neighborhood revitalization plans, in concert with relevant local and state plans and planning processes.	Nonprofits, community-based organizations, universities
Community Development Block Grants (CDBG)	Federal block grant program intended to ensure decent affordable housing, community services for vulnerable neighborhoods, and job creation and retention of businesses	Local governments
Section 108 Loan Guarantees	Provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects	Local governments, CDBG entitlement and non-entitlement communities
HOME Program	Formula funding to create affordable housing for low-income households, in the form of direct assistance or loan guarantees. Funds can be used for most kinds of housing development, including acquisition and rehabilitation in the creation of low-income housing.	State and local governments
HOPE VI Main Street Program	Small community grants to assist with downtown revitalization of a historic or traditional central business district by replacing unused commercial space with affordable housing units.	Local governments with populations of 50,000 or less that currently have fewer than 100 public housing units
Choice Neighborhood Implementation Program	Funding is available to revitalize severely distressed public and/or HUD-assisted multifamily housing in distressed neighborhoods into viable, mixed-income communities with access to well-functioning services, high quality educational programs, public transportation, and jobs.	Local governments, public housing authorities, nonprofits, and some public-private partnerships
Choice Neighborhood Initiative Planning Grant	Funding to help communities develop comprehensive grassroots plans (Transformation Plans) that link affordable housing with quality education, public transportation, good jobs, and safe streets. Neighborhood revitalization plans should achieve three core goals: transform distressed public and assisted housing into energy-efficient and mixed-income housing, support positive outcomes for families who live in the target development (s), and transform high-poverty neighborhoods into viable mixed-income communities.	Local governments, public housing authorities, nonprofits, and some public-private partnerships

Program/Resource	Description	Eligible Applicants
	US Department of Commerce, Economic Development Administration (EDA)	
Strong Cities, Strong Communities Visioning Challenge (SC2)	Funding will support the development and implementation of comprehensive economic development strategic plans. Grant recipients run a local Challenge Competition, inviting multidisciplinary teams to submit proposals for comprehensive economic development strategic plans establishing and promoting a vision and approach to stimulate local economic development.	Cities
Planning and Local Technical Assistance Programs	These programs will help communities develop the planning and technical expertise to support communities and regions in their comprehensive, entrepreneurial, and innovation-based economic development efforts. Under the Planning Program, EDA provides assistance to eligible recipients to create regional economic development plans in order to stimulate and guide the economic development efforts of a community or region.	States, local governments, universities, and nonprofits
	US Department of Transportation (DOT)	
Congestion Mitigation Air Quality Improvement Program (CMAQ)	Support for transportation projects or programs that improve air quality and relieve congestion in areas that do not meet National Ambient Air Quality Standards. Includes capital transportation investments and pedestrian/bicycle facilities and programs.	States, public entities and public-private partnerships
MAP-21 Transportation Alternatives	MAP-21 provides funding for programs and projects defined as transportation alternatives, including: on- and off-road pedestrian and bicycle facilities; infrastructure projects for improving non-driver access to public transportation and enhanced mobility; community improvement activities; environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways.	COG's Transportation Planning Board, State and local governments
Pedestrian and Bicycle Safety Program (DOT FHWA)	Conduct research and develop guidelines, tools, and safety countermeasures to reduce pedestrian and bicycle fatalities.	State/MPO allocated
Safe Routes to School	Funding to improve sidewalks, crosswalks, bicycle infrastructure, and street improvements near elementary and middle schools.	State DOTs
Section 5303 Metropolitan Planning; Section 5304-Statewide Planning; Section 5305-Planning Programs	These programs provide funds to support planning for transportation investment decisions in metropolitan areas and statewide; they are typically used to support planning for new and extension fixed rail projects paid for by New Starts. Eligible uses include planning for projects that protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns.	State DOTs and MPOs

Program/Resource	Description	Eligible Applicants
Transportation Enhancements (DOT FHWA)	Helps expand transportation choices and enhance transportation through 12 eligible transportation enhancement surface transportation activities, including pedestrian and bicycle infrastructure and safety programs, landscaping beautification, historic preservation, and environmental mitigation.	State/MPO allocated
Transportation, Community, and System Preservation	Livability is a criterion that will be used to evaluate candidate projects. Planning grants, implementation grants, and research, could include transit projects, complete streets, streetscaping, ped/bike improvements or plans, implementation of transit-oriented development plans, traffic calming measures, and much more. Very flexible program—projects must improve relationships among transportation, community, and system preservation plans and practices.	States, MPOs, local governments
Transportation Infrastructure Finance and Innovation Act (TIFIA)	Provides federal credit assistance in the form of direct loans, loan guarantees, and standby lines of credit to finance surface transportation projects of national and regional significance. TIFIA can help advance qualified, large-scale projects that otherwise might be delayed or deferred because of size, complexity, or uncertainty over the timing of revenues.	States, local governments, transit agencies, special partnerships/consortia
Transit Investment in Greenhouse Gas and Energy Reduction (TIGGER)	Provides funding for capital investments that assist in reducing the energy consumption of a transit system and capital investments that will reduce greenhouse gas emissions of a public transportation system.	Transit agencies or state DOTs
	US Environmental Protection Agency (EPA)	
Building Blocks for Sustainable Communities	EPA will provide technical assistance to selected communities to implement development approaches that protect the environment, improve public health, create jobs, expand economic opportunity, and improve overall quality of life. Funding will also be given to communities facing community development challenges. Support provided by EPA or through non-profit organizations.	States, local governments, universities, hospitals, labs, public and private nonprofit institutions
Smart Growth Technical Assistance Grants	Annual, competitive solicitation open to state, local, regional, and tribal governments (and non-profits that have partnered with a governmental entity) that want to incorporate smart growth techniques into their future development.	Local governments
Environmental Justice Small Grants Program	The Environmental Justice Small Grants Program supports and empowers communities working on solutions to local environmental and public health issues. The program assists recipients in building collaborative partnerships to help them understand and address environmental and public health issues in their communities. Successful collaborative partnerships involve not only well-designed strategic plans to build, maintain, and sustain the partnerships, but also efforts to address local environmental and public health issues.	Nonprofits

Program/Resource	Description	Eligible Applicants
	US Department of Health and Human Services	
The Community Transformation Grant Small Communities Program	The purpose of the grant is to reduce the rate of chronic diseases and to make improvements to the built environment in order to promote healthier lifestyles.	Government agencies and NGOs across a variety of sectors including transportation, housing, education, and public health
Health Impact Assessment to Foster Health Community Design	Seeks to promote an evidence-based approach toward community design decision-making through three major activities: first, improving surveillance related to community design so communities have reliable local data they can use; second, encouraging Health Impact Assessments (HIAs) of policies, programs, and projects that will affect community design; and finally, supporting evaluation within the field.	State and local governments, nonprofits, for-profit organizations, and universities
	US Department of Treasury	
Low-Income Housing Tax Credits	Federal tax credits for affordable and mixed-income housing.	Developers
	National Endowment for the Arts	
Our Town Initiative	Through Our Town, the NEA supports creative placemaking projects that help transform communities into lively, beautiful, and sustainable places with the arts at their core. The grantee projects will improve quality of life, encourage creative activity, create community identity and a sense of place, and help revitalize local economies. Grant awards are made to partnerships that consist of a minimum of a not-for-profit organization and a local government entity.	Local governments and nonprofit partners

Appendix B

Methodology for Place Types

Place + Opportunity builds on 1) typology approaches developed by Reconnecting America, which are currently in use by several metropolitan regions throughout the country, and 2) Brookings' *Walk This Way* study, which established the connection between walkable communities and economic performance.

Place types were identified based on analysis of:

- Urban form
- Market strength

Urban Form

The built environment of each Activity Center was assessed using the Irvine Minnesota Inventory (IMI) and the State of Place™ index, which have been used in numerous studies nationally and internationally to measure walkability and quality of place overall. The IMI is an audit tool applied at the street block level that measures 162 built environment characteristics tied to physical activity and walking. IMI data was collected for each of the 92 Activity Centers studied in this report. The State of Place™ index, a place rating and walkability diagnostic tool, was then used to evaluate these characteristics along ten urban design dimensions that are empirically linked to walkability, listed in Table 4 below.

The State of Place™ index was used to generate a profile for each Activity Center that graphs its performance for each dimension, allowing users to identify each Center's assets (high-scoring dimensions) and needs (low-scoring dimensions). State of Place™ performance for each Activity Center is summarized on the Activity Center profile pages, provided to each jurisdiction individually.

Jurisdictions can identify low scoring dimensions from the State of Place™ profile and choose which dimension is most important to address based on their capacity and aspirations. The urban form performance and needs for each Center can be found in the Activity Center profiles, which are provided to each jurisdiction.

State of Place ™ Urban Design Dimensions

Table 4

State of Place™ Dimension	Description
Density	Measure of intensity based on building concentrations and height
Form	Measure of streetscape discontinuity (e.g. drive-thrus)
Connectivity	Measure of disconnectivity, potential barriers (e.g. six-lane roads)
Proximity	Presence of non-residential land uses
Parks & Public Space	Parks, playgrounds, plazas, playing fields
Physical Activity Facilities	Gym/fitness facilities and other recreational uses
Pedestrian & Bicycle Infrastructure/ Amenities	Curbcuts, sidewalks, street furniture, bicycle racks
Traffic Safety	Traffic signals, speed limit, traffic calming
Aesthetics	Attractiveness, open views, outdoor dining, maintenance
Personal Safety	Graffiti, litter, windows with bars

Market Strength

The strength of an Activity Center's real estate market is a key indicator of the type and level of investment and development it can attract. Activity Centers with limited market activity require a focus on planning, partnerships, and new regulatory measures to spur development, and potentially an investment in basic infrastructure. Areas with stronger markets, however, may not need help attracting development, but instead need other improvements such as workforce housing or an enhanced public realm. Finally, emerging areas are Activity Centers that have some of the basic infrastructure in place and are gaining momentum in their ability to attract development. These areas may be good candidates for affordable housing or infrastructure improvements that may catalyze development.

Market strength was assessed on the basis of both market performance and market potential. Current market performance was assessed using residential rents (REIS data) and office rents (Costar data).

Market potential was evaluated using MetroLogic™, a model created by RCLCO that forecasts the market potential for future residential and office development by analyzing a location's regional competitiveness to attract households and jobs. Metrologic™ combines consumer research and trend-spotting knowledge with market analytics and real estate economics to score the entire region based on a grid of one square mile cells. The MetroLogic™ model incorporates three sets of factors to determine market potential: regional access, location qualities, and supply characteristics. For the purpose of the Activity Center analysis, MetroLogic™ factors that overlapped with those underpinning the State of Place™ index were removed so that the MetroLogic™ score would be distinct from State of Place™. Table 5 summarizes the site selection factors analyzed in RCLCO's MetroLogic™ scores for the Activity Centers:

Metrologic Factors

Table 5

Residential Factors	Office Tenant Factors
Regional Access (by Travel Time)	
• Number of jobs accessible by driving and transit • Number of amenities accessible by driving and transit (arts & entertainment, restaurants, and bars) • Number of major retail centers accessible by driving and transit	• Number of executive housing units accessible by driving • Number of educated workers accessible by driving and transit
Location Qualities	
• *Amenities* • Poverty level • *Density of jobs and households* • Percent residential • School quality • *Parks and recreation* • *Walkability*	• *Services/amenities* • Proximity to other employment • *Density of jobs and households* • *Walkability* • Transit accessibility • Office employment • Industry employment (by analyzed sector)
Supply Factors	
• For-sale affordability	• Full-service rental rate • Submarket prestige

Note: Factors in italics were removed from the analysis due to overlap with State of Place™.

Methodology for Opportunity Types

To better understand the human side of Activity Centers, the project team used a mixed method to assess potential vulnerability and access to opportunity.

Vulnerability

The percentage of households below 40 percent of area median income (AMI) was selected to assess the potential vulnerability of residents in each Center. According to the American Community Survey, the Metropolitan Washington region's median household income for 2009-2011 was $87,653[11]. Forty percent of AMI is approximately $35,000. This indicator was selected because it is one of the most reliable and consistent measures of economic vulnerability.

Opportunity Assets

Three indicators were combined to create an index of assets that promote equity and provide access to opportunity: **income diversity, housing affordability, and job access via transit.**

Income diversity is well-established as a key indicator of a healthy economy. An economy with few lower-income households is likely to have higher labor costs and consequently a less competitive market, while Centers with few moderate- and upper-income households often have difficulty attracting jobs and services. This indicator identifies how income-diverse each Center is relative to the region as a whole.

Housing affordability was measured using housing cost data from Housing + Transportation Index developed by the Center for Neighborhood Technology (CNT). Housing costs account for the largest portion of a typical household's expenses. Most experts agree that housing costs that exceed thirty percent of household income constitute a housing burden. A housing burden can have many adverse effects, including low household savings rate, lower educational attainment, high stress levels, and relying on or consuming lower quality food.[12]

Job access via transit was measured using an accessibility model developed and maintained by the Transportation Planning Board staff at COG that estimates the number of jobs currently accessible by transit from each Transportation Analysis Zone (TAZ) in the region within a given period of time. The project team chose 45 minutes as the commute time threshold, meaning that the model was used to determine the total number of jobs that can be accessed via a 45-minute transit commute from each Activity Center.

Each Activity Center was evaluated using a three-point scale for income diversity, housing affordability, and job access via transit. The scores were weighted to more accurately reflect the impact of each asset level, and the weighted score for each indicator was compiled into a composite asset score for each Center. The vulnerability and opportunity asset dimensions were then pulled together for each Center. Centers were then grouped into the four opportunity types based on similar scores. Additional factors, such as major planned transit projects (such as the Columbia Pike Streetcar) and redevelopment efforts were also considered in the process of grouping Centers into types.

Strategies to Address Urban Form, by State of Place™ Dimension

In addition to the place strategies and opportunity strategies in Section IV, a set of strategies were developed to directly respond to State of Place analysis. Using the primary placemaking needs identified on their Activity Center profile pages, jurisdictions can find the corresponding dimension on Table 6 to review potential urban form strategies.

Urban Form Strategies

Table 6

Primary Placemaking Need	Strategies
Form	Encourage redevelopment or reuse of empty and underutilized parcels
Density	Target underutilized, low-density retail areas for mixed-use or multi-use redevelopment
	Add/incentivize new mixed-use development
	Adopt urban design guidelines for new development that address the other State of Place dimensions (e.g. buildings that front the street, no monolithic buildings, fenestration, interesting signage, etc.)
	Identify temporary uses for underutilized land, including farmer's markets, community events, community gardens, etc.
Connectivity	Mitigate barriers within the neighborhood (e.g. 6+ lane roads, blocks > 1000ft long, excessive driveways, etc.)
	Create wayfinding system to help pedestrians overcome/avoid barriers
Proximity	Consider opportunities for new walkable destinations, e.g. markets, gathering places, and services.
	Conduct local charrette to identify community needs (RE destinations)
	Consider opportunities and locations for temporary/flexible programming, e.g. food trucks, farmers markets, and public events
Parks & Public Space	Identify locations for parks and public spaces
	Form public-private partnerships to develop quasi-public spaces
	Provide for better programming/upkeep of existing parks and public spaces
Physical Activity Facilities	Increase access to existing public recreational facilities through partnerships with schools and other owners
	Provide additional recreational opportunities within existing parks

Primary Placemaking Need	Strategies
Personal Safety	Organize a "clean-up" campaign to address litter, graffiti, over-flowing/visible dumpsters
	Create a "beautification program" for abandoned lots/buildings
	Improve lighting, especially in public places/commercial centers
	Organize a community safety organization/group
Aesthetics	Address façade improvements for buildings in commercial centers/public spaces
	Organize community event/organization around public art
	Revise signage standards and consider signage/community-branding campaign
	Add street trees/flowers, etc.
Traffic Safety	Add pedestrian activated/automated signals in large and/or busy intersections; consider the most vulnerable pedestrians when allotting crossing time
	Add crosswalk markings in large and/or busy intersections
	Install traffic calming features in residential areas, especially those that are used as thru-fares
	Add curb bulb-outs in both residential and commercial roads
	Where needed/possible, upgrade traffic standards with additional signals and stop signs
	Add pedestrian islands in large, busy intersections
	In large or busy intersections, add protected left-hand turns; prohibit turning on red; or adjust turning radius to 90 degree angle
	Add, repair, and upgrade curb cuts as needed
	Identify and evaluate traffic "trouble spots" in the neighborhood
Bike/Pedestrian Amenities & Infrastructure	Address the availability and adequacy of sidewalks
	Add sidewalk buffers, e.g. street trees, landscaping, on-street parking, etc.
	Add bike lanes where feasible
	Consider the addition of bikeshare stations
	Adopt urban design guidelines that address streetscape/pedestrian amenities
	Plant street trees that provide shade
	Allow and encourage food vendors and other street vendors
	Add public restroom facilities in large commercial centers

Endnotes

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