West Hyattsville
Transit Oriented Development

Strategy

May 5, 2003

Maryland Department of Transportation
Maryland National Capital Park and Planning Commission - Prince George's County
City of Hyattsville
Washington Metropolitan Area Transit Authority

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Note:
This report provides an overview of the process and major project elements regarding this pilot planning effort. A separate appendix provides additional details.
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The West Hyattsville Transit Oriented Development (TOD) Strategy envisions Prince George’s County’s first compact, mixed-use, quality ‘transit village’ development. This strategy was developed, with significant support from the Maryland Department of Transportation (MDOT), by demonstrating through a pilot planning and design process how to guide a larger, countywide strategic TOD planning program. The strategy is intended to attract and guide quality development at this site as well as to all of Prince George’s County’s other 14 Metrorail stations.

A key finding of this planning process is that with modest and focused public investment (available through a combination of grants and capital improvement funds), as well as strategic public actions, a financially feasible project generating sufficient investment return to landowners, developers, and the Washington Metropolitan Area Transit Authority (WMATA) can be implemented. It is targeted, public implementing actions that hold the greatest potential for making the project attractive to private development interests and for creating a win-win scenario for all. These targeted actions could involve assembling station-area land into a common development framework1, planning process and permit streamlining, moderate public infrastructure investment, and implementation of a comprehensive, TOD-appropriate parking management strategy. Construction of the West Hyattsville TOD could be complete within a decade.

Located around an existing underutilized Green Line Metrorail station, the transit village concept provides a diversity of opportunities to live, work, shop and play in a low-rise (2-6 story) community that features:

- 3,600 residential units - offering several housing choices;
- 1,000,000 s.f. of office / commercial space - creating 4,000 jobs;
- An extensive system of civic, park and open spaces; and
- A finely balanced street and circulation network – maximizing both the accessibility of the site’s features to one another and the site’s relationship to transit.

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1 Assembling land in a common development framework suggests any of a variety of possible actions that serve to coordinate development around a unified development concept while recognizing that properties in the station area may remain under multiple ownership throughout project development.
The formulation of the West Hyattsville TOD strategy included public sector stakeholder involvement, site, market and financial analyses, design charrettes, and a forum to solicit input from developers, all leading to the development of a preferred concept and specific recommended implementation actions.

**Stakeholder Involvement**

From its inception, stakeholder involvement has been critical to the planning effort and has played a significant role in directing the formation of the process and the creation of the project. Numerous meetings and two design charrettes were held with representatives of WMATA, the Prince George’s County Planning Department, the City of Hyattsville, MDOT and the Maryland Office of Smart Growth to ensure that the strategy honors local values and reflects the regional context.

The station-area planning framework currently in place, and developed through a public process, provided the context for this study. The Concept is consistent with this framework. No public meetings were held during the course of this study, as the study was intended to provide detailed market and design information to inform a station area plan update that is scheduled to occur shortly. Public meetings and community outreach will occur at that time.

**Existing Policies and Regulations**

Although existing land use policies in West Hyattsville endorse the concept of TOD at the site, to date they have not resulted in specific, desirable proposals. This planning effort examined the established county policies in the context of market realities and developer perspectives in order to more effectively promote marketable TOD.

The State of Maryland promotes economic development activities throughout the state and seeks to ensure that tax dollars, especially those invested in transportation infrastructure, are used in ways that stimulate private investment. The State also seeks to support projects
that extend the benefits of existing investments in transit; that may potentially contribute to transit service-supporting revenues; and that are site appropriate and consistent with local land use planning priorities.

Prince Georges County has similar growth and development goals, guiding principles and priorities. The 2002 General Plan emphasizes mixed-use and TOD in centers around transit stations as a key growth policy. These policies include:

- Encourage quality economic development,
- Create housing opportunities and choices,
- Make efficient use of existing and proposed infrastructure and investments,
- Provide a variety of transportation choices,
- Enhance quality and character of communities,
- Protect environmentally sensitive resources,
- Make development decisions predictable, fair, and cost effective, and
- Encourage community and stakeholder involvement in development decisions.

The current plan for this study area (the TDDP) aims to achieve the goals presented above. However, the TDDP to date has not achieved the desired results. One objective of this study was identifying specific approaches that could be changed or added to improve the effectiveness of the TDDP in bringing appropriate growth to the West Hyattsville station area.

In meeting this particular objective, this study has benefited from recent local, regional and federal policy changes designed to support station locations of this kind. For example, WMATA recently revised its development and parking policy to permit parking to be replaced at ratio lower than one to one. This detail could be key to making TOD at West Hyattsville a reality.
The Process

Site Analysis

Because it is located within the Capital Beltway, but is outside downtown DC, West Hyattsville has suffered from ‘developer aversion’. It is a situation faced by other Metrorail stations in first tier suburban locations around the Metropolitan region, some of which have similarly lagged in their attempts to realize any appreciable level of desirable, quality development.

West Hyattsville is the fourth stop from the end of the Green Line. It is within convenient distance of two major universities (University of Maryland and Catholic University) and is less than a mile from the large commercial shopping and office complexes at Prince George’s Plaza.

Approximately 80 acres of under-developed land surround the existing elevated West Hyattsville station platform (including a recently decommissioned Washington Gas & Light Storage facility). The properties are currently in a mix of public and private ownership, and include 27.5-acres of WMATA property. The site is near several aging, underutilized small-scale commercial developments, and a number of mature but revitalized mid-rise housing developments. One of the most notable aspects of the West Hyattsville Metrorail station property is its location along and within the floodplain and creek alignments of the Northwest Branch and Sligo Creek. These streams are contained within a public park network including extensive sports and natural recreation features. This unique setting presents a complex set of opportunities and constraints influencing the identity of the proposed development.

Market Analysis

The West Hyattsville Station area, despite being located near major employment centers, fails to enjoy the same demonstrable market demand or pricing structure as other parts of Prince George's County. Market research conducted for this study indicates that Hyattsville has experienced little notable new residential development in several decades, and existing residential rents and resale home prices are lower.
than in other areas of the County. For office and retail rents, similar market conditions prevail. The County is seeking to address this market neglect by encouraging market-rate housing, and specific job-creation and retail opportunities. Substantial new construction at the nearby Prince George’s Plaza station area offers an opportunity off of which the West Hyattsville area can pivot.

Demographic trends and market absorption in other parts of Prince George’s County, as well as at other regional TOD locations, indicates that there is strong pent-up demand for new residential product, including small first time buyer condominiums, townhouses and small-lot single family homes targeted to both entry level and higher income households. These are well-accepted housing choices in other markets around the region, and fit well with the demographics and household growth expected locally and throughout the County. As confirmed by the Developer’s Forum convened early in this planning process, it is likely that residential products will lead development phasing at West Hyattsville.

For office products, the near term demand will likely come from smaller users, and should be augmented by economic development initiatives to attract "anchor", or large floor plate, users such as government or institutional tenants. For retail, early phases of station area redevelopment will depend primarily on serving the new residents and office workers, and should be limited in scale. As the development matures and expands, new destination retail and larger scale specialty stores may be supportable.

In sum, the proposed development types envisioned for the West Hyattsville Transit Village, while not yet demonstrated through new construction in the area, all hold strong long-term market support. In the short-term, residential products will experience strongest demand and will serve to energize the overall development.
The Process

Financial Issues

The West Hyattsville TOD strategy was tested for financial feasibility upon build out, in order to explore overall financial viability and the value of various implementation strategies. The method used was to model all potential development revenues, all development costs (including project-wide backbone infrastructure and profit margin needed by developers), and resulting land residual values, which are the values the project would bring to the landowners. The following scenarios were tested (see “Summary of Financial Analysis,” page 8):

- **Baseline Concept with “Traditional” Parking** – This scenario was infeasible due to expensive parking structures (e.g., garages).

- **Transit-Oriented Parking Strategy** – With reductions in garage structures, use of on street parking, other parking management strategies, this scenario improved but would not return sufficient value to the landowners and public.

- **Improved Market Conditions** – This scenario builds on the transit-oriented parking strategy by shifting up-front costs of selected project-serving infrastructure investments—totaling $16.5 million in cost—from private to public sources. These project elements are crucial to creating a high-quality project that would capture the value of location near employment centers, as well as match market conditions in other parts of Prince George’s County. A mix of funding sources for these improvements were identified, ranging from Maryland Smart Growth program grants, county and local capital improvement funds, and redevelopment tax increment financing. Funds would be invested in early “place-making” improvements to benefit the entire project, including improvements to the major entry points and major roadways, development of the public green near the Metrorail station and associated bus facility, open space and landscaping improvements, and infrastructure and floodplain improvements.
The Process

Based on this analysis, investment of $16.5 million—combined with improved parking planning and enhanced public sector implementation coordination and oversight—would yield additional returns of more than $41 million to the combination of developers, WMATA, and the County, an overall return of 66 percent on the invested funds. This approach also ensures a feasible residual land value to landowners.

It should be noted that the public investments amount described above includes several million dollars to fund creation of a lake amenity. This improvement cost, while adding a significant amenity value to the project, may be environmentally restrictive, requiring further study. Thus, the amount of public investments needed may ultimately be somewhat less.

The timing of public investments will be key – investments will need to be made up front, in early project phases, to create the kind of high quality “place” that attracts occupants to the project. Direct public return on investment may be achievable by structuring financial partnerships with landowners or developers that allow upfront investment with payback in later years. Other, more indirect public returns will include high quality new development contributions to West Hyattsville, increased transit ridership, and important job creation/economic development benefits.

NOTE: The public investments assumed in this analysis are hypothetical and illustrative. The purpose of this assumption and resulting analysis was to examine whether moderate, imaginable public investments—paired with key streamlining, cost-reducing, and coordinating actions—could increase project values and reduce project costs enough to potentially justify such public investments. This analysis does not reach a conclusion on this question, but presents the information for consideration by the relevant public agencies and although the following table illustrates the potential return on public investment, it should be noted that these funds have not been allocated.
The Process

Summary of Financial Analysis

<table>
<thead>
<tr>
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<th>Traditional Parking</th>
<th>TOD Parking</th>
<th>TOD Parking + Public Investments to Create Improved Market</th>
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<td>$658,673,803</td>
<td>$683,595,734</td>
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<td>Total Development Costs</td>
<td>$(688,682,381)</td>
<td>$(675,133,533)</td>
<td>$(675,133,533)</td>
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<td>Total Public Investments</td>
<td>$ -</td>
<td>$ -</td>
<td>$16,459,313</td>
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<td>Land Residual Value</td>
<td>$(34,349,467)</td>
<td>$(16,459,730)</td>
<td>$24,921,514</td>
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<tr>
<td>Land Residual Value / Acre</td>
<td>$(272,420)</td>
<td>$(130,540)</td>
<td>$197,649</td>
</tr>
</tbody>
</table>

Value of Implementation Strategy:

| Value to Project Developer of TOD Parking Strategy (a) | $17,889,737 | $17,889,737 |
| Value to Project Developer of Public Funding for Selected Investments (b) | $0 | $41,381,244 |
| Total Value Implementation Strategy (c) | $17,889,737 | $59,270,981 |

Notes:

a) Compared to the traditional parking scheme, a TOD parking strategy will generate an overall project value increase of $17.9 million ($13.3 million from cost savings and $4.3 million revenue increase from additional development potential on land not otherwise devoted to garages).

b) The financial model indicates that if $16.5 million of public investment is made in the project, the improved market conditions resulting from the investment will lead to slightly increased sale prices for all of the residential products, yielding a residual land value of $24.9 million, or almost $200,000 per acre.

c) If both the TOD parking strategy and public investments are implemented, the total value of these combined cost savings + market stimuli/increased sale prices for housing products will result in $42.8 million of value to the project.

Alternatives

Three alternative development concepts were created and analyzed as part of the charrette workshop process and led to the selection of a preferred development concept. The initial alternatives were characterized as the Green TOD, the Village TOD, and Civic TOD. Each alternative assumed a circulation and open space organization as well as potential land uses that influenced the final development concept described in the next section. Each alternative assumed predominantly low-rise (2-6 stories) development consistent with the surrounding community character.
Developers Forum

A Developers Forum was held to gather private sector comment on this strategy and ensure that it reflected local development expertise. Opinions expressed at the forum emphasized the need for predictability and certainty and included:

- The permitting process should be expedient and friendly to TOD supportive proposals (“green tape”).
- Land should be assembled and packaged.
- Clear political commitment is critical and requires leadership and a dedicated champion.

Public investment could include a mix of parking and transportation improvements, open space amenities, and floodplain modifications to attract private sector and market interest.

Three Early Alternative Development Concepts

Alternative Development Concept
Bird’s Eye View
Development Concept

Concept Statement

The West Hyattsville TOD incorporates the best qualities of a traditional village neighborhood and includes a mix of civic amenities, home choices, retail services and employment opportunities. It is walkable and human scaled - a safe and pleasurable place to visit, live and work. Through all aspects of its land use and transportation systems, it will advance community values and provide meaningful integration of the nearby parks and open spaces. It will create quality development while revitalizing surrounding neighborhoods.

Concept Features

- Compact, mixed use, low-rise, pedestrian friendly and designed to manage parking with the least number of spaces possible for success.
- The Metrorail transit station is part of a new “village green”. Buses are organized around the “village green”, rather than parked in a conventional suburban transit bus depot.
- A comprehensive park system along both sides of the NW branch of the Anacostia River and Sligo Creek. The continuous parkway system will be more visible and thereby safer thru:
  - View corridors into the park.
  - Amenities in the park that attract activity.
  - Residential buildings that front on the park, an active recreation space, and make positive surveillance possible.
- The “Main Street” (Hamilton Street) is to be completed on the south side with compatible development and will be linked directly to the transit station. Hamilton will be the key retail street and is designated for street-level retail or civic uses with above ground office or residential uses.
- Queens Chapel Road is to be fashioned into a grand boulevard in the tradition of great urban boulevards.
Development Concept

• Ager Road is to be a residential-scale boulevard with a landscaped median.
• On non-retail streets, landscaping and building articulation will create visual interest. To the maximum extent possible, parking lots will not front on the street and will be landscaped to create a pleasant and integrated walking environment.
• The community will be laced with green spaces that will be treated as open space, recreation and design amenities.
• The proposed lake will provide region-wide recreational opportunities, storm water benefits and increased real estate values in the station area.

Concept Elements

The proposed West Hyattsville TOD Strategy represents a transit supportive land use pattern as well as an integrated and efficient circulation system. This balance of land uses, coupled with a traditional grid pattern of streets, forms the basis for the transit village. A number of features will ensure that the proposed village will function to foster community spirit, human interaction and will create an accessible desirable, high quality living environment. Parking design and management will be important to the success of this development concept to ensure not only high quality community design, but also the financial success of the project. This is explained in more detail below.

Following the parking strategy discussion, principal elements of the development concept are illustrated in more detail and include the following diagrams:

• Concept Illustrative
• Land Use Concept
• Circulation Concept
• Open Space, Parks and Civic Concept
• Neighborhood Concept
• Parking Concept
• Building Registration Diagram
• TOD Development Program
Development Concept

Parking Strategy

Minimizing the amount of parking, especially structured parking, is critical to this strategy's realization, particularly during the early phases. A comprehensive parking management program is proposed and could reduce parking demand by as much as 25 percent\(^2\) from current county standards. The three key features of this program are:

1. Reduce parking requirements to reflect:
   - *Increased transit use.* A significant percentage of new residents are expected to work in downtown Washington, D.C. and at other locations (university or federal office campuses) that are accessible by Metrorail. Office workers and shoppers will also be able to take transit to this site.
   - *Reduced vehicle use.* Residents and commuters to the site will live and work close enough to a variety of uses to be able to walk, bike or use transit to satisfy many of their daily needs, thus reducing auto use and demand for vehicle ownership.
   - *Shared parking.* Land uses with different peak parking demand periods can share parking, thus utilizing the same parking space over a longer period of each day.

2. Reduce off-street parking by crediting adjacent on-street parking towards fulfilling on-site parking requirements. This strategy makes on-street parking critical to meeting both parking supply and urban design goals (such as calming traffic).

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\(^2\) Within the West Hyattsville TDDP/TDOZ ‘standard’ county parking requirements are waived. Unlimited structured parking is allowed. However, there is a limitation on the total amount of surface parking allowed in the district based on the amount of existing surface parking. Regardless, the amount of parking for the project will be determined by market and financial requirements, not the zoning ordinance, and the reduction from the ‘standard’ requirements is provided to illustrate the goal of the strategy in comparison to typical development requirements.
Development Concept

3. Establish a station area-wide parking entity to integrate and manage all parking recommended by the TOD strategy. The entity’s responsibilities should include:

- Ensuring that each phase of development taking advantage of underutilized, excess parking in the station area. Excess parking could be used by adjacent new development, could be leased by other users or could be additional commuter parking.
- Enforcing a residential permit program.
- Establishing a parking meter program to regulate on-street commercial parking.
- Allocating parking revenues to ensure that the parking management program is successful.
- Administering a transit pass program for station area residents.
- Executing “car-sharing” agreements with providers, and reserving spaces for “car-sharing” vehicles.
- Coordinate a transit shuttle bus service that links the station area to nearby neighborhoods.

Car Sharing: A personal mobility club, providing its members access to a fleet of vehicles conveniently located across a metropolitan area. Flexible pricing plans allow members to reserve and drive a car whenever they want, while the “car sharing” company covers the cost of the vehicle, insurance, gas, parking and maintenance. Members make reservations anywhere from a year to a minute in advance, deciding the date, time, and duration. Members are given a key or code that works in every one of the fleet of vehicles. Members can use the car as often and for as long as they want. All cars need to be returned to their original location no later than the reservation end time.

Rear Parking Concept Example – Section View
Development Concept

WEST HYATTSVILLE TRANSIT ORIENTED METRO DEVELOPMENT
ILLUSTRATIVE CONCEPT

- Structured Parking
- Metro Station
- Village Green and Mixed-Use Core
- Main Retail Street
- Residential
- New Creek Crossing
VILLAGE GREEN CONCEPT – ARTIST’S RENDERING
Development Concept

LEGEND

- Primary Roads
- Secondary Roads
- Main Street
- Internal Roads
- Alleys
- Metro Line
- Metro Station

WEST HYATTSVILLE TRANSIT ORIENTED METRO DEVELOPMENT
CIRCULATION CONCEPT
Development Concept
Development Concept

West Hyattsville Transit Oriented Metro Development

BUILDING REGISTRATION DIAGRAM
## Development Concept

### West Hyattsville TOD Development Program

<table>
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<tr>
<th>Land Use</th>
<th>Parking Demand</th>
<th>Parking Supply</th>
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<tr>
<td>BLOCK Code</td>
<td># of Units</td>
<td># of Spaces</td>
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### Notes
- [Development Strategy](#)
- [Parkway Structures](#)
- [Community Center Office Building](#)
- [Residential Apartment Bridge](#)
- [Office Building](#)
- [Parking Structures](#)
## Development Concept

### West Hyattsville TOD Development Program

#### Land Use

<table>
<thead>
<tr>
<th>BLOCK REF</th>
<th>Block Area</th>
<th>Bldg. Ref.</th>
<th>Description of Use</th>
<th>Levels</th>
<th>Total Res. Units</th>
<th>Total Res. Area per Block (Acres)</th>
<th>Density per Acre of Total Res. Area</th>
<th>Total Comm/ Parking Spaces per 100 SF</th>
<th>Comm. Parking Required</th>
<th>Rms. Parking Required</th>
<th>Total Parking Required by Bldg.</th>
<th>Total Parking Required by Block</th>
<th>Total Structure Sqft</th>
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### Total

- Total Res. Area: 128,698<br>
- Total Comm/ Parking Spaces: 511<br>
- Total Parking Required: 7,784<br>
- Total Parking Supply: 6,384<br>

### Summary

- Estimated Uses at 1.0 RESF per Commercial Area<br>
- Average Commercial/Office Parking Rate (spaces/1000)<br>
- Average Residential Parking Ratio (spaces/unit)<br>
- *Note: Total Parking Supply includes off-street extras (204 P&R, 10k park, and 28 On-Street (O/S))

---

*Note: Not jurisdictional boundary does not include greenway, bike and other park spaces, or commercial areas.*

---

West Hyattsville Transit Oriented Development Strategy 23
Successful implementation emerges from a broadly based and consistent commitment from all stakeholders to a quality product, the establishment of an appropriate design oversight and review process at each stage of the project, and the assembly of skilled, multi-disciplinary staff to work together toward the defined vision. This is important throughout the project’s lifetime - from inception through full build out of construction and ongoing management and maintenance.

At this point in the planning process, while no single clear path has been recommended; a toolbox of elements has been assembled and a alternative process options identified. In moving forward to refine a preferred implementation approach, time is of the essence. It is important to keep in mind that land developers are deeply concerned with and susceptible to the impacts of time and cost, such as land assembly, entitlements, financing, infrastructure improvements and actual vertical construction activities (‘sticks and bricks’). Delay can have immediate and lasting deleterious effects on the project.

In discussions with stakeholders, an overall implementation framework has been created and some general steps identified and described below.

*Simplified TOD Implementation Strategy Process Diagram*
Implementation

Phase 1 - Roll Out

Marketing and Outreach

To achieve the goals of this planning effort requires the full support of the public sector. Elected officials must understand and champion the vision contained in this report. An accompanying multi-media PowerPoint presentation explaining the benefits of TOD for Prince George’s County has been created to assist in this effort, and is available for viewing at the county on CDrom. Community groups, landowners, developers and lenders will all need to be included in the roll out once political will for movement is established.

Phase 2 - Planning

Strategy Completion

Although many aspects of the strategy have been defined and articulated in this initial pilot study, the scope of this project did not allow for comprehensive engineering and environmental analysis or detailed architectural studies, all of which will be necessary to move forward. Continued refinement of strategy elements will need to occur. Attention will also need to be paid to:

- Intergovernmental coordination and management including assigning roles and responsibilities,
- Providing technical support, such as engineering, environmental and infrastructure assistance, especially in regard to floodplain issues, and
- The beginnings of an outreach, education, branding and marketing effort.

Formal Adoption of the Strategy

Planning policies and codes that support the strategy must be adopted and enforceable, and may include:

- Specific guidelines for individual site design and management, as well as public open space areas and features,
- Generic guidelines for 3 dimensional elements of the project, such as street and building cross sections, and
Implementation

- Generic guidelines on detailed public elements, such as paving, street furnishings, signage and lighting.

Continued technical assistance will be required and land assembly, financing and partnerships will need to be established.

Development Entity

A key issue to implement the West Hyattsville TOD project will be the creation of a development entity. The consultant team identified several sustained leadership options; including a single public agency lead, a new non-profit public/private partnership, and/or a private sector master developer lead. It is critical that any lead entity be able to stimulate redevelopment by bringing all the key parties together, obtain land use approvals, assemble or coordinate the disposition of public and private lands, bring in-house real estate development expertise to the project, and be able to secure both private and public investment funds (grants and loans).

Phase 3 - Implementation

Identify and Build Specific Projects

After detailed designs have been agreed upon, a method of scheduling and delivering the diverse range of envisioned development products must be laid out. On the accompanying Implementation Framework matrix, an outline of the key components have been organized, taking into consideration the following primary goals:

- Final funding must be secured.
- Site sales must be managed to ensure urban design consistency.
- High quality public area maintenance must complement the high quality design of the individual projects and overall village environment.
- Individual projects, as they are being developed, must undergo periodic reviews, using this strategy and other guidelines (yet to be developed) as a point of reference.
## Implementation Elements

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<tr>
<th>Intergovernmental Coordination and Management</th>
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<th>Mid-Term</th>
<th>Long-Term</th>
<th>Agency Roles</th>
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<td>Define the County-wide TOD strategy</td>
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<td>Who Takes the Lead?</td>
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<td>Who Provides Support?</td>
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<td>Determine optimal lead entity</td>
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<tr>
<td>Refine WMATA roles and responsibilities</td>
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<td>Assign roles and responsibilities (governance/lead entity memo)</td>
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### Planning and Entitlements

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<td>Establish lead agency (or authorize all necessary implementation powers)</td>
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<tr>
<td>Develop draft implementation and phasing strategy</td>
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<td>Develop parking strategy</td>
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<td>Final adoption of implementation, parking strategy, and phasing strategy</td>
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<td>Land use entitlements (county plan/zoning update, development Phase A permits, etc.)</td>
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<td>Monitoring with policy and zoning revisions as necessary</td>
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### Technical Support

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<td>Environmental assessment of existing conditions</td>
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<td>Infrastructure improvement (water, sewer, streets, etc.)</td>
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<td>Technical support to resolve/mitigate any environmental issues</td>
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<td>Urban design and architecture</td>
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### Outreach and Marketing

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<td>Lender outreach (CRA in particular)</td>
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<td>Initial commercial tenant/resident promotional campaign</td>
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### Land Assembly, Financing, and Partnerships

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<td>Acquire Phase A land parcels if applicable</td>
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<td>Complete phased project cash flow to identify gap funding needs</td>
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<td>Refine financing sources and uses</td>
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<td>Refine first time buyer and other housing programs (e.g., LEM, relocation/renovations for HUD housing, etc.)</td>
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Consultant Team

Parsons Brinckerhoff
Paul Morris, FASLA, Project Manager
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