

Activity Center Strategic Development Plan

DRAFT

Project Partners

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Reconnecting America

About this Report

The Activity Center Strategic Development Plan is an initiative to strengthen Activity Centers throughout the region. Stronger Activity Centers will advance the *Region Forward* vision for a more livable, prosperous, accessible, and sustainable region. The Strategic Development Plan was a key recommendation in *Economy Forward*, an offshoot of *Region Forward* that focuses on the key needs to support economic competitiveness within Metropolitan Washington.

The Region Forward Coalition initiated this plan to assist local governments, transportation organizations, developers, community-based groups, and other regional stakeholders in making investments in Activity Centers that enhance quality of life and strengthen the local and regional economy.

About the Region Forward Coalition

The Region Forward Coalition is a dedicated group of engaged regional leaders working collaboratively on solutions to strengthen the region's economy and quality of life. Members include representatives from local, state, and federal government; business; nonprofits; philanthropy; and academic and research institutions who share a commitment to realizing *Region Forward's* vision.

Since adoption of the vision plan in 2010, the Coalition has created a baseline analysis of the region's current performance with respect to the targets and goals of *Region Forward*, and has developed a new regional Activity Centers Map to identify priority growth areas. The Strategic Investment Plan is the third major product of the Coalition, and is designed to be an implementation tool for *Region Forward* and the Activity Centers map.

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Executive Summary

The Activity Center Strategic Development Plan is an initiative to advance Region Forward by strengthening and enhancing Activity Centers throughout the Metropolitan Washington region. Activity Centers—the places that will accommodate much of the region’s growth in the coming decades—are a key component of what attracts residents, businesses, and visitors to metropolitan Washington, and critical to ensuring the region’s competitiveness and success in the future.

Strong Activity Centers are the foundation of a strong region. *Region Forward*, metropolitan Washington’s vision plan for a more sustainable, accessible, prosperous, and livable region, emphasizes the role of Activity Centers in accommodating regional growth efficiently. *Economy Forward*, an outgrowth of the vision focused on the region’s economic development needs, identifies strong Activity Centers as a key competitive advantage and a main priority for sustaining regional prosperity and growth. While Activity Centers take many different forms throughout the region and have diverse aspirations, strong, dynamic Centers share some common characteristics: walkable, mixed-use communities that offer a range of housing and transportation choices, jobs, services, and amenities. They provide access to opportunity, attract and accommodate growth, and prove more resilient during recessions.

The region has a solid track record of creating distinctive, vibrant 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 equity and affordability 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, outdated development patterns, infrastructure, and regulatory frameworks.

In 2012, the Council of Governments’ Region Forward Coalition created a new Activity Centers map identifying 141 locations throughout the region and focused on how the Centers could more effectively guide policy, planning, and investment decisions at the local and regional levels. Following the map’s approval by the COG Board of Directors, the Coalition began work on a Strategic Development Plan to help area stakeholders enhance their Centers. The Plan is also designed to both complement local planning efforts and highlight common challenges and opportunities among Centers.

The Coalition has studied 92 of the region’s 141 Activity Centers as part of this Plan. It used a number of methods to analyze the physical form of Centers, including street-level surveys of built environment characteristics, residential and office rental data, and a tool that forecasts market potential. Based on this analysis, the Plan groups Centers into six ‘place types.’ The Coalition also reviewed Centers’ opportunity assets and vulnerabilities—the human side of Activity Centers. To do this, it analyzed household incomes, housing affordability, income diversity, and access to jobs via transit. The Plan groups Centers based on this analysis into four ‘opportunity types.’ Using these place and opportunity types, the Plan then offers strategies tailored to the different types of Centers.

These place and opportunity types, along with example Centers and development goals, are summarized in the tables below. The Strategic Development Plan connects the place types and opportunity types with corresponding implementation strategies and tools. To illustrate how these

resources can be used to assist local decision-making, the Plan also highlights case studies of diverse Activity Centers and transit corridors in the region.

The Strategic Development Plan presents a framework for how diverse types of places can address their community needs, build on their assets, and meet their aspirations, and it serves as a starting point for greater regional collaboration to support Activity Centers.

Place Type & Description	Example Centers	Goals
<p>Urban Centers These are the strongest markets across multiple land uses and are dense, mixed-use, and urban in nature. They have a strong opportunity to capture value and shape future growth.</p>	<ul style="list-style-type: none"> -Bethesda -Downtown DC -Ballston 	<ul style="list-style-type: none"> -Maximize Market Potential -Add Parks & Public Space
<p>Dense Mixed-Use Centers These Centers are high-performing, but with 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 BIDs, if not already in place.</p>	<ul style="list-style-type: none"> -Potomac Yard -Capitol Riverfront -Reston Town Center 	<ul style="list-style-type: none"> -Add Parks & Public Space -Encourage Additional Mix of Uses
<p>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.</p>	<ul style="list-style-type: none"> -City of Falls Church -National Harbor -Vienna 	<ul style="list-style-type: none"> -Add Parks & Public Space -Encourage Additional Mix of Uses -Add Pedestrian Features
<p>Close-in & Urbanizing Centers Centers in this category are close-in market areas with the fundamentals to become stronger regional locations with some help. They may gain the most market momentum from targeted public investment.</p>	<ul style="list-style-type: none"> -Fort Totten -Kensington -Largo Town Center/ Morgan Blvd. 	<ul style="list-style-type: none"> -Create New/Strengthen Existing Land Uses -Create Stronger Brand/Image
<p>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.</p>	<ul style="list-style-type: none"> -St. Elizabeths -Langley Park -Branch Avenue 	<ul style="list-style-type: none"> -Incentivize Development -Identify Catalytic Sites -Create Framework for Redevelopment
<p>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 and may benefit most by branding and positioning themselves now for future growth opportunities.</p>	<ul style="list-style-type: none"> -City of Manassas -Downtown Frederick -North Woodbridge 	<ul style="list-style-type: none"> -Create Framework for Redevelopment -Encourage Additional Mix of Uses

Opportunity Type & Description	Example Centers	Goals
<p>Transforming Centers in this category have a high proportion of low-income residents, along with high job access via transit, housing affordability, and income diversity, making them particularly vulnerable to gentrification and displacement. In these Centers, immediate strategies to maintain affordability and ensure neighborhood stability are highest-priority.</p>	<ul style="list-style-type: none"> -Congress Heights -H Street -Langley Park 	<ul style="list-style-type: none"> -Stabilize and Preserve
<p>Transitioning Centers in this group have a high proportion of low-income residents, but are not facing the immediate development pressures of the Transforming Centers. Implementing proactive preservation strategies will help these Centers prepare for medium-term change.</p>	<ul style="list-style-type: none"> -Braddock Road Metro Area -Silver Spring -U Street 	<ul style="list-style-type: none"> -Invest in Future Stability
<p>Connected Core These Centers have strong assets and amenities, particularly job access by transit. 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.</p>	<ul style="list-style-type: none"> -Foggy Bottom -Virginia Square -Gaithersburg-Kentlands 	<ul style="list-style-type: none"> -Expand Affordability
<p>Stable Centers in this group are currently stable and most in need of market- and place-based strategies to improve quality of life. Many have existing or planned transit infrastructure that could provide opportunities for transit-oriented development and enhancing accessibility.</p>	<ul style="list-style-type: none"> -Walter Reed -White Flint -Tysons 	<ul style="list-style-type: none"> -Leverage Existing Assets

I. Introduction

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 by area leaders at the Metropolitan Washington Council of Governments (COG), this idea is increasingly embraced throughout the region. From the District of Columbia to the inner and outer suburbs, vibrant, mixed-use communities have been developed and redeveloped as support for Activity Centers has grown among elected officials, local governments, business leaders, and other stakeholders. ***This report presents a plan to help local governments, businesses, foundations, and other stakeholders work together to build stronger Activity Centers.***

Origin of Activity Centers

Activity Centers were first identified in the Transportation Planning Board's 1998 Vision. One of its goals was to promote a strong regional economy, including a healthy regional core and dynamic Activity Centers. Following the Vision, the Council of Governments, with the support of 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.

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 our *Region Forward* vision.

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.

2013 Activity Centers Map

Following the endorsement of *Region Forward* by all of COG's jurisdictions, officials focused how Activity Centers could more effectively guide policy, planning, and investment decisions at the local and regional levels. In addition, COG leaders identified Activity Centers as a priority in *Economy Forward*, an offshoot of the vision, which focused on 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's Region Forward Coalition, a public-private group supporting the vision, carried out an extensive overhaul of the regional Activity Centers map. Using more specific and targeted criteria, planners focused on identifying

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

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 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.

Benefits and Challenges of Activity Centers

Not all Activity Centers are alike. While they take many different forms throughout the region, strong, successful Centers share some common characteristics: walkable, mixed-use communities that offer a range of housing and transportation choices, jobs, services, and amenities. They provide access to job opportunities and quality-of-life for residents, attract and accommodate growth, and prove more resilient during recessions.

Activity Centers also have several challenges associated with them, such as equity and affordable housing. Much of the region's new development is occurring in communities that are becoming 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 regulatory frameworks. Public- and private-sector stakeholders focused on local place-based efforts need an understanding of how their local challenges and needs connect to other places in the region. These challenges underscore the need for holistic approaches to creating healthy, thriving communities.

Activity Centers Map 2013 Update

Figure:XX

District of Columbia

- Brookland*
- Capitol Hill
- Capital Riverfront
- Columbia Heights
- Convention Center
- Downton 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

The Town of Bladensburg

- Port Towns

The City of Bowie

- Bowie Town Center

Charles County

- La Plata
- Waldorf

The 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

The City of Gaithersburg

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

The City of Greenbelt

- Greenbelt

Montgomery County

- Bethesda
- Clarksburg *
- Germantown
- Glenmont
- Grosevnot*
- 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*

The City of Rockville

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

The City of Takoma Park

- Takoma Park

The 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

The City of Fairfax

- Fairfax City

Fairfax County

- Annandale*
- 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

The 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*

The City of Manassas Park

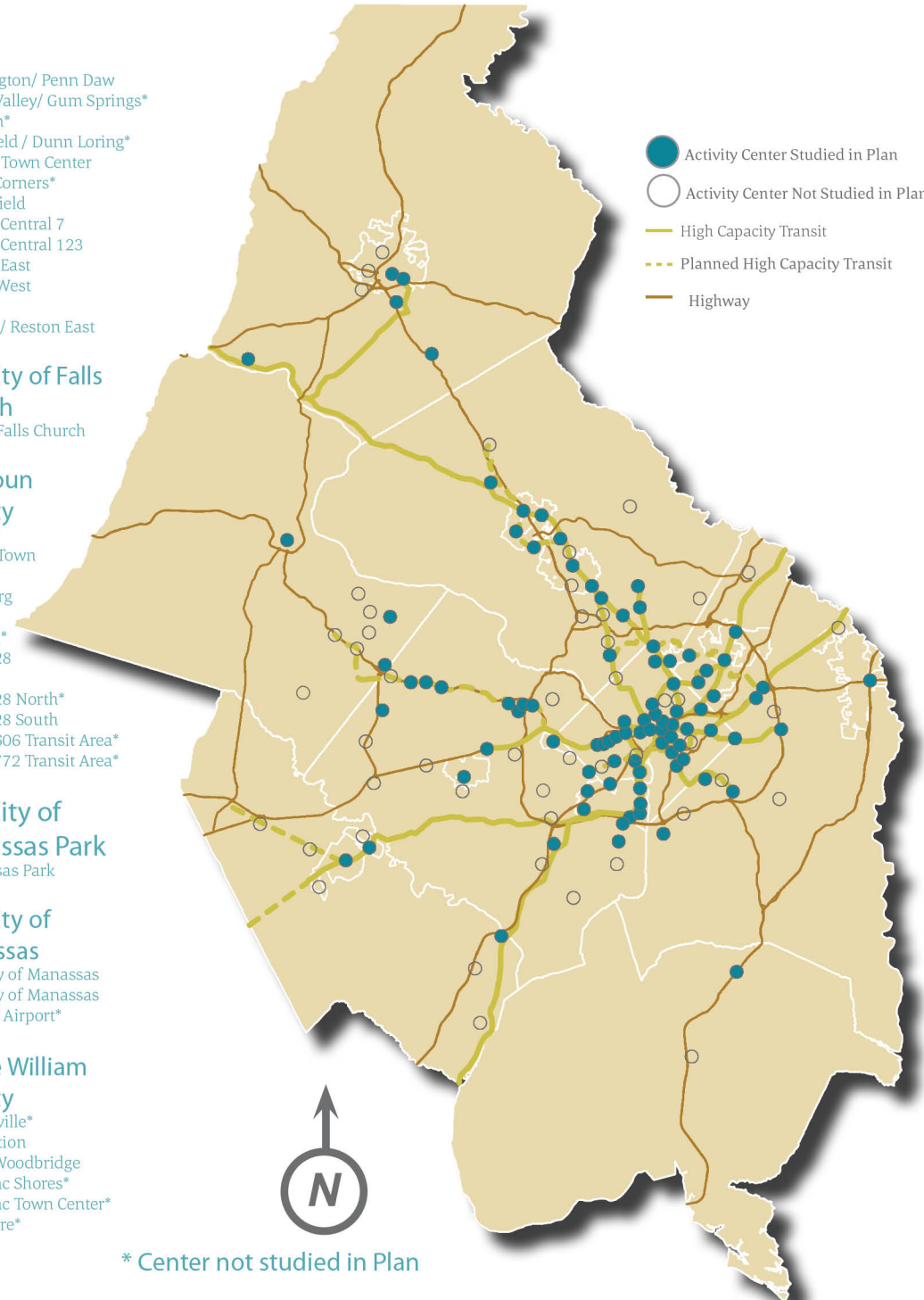
- Manassas Park

The City of Manassas

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

Prince William County

- Gainesville*
- Innovation
- North Woodbridge
- Potomac Shores*
- Potomac Town Center*
- Yorkshire*



- Activity Center Studied in Plan
- Activity Center Not Studied in Plan
- High Capacity Transit
- - - Planned High Capacity Transit
- Highway

* Center not studied in Plan

Strategic Development Plan Objectives

The objectives of the Strategic Development Plan are to:

Provide a “common playbook” to help COG, local governments, and other regional stakeholders support the region’s Activity Centers in a coordinated way.

The Strategic Development Plan is a tool for COG, local governments, transit agencies, and business and philanthropic groups to coordinate actions and partnerships to strengthen Centers.

Provide targeted economic development strategies for Activity Centers.

Based on analysis of each Center’s existing conditions, the Plan identifies major placemaking, economic, and equity building opportunities to help local governments build on their assets, address needs, and use public dollars more effectively to achieve community aspirations.

Identify strategies to enhance, protect, and support housing choices in Centers.

The Plan identifies locations where affordable housing preservation or development is needed and prioritize strategies to manage and mitigate factors that limit housing choice and affordability.

Identify transit-oriented development opportunities.

The Strategic Development Plan provides recommendations to advance development for communities trying to accelerate transit-oriented development for future transit stations and underutilized Metro and commuter rail stations.

Identify investments to improve walkability, accessibility, and quality of place.

The Plan 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.

How to Use This Plan

The Strategic Development Plan provides the following components to inform planning and development efforts in Activity Centers:

- **Activity Center Place & Opportunity Types** (Section III): The Plan analyzes 92 of the region’s 141 Activity Centers according to their urban form, market, and equity characteristics, and groups the Centers into six place types and four opportunity types based on similar characteristics and needs.
- **Implementation Approaches** (Section IV): For each place and opportunity type, the Plan provides development goals, strategies, and tools to address place-making, economic development, and opportunity needs.
- **Corridor-Specific Implementation Priorities** (Section V): This section summarizes conditions along selected transit corridors and provides overall development strategies.
- **Activity Center Case Studies** (Section VI): This section presents case studies of three Activity Centers to illustrate how the types, goals, strategies, tools, and resources in the Plan can be applied to individual Centers.
- **Programs & Resources for Implementation** (Appendix A): The Plan identifies existing 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 jurisdictions): Each Center studied in the Plan has a page summarizing the analysis of its existing conditions and needs, place and opportunity types, and current planning and development activity.

Creating high-quality places and achieving the regional vision requires the involvement of a wide range of stakeholders, including local governments, developers, transportation agencies, community organizations, and philanthropic groups. The Plan is designed to help stakeholders evaluate decisions and prioritize limited resources in various ways. Examples of how key stakeholders can apply this Plan are listed below. Additional examples are shown in **Figure XX**:

- **Local Governments and Community-Based Organizations** can see how their Centers' perform on a range of indicators, and use analysis to diagnose and address identified needs.
- **State and Federal Agencies** can use the analysis in the Plan to inform facility siting and planning efforts, and support decision-making on priority areas for planning and grant programs.
- **Transportation Agencies and Transit Providers** can use the analysis in the Plan to identify needed amenities and "last-mile" improvements (features that can bridge the distance between transit station and destination) to increase walkability and support transit, and to help prioritize transportation investments within and across Centers.
- **Developers and Private Investors** can use the Plan as an advisory tool to identify areas with untapped market potential that are ripe for (re)development, compare the development potential of multiple locations, and inform project development.
- **Philanthropy** can use the Plan to identify common trends and high-risk areas within the region, and use this information to inform their funding decisions.
- **Advocacy Groups** can use the Plan to identify and garner support for needed policy and program changes at the local, regional, state, and federal levels.

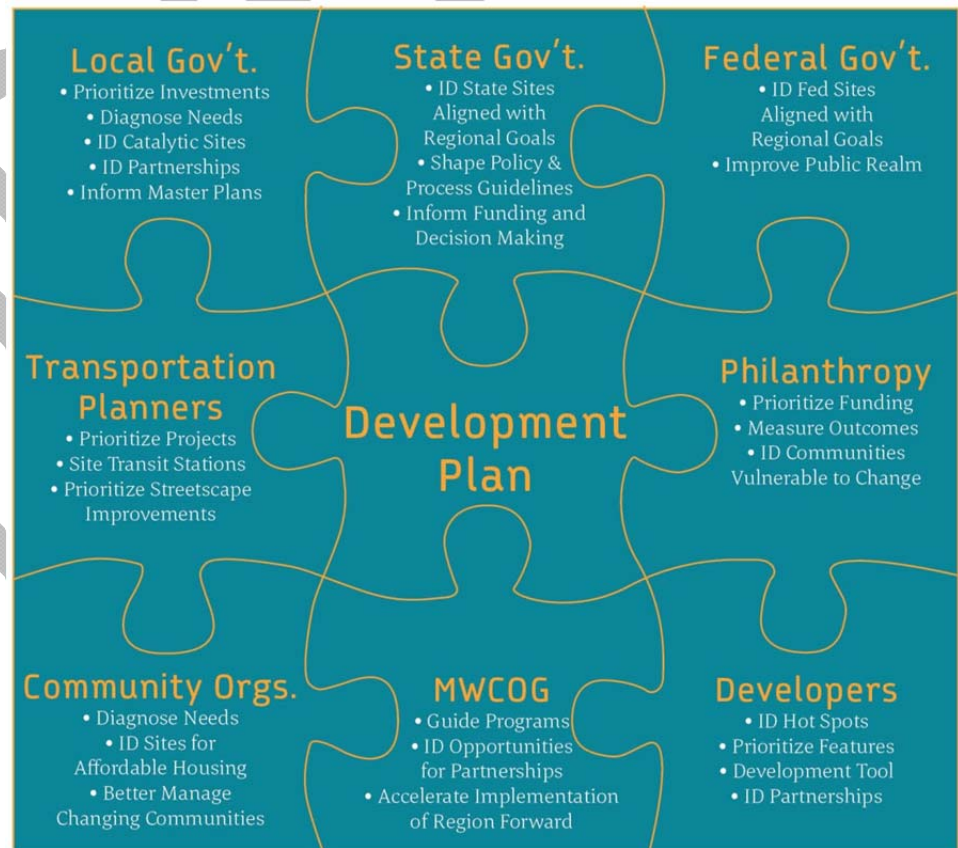


Figure:XX

II. Regional Context

This section summarizes some of the major challenges and constraints across the region that relate to Activity Centers and the region's growth. Despite significant challenges, there are also many promising opportunities and trends in the region that could be leveraged to support Activity Centers. Some of these challenges and opportunities are discussed below.

Challenges

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.ⁱ 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.ⁱⁱ 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.ⁱⁱⁱ

With fewer affordable housing choices close to major job centers, many people seek housing at the region's fringe, increasing their commute times and offsetting housing savings with higher transportation costs.^{iv} This not only burdens individual households, it also increases highway congestion and environmental degradation, and limits employers' access to a diverse workforce—imposing costs on the entire region.

The High Cost of Transportation

Transportation costs have risen considerably over the last twenty years, making Metropolitan Washington an expensive region to get around. Longer commutes and rising gasoline prices are stretching household budgets. Many households in the region spend well over 15 percent of their income on transportation costs. According to the Bureau of Labor Statistics, transportation is the second 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.^v

Spending such a large portion of household income on transportation translates into lower savings and less money available for other essential household goods and services such as food, healthcare, and education.

Struggling Activity Centers

Many Activity Centers in both urban and suburban locations have underperforming commercial areas and high vacancy rates. These problems commonly occur in aging and outdated commercial shopping strips, malls, and office parks. These Centers require some form of revitalization to stimulate the real estate markets and attract desired investment, services, and amenities. Many of these Centers have become home to low- or moderate-income households and new investments will require balancing development needs with preserving affordable housing.

Underutilized Metrorail Stations

While the region is known for many examples of successful transit-oriented development (TOD), many 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 growth around their Metrorail stations, limiting the economic benefits of transit-oriented development to the local area and the region. Ensuring that the appropriate policies are in place is crucial to attracting more jobs and services to these locations.

A number of factors are needed to transform these underutilized station areas into successful transit-oriented developments. These include strong public sector leadership and commitment to prioritize these areas for growth; appropriate planning, zoning districts, and permitting processes; and in many cases, additional physical infrastructure investments, special tax districts, or financing incentives to catalyze private development. Many of the region's successful examples of TOD resulted from a combination of strong political leadership, visionary planning processes, and the will and discipline to achieve long-term TOD goals.

Opportunities

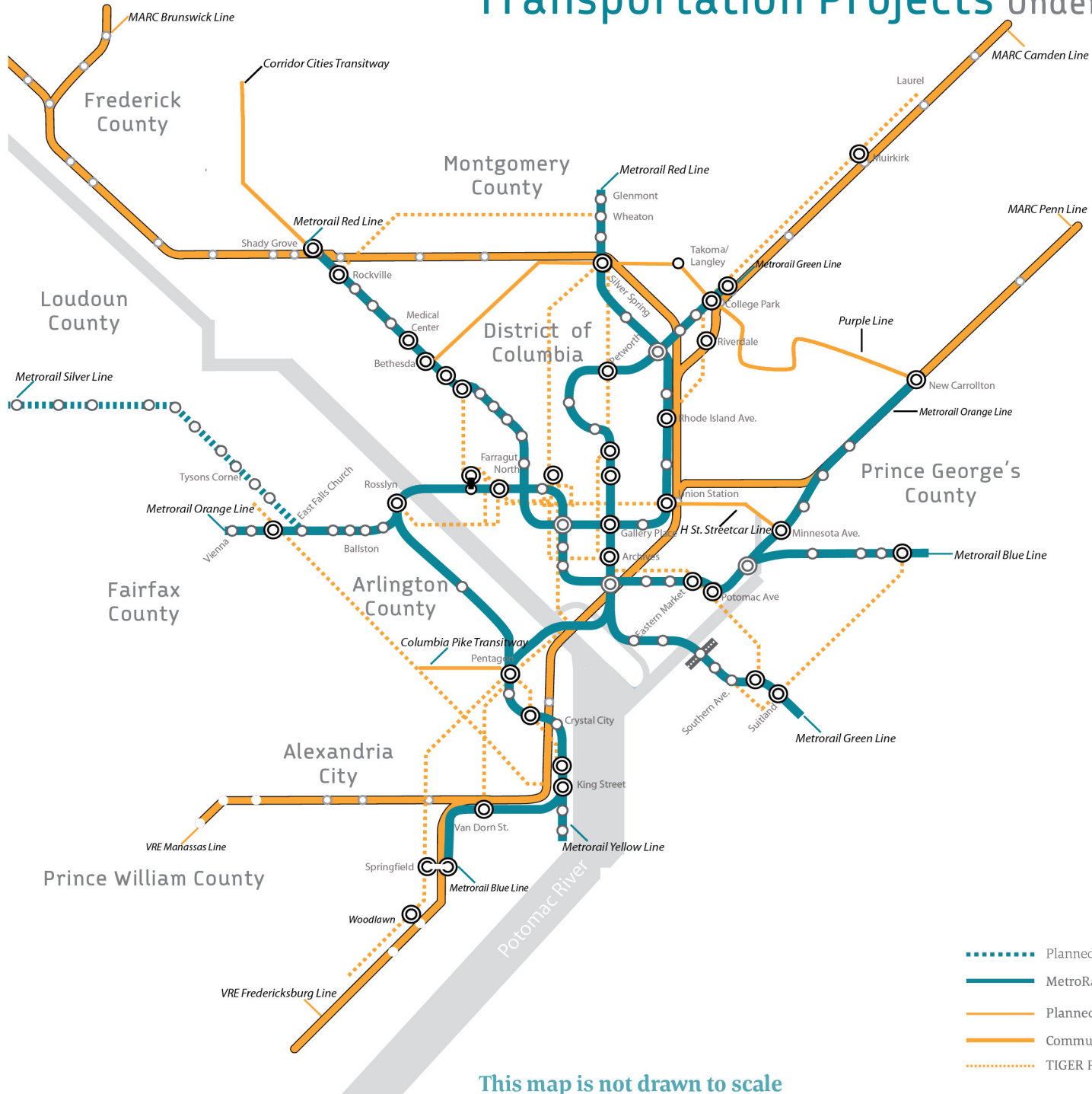
A Second Generation of Regional Transit Investments

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. Through the *Metro Forward* initiative, Metro is investing \$5.5 billion in the existing transit system. This initiative 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, new regional transit investments, totaling around \$4 billion, are also being planned by local and state governments. These transit expansion efforts include the Silver Line; 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.

This new transit investment presents a unique opportunity to catalyze development and create mixed-use, 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. However, equity considerations such as affordable housing must be considered. Investments to make Activity Centers more transit-oriented and walkable will likely drive up housing costs and affect affordability 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.

Transportation Projects Underway & Upcoming

Figure:XX



This map is not drawn to scale

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. According to a National Association of Realtors' 2011 Community Preference Survey, nearly 60 percent of respondents would prefer to live in a walkable community with a variety of housing, shops, restaurants, and transit options, compared with about 40 percent preferring a neighborhood with only single-family homes on large lots.^{vi}

The growing demand for walkable, mixed-use communities is largely driven by demographic shifts among Baby Boomers and Generation Y. Many seniors will age in place, but others looking to move will want to downsize and live in more walkable locations in cities and suburban "town centers" where they can be close to their grown children, friends, work, public transportation, and health care.^{vii} Members of Generation Y, those born between the early 1980s and the early 2000s, are also looking for walkable, mixed-use communities when seeking a place to call home, in part due to economics. They are starting their careers, often burdened with heavy student loan debt. Living in vibrant, walkable communities gives 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.^{viii}

Healthy, Equitable Communities

The shift toward mixed-use, walkable Activity Centers presents an opportunity to improve public health across the region. Research shows that the built environment can have significant impacts on health, particularly for low-income residents who are at higher risk for obesity and diabetes.^{ix} Health experts have also found that everyday activities such as walking to the store, a transit stop, or a school can contribute significantly to a healthy lifestyle. According to the American Journal of Preventive Medicine, just walking to and from a transit station can provide the recommended 30 minutes of physical activity per day, and can help physically inactive populations, especially low-income and minority groups, achieve the recommended level of daily physical activity.^x Investing in the built environment by incorporating parks and open space, and making streets safer and more pleasant, fosters better health among residents.

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.^{xi} The report's authors believe a pent up demand for walkable neighborhoods, coupled with a limited supply, is driving up real estate values and rents in these Centers.^{xii}

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.^{xiii}

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.^{xiv} By focusing on investments that improve the walkability, vibrancy, marketability, and public realm of a Center, local governments can position the Center to capture a larger share of the growing demand for walkable places and strengthen their tax base.

“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.*

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 incorporate equity, such as affordable housing, along with economic development and urban form. These findings have influenced how the Strategic Development Plan was created.

III. Place & Opportunity Types

This Strategic Development Plan groups Activity Centers 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 more strategic investment and development in the Centers.

This section presents:

- **Six Place Types**, –identified based on:
 - **Urban form:** Characteristics of the built environment that affect walkability
 - **Market strength:** Current market performance and market potential
- **Four Opportunity Types**, –identified based on:
 - **Household income:** Concentration of low-income households
 - **Opportunity assets:** Job accessibility by transit, housing affordability, and income diversity

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. 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

BALTIMORE TOD TYPOLOGIES

CASE STUDY: the Baltimore region used a typology to identify and assign station area investment needs to a broad range of Transit-Oriented Development (TOD) actors and stakeholders, including affordable housing developers, the State of Maryland, local governments, and nonprofit and philanthropic groups. This plan helped the Baltimore region focus decision makers on transit-supportive projects, making more effective use of public dollars rather than relying on an ad hoc approach to TOD.

assets that enhance equity and access to opportunity. Given the interconnected nature of urban form, market strength, and equity, there is some overlap of the characteristics identified in the two profiles.

Why Use Place & Opportunity Types?

Grouping communities by type is a way of organizing information and prioritizing strategies for a large number of diverse places. Many cities, counties, and regions have used place types, or “typologies,” to develop comprehensive development strategies, and guide decision-making about locations for infrastructure, development, housing, and other community investments. This approach is particularly suited to the regional level because it allows users to understand implementation needs across an entire region.

Some Activity Centers are bustling downtowns at the heart of the regional economy; others are in traditional towns or suburban districts served by transit. Some Activity Centers are experiencing rapid growth and change, while others are in more established, built-out neighborhoods where change will be more incremental. While each Activity Center faces unique challenges and will require tailored strategies to ensure success, there are common characteristics and needs in Centers across the region. Identifying common types can help public and private stakeholders understand key regional trends and the connections between different Centers.

By connecting types to potential implementation strategies, this approach helps prioritize among different investments, and encourages collaboration and coordination among the multiple stakeholders involved in developing Centers. For example, a gentrifying neighborhood may have an immediate need for affordable housing preservation, while a community experiencing disinvestment may not benefit as much from investment in affordable housing as it would from features such as parks, streetscape improvements, or schools.

This approach is not designed to supplant local or citywide initiatives such as station area planning or zoning. Instead, it provides additional understanding of how the needs of local places connect to the larger context, and can make more effective use of public investment by coordinating local activities with regional, state, and federal support.

Place Methodology

The Strategic Development Plan 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.

PITTSBURGH REGIONAL TOD TYPOLOGIES

CASE STUDY: To maximize limited financial resources, Pittsburgh regional stakeholders used typologies as part of a TOD Strategic Plan to lay the groundwork for systematic, informed investments that would leverage the greatest impact in station areas. Reconnecting America has been working in close partnership with community groups, the Port Authority, metropolitan planning organization, and philanthropic groups to prioritize and coordinate investment in land use planning, infrastructure, transit service, and real estate development near the region’s existing and proposed rail and bus networks based on the

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. The IMI is an audit tool applied at the street block level that measures 162 built environment characteristics tied to physical activity and walking. The State of Place™ index groups these characteristics into ten urban design dimensions that are empirically linked to walkability. The ten dimensions are grouped based on their “resiliency”—or how difficult it would be to address the needs tied to that dimension. The ten dimensions in order of most-to-least resilient (or hardest-to-easiest to change) are listed in [Table X](#).

Table X

Category	State of Place™ Dimension & Description
Urban Fabric	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)
Destinations	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
Comfort	Pedestrian & Bicycle Infrastructure/Amenities: Curbcuts, sidewalks, street furniture, bicycle racks
	Traffic Safety: Traffic signals, speed limit, traffic calming
Upkeep	Aesthetics: Attractiveness, open views, outdoor dining, maintenance
	Personal Safety: Graffiti, litter, windows with bars

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 score each Center. The State of Place™ index processes and aggregates block-level IMI data to measure both walkability and quality of place overall. For each Activity Center, the State of Place™ index produces an overall score and ten sub-scores tied to the urban design dimensions mentioned earlier.

The State of Place™ index also generates a “profile” for each Activity Center that graphs its performance for each dimension. (Activity Center profile pages will be shared with each jurisdiction individually.) A Center’s performance for each dimension represents the percentage of the highest score achieved by any one Activity Center; scores range from 0 to 100 percent. The State of Place™ profiles allow users to identify each Center’s assets (high-scoring dimensions) and needs (low-scoring dimensions).

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.

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.

Activity Center economic strength was analyzed based on both current 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™. The chart below summarizes the site selection factors analyzed in RCLCO’s MetroLogic™ scores for the Activity Centers:

Table X, Metrologic Factors

Residential Factors	Office Tenant Factors
<i>Regional Access (by Travel Time)</i>	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Number of executive housing units accessible by driving • Number of educated workers accessible by driving and transit
<i>Location Qualities</i>	
<ul style="list-style-type: none"> • <i>Amenities</i> • Poverty level • <i>Density of jobs and households</i> • Percent residential • School quality • <i>Parks and recreation</i> • <i>Walkability</i> 	<ul style="list-style-type: none"> • <i>Services/amenities</i> • Proximity to other employment • <i>Density of jobs and households</i> • <i>Walkability</i> • Transit accessibility • Office employment • Industry employment (by analyzed sector)
<i>Supply Factors</i>	
<ul style="list-style-type: none"> • For-sale affordability 	<ul style="list-style-type: none"> • Full-service rental rate • Submarket prestige

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

Place Types

Based on the urban form analysis (State of Place™), market performance (office and residential rent), and market potential (MetroLogic™), the Activity Centers were then classified into six place types. Both

quantitative and qualitative techniques were used to determine the appropriate category for each Activity Center. The six place types are described in detail below and shown in **Figure __**.

Urban Centers

These are the strongest markets across multiple land uses. These places consistently capture their fair share or more of development activity and command the highest rents and occupancies in the region. They are also dense, mixed-use, and urban in nature. 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.

Centers:

- Ballston
- Bethesda
- Clarendon
- Convention Center
- Courthouse
- Crystal City
- Downtown DC
- Dupont
- Foggy Bottom
- Judiciary Square
- King Street/ Old Town
- Logan Circle
- Monumental Core
- NoMA
- Penn Quarter/ Chinatown
- Pentagon City
- Rosslyn
- Tysons
- U Street
- Virginia Square
- West End

Activity Centers by Place Type

Figure:XX



Urban Center

These are the strongest markets across multiple land uses and are dense, mixed-use, and urban in nature. They have a strong opportunity to capture value and shape future growth.



Dense Mixed Use Center

These Centers are high-performing, but with more variation in asset type and quality than Urban Centers. They will be most responsive to targeted, project- or site-specific market interventions and the creation of place-based organizations like BIDs, if not already in place.



Suburban Multi Use Center

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.



Close-In and Urbanizing Center

Centers in this category are weaker, close-in market areas with the fundamentals to become stronger regional locations with some help. They may gain the most market momentum from targeted public investment.



Revitalizing Urban Center

Centers in this group are close-in markets with weaker market fundamentals and 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.

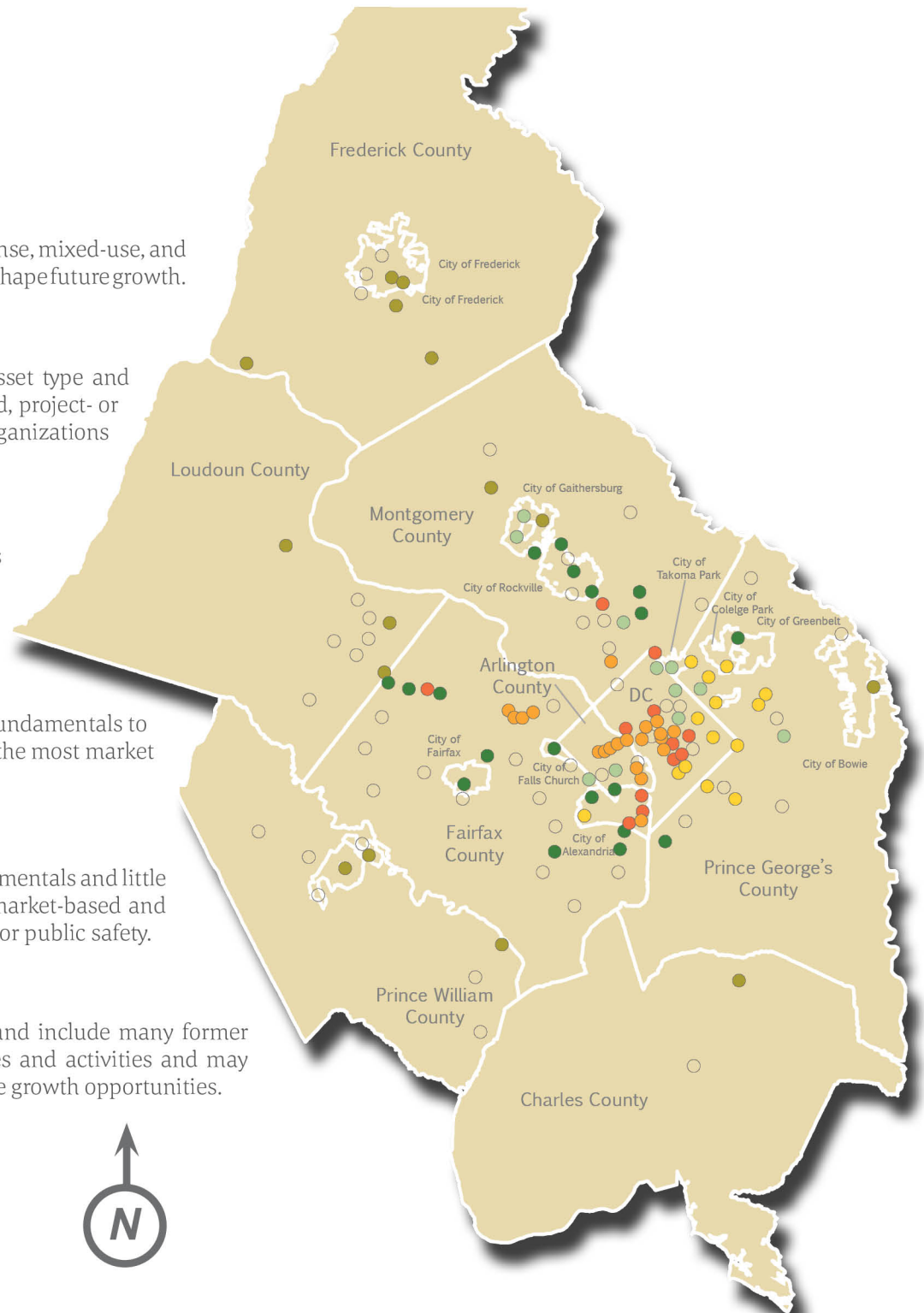


Satellite City

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 and may benefit most by branding and positioning themselves now for future growth opportunities.



Center Not Studied in Plan



Dense Mixed-Use Centers

These 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. These areas will be most responsive to targeted, project- or site-specific market interventions and the creation of place-based organizations like BIDs (if they aren't already in place).

Centers:

- Braddock Road Metro Area
- Capitol Hill
- Capitol Riverfront
- Carlyle/ Eisenhower East
- Columbia Heights
- Georgetown
- Glover Park
- H Street
- Potomac Yard
- Reston Town Center
- Silver Spring
- Southwest Waterfront
- White Flint

Suburban Multi-Use Centers

These Centers are moderate-rent, suburban markets. They are established suburban locations that have the potential to become the “next generation” of denser, multiple use centers with the right strategies to encourage future redevelopment. Note that 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.

Centers:

- Beacon/Groveton
- Beauregard
- City of Falls Church
- Dulles South
- Fairfax City
- Gaithersburg-Kentlands
- Glenmont
- Greenbelt Metro
- Herndon
- Huntington/ Penn Daw
- King Farm/ Rockville Research Center/ Shady Grove
- Life Sciences/ Gaithersburg Crown Farm
- National Harbor
- Rockville-South/ Twinbrook
- Rockville-Town Center
- Shirlington
- Springfield
- Vienna
- Wheaton
- Wiehle-Reston East

Close-in and Urbanizing Centers

Centers in this category tend to be weaker, 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 such as public safety or public perception. 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.

Centers:

- Bailey’s Crossroads/
Western Gateway
- Columbia Pike Town
Center
- Fort Totten
- Gaithersburg-
Metropolitan Grove
- Kensington
- Landmark/ Van Dorn
- Largo Town Center/
Morgan Blvd.
- Rhode Island Avenue
- Takoma Park
- Walter Reed
- West Hyattsville Metro

Revitalizing Urban Centers

Revitalizing Urban Centers are close-in markets (inside the beltway) 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.

Centers:

- Branch Avenue
- Capitol Heights/Addison
Road
- Congress Heights
- Landmark/ Van Dorn
- Landover Metro
- Langley Park
- M Square Research Park
- Minnesota Avenue
- Naylor Road/ Southern
Avenue
- New Carrollton
- New York Avenue
Corridor
- Poplar Point
- Port Towns Center
- Prince George’s Plaza
- St. Elizabeths

Satellite Cities

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

Centers:

- Bowie Town Center
- Brunswick
- City of Manassas
- Downtown Frederick
- Dulles Town Center
- East Frederick Rising
- Francis Scott Key Mall
- Gaithersburg Central
- Germantown
- Leesburg
- Manassas Park
- North Woodbridge
- Rt 28 South
- Urbana Town Center
- Waldorf

Opportunity Methodology

To better understand the human side of Activity Centers, the Strategic Development Plan studied and grouped Centers according to indicators of opportunity and vulnerability. When used with the place types, the opportunity types provide a more comprehensive basis for determining what types of development, infrastructure, and community resources are best-suited to a particular Center.

As with the place types, the opportunity types demonstrate that there are common development challenges and opportunities among Centers throughout the region. While there is no one-size-fits-all solution to address such challenges, the opportunity types can provide a starting point for implementing

development approaches that mitigate potential vulnerability and maximize access to opportunity in Activity Centers.

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 Census, the Metropolitan Washington region's median household income is defined as **\$87,000**. Forty percent of AMI is approximately \$34,800.

This indicator was selected because it is one of the most reliable and consistent measures of economic vulnerability. Areas with high concentrations of low-income populations are more likely to have higher rates of unemployment, chronic health problems, and crime rates. The project team considered incorporating several other indicators, such as disease rates, race and ethnicity, and low educational attainment, to measure potential vulnerability; however concentration of low-income households was selected as the sole indicator of vulnerability because it had an ideal combination of high reliability and geographic specificity not found in any of the other variables considered. This indicator has strong support in academic literature and was recommended by social equity advocates and public health practitioners consulted for this research.

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. Many studies have shown that higher income diversity promotes economic synergies that enable a high quality of life. 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.^{xv}

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 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 equity asset dimensions were pulled together for each Center. Centers

were then grouped based on similar scores. The resulting four opportunity types are described below and shown in **Figure __**.

Opportunity Types

Transforming

Centers in this category have a large proportion of low-income residents, but also high job access via transit, housing affordability, and income diversity. This combination can make residents in these Centers particularly vulnerable to gentrification and displacement, so these locations have an immediate need for housing preservation and other affordable housing strategies to maintain affordability and ensure neighborhood stability.

Centers:

- Columbia Heights
- Columbia Pike Town Center
- Congress Heights
- Fort Totten
- H Street
- Langley Park
- Minnesota Avenue
- Poplar Point
- St. Elizabeths

Transitioning

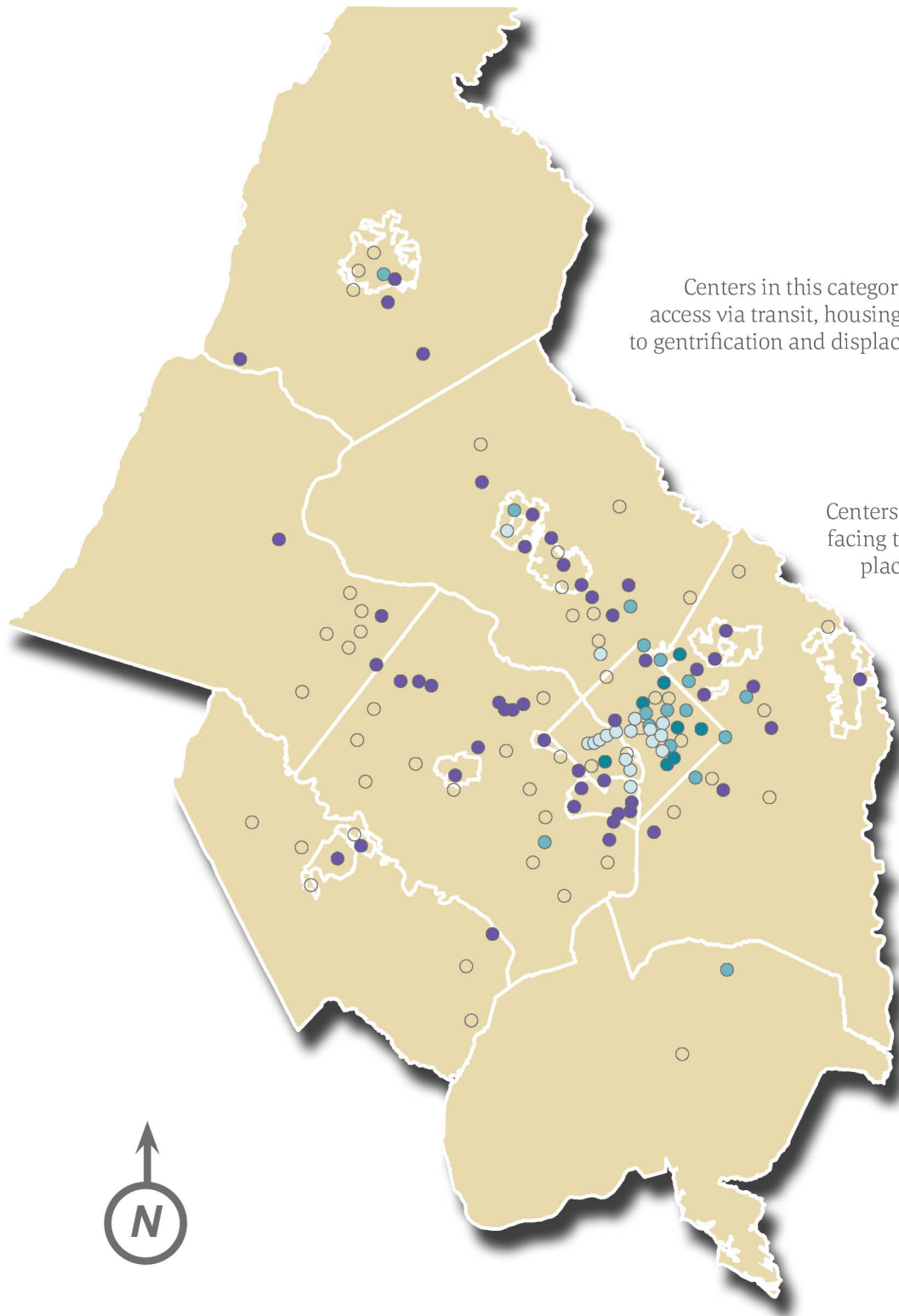
Centers in this group have a high proportion of low-income residents, but moderate opportunity assets. These Centers are not facing the immediate development pressures experienced by Centers in the Transforming category. These places also need preservation strategies in place to prepare for neighborhood change, but over a longer time period (e.g., within ten years). Proactive planning and advocacy can help ensure Transitioning Centers are able to address displacement pressures and other social equity issues as they arise.

Centers:

- Braddock Road Metro Area
- Capitol Heights/Addison Road
- Capitol Riverfront
- Convention Center
- Downtown Frederick
- Gaithersburg-Metropolitan Grove
- Landover Metro
- Naylor Road/ Southern Avenue
- New York Avenue Corridor
- Rhode Island Avenue
- Silver Spring
- Springfield
- Takoma Park
- U Street
- Waldorf
- West Hyattsville Metro
- Wheaton

Activity Centers by Equity Type

Figure:XX



Transforming Center

Centers in this category have a high proportion of low-income residents, along with high on job access via transit, housing affordability, and income diversity, making them particularly vulnerable to gentrification and displacement. These Centers have an immediate need for strategies to maintain affordability and ensure neighborhood stability.

Transitioning Center

Centers in this group have a high proportion of low-income residents, but are not facing the immediate development pressures of the Transforming Centers. These places need proactive preservation strategies in place to prepare for medium-term change.

Connected Core Center

These Centers have strong assets and amenities, particularly job access by transit. They need a greater mix of housing types to help diversify the housing and employment base, and expand access to opportunity for low- and moderate-income households.

Stable Center

Centers in this group are currently stable and most in need of market- and place-based strategies to improve quality of life. Many have existing or planned transit infrastructure that could provide opportunities for transit-oriented development and enhancing accessibility.

Center Not Studied in Plan

Connected Core

These Centers have moderate proportions of low-income residents, and high opportunity assets, particularly job access by transit. In these Centers, a greater mix of housing types, especially housing that is affordable to lower incomes, would help expand access to opportunity and diversify the housing and employment base.

Centers:

- Ballston
- Bethesda
- Capitol Hill
- Clarendon
- Courthouse
- Crystal City
- Downtown DC
- Dupont
- Foggy Bottom
- Gaithersburg-Kentlands
- Logan Circle
- Monumental Core
- NoMA
- Penn Quarter/Chinatown
- Pentagon City
- Potomac Yard
- Rosslyn
- Southwest Waterfront
- Virginia Square
- West End

Stable

This majority of Centers studied fall into this group. Stable Centers have low or moderate concentrations of low-income households and tend to have lower housing affordability, income diversity, and job access by transit than the other types. While threats to stability may emerge over the long term, these areas are currently stable and so immediate equity-focused strategies are not as high a priority as in other types of Centers. These places are most in need of market- and place-based strategies to improve quality-of-life. In addition, many Centers in this category have existing or planned transit infrastructure that could provide opportunities for transit-oriented development and enhancing equity.

Centers:

- Bailey's Crossroads/Western Gateway
- Beacon/ Groveton
- Beauregard
- Bowie Town Center
- Branch Avenue
- Brunswick
- Carlyle/ Eisenhower East
- City of Falls Church
- City of Manassas
- Dulles South
- Dulles Town Center
- East Frederick Rising
- Fairfax City
- Francis Scott Key Mall
- Gaithersburg Central
- Georgetown
- Germantown
- Glenmont
- Glover Park
- Greenbelt Metro
- Herndon
- Huntington/ Penn Daw
- Judiciary Square
- Kensington
- King Farm/ Rockville Research Center/ Shady Grove
- King Street/ Old Town
- Landmark/ Van Dorn
- Largo Town Center/ Morgan Blvd.
- Leesburg
- Life Sciences/ Gaithersburg Crown Farm
- M Square Research Park
- Manassas Park
- National Harbor
- New Carrollton
- North Woodbridge
- Port Towns
- Prince George's Plaza
- Reston Town Center
- Rockville-South/ Twinbrook
- Rockville-Town Center
- Rt 28 South
- Shirlington
- Tysons
- Urbana
- Vienna
- Walter Reed
- White Flint
- Wiehle - Reston East

IV. Implementation Approaches

The analysis of urban form, market, and equity and the resulting place and opportunity types were used to develop a series of implementation 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.

Stakeholders interested in a particular Center can view its classification in Section III and find the strategies and tools that correspond to its place type and opportunity type in this section. The analysis done for each Activity Center is summarized on its individual profile page, which will be provided to each jurisdiction individually. In addition, a set of detailed tools by State of Place™ dimension is in the Technical Appendix.

Implementation Approaches by Place Type

Strategies for each place type were developed by utilizing the place-based factors that were captured by State of Place™. 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.” This is not an exhaustive list of potential goals for each of the place types, but rather focuses on the needs for each place type that relate to urban form analysis in State of Place™. A set of possible strategies to achieve these goals was selected from possible solutions. The tables below show the selected goals and strategies for each market type, and the detailed tools for each strategy.

Table X, Goals & Strategies by Place Type

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 Incentivize Development
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.	Zoning Intervention Public Finance Options Incentivize Development
	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 Partnership Incentive Development
Suburban Multi-Use Centers	Add Parks & Public Space: This would be similar to the needs from above, but the parks would likely be larger (depending on the center) and focused on residents.	Zoning Intervention Public Finance Options Incentivize Development
	Encourage Additional Mix of Uses: These Centers are also often mixed-use, but 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 assistance.	Public Private Partnership Incentivize Development
	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 Develop Stewardship Entities
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 Partnership Incentivize Development
	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 Develop Stewardship Entities

Revitalizing Urban Centers	Incentivize Development: Many of these areas need incentives to help spur development. Each Center is different, but the key is to determine what could catalyze the area, and have the public and private sector work together to improve the area.	Incentivize Development
	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.	Complete Market Studies Purchase 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
	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 Partnership Public Finance Options Incentivize Development

DRAFT

For each of the strategies above, a list of potential implementation tools were identified, as shown in **Table X** below.

Table X, Implementation Tools by Strategy

Strategy	Tools
Zoning Intervention	<ul style="list-style-type: none"> 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
Public Finance Options	<ul style="list-style-type: none"> Special assessment district (including set cash contribution, supplemental tax rate, and supplemental 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, enterprize zones, HUB zones
Incentivize Development	<ul style="list-style-type: none"> 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
Public Private Partnership	<ul style="list-style-type: none"> 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
Development Stewardship Entities/Place	<ul style="list-style-type: none"> Special services district (SSD, often in conjunction with TIF) Business improvement district (BID) Community improvement district (CID)

Management Organizations	Community redevelopment area (CRA) Downtown development authority (DDA) Catalytic development entity (CDE) Identify temporary uses for underutilized land, including farmer's markets, community events, community gardens, etc.
Branding/Marketing	Categorize businesses Create marketing/branding campaign
Infrastructure Improvement	Special assessment district (set cash contribution, supplemental tax rate, supplemental FAR options) Permitting fee district Tax increment finance Payment in lieu of taxes Leverage State and federal money Add pedestrian activated/automated signals in large and/or busy intersections; consider the most vulnerable pedestrians when allotting crossing time
Complete Market Studies	Conduct local charrette to identify community needs (RE destinations) Complete market studies to understand the potential of the Center

Implementation Approaches by Opportunity Type

The table below identifies key strategies by opportunity type. Challenges were identified for each opportunity type, and a selection of broad strategies was selected to respond to them. 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. This profile offers a starting point for understanding how different strategies could fill the unique needs of specific Activity Centers.

Table X, Goals and Strategies by Opportunity Type

Opportunity Type	Goal	Strategy
Transforming	Stabilize & Preserve: These Centers have the most potential vulnerability and need immediate actions to prevent displacement of residents and businesses.	Planning & Community Building Affordable Housing Preservation Diversification of Housing Stock
Transitioning	Invest in Future Stability: Centers in this group do not face the immediate development pressures but would benefit from strategies that lay the foundation for long-term affordability.	Planning & Community Building Affordable Housing Preservation Affordable Housing Production Diversification of Housing Stock
Connected Core	Expand Affordability: These Centers need strategies that will expand affordability to increase access to the assets and amenities these Centers offer.	Affordable Housing Production Diversification of Housing Stock Jobs & Services
Stable	Leverage Existing Assets: While they do not have the pressing equity needs of some of the other groups, Stable Centers can benefit from the strategies that improve quality of life by adding jobs, services, and amenities to serve existing residents and businesses.	Diversification of Housing Stock Jobs & Services Regional Access & Transit System Improvements

Table X below identifies specific tools to address the opportunity strategies.

Table X, Tools by Opportunity Strategy

Opportunity Strategy	Tools
Planning & Community Building	<ul style="list-style-type: none"> Community visioning Needs assessment (housing, infrastructure, community facilities, etc.) Scenario planning Engagement, education, and outreach Economic development plans Neighborhood/community specific plans Station/corridor/TOD plans Land banking
Affordable Housing Preservation	<ul style="list-style-type: none"> Use incentive programs for developers to preserve or replace affordable units Identify and pursue funding for rehabilitation & renovation of affordable housing stock Maintain and monitor publicly subsidized housing to identify units at risk of conversion Tax abatement for seniors, disabled, and/or low-income households Support shared-equity homeownership Tax incentives to property owners who accept vouchers Create acquisition fund to allow developers to acquire properties in danger of opting out of subsidized housing programs Protect tenants with just-cause eviction controls Build long-term affordability covenants into inclusionary zoning regulations

Affordable Housing Production	<p>Create or enhance inclusionary zoning policies</p> <p>Provide development incentives, e.g. density bonuses</p> <p>Make surplus lands available for affordable housing</p> <p>Land acquisition through community land trusts, land acquisition funds, other financing mechanisms</p> <p>Target housing subsidies to support transit-dependent populations and high-vulnerability areas</p> <p>Expedite permitting and streamline development review process for affordable projects</p> <p>Provide development/use/impact fee waivers</p> <p>Create TIF districts with set-asides for affordable housing</p> <p>Assess linkage fees on non-residential developments</p> <p>Offer low-interest construction loans (e.g. State-level financing)</p> <p>Reduce parking requirements in location-efficient areas</p> <p>Create and fully fund an affordable housing trust fund</p> <p>Promote TOD joint development policies, such as WMATA's guidelines</p> <p>Infill housing</p> <p>Manufactured housing</p> <p>Expand value-capture financing as a tool for affordable housing creation</p>
Diversification of Housing Stock	<p>Attract catalytic affordable mixed-use programs to areas with weaker markets</p> <p>Conduct housing supply and needs assessments to evaluate whether supply is adequate to meet needs</p> <p>Incentivize provision of resident supportive services to address community needs through State LIHTC qualified allocation plan</p> <p>Build or modify homes to universal design to allow for aging in place</p> <p>Review and revise zoning policies to remove barriers to development of certain types of housing stock</p> <p>Review and revise zoning policies to remove barriers to development of certain types of housing stock (e.g. accessory dwelling units)</p> <p>Encourage and promote awareness of co-housing developments</p> <p>Leverage private sector involvement by encouraging employer-assisted housing</p>
Jobs & Services	<p>Small business technical assistance</p> <p>Encourage local institutions to seek local contractors and suppliers</p> <p>Encourage Community Benefits Agreements that require a living wage, support locally-owned small businesses, etc.</p> <p>Develop local hiring and job training programs for major developments</p> <p>Local hiring provisions</p> <p>Façade improvements</p> <p>Review retail and services mix to identify gaps and complementary uses</p> <p>Target economic incentives to encourage attraction of needed jobs and services</p> <p>Develop partnerships with area community colleges with courses targeting needed industry-specific skills</p> <p>Support living wage provisions</p> <p>Sponsor mentorship relationships for individuals and firms</p> <p>Support internship and apprenticeship programs in key industries</p> <p>Work with major employers to identify workforce needs and link to existing workforce development programs</p> <p>Support programs for small, locally- and minority-owned businesses</p>
Regional Access &	<p>Evaluate "last mile" infrastructure to identify and address barriers that may limit transit</p>

Transit System Improvements	ridership Community-lead TOD planning Invest in pedestrian and bicycle facilities that increase connectivity and safety
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Overall Strategies Across Place & Opportunity Types

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 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 will be challenging given the Centers’ desirability, strategies to leverage their strong real estate markets to create broader affordability through subsidized and workforce housing are particularly important.

Connected Core/Stable + Dense Mixed-Use Centers

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

Overall Strategy: Connect and Catalyze

While these Centers have a mix of uses, they tend to 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 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 are not cohesive or thriving in the market, and 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/Transitioning + Revitalizing Urban Centers

Overall Strategy: Protect and Grow

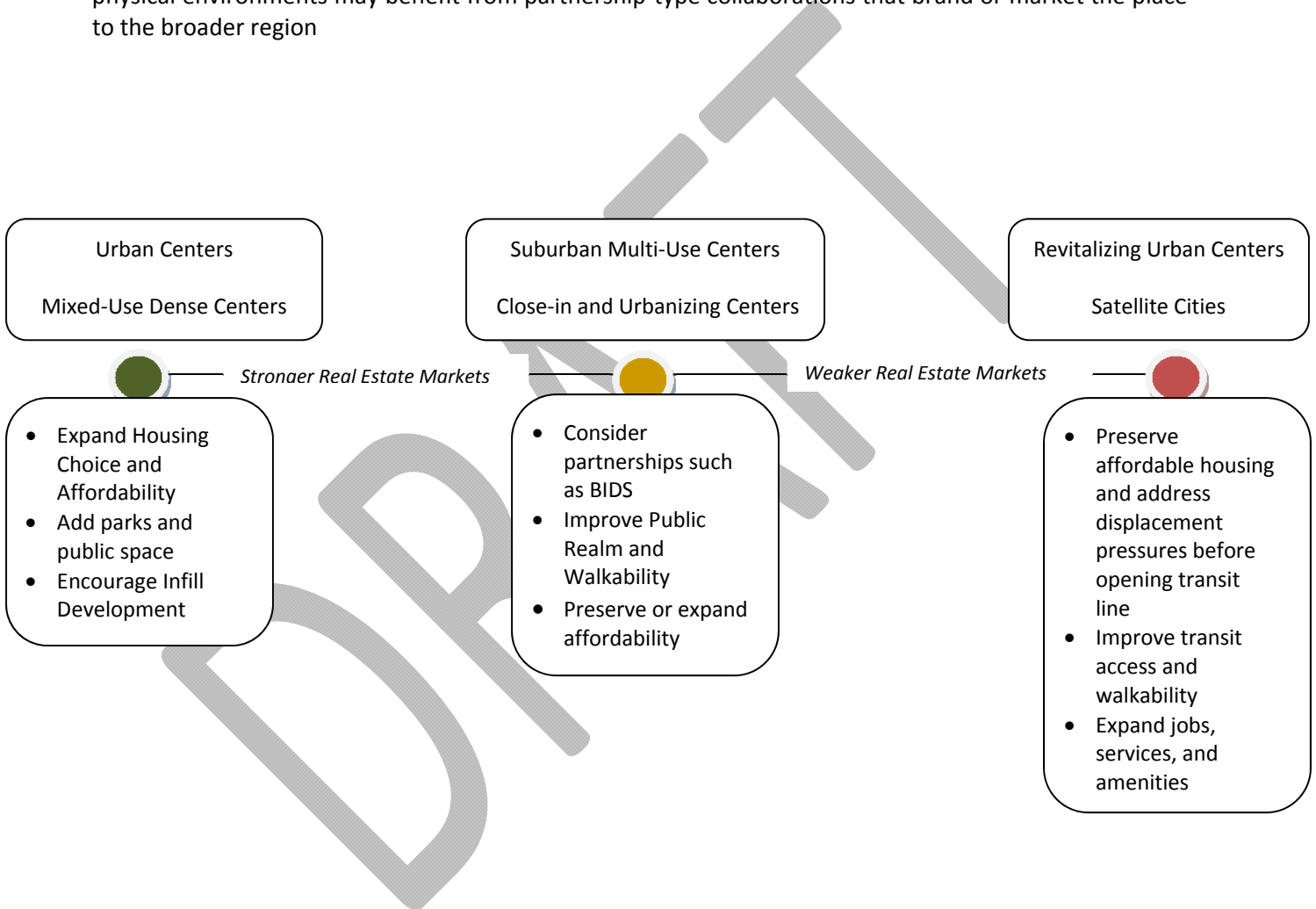
These Centers are generally need incentives to catalyze development, and have high proportions of low-income residents. However, many provide strong transit access to jobs because of the presence of Metro stations, which suggests future opportunities for transit-oriented development. While redevelopment 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 community 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

While Satellite Cities tend to not have high vulnerability overall, there are exceptions in some older historic towns where a fair number of vulnerable households reside. 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. Corridor-Specific Implementation Priorities

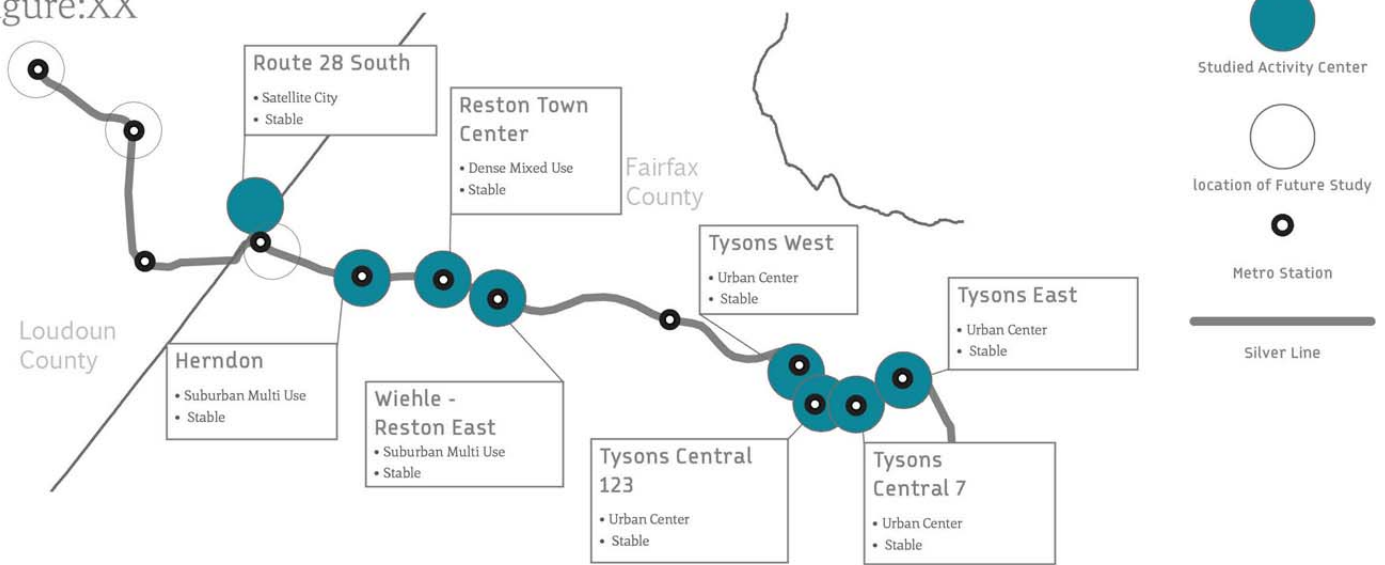
Region Forward calls for connecting Activity Centers by transit, and several new and proposed transit lines will help achieve this regional goal. Each of these planned transit lines is unique and at a different stage of planning, funding, or construction. Many of these transit projects will cross jurisdictional 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 four transit corridors in the region. These transit corridors, along with key priorities for stations areas and specific sections of the transit 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.

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Silver Line Corridor

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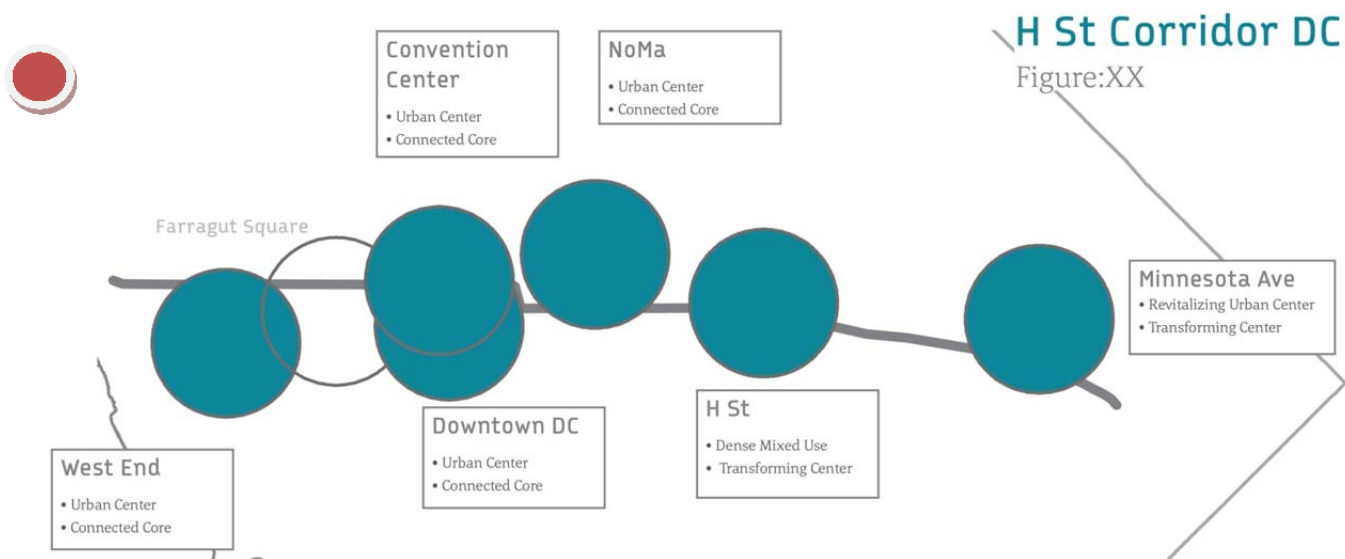


Silver Line

The Silver Line is an extension of Metro 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 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 Corridor: The Tysons segment of the Silver Line is characterized as an Urban Center with strong real estate market fundamentals and good access to jobs and opportunity. The Tysons corridor will have four new Metrorail stations on the Silver Line, and priorities for these centers include expanding all housing types, community resources, and infrastructure to improve the public realm and walkability. Due to a limited amount of housing, few households are vulnerable to displacement. New workforce housing would provide low-to-moderate income households better access to a major regional job center. Key community resources and infrastructure that improve walkability, transit access, and amenities such as grocery stores, parks, and public spaces, will help lay a strong foundation creating a dynamic urban environment. Tysons is one of the region's most prominent examples of a planned transformation from auto-oriented job center to walkable, mixed-use urban center.

Reston–Herndon Corridor: This segment of the corridor 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 mixed-use suburban neighborhoods characterized by horizontal mix of uses. This section of the corridor has good real estate market fundamentals and is urbanizing in character. Strategies should build upon this trend and areas such as Wiehle-Reston East and Herndon may need more incentives to realize mixed-use vertical development formats around the station areas. This segment would benefit from more investment in community-oriented resources, affordable workforce housing, walkability, and improving access to future transit. Due to good momentum these areas may also benefit from partnerships such as a business improvement district to market, brand, and manage placemaking and planning implementation efforts.



H Street NE/ Benning Road Streetcar

The H Street NE and Benning Road Streetcar will be the first segment of the District of Columbia's streetcar system. The streetcar line is scheduled to begin service in 2013 along H Street NE and later expand across the Anacostia River to the Benning Road Metrostation. The streetcar will be the first line to run in the District of Columbia since the dismantling of the previous streetcar system in 1962. The line will ultimately link Benning Road Metrorail station to Georgetown.

NoMa: NoMa is an Urban Center with strong real estate market fundamentals and momentum. The area is rapidly developing with new office and residential construction. This area is characterized as having strong access to jobs and opportunity. Due to a small number of existing households, few households are vulnerable to displacement. However, 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. A number of placemaking opportunities such as improving walkability and adding amenities, parks, and public spaces should also be a priority.

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 generating strong momentum towards producing new market rate housing and development, which is putting greater affordability pressures on existing residents. Many residents in this segment of the corridor are vulnerable to displacement as future real estate prices rise. Equity strategies should focus first on opportunities to preserve affordable housing. With the area's improving real estate market, community-based groups and planners may also consider opportunities for creating new affordable housing units on vacant or redeveloping parcels.

Minnesota Ave: The Minnesota Ave segment is a revitalizing urban center with the largest number of households vulnerable to displacement along the corridor. The area has a mix of uses and activities, but with weaker underlying growth fundamentals than other segments of the corridor. Before transit expansion efforts are realized, the area should work towards preserving affordable housing. Proactive planning and advocacy can help ensure this area is ready to address displacement pressures and other social equity issues before they arise.

Purple Line

Figure:XX



Purple Line

The Purple Line is a proposed 16-mile east-west Light Rail Transit line extending from New Carrollton to Bethesda. The line would 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 Urbanized Corridor: This segment of the corridor includes Bethesda, an Urban Center, which serves as regional job center with a strong real estate market and development potential. The Center is very walkable and has urban amenities that cater to some of the region's most affluent households. This part of the corridor should focus on expanding housing choice to give low-to-moderate income households better access to existing jobs and amenities. Additional opportunities in this segment of the corridor include encouraging more infill development, improving public spaces or parks, and enhancing walkability outside the central business district.

Silver Spring Mixed-Use Corridor: This segment of the corridor includes Silver Spring a dense mixed-use neighborhood that has experienced recent revitalization. This part of the corridor should focus on expanding housing choice through a mix of market rate and affordable housing. The area also has a moderate number of households that are vulnerable to displacement and strategies such as preserving affordable housing should be considered. Due to strong momentum, this segment of the corridor could benefit from partnerships such as a business improvement district or community improvement district, which could improve how the public realm is managed and improved, market the neighborhood and focus on economic development.

Takoma–Langley Park Corridor: This segment of the corridor includes Takoma/Langley Crossroads, a revitalizing urban neighborhood that has a large number of low-income households vulnerable to

displacement. Prioritizing existing affordable housing is critical for this center. The center has strong access to jobs and amenities to the east and west. Existing residents rely heavily on transit and improving access to transit and existing amenities through walkability improvements are a priority for improving the quality of life of existing and future residents.

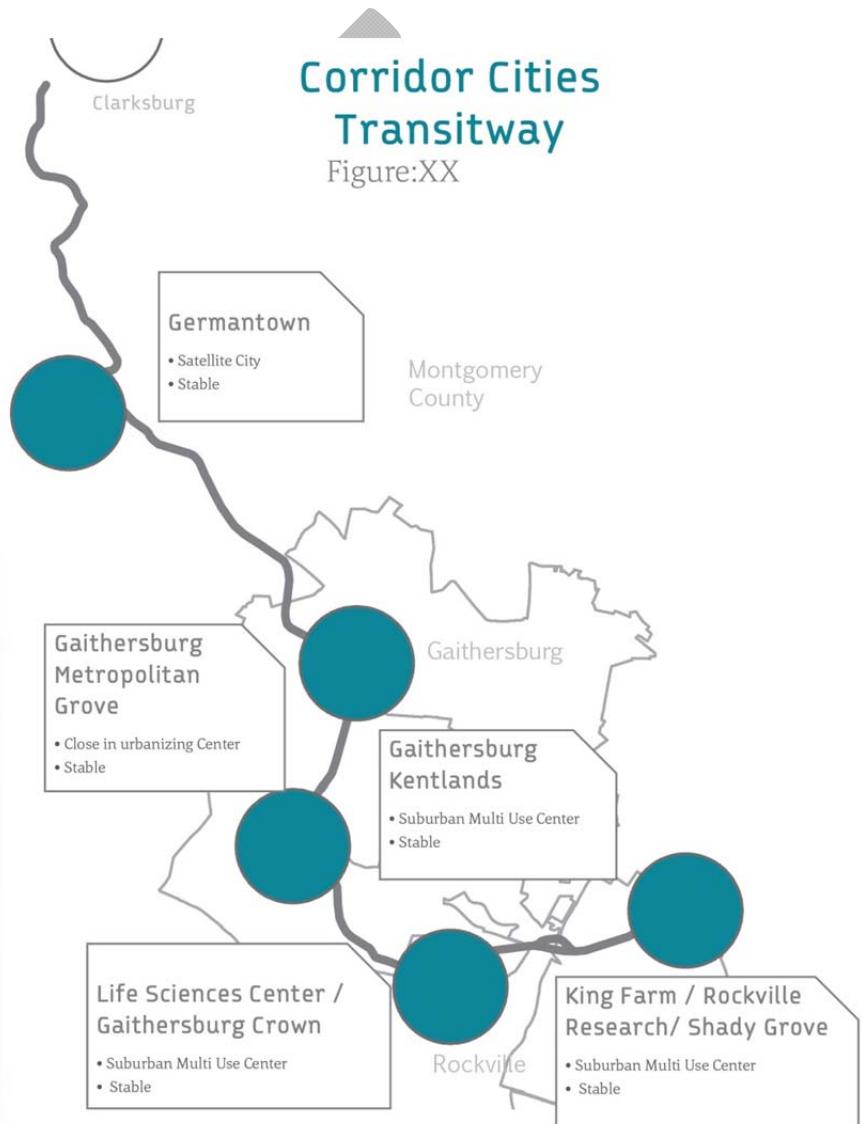
College Park–New Carrollton Revitalizing Corridor: This segment of the corridor includes M Square in College Park and New Carrollton, both revitalizing urban centers. These centers do not have as many households vulnerable to displacement and would benefit from place-based strategies that incentivize market-rate development, diversity the housing stock, and improve access to transit connections through public realm or walkability improvements.

Corridor Cities Transitway

The Corridor Cities Transitway is a proposed Bus Rapid Transit line designed to extend from Shady Grove Metrorail station to the Metropolitan Grove MARC station in Montgomery County. The line is proposed to have a dedicated right-of-way to create a rail like transit experience for passengers.

Life Sciences/Gaithersburg Crown Farm Corridor: The Life Science/Gaithersburg Crown station areas are mixed-use suburban stations. These station areas are characterized by a horizontal mix of uses and represent the strongest real estate market fundamentals along the corridor. This segment would benefit from more investment in community-oriented resources, affordable workforce housing, and improving walkability and access to transit. Due to good real estate market momentum this segment might also benefit most from partnerships such as a business improvement district to market, brand, and manage placemaking and planning implementation efforts.

Gaithersburg-Kentlands: This area of the corridor is characterized as a mixed-use suburban neighborhood with good access to jobs and opportunities. This segment exhibits strong walkability and placemaking characteristics characterized by low-density mixed-use developments. To encourage more vertical mixed-use development some development incentives may be needed. This segment of the



corridor is comprised of stable households. Equitable development priorities should include examining opportunities for expanding affordability through new development, which would provide low-to-moderate income households better access to amenities, jobs, and opportunities.

Gaithersburg-Metropolitan Grove: This segment is characterized as a Satellite City and contains the largest number of households vulnerable to displacement along the transit corridor. This segment has a mix of uses and activities, but with weaker underlying growth fundamentals than other segments of the corridor. This area may benefit from branding, placemaking investments that position the area for future growth opportunities. The area currently has poor access to jobs via transit; however with an existing MARC station and a new transit line in the works access to jobs will be enhanced. Before the transit expansion efforts are realized, the area should work towards preserving affordable housing or limiting displacement. Proactive planning and advocacy can help ensure this area is ready to address future displacement pressures and other social equity issues once the transit line is operating.

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VI. Activity Center Case Studies

This section takes a closer look at three Activity Centers studied in the Plan: 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 audiences can apply the analysis and resources provided in the Plan 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.

EXISTING CONDITIONS

Place Type = **Satellite City**. Like other Centers in this category, East Frederick Rising is a historic area with or near a downtown core. It has a mix of uses and activities, but with weaker underlying growth fundamentals than closer-in locations. It may benefit by branding and positioning itself now for future growth opportunities.

Opportunity Type = **Stable**. With moderate scores on most of the opportunity indicators, East Frederick Rising is most in need of market- and place-based strategies to improve quality-of-life.

Key Placemaking needs to increase walkability = **Parks & Public Space** and **Pedestrian Safety**

CURRENT PLANNING & INVESTMENT

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 development/redevelopment of the East Street and East Patrick Street corridors.

Three major projects underway 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.

DEVELOPMENT APPROACH FOR EAST FREDERICK RISING

As described above, East Frederick Rising has a number of planning, development, and infrastructure projects that will address its key needs. Other goals and strategies are described 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 Caning 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.

Place & Opportunity Strategies:

Zoning Intervention

- Design guidelines
- Realign zoning code to market realities

Public Finance Options

- Tax credits
- Tenant incentives for property improvements
- Low-interest loans

Public Private Partnership

- Joint development/ development assistance
- Land swaps/ donations

Incentivize Development

- Land acquisition/ land banking
- Prioritize catalyst projects

Pedestrian Physical Safety

- Improve lighting, especially in public places/ commercial centers
- Organize a community safety organization/group

Jobs & Services

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

Regional Access & Transit System Improvements

- Evaluate “last mile” infrastructure to identify and address barriers that may limit transit ridership

Parks & Public Space

- Identify locations for parks and public spaces

RESOURCES

The City is exploring the possibility of a ULI Technical Assistance Panel (TAP) to examine redevelopment opportunities in conjunction with development of East Frederick Rising Small Area Plan. There are also 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)
- Smart Growth Technical Assistance Grants (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.

EXISTING CONDITIONS

Place Type = **Revitalizing Urban Center**. Similar to other centers in this category, St. Elizabeths is a close-in market with weaker current market strength compared to other locations in the District. However, the area's strong transportation access (Center includes the Congress Heights Metro station) and major public investment underway including \$58 million in infrastructure upgrades on St. Elizabeths East Campus present significant economic development opportunities.

Opportunity Type = **Transforming**. The St. Elizabeths Activity Center has a higher proportion of low-income residents, high job access by transit, and high housing affordability. This combination indicates an immediate need for strategies to preserve housing affordability and ensure neighborhood stability as the redevelopment progresses.

Key Placemaking Needs (to strengthen urban form and improve walkability) = **Density, Proximity, and Parks & Public Space**

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. 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.

While there are a number of new and longtime homeowners, the communities near the St. Elizabeths campus, including Anacostia and Congress Heights, do 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 anticipated for completion 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.

DEVELOPMENT APPROACH FOR ST. ELIZABETHS

As described above, a number of planning efforts and projects are underway in St. Elizabeths to revitalizing the surrounding community.

Development Goals:

- **Create a Framework for Redevelopment:** Building on the campus Master Plan and related infrastructure improvements, finance tools will be next steps to encourage private investment.
- **Identify Catalytic Sites:** The consolidation of DHS Headquarters at the West Campus will leverage the strengths of the site to spur redevelopment. On the East Campus, the development of the Gateway Pavilion will provide a sense of place and additional catalyst to investment in the wider community.
- **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.

Place & Opportunity Strategies:

Public Finance Options

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

Affordable Housing Preservation

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

Diversification of Housing Stock

- Employer-assisted housing to leverage private sector involvement

Proximity, Parks & Public Space

- Add new walkable destinations and retail choices, e.g. markets, gathering places, and services
- Interim/flexible programming of public space, e.g. food trucks, farmers markets, and public events
- Public-private partnerships to develop quasi-public spaces

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 infill development and better pedestrian access while maintaining well-defined edges with nearby residential neighborhoods.

EXISTING CONDITIONS

Place Type = **Suburban Multi-Use Center**. Huntington/Penn Daw is a moderate-rent, suburban market with the potential to become strong suburban mixed-use center in the future with the right strategies to encourage redevelopment.

Opportunity Type = **Stable**. With moderate scores on concentration of low-income households, job access by transit, income diversity, and housing affordability, Huntington/Penn Daw is most in need of

market- and place-based strategies to improve quality-of-life, such as pedestrian features, parks, and additional services.

Key Placemaking needs to strengthen urban form and increase walkability = **Proximity** and **Pedestrian Safety**

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 development 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.

Infrastructure improvements are also occurring in the area. The Woodrow Wilson Bridge and Telegraph Road improvements were recently completed. As part of the Richmond Highway Public Transit Initiative to upgrade bus and pedestrian infrastructure along the Route 1 corridor, improvements to three sidewalk segments and three intersections within the Activity Center were completed.

DEVELOPMENT APPROACH FOR HUNTINGTON/PENN DAW

As described above, Huntington/Penn Daw has a number of planning, development, and infrastructure projects underway to meet the County's aspirations. 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:** Huntington/Penn Daw scores low on parks. 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:** In addition to the sidewalk and intersection improvements through the Richmond Highway Public Transit Initiative, 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.

Place & Opportunity Strategies:

Zoning Intervention

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

Public Finance Options

- Tax credits
- Tax increment finance

Public Private Partnership

- Joint development/ development assistance

Incentivize Development

- Land acquisition/ land banking
- Prioritize catalyst projects

Stewardship Entities/ Place Management Organizations

- Business Improvement District (BID) or Community Improvement District (CID)

Proximity, Parks & Public Space

- Conduct a charrette to identify community needs (RE: destinations)
- Identify locations for parks and public spaces

Regional Access & Transit System Improvements

- Evaluate “last mile” infrastructure to identify and address barriers that may limit transit ridership

Pedestrian Physical Safety

- Improve lighting, especially in public places/ commercial centers
- Organize a community safety organization/group

Jobs & Services

- Review retail and services mix to identify gaps and complementary uses
- Target economic incentives to encourage attraction of 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:

- Section 108 Loan Guarantees (HUD)
- 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. Next Steps

The Activity Center Strategic Development Plan provides goals, strategies, tools, and resources to help the region's Activity Centers "be all they can be." The Plan 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 adoption of the Strategic Development Plan by the COG Board of Directors, these partners will need to continue to work together to ensure the Plan's successful implementation. While each member will play a unique role in advancing the framework of the Strategic Development Plan, 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 convener of public agencies in the region, COG can take a number of actions to expand support for the Plan 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 panel (TAP) 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 range of place and opportunity types.
- Develop toolkits and offer technical assistance to interested jurisdictions on how to apply information in the Plan. In particular, COG can provide additional assistance to jurisdictions on how to apply detailed State of Place™ results 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 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.
- Use the Strategic Development Plan to inform strategic grantmaking decisions through the Transportation Planning Board's Transportation and Land Use Connections (TLC) program. The TLC program awards grants of up to \$60,000 for planning and pre-construction activities that address the relationship between land use and transportation. The Plan, 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.

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 social equity 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 X 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.)

Table X: Implementation Programs & Resources

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		
Maryland Main Street Program	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
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
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
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
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
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
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: Jurisdiction Narratives: Current Planning, Development, & Investment

In addition to the major transit infrastructure projects described in this Plan, 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 Plan 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 the Strategic Development Plan, 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 the city and county planning departments in August 2013.

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

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

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 underway

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

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 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

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

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 key Metrorail corridors such as the Green Line and Blue Line. In recent years, a number of catalytic development projects 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 Hyattsville anchored by Whole Foods, a new County Hospital, and potential 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
- New Hospital
- New Casino

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 is 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

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

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

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 2013
- Waldorf Urban Design Study, 2010
- Waldorf Urban Transportation Improvement Plan, 2010
- Southern Maryland Transit Corridor Preservation Study, 2010

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 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

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

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 reinforce 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

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

Loudoun County

Loudoun County's 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

Fairfax County

Fairfax County is focused on development opportunities along the Silver Line, Route 1, 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 Route 1 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 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

Falls Church

The City of Falls Church is focusing on revitalizing Route 7 and connecting surrounding neighborhoods to new retail, office, and amenities. Since adoption of the City's Comprehensive Plan in 2005, Falls Church has begun developing small area plans for the eight opportunity areas identified in the Plan, including North Washington Street, South Washington Street, and City Center. 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 or are underway on Route 7, bringing new housing, hotel, office, and retail amenities to implement the City's vision for a new urban district on the corridor. Various capital improvements are underway to enhance the streetscape and transit proposals that envision a future light-rail line on Route 7. 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.

Highlights

- North Washington Street Small Area Plan, adopted 2012

- South Washington Street Small Area Plan and City Center Small Area Plan, adoption anticipated 2013
- Gateway development project underway
- South Washington Street transportation improvements and proposed Transit Plaza
- Broad Street mixed-use development with grocery

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Appendix C: Technical Appendix

Urban Form Strategies by State of Place Dimension

Table X, Urban Form Strategies

Primary Placemaking Need	Strategies
Form	Encourage redevelopment or reuse of empty and underutilized parcels
Density	<p>Target underutilized, low-density retail areas for mixed-use or multi-use redevelopment Add/incentivize new mixed-use development</p> <p>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.)</p> <p>Identify temporary uses for underutilized land, including farmer’s markets, community events, community gardens, etc.</p>
Connectivity	<p>Mitigate barriers within the neighborhood (e.g. 6+ lane roads, blocks > 1000ft long, excessive driveways, etc.)</p> <p>Create wayfinding system to help pedestrians overcome/avoid barriers</p>
Proximity	<p>Consider opportunities for new walkable destinations, e.g. markets, gathering places, and services.</p> <p>Conduct local charrette to identify community needs (RE destinations)</p> <p>Consider opportunities and locations for temporary/flexible programming, e.g. food trucks, farmers markets, and public events</p>
Parks & Public Space	<p>Identify locations for parks and public spaces</p> <p>Form public/private partnerships to develop quasi-public spaces</p> <p>Provide for better programming/upkeep of existing parks and public spaces</p>
Physical Activity Facilities	<p>Increase access to existing public recreational facilities through partnerships with schools and other owners</p> <p>Provide additional recreational opportunities within existing parks</p>
Pedestrian Physical Safety	<p>Organize a “clean-up” campaign to address litter, graffiti, over-flowing/visible dumpsters</p> <p>Create a “beautification program” for abandoned lots/buildings</p> <p>Improve lighting, especially in public places/commercial centers</p> <p>Organize a community safety organization/group</p>
Aesthetics	<p>Address façade improvements for buildings in commercial centers/public spaces</p> <p>Organize community event/organization around public art</p> <p>Revise signage standards and consider signage/community-branding campaign</p> <p>Add street trees/flowers, etc.</p>
Traffic Safety	<p>Add pedestrian activated/automated signals in large and/or busy intersections; consider the most vulnerable pedestrians when allotting crossing time</p> <p>Add crosswalk markings in large and/or busy intersections</p> <p>Install traffic calming features in residential areas, especially those that are used as thru-fares</p>

Add curb bulb-outs in both residential and commercial roads
Where needed/possible, upgrade traffic standards with additional signals and stop signs
Add a 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

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Endnotes

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