

# Chapter 7 Implementing the Plan

The implementation of the Southern Green Line Station Area sector plan will occur over many years and be the result of both large and small actions carried out by a myriad of players, both public and private, separately or in partnership. It will require the use of existing and new economic development, as well as funding strategies involving all levels of the governments affected directly and indirectly by the plan including county, state, federal and regional. It will necessitate leadership on behalf of these government agencies to demonstrate their commitment to transit-oriented development along the corridor as well as create a positive environment that enables actions by others, including investors and developers who are essential to creating the kind of development envisioned by the plan. Implementation will also require champions for certain actions given competing priorities and limited resources and advocates for the plan area to keep attention focused on the needs and aspirations of the community. While the vision and development programs are long-term, implementation must be immediate in terms of the ongoing decision-making process that determines priorities and resource allocation. The recommendations in the plan should therefore serve as a guide to decision makers and stakeholders on the actions that are required to achieve the vision and development programs articulated in the approved plan.

This chapter summarizes key implementation strategies that are necessary to implement the plan's vision and policies. It organizes these strategies into three types of activities: regulatory, public investment, and partnerships; within a matrix that identifies proposed actions, the anticipated lead agencies, and partners involved and the timeframe in which the recommendations should be implemented. The process of setting timeframes and priorities is based on number of factors including the capacity to implement projects, the planning and design involved, and the cost and benefits. Timeframes are defined as immediate or on-going

in the first 1 to 3 years, short-term within 1 to 5 years, mid-term reflecting 1 to 10 years, and long-term reflecting 1-15 years. Even long-term projects, such as proposed major roadways, will need to be initiated in the short-term so all the timeframes begin in the first year after adoption of the plan. This chapter also reviews existing economic development programs and incentives currently in use in the county or otherwise recommended that are important to the implementation of the plan.

Implementation strategies that are regulatory in nature include revisions to the zoning ordinance to both create new zoning districts, development standards, and requirements as well as revise the development review process to expedite the process and make it more responsive to the needs of developers and the community, while keeping it predictable in terms of requirements and steps. Regulatory strategies might also include revisions to the subdivision ordinance regarding the formation of streets and blocks as well as adequate public facilities requirements pertaining to roads and impact fees. Public investment strategies refer to public infrastructure improvements that are funded by local, state, and/or federal governments, including road extensions, streetscape improvements, new sidewalk, trails, and recreational facilities and programs as well as new transit facilities. Partnership activities refer to both existing collaborations among government agencies and public and private sectors as well as new partnerships that stakeholders must establish in order to achieve specific plan recommendations. This category also addresses activities of the coalition proposed for the area.

### Setting Priorities

Within this framework it is important for Prince George's County to set priorities for public action in regard to implementing the plan along the Southern Green Line. Priorities can be thought of in terms of regulatory, public investment, and partnerships; but also

in terms of geography and the different needs and opportunities that the four stations present. For many of the recommendations that are regulatory in nature, the cost to the county is minor, but the work involved is complex and time consuming for staff resources, for instance creating new TOD zoning districts. These types of regulatory changes are a high priority with short timeframes and their impact will extend beyond just the Green Line area.

In the area of public investment, setting priorities is crucial to implementing the plan because needs are great in all four station areas for new transit-oriented infrastructure, and yet resources are finite. The county must then choose in a very strategic fashion where to make investments that will catalyze growth in the short term, while benefitting the whole project area in the long term. The clear majority of real estate professionals who advised on the plan recommend that the Branch Avenue station area be made a priority for county investment and incentives. The recent development of market rate residential units since the station opened is the most positive impact of the transit line on the area so far. The county should work with WMATA and private property owners to continue this momentum and build on this success.

In keeping with past General Plan recommendations, the plan seeks to create an employment center in the Branch Avenue station area, with a focus on new public and private office space. Creating entitlements and incentives to encourage new office development at Branch Avenue station should be a high priority for the county and its partners at WMATA and MDOT. Construction of the planned Woods Way access road project is a stated high priority for the county and SHA. Reconfiguring station circulation and making critical links in the local street grid at Branch Avenue station should also be a high priority.

Partnerships and using the financial tools available to the county should also be a priority at Branch Avenue station. The plan

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recommends using tools such as a parking district to help manage the provision of commuter parking and generate revenue from on-street parking. The creation and extension of a TIF district at the Branch Avenue station area is another important tool, in partnership with WMATA and other private landowners, that can be a method for financing needed infrastructure, such as roads, streetscapes, and parks.

Prioritizing Branch Avenue does not mean that improvements and actions at the other station areas should be delayed. New development at Southern Avenue should be primarily led by private investors, with only minimal public investment or incentives. Suitland and Naylor Road station areas each require different emphasis from the Branch Avenue station in terms of public action. At Naylor Road the county should focus on addressing blighting and problem properties, with the Lynnhill Condominiums a priority for intervention if deemed necessary and appropriate. Naylor Road is a high priority for improvements through SHA's Naylor Road / Branch Avenue streetscape project, which will hopefully be the first major construction project implemented in the project area in the next five years. Some assistance to WMATA and any potential private investors at Naylor Road may be needed to assemble property in the immediate station area.

At Suitland the priority should be on improving the streetscapes and pedestrian environment in the station area. Coordination with the GSA and SHA will be important to designing and financing the proposed greenway and multiway boulevard projects and, given the magnitude of these projects, they will take time to develop. Redevelopment of the former Suitland Manor site is also a priority, but so far the market response has been slow to coalesce around a complete vision for the site and the frontage along Suitland Road and Silver Hill Road. The plan's recommendation to amend the Suitland M-U-TC could be an important step to attracting retail and residential development. In all cases, the county and its partners should be prepared to act when and where opportunities arise.

## Economic Development Incentives and Tools

The following programs should be used to the fullest extent possible to help achieve objectives in the plan including incentives to encourage redevelopment activities and business improvements. These programs are available from various governmental sources at the county, state, and federal level. During development and redevelopment activities, these programs and incentives can be considered individually and collectively for the applicability to the project.

## County Economic Development Programs

**Neighborhood Conservation Tools:** the Prince George's County Department of Housing and Community Development administers several HUD funded programs that provide funding for housing rehabilitation and community development activities for eligible participants and programs. These include the Single-Family Rehabilitation, HOME Homeowner Rehab Program and Weatherization Programs, in addition to the Community Development Block Grant Program. Funding through the federal Neighborhood Stabilization Program (NSP) allows the county to acquire, rehabilitate, and sell blighted, foreclosed homes to qualified buyers while the proceeds replenish the funds for new acquisitions. The Down Payment on Your Dream program, funded with NSP provides down payment and closing cost assistance to purchasers of foreclosed homes and short sales. This program targets residents in the Suitland community.

**Economic Development Incentive Fund:** The county established the fund in 2012 with a one-time investment of fifty million dollars. Funds are to be appropriated over the next five fiscal years. The goals of the fund are to expand the county's commercial tax base, promote major development/redevelopment opportunities and transit-oriented development (TOD), bolster job retention and creation, support small and local businesses, and encourage growth of key industry sectors. Eligible uses for the funds include land and building acquisitions, building construction and improvement, equipment acquisition, and working capital.

**Tax-Increment Financing Districts:** This is a flexible economic development tool used by many jurisdictions. Under this

technique, property tax revenues are frozen at the time a TIF district is established. This base level of revenue will continue to flow to the taxing entities over the life of the district. However, as development and redevelopment occur in the district, property tax revenues increase. This increase in property tax revenue from the base year (or the increment) is retained in a special allocation fund (TIF fund). The monies in the TIF fund are reinvested back into the TIF district. These funds can be used to purchase land and/or fund capital investment through TIF revenue bonds. Use of TIF programs can be an important source of financing joint development projects. Overall, TIF revenues ensure that the success in a given district generates revenues to support additional investment in the district. Tax increment financing does not increase property taxes. The revenues generated from the district could help support land assembly, land writedowns, and infrastructure development for target projects in the corridor area as well as the provision of amenities. However, it is important to recognize that the use of TIF restricts county access, thus making this additional tax revenue not available for county general fund purposes.

**Revitalization Property Tax Credits:** The majority of the sector plan area is within census tracts that are eligible for the county's revitalization property tax credit program. This program uses a diminishing county property tax credit over several years for assessable improvements made to commercial, industrial, and residential properties. The tax credits are intended to help enhance the financial feasibility of a project by reducing operating costs. Qualifying commercial projects receive a graduated 20 percent tax credit over five years, beginning with a 100 percent credit the first year and dropping to 80 percent in the second year, 60 percent in the third year, 40 percent in the fourth year, and 20 percent in the fifth year. Residential property taxes are abated 100 percent in the first year, 66 percent in the second year, and 33 percent in the third year.

**Shopping Center Rehabilitation Program (SCRIP):** The SCRIP is designed to help owners of older shopping centers invest in the rehabilitation of the buildings, grounds, and equipment that make up the center. The SCRIP will provide up to 25 percent of the

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requested funding, but no more than \$2.5 million, matching the balance of the total financing required to renovate the center.

**Business Building Re-Use Program (BBRP):** The BBRP is designed to help encourage the reuse of vacant or underutilized business buildings. For example, if market studies indicate that a vacant or underutilized strip center is no longer viable as a retail facility, the BBRP will provide up to 25 percent, but no more than \$1.0 million, of the financing necessary to convert the property into another viable business use.

**New Building Loan Program (NBLP):** The NBLP is designed to help encourage new retail, commercial, and industrial development projects in inner-beltway communities, where a market study indicates the area can support the new facility. This program will provide up to 50 percent, but no more than \$2.0 million, of the financing necessary for the construction cost of a project.

**Small Office-Home Office Loan Program:** This program is a service developed by Innovative Bank to promote the Small Business Administration's Community Express loan program.

**Revolving Loan Funds:** Community revolving loan funds are a means to offer local businesses and developers low interest capital or to target specific properties for redevelopment. These funds offer localities and organizations the means to invest in their future and leverage outside investment. These programs extend the ability of funds to continue to circulate through the community long after the initial grant has been expended.

**Land Readjustment Programs:** Also known as land consolidation or land pooling, this approach involves the private sector pooling land for the purpose of creating a larger unified development site. It allows property owners to retain the incremental value gained from the development of their land to more intensive use rather than having the benefit accrue to the developer after the land is sold. Properties are consolidated through a private corporation, landowner's association, a public corporation, or a public agency. Each owner is accorded a share relating their assessed property value as a percentage of the total value of all properties combined. The land is then planned without regard to property lines and is resubdivided and returned to individual property owners with all

development requirements having been satisfied. The project can then be built out separately by several developers or by a single developer. Some lots may be sold to offset the cost of infrastructure improvements. The result is that the original property owners realize greater value for their properties by creating a larger developable site.

**Flexible Parking Regulations:** Parking regulations that minimize the provision of on-site parking and maximize the opportunities for shared-use parking in mixed use development areas are an incentive that can help attract new development.

**Public Parking:** Public parking is appropriate when a range of land uses, rather than a single user, benefit from the parking. Ideally, initial shared parking lots could become the site of future structured parking when the need arises. The Prince George's County Revenue Authority's mission is to create revenue streams for the county and encourage economic development. As initial costs may be high, partnerships with a municipality, the Redevelopment Authority, a business association, or other entity may be required. The Redevelopment Authority, with the approval of a municipality and the direction of the County Council, may create a parking district within any municipal commercial area. A parking district collects parking fees for all public parking spaces in the district from individual users, commercial center businesses, or an alternative entity such as a business association. Initial financing would come from non-city sources, but over the long run, projected parking revenue must be sufficient to pay off the construction, financing, and maintenance.

**High-Technology Growth and Development Incentive Package:** The Prince George's County Economic Development Corporation (PGCEDC) provides a high-technology growth and development incentive package. This program provides a three-part incentive for high technology companies expanding in or newly locating within the county. Personal property tax exemptions are also available, for up to 100 percent, for certain property used in research and development. Property tax credits are available for new construction, substantial renovation, or expansion of high-technology businesses for the same amounts and time periods

as those discussed above. The third component of this package includes a fast track site development plan process.

**Marketing and Promotion:** There is an opportunity to capitalize on the wealth of retail options and office space in the Southern Green Line area. Developing logos, slogans, and a branding campaigns to promote and market the Southern Green Line assets will help recruit specialty retailers, startup businesses, and expanding companies as well as attract shoppers to the area.

**Information Clearing House:** Older commercial and business districts often lack a central source for and may have fewer promotional tools or locations for developers and local businesses to gain information on financing, activities, development processes, and legal requirements. Numerous county and state services that offer financing, tax incentives, training, and other specialized assistance, such as the Main Street Program, have been very successful in jump-starting successful town centers through information sharing and training. Consideration should be given to developing a Commercial Development Corporation or Business Alliance to function as a localized Information Clearing House.

**Pilots:** Payment in Lieu of Taxes (PILOT) is an agreement from the county to abate property taxes and instead charge an amount equal to a negotiated PILOT. The payment can range from zero up to the full amount of taxes due or more. In some cases taxes are deferred rather than abated. A properly structured PILOT can also be used as a better alternative to a tax increment financing. The PILOT agreement could be negotiated so that the payment is equal to the greater of (1) the debt service on the bonds or (2) the tax payment that would otherwise have been due.

**WSSC Systems Waiver:** This program allows the County Executive to waive the WSSC/SDC (system development charge) for eligible revitalization projects and to partially waive the charge for elderly housing and biotechnology projects. Projects must meet the eligibility criteria as defined in CR-45-1999.

**Revenue Bonds:** These bonds are used to finance the construction of a manufacturing or commercial facility for a private user. The county receives bond authorization from the State of Maryland for the purpose of issuing non-housing industrial development revenue

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bonds. Authorized projects include manufacturing facilities with a total project cost of less than \$10 million.

## State of Maryland Programs

**Sustainable Communities:** The Sustainable Communities Act of 2010 created consolidated areas for revitalization investment referred to as Sustainable Community (SC) Areas. Following is a list of Maryland programs that contributed resources to designated Sustainable Community areas in 2012:

**The Community Legacy Program (CL)** is administered by the Maryland Department of Housing and Community Development and provides local governments and community development organizations with financial assistance to strengthen communities through such activities as business retention and attraction, encouraging homeownership and commercial revitalization. CL funds are restricted to SC areas.

**The Neighborhood Business Works Program (NBW)** is administered by the Maryland Department of Housing and Community Development and provides loans through gap financing, i.e., subordinate financing, to new or expanding small businesses and nonprofit organizations. NBW funds are restricted to SC areas.

**The Maryland Sustainable Communities Tax Credit Program** is administered by the Maryland Historical Trust and provides Maryland income tax credits based on a percentage of the qualified capital costs expended in the rehabilitation of a structure. Non-historic-qualified rehabilitated structures in designated Sustainable Communities can be eligible for a 10 percent credit. The 20 percent credit for historic structures will continue to be available.

**The Job Creation Tax Credit** is administered by the Maryland Department of Business and Economic Development (DBED). Maryland provides a tax credit to encourage businesses expanding in or relocating to Maryland. Enhanced incentives are provided in SC areas. The standard credit is 2.5 percent of annual wages up to \$1,000 per new job. For businesses located in a SC area, the credit is 5 percent of annual wages up to \$1,500 per new job; and, the threshold to qualify for the tax credit drops from 60 to 25 jobs created.

**The Sidewalk Retrofit Program** is administered by the Maryland Department of Transportation (MDOT). This program helps finance the construction and replacement of sidewalks along state highways (Maryland and US Routes, other than expressways). The program covers 50 percent of the cost for approved projects. For projects located in an SC area, the program covers 100 percent of the cost.

**Community Investment Tax Credits:** The Division of Neighborhood Revitalization at the State of Maryland's Department of Housing and Community Development issues Community Investment Tax Credits. As part of an annual, competitive application process, 501(c)(3) nonprofit organizations apply for tax credit allocations. Nonprofit organizations utilize the tax credits as incentives for individuals and businesses to donate money, goods or real property to support operational and programmatic costs associated with specific, approved projects in a priority funding area. Projects typically involve activities such as housing and community development; enhancing neighborhoods and business districts; arts, culture and historic preservation; economic development and tourism promotion; and technical assistance and capacity building.

**Maryland Capital Access Program:** A small business credit enhancement program that enables private lenders to establish a loan loss reserve fund from fees paid by lenders, borrowers, and the State of Maryland. An enrolled loan, or portion of a loan, may range from \$10,000 to \$1,000,000. Most Maryland small businesses, including nonprofit organizations, are eligible.

**Brownfield Ordinances:** Counties and municipalities may adopt local brownfield ordinances that limit the liability of property owners and can provide a list

**Enterprise Zones:** An Enterprise Zone is an area of a county, city, or town in which state and local incentives and assistance are offered to encourage the expansion of existing businesses and the attraction of new business activity and jobs.

**Incentive Leverage Fund (ILF):** The ILF works with the State of Maryland's requirement that local jurisdictions participate with a minimum of 10 percent matching funds for County projects receiving state flexible incentive loans convertible to grants.

**Revitalization Area tax Credits:** Revitalization/Redevelopment tax credits encourage redevelopment and investment in inner-beltway communities of Prince George's County. The credits are available in all census tracts inside the Beltway where the median household income does not exceed the County's median. Eligible improvements to real property located within these districts shall be allowed a tax credit on County real property taxes.

**SBA 504 Long Term Fixed Assets:** The Commercial Real Estate and Equipment Loan Program is available to the more established business owners who desire to purchase owner-occupied commercial real estate (typically to transition from leased facilities, to consolidate its operations or to acquire equipment with a useful life of at least 10 years). Loans are guaranteed by the U. S. Small Business Administration (SBA).

**Asset Based Lending Program:** This program is available to businesses in a wide variety of industries: manufacturing, wholesale distribution, commercial printing, business services, medical services, job placement/temporary agencies, and many others. Typically, a qualified business would generate \$250,000 to \$2.5 million in annual revenues.

**Small Business Growth Fund:** A guaranteed revolving loan fund is available to established businesses with at least 3-5 years of profitable operating history. This program is designed to assist emerging growth companies in response to access to new markets and expansion challenges.

**New Markets Tax Credit (NMTC):** The term of the credit is seven years. Investors will be able to claim a tax credit of 5 percent for each of the first three years of the credit, 6 percent for each of the last four years, for a total of 39 percent over seven years. The net present value of the credit is estimated at 30 percent over the seven years. NMTC investors will likely expect a return from the credit above and beyond the federal tax subsidy. NMTC deals should make good economic sense and hold out realistic prospect of returns beyond the credit. (The FSC is currently seeking a new allocation of NMTC; previous credits have been used successfully to finance business expansion in Prince George's County).

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**SBA Micro Loans:** The Micro Loan Program provides very small loans to start-up, newly established, or growing small business concerns. Under this program, SBA makes funds available to nonprofit community-based lenders (intermediaries), which in turn make loans to eligible borrowers in amounts up to a maximum of \$50,000. The average loan size is about \$13,000. Applications are submitted to the local intermediary and all credit decisions are made on the local level.

**SBA Special Purpose Loans:** The SBA offers various special purpose loans. These include loans to help grow businesses to meet demand internationally, aid businesses that have been impacted by NAFTA, assist in implementing employee ownership plans, and help implement pollution control mechanisms, in addition to other special programs.

**Maryland Technology Transfer and Commercialization Fund (MTTCF):** This fund provides funding for Maryland companies who wish to develop technology-based products and/or services in collaboration with the universities and/or federal laboratories in Maryland. To be eligible for the program, a company must be collaborating with a federal laboratory or university in Maryland or be located or be an affiliate of an incubator company in the state.

**TechStart** This program: Funds university-based or federal lab-based teams to determine whether specific technologies would have the potential to be commercialized through a startup company. A university or entrepreneur submits a proposal to TEDCO for evaluating the opportunity. An award would defray costs of evaluating the feasibility of the startup opportunity. Proposals are capped at \$15,000 per technology.

**Job Creation Tax Credit:** Maryland provides a \$1,000 tax credit to eligible businesses that create new jobs to encourage businesses expanding or relocating to Maryland. The credit is 2.5 percent of aggregate annual wages for all newly created, full-time jobs up to \$1,000 per new job. In a revitalization area, this is increased to five percent of annual wages, up to \$1,500 per new job. Credits cannot exceed \$1 million per credit year. If the credit is more than the tax liability the unused credit may be carried forward for five years.

**New Jobs Creation Tax Credit:** This new program permitted under state law and enacted by the County Council in 2010, that offers a property tax credit and enhanced property tax credits for real property owned or leased by business entities and on personal property owned by businesses that meet requirements related to the creation of new jobs.

**High Technology Facilities Tax Credit:** Developed to encourage growth and development of existing high-technology companies and attract new high-technology companies. Eligible companies may receive a real property tax credit if they make at least a \$500,000 investment in 5,000 square feet or more of real property that is newly constructed or substantially improved by, or for, them and create at least ten new full-time positions over a period of three years. The real property tax credit is phased in over a five year-period, beginning with a 100 percent exemption on the increased assessment in year one; 80 percent in year two; 60 percent in year three; 40 percent in year four; and 20 percent in year five.

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Table 32: Implementation Strategies Action Plan

Strategy Recommendation	Area	Lead Responsibility & Potential Partners	Timeframe (years)
<b>Regulatory Strategies</b>			
Develop new Transit-Oriented Development (TOD) Zoning Districts for residential, office, and flexible uses	Countywide	Prince George's County Planning Department (M-NCPPC)	1-3
Amend the Suitland M-U-TC Development Plan and design standards	Suitland	Prince George's County Planning Department (M-NCPPC)	1-3
Revise the development review process	Countywide	Prince George's County Planning Department (M-NCPPC)	1-3
Revise the subdivision ordinance to require a grid of streets and set a maximum block perimeter in Metro station areas	All station areas	Prince George's County Planning Department (M-NCPPC)	1-3
Reduce impact fees for multifamily housing development in station areas	All station areas	Prince George's County government	1-3
<b>Public Investment</b>			
Create a sidewalk retrofit fund to address missing and substandard sidewalks in in the station areas	All station areas	Prince George's County government, DPW&T	1-3
Create an infrastructure account to pay for DPW&T construction of sidewalks along undeveloped land in the station areas and use developer fees to replenish the account at time of development	All station areas	Prince George's County government, DPW&T	1-3
Establish a TOD Infrastructure Action Team within the Department of Public Works and Transit and provide a dedicated source of funds to address a backlog of infrastructure projects in the station areas	All station areas	Prince George's County government, DPW&T, SHA, MDOT, M-NCPPC	1-3
Stripe on-street bicycle lanes and sharrows on critical paths to the stations	All station areas	DPW&T, SHA	1-3
Construct off-street trails to connect residential areas to the stations, with the extension of Henson Creek Stream Valley Trail as a high priority project	All station areas	M-NCPPC	1-15
Implement the Woods Way access road project; extend Britannia Way to intersect with Woods Way at time of SHA construction	Branch Avenue	SHA, WMATA, DPW&T	1-3
Extend Old Soper Road to Auth Way North and construct a full streetscape with high quality pedestrian facilities and landscaping	Branch Avenue	DPW&T, WMATA	1-3
Construct commuter parking structure at Branch Avenue to open up land for TOD Branch Avenue	DPW&T, WMATA	Revenue Authority	1-5
Construct a town square-style urban park at the Branch Avenue station	Branch Avenue	M-NCPPC	1-5
Study potential alignments, impacts, costs, and benefits of extending Regency Parkway across Suitland Parkway	Branch Avenue	M-NCPPC, DPW&T	1-15
Design and construct the Suitland-Silver Hill Greenway on federal property	Suitland	GSA, NPS, M-NCPPC	1-10
Consolidate intersections at Navy Day Road and Silver Hill Road by removing intersections at Pearl Drive and Randall Road, and reconfiguring access routes	Suitland	DPW&T	1-5
Extend Navy Day Place to Swann Road and extend Sycamore Lane to Suitland Road	Suitland	DPW&T	1-5
Improve the public realm along Silver Hill Road, including wider sidewalk or incremental implementation of the multiway boulevard concept	Suitland	DPW&T, SHA, private property owners	1-10

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Table 32: Implementation Strategies Action Plan

Strategy Recommendation	Area	Lead Responsibility & Potential Partners	Timeframe (years)
Plan for a new civic building along Suitland Road north of Silver Hill Road to address blight and create a new community focus in the town center	Suitland	Prince George's County government, M-NCPPC	1-10
Make strategic interventions to address blighting influences in the station areas that may include acquisition and removal or rehabilitation	Suitland, Naylor Road	Redevelopment Authority	1-10
Improve Suitland Parkway ramps for pedestrian safety by reducing radii and width of ramp crossings	Suitland, Naylor Road	National Park Service	1-10
Implement Naylor Road / Branch Avenue Streetscape Improvement project	Naylor Road	SHA, DPW&T	1-5
Realign the intersection of Scottish Avenue and Curtis Drive further to the east and consolidate development site	Naylor Road	DPW&T, private property owners	1-10
Design and construct off-street recreational trails on Suitland Parkway land	Project Area	National Park Service	1-15
<b>Partnerships</b>			
Institute a parking district to catalyze and help finance new development	Branch Avenue	Revenue Authority, DPW&T	1-5
Use TIF and other financial tools to support joint development on WMATA property and private property in the immediate station area	Branch Avenue, Naylor Road	Prince George's County government	1-5
Market the Southern Green Line as a location for GSA and other government office space	Branch Avenue, Suitland	Prince George's County government, MDOT, WMATA	1-15
Seek private partners to redevelop the former Suitland Manor site and frontage along Silver Hill Road and Suitland Road	Suitland	Redevelopment Authority, private property owners and investors	1-5
Consider the potential for land swaps in the Southern Avenue station area between M-NCPPC and private owners in order to conserve land deemed undevelopable and allow development on surplus M-NCPPC-owned open space	Southern	M-NCPPC, private land owners	1-15
Continue to seek opportunities to rebrand the Southern Green Line as a place in the metropolitan region	Project Area	Prince George's County government, M-NCPPC	1-10
Support formation of a Southern Green Line Coalition to advocate for investment and support new development	Project Area	M-NCPPC	1-3
Study the potential to better utilize Suitland Parkway land and M-NCPPC open space for integrated passive recreation	Project Area	NPS, M-NCPPC, National Capital Planning Commission	1-15

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