
Recommendations of the Transit-Oriented Development Roundtable to the Maryland Sustainable Growth Commission

TOD as a tool to advance reinvestment
in Maryland

October 2014

I. Introduction and Background

The Maryland General Assembly created the Maryland Sustainable Growth Commission in 2010 to advise the state on growth and development issues. In January of this year, in a letter addressed to Sustainable Growth Commission, Governor O'Malley and the Lieutenant Governor Brown jointly requested that the Commission make a set of recommendations related to "implementing transit-oriented development (TOD) in Maryland so as to maximize community and economic development benefits in the State."

To assist the Commission in responding to the Governor's and Lieutenant Governor's request, a panel of TOD stakeholders was convened on June 4th and July 24th to solicit input on TOD issues and to identify potential solutions to those issues. At the June 4th panel meeting, participants identified TOD success and shortfalls in the state; outlined issues that need to be addressed; and tentatively suggested a series of recommendations for specific actions to address TOD issues in the state. At the July 24th meeting, panel participants refined and finalized these recommendations. This report to the Sustainable Growth Commission summarizes the deliberations of the TOD stakeholders and presents these recommendations.

The TOD stakeholder panel, and the preparation of this report, was supported by staff and other resources from the Maryland Department of Transportation (MDOT), Maryland Department of Planning (MDP), and Maryland Department of Housing and Community Development (DHCD).

Section II of this report provides background on TOD in Maryland and presents the TOD Panel's key observations about TOD issues that require attention. Section III presents the Panel's recommendations for approaches needed to address outstanding TOD issues in Maryland. Appendices A – D document the TOD charge issued to the Sustainable Growth Commission; and present agendas, participation, and presentations made to the TOD Panel related to the panel's June 4th and July 24th meetings.

II. Background on Transit-Oriented Development (TOD) in Maryland, and Key Observations of Roundtable Participants

The first “new” TOD in Maryland was developed around the Bethesda Metro station in the mid 1980s, spurred by the development of the Washington, DC region’s new Metrorail system. Stimulated by this visible success, systematic efforts to achieve TOD outcomes across the state have been in place for almost two decades. At the state, these efforts date to the adoption of the Smart Growth and Neighborhood Conservation Act in 1997 and the establishment by Executive Order of the Task Force for Transit-Oriented Development by Governor Parris Glendening in 2000. TOD initiatives at the municipal and county levels – led variously by planning agencies, issue advocates, or members of the real estate industry – date to the same timeframe.

Through the 2000s, notable investments in TOD occurred around the state on Baltimore City’s West Side at the University of Maryland facilities there; in Silver Spring, Maryland, as part of a county-led mixed-use revitalization effort; in Bethesda, Maryland, as that area grew and matured; and at Prince George’s Plaza and Largo Town Center in Prince George’s County, as part of retail concentrations adjacent to Metrorail. During this time, the state collaborated with local government and private developers – and used its land and planning resources – to advance TOD in Owings Mills, at State Center and along Howard Street in Baltimore City, at New Carrollton and West Hyattsville in Prince George’s County, and at Odenton Town Center in Anne Arundel, among many other places where TOD potential was identified.

By the time the O’Malley-Brown administration took office, it was increasingly recognized that TOD projects present a level of complexity that held new project development at a slower-than-desired pace, and new approaches began to be put in place to accelerate the rate of TOD implementation state-wide.

In 2008 the Administration advanced several legislative initiatives on TOD ultimately enacted by the General Assembly:

- Codifies state-designated TOD as mixed-use, well-designed walkable development within a half-mile of a transit station;
- Defines TOD as a “transportation purpose” so state transportation funding can support TOD; and
- Authorizes MDOT, with other agencies and local jurisdictions, to designate and coordinate TOD sites.

In 2009 the Administration advanced another set of legislative initiatives adopted by the General Assembly regarding Tax Increment Financing (TIF) and Special Taxing District for Transit-Oriented Development legislation that:

- Authorizes local jurisdictions to use TIF and special taxing districts to finance TOD infrastructure projects; and
- Allows the Maryland Economic Development Corporation (MEDCO) to partner with localities to issue bonds through a local taxing district or TIF to pay for construction, operation and maintenance of infrastructure improvements in or supporting TOD.

Also in 2009, Governor O'Malley signed an Executive Order requiring state agencies to promote TOD by locating new state facilities at TOD sites.

In the wake of these initiatives to promote TOD, the state designated TOD locations around the state at:

- | | |
|----------------|------------------|
| • Owings Mills | • New Carrollton |
| • Reisterstown | • Naylor Road |
| • Westport | • Branch Avenue |
| • State Center | • Shady Grove |
| • Savage | • Twinbrook |
| • Odenton | • White Flint |
| • Laurel | • Wheaton |
| • Aberdeen | • Greenbelt |

The state also energetically supported, through its representation on the board of directors of the Washington Metropolitan Area Transit Authority (WMATA), the adoption of updated real estate development guidelines by WMATA to promote better station area TOD planning, better collaboration with state and local TOD stakeholders, and to streamline business processes, all with an eye to accelerating the rate of TOD development around Metrorail stations in Maryland and system-wide.

The attention given to TOD planning at the local level mirrors the energy devoted by the state. Urban Land Institute Technical Assistance panels have been sponsored by project and plan sponsors in the DC and Baltimore regions alike, and land use plans have been adopted for rail transit station areas throughout the state.

The efforts to promote TOD identified here deserve praise. The state has also realized TOD successes in places like Bethesda, Silver Spring, and Baltimore's West Side, and is seeing TOD projects advance at Owings Mills and Savage. However, the pace of TOD in the state is not adequate for the need, and other places are moving more swiftly. Examples from within the Washington, DC region include the transformation of Arlington's Rosslyn-Ballston corridor over the past decade; the transformation of the Eisenhower valley in Alexandria; and the planned redevelopment of Virginia's Tyson's Corner (funded in part by \$400 million in special tax assessments connected to extension of Metrorail to this location). Such examples suggest that additional effort may be needed to achieve Maryland's full TOD potential.

After considering this background, and informed by their own specific project experience within Maryland and elsewhere, the members of the TOD Roundtable reaffirmed the environmental, social, and economic benefits of TOD - efficient use of land and infrastructure, reduced vehicle miles traveled, expanded mobility choices, improved access to jobs. They agreed that TOD could be accelerated in Maryland, and that specific challenges should be addressed to enable the state to reach its TOD goals and potential. During the course of their meeting TOD Roundtable participants raised the following issues:

- Community and local government stakeholders continue to be concerned that TOD poses more of a threat than an opportunity in terms of parking scarcity and traffic growth, fiscal burden on schools, and in some cases crime and safety. There are also wide gaps in awareness of the ways TOD can strengthen local economies and promote community vitality, and there is a need to summarize the most recent research for all interested parties. The combination of concerns and lack of information about benefits slow the progress of TOD projects statewide by supporting political opposition to local TOD initiatives.
- Engineering standards that prioritize automobiles in suburban settings create impediments to successful TOD and pose obstacles for station area access and walkability.
- Regulations, permitting and other costs and uncertainties related to infill development continue to make greenfield development easier, more certain, and more attractive for prospective developers compared to TOD.
- Related to the three above items, there are inadequate resources available to address local concerns and justify/support exceptions to standard rules.
- Benefits of TOD to state and local governments and to community and business stakeholders are insufficiently documented and quantified, either at a policy level or on a project-by-project basis.

- Public and private TOD participants have unrealistic expectations about what their partners can and should do to advance projects.
- The policy of providing free parking and/or requiring that all existing parking for commuters be replaced can make TOD considerably more difficult to achieve. Accommodating replacement parking for commuters can impose considerable site and funding constraints for prospective TOD projects.
- Affordable housing is recognized as a desirable element of TOD but it is often difficult to achieve given the complexity and cost of infrastructure and other elements of the TOD development program. Proceeds associated with transportation land values are often required to address other infrastructure needs (parking garages, station improvements, etc.), and other stakeholders may not agree to include affordable housing as a priority in the area.
- Not enough places in Maryland have all the necessary ingredients for successful TOD, e.g., strong real estate markets to leverage; complete streets, high-quality transit service; and walkable/bike-able settings surrounding transit routes and stations.
- In several key jurisdictions, the market for TOD is inadequately supported by transit infrastructure. Funding is needed to complete the transit network as the backbone on which to create viable TOD, and to improve the connecting road and transit network to achieve desired efficiencies.
- In many cases, local regulations impose burdensome zoning, bulk regulations and design features that increase costs (e.g. parking) and restrict the flexibility of developers to program land uses that are tailored to markets. Flexible approaches are needed to ensure TOD projects can evolve over time.
- The magnitude and the processes for allocating TOD incentives is often uncertain and/or insufficient, in part due to a lack of clarity in how state and local jurisdictions define TOD and how state and local policies and resources (including state TOD Designation) will support TOD.
- Businesses that receive public support to build project-serving infrastructure or other guarantees need to be willing to accept lower rates of return. Developer's anticipated return on investment should reflect that the public sector has assumed some of the project risks when that is the case.
- Assembling land to facilitate action on TOD opportunities is expensive, time-consuming and politically challenging for government sponsors, and economically challenging for private developers.

- Developers are often asked to provide TOD project elements that would normally be undertaken by government. Necessary improvements associated with the development may not have been allocated or prioritized in the state or local budgeting process.

III. Policy Recommendations based on TOD Roundtable Member Input

At both TOD Roundtable meetings, participants agreed that there is a need to confront the issues and obstacles described in Section II above, and to prioritize efforts to strengthen Maryland's capacity to achieve growth that is economically, environmentally, and socially sustainable. The Roundtable also agreed that there are a variety of opportunities to assert Maryland's leadership in this area, and accordingly provided the following recommendations.

TOD projects are complex, and their success depends on many factors. This is because every TOD project consists of diverse public and private project elements; advances a broad range of public and private goals; and is supported by a diverse range of state, local, and private partners. TOD projects are also subject to a wide range of citizen and regulatory reviews, making the TOD implementation and approval environment extraordinarily complex.

Six factors must be in place to support TOD, and there is a need for action on all:

- **Policy and Planning Frameworks** – policy and regulatory reform to support TOD and facilitate implementation;
- **Market for TOD Products** – definition and development of markets for TOD products;
- **Financial Feasibility of TOD Products** – identification of ways to make TOD more financially feasible;
- **Financing** – identification and creation of funding sources and mechanisms for TOD projects;
- **Quality Transit Service** – improvement, expansion and maintenance of quality transit services;
- **Community Support** – outreach to educate stakeholders on the public benefits of TOD and clarification of roles and responsibilities associated with the implementation of successful TOD projects.

A seventh factor, scale of the project and its impact, is also important to the determination of where to focus TOD resources.

Recommendation 1: Develop mechanisms to address each of these areas. State agencies should take a lead in cultivating support and undertake or facilitate collaborative initiatives at the state and local levels and in the private sector.

Partnerships in promoting TOD should be encouraged. Public sector actions should confront the financial challenges of TOD and infill by structuring their incentive programs, as well as general budget, regulatory and permitting processes to support successful TOD outcomes.

In addition, stakeholders in Maryland's TOD enterprise must understand not only their own goals and roles in promoting TOD, but those of other participants as well. To help create productive partnerships and manage the complexity of TOD, stakeholders should take action to define and communicate anticipated roles, resources, and expectations they bring to the TOD process. Stakeholders at the state and local governments must educate themselves on what their roles and responsibilities could and should be. State agencies in the Smart Growth Subcabinet should coordinate and communicate accordingly to help educate their key contacts.

The attached matrix outlines the *key factors that need to be in place* for successful TOD to occur, summarizes *actions that can affect factors*, and identifies *actors who can play roles in the factors*.

For each TOD project, a project-level matrix should be created by its participants to confirm, clarify and understand:

- a. What precisely the TOD project needs to move ahead;
- b. What actions can be taken to help accelerate the TOD project given its particular needs; and,
- c. The range of participants who can play a supportive role in TOD implementation.

At the policy or program level – at state, county, and/or municipal levels – review of this matrix would help TOD advocates, planners and policy-makers diagnose TOD issues and devise plans, policies, and programs to address project-specific and jurisdiction-specific needs.

Recommendation 2: TOD project partners and stakeholders need to develop mechanisms that clearly delineate lead and supportive roles and responsibilities; provide guidance on available resources; and help coordinate and navigate decision-making processes. Potential partners will benefit from clarifying their own goals and from developing a realistic understanding of how their objectives can be supported by TOD-related activity.

In addition to the fundamental recommendations presented above, the TOD Roundtable participants endorsed a number of more specific recommendations, which follow:

Recommendation 3: Provide ongoing outreach to stakeholders and conduct research that clearly articulates what TOD means in terms of policy objectives, including:

- A study to quantify how TOD benefits the state to create a stronger basis for use of state resources to support TOD.
- A study to quantify how TOD benefits local governments to create a stronger basis for use of local resources to support TOD.
- Outreach and provide further tools for education, planning and outreach.

Recommendation 4: Invest in state-of-the art stakeholder engagement tools to identify TOD supporters in community settings, and to educate, motivate and engage them so that public comment on TOD projects is more balanced. Examples include charrettes, scenario building, interactive mapping, visualization tools, and social media strategies.

Recommendation 5: Explore mechanisms that the state and/or local jurisdictions can use to assemble land that avoid the need to exercise the power of eminent domain and that do not impose economic strains on development partners.

Recommendation 6: Consider a dedicated source of funding for TOD, such as a TOD revolving loan fund to provide gap financing for TODs. Seed money for such a fund could be identified as part of a broader funding strategy for infill projects or could be tied to broader adjustments in local or state property tax levels, or through the creation of special taxing districts.

Recommendation 7: Parking provisions should be managed to better reflect market demand and to achieve efficient use of the transit network. For example, alter MDOT's policy of free parking for commuters at TOD locations and consider reducing amount of replacement parking provided in appropriate areas. Studies should be conducted to inform a strategy to implement these policy changes over time to reflect market conditions.

Recommendation 8: Local governments should ensure that parking requirements do not exceed what the market requires. Provision of parking in a TOD project should be tied to the specific, local user markets to be served, rather than dictated by generalized zoning or other regulations that are not site-specific. Mechanisms should also be put in place to facilitate shared parking. This could reduce the incidence of potentially unnecessary construction costs, and make it easier to address other priorities for TOD investment (e.g. transit infrastructure, or affordable housing).

Recommendation 9: Adopt and use complete streets policies, including road standards for local and state roadways in TOD areas that recognize the specific multi-modal needs of TOD areas for bike, pedestrian, transit, auto, and freight/service needs. Urban road standards may be a useful guide, but in any event road standards tailored to TOD areas' specific mobility and accessibility needs (e.g. walkability, pedestrian safety/ convenience, and bicycle accommodation) are critical to have in place.

Recommendation 10: MDP, with assistance from other agencies, should provide technical assistance to support pre-development planning and coordination of resources towards achieving TOD. Local governments need to take responsibility for using the best information available to establish TOD-supportive planning and zoning processes and regulations. Planning efforts should include the whole community around each TOD site to expand the area of benefit and opportunity.

Recommendation 11: Give local governments more flexible authority to use local revenue sources to support Tax Increment Financing (TIFs) or bonds towards achieving TOD outcomes (including infrastructure, land use mix, affordability, etc.). The state should consider use of revenue from state taxes, such as property tax, as a means to structure TIF debt for TOD projects.

Recommendation 12: Provide enhanced incentives for TOD projects that incorporate housing that is affordable to the workforce at a range of income levels. Incentives should be explored by both state and local agencies to include both regulatory (zoning), and financial (funding/loan programs) approaches.

Recommendation 13: Define and implement a program for financing bicycle and pedestrian facilities, structured parking and other public amenities for TODs.

Recommendation 14: Streamline project entitlements and permitting and undertake efforts to meet regulatory requirements (e.g. environmental standards) required for TOD projects that may be non-traditional offsets. For example, explore land/wetland banking to address mitigation for forest, wetland or other environmental features.

Recommendation 15: Assist private sector partners in their efforts to attract conventional financing for TOD projects. For example:

- provide letters of support, or endorsements to financial institutions on a developer's behalf.
- investigate opportunities on if and how state financial actions with financial institutions could be leveraged to encourage TOD lending.

Recommendation 16: Use more transactional approaches in the public sector to negotiate agreements and features in TOD. In other words, public sector TOD participants should try to think more like a partner with a stake in development outcomes – including projects actually occurring – and less like a regulator with a more distant, arms-length relationship to project outcomes.

Recommendation 17: Consider use of incentives such as Tax Increment Financing (TIF), Special Improvement Districts (SID), and Special Tax Districts (STD), Payments in Lieu of Taxes (PILOTs), as well as property tax and other potential tax freezes or negotiated reductions, to support TOD projects.

Recommendation 18: Use incremental increases in tax benefits to help mitigate costs associated with stormwater management and other elements for those TOD developers who agree to support other TOD-related public amenities.

Recommendation 19: Take time to review, communicate, and understand Urban Land Institute (ULI) best practices and ULI Technical Assistance Panel recommendations for

TOD, and apply them. Consider ULI as a technical resource to engage on various issues, practices and in specific areas.

Factors that Influence the Success of TOD

Factors:	Explanation of Factor:	Actions that can Affect Factor:	Actors that can Play Roles:
Policy and Planning Frameworks	TOD projects depend on many factors for their success. This is because TOD Consists of diverse public and private project elements, which are provided by a diverse range of state, local, and private partners. TOD projects are also subject to a diverse range of citizen and regulatory reviews, making the implementation and approval environment complex.	<p>TOD factors that need to be in place can be affected by public and private actions that aim to increase the quality, scale, and likelihood of TOD development.</p> <p>This table does not present all possible ways that each factor can be affected, but presents examples to illustrate possible approaches.</p>	<p>Many actors, both public and private, have roles to play in promoting TOD. Actors have different roles depending on their purposes, goals, capabilities, and resources.</p> <ul style="list-style-type: none"> • State/local planning agencies • State/local transportation depts. • State/local public works agencies • State/local environmental agencies • State/local housing agencies • School districts • Advocacy organizations • Foundations
Market for TOD products	There needs to be a strong market for the kinds of real estate products that flourish in TOD settings, and for the public realm designs—sidewalks, bike paths, transit facilities, public spaces—that make TOD real estate products appealing.	<ul style="list-style-type: none"> • Model TOD ordinances • Planning and zoning ordinances that anticipate market and other implementation needs • Coordinated facility funding across state/local, and across departments/facilities <p>• Little can be done to affect the strength of markets for TOD, as these are a factor of large-scale economic, demographic, and generational/cultural values.</p> <p>• One factor that can alter the TOD market and strengthen it is for there to be examples of successful TOD projects on the ground for people to experience directly for themselves.</p>	<ul style="list-style-type: none"> • Private developers • Market • Households • Business tenants
Financial feasibility of TOD Products	Not only does there need to be a market for TOD real estate products and design elements, but the market needs to be strong enough that a real estate developer can make money developing a TOD project.	To the extent that a TOD project costs more to build than it would earn based on market strength, there are limited methods available to support projects. Infrastructure costs typically part of a developer's responsibility can be funded by other sources; some costs (such as parking) can be lowered through relaxed parking regulations; risks can be reduced by the public sector leasing spaces/guaranteeing lease-up; and financing costs can be eased using a variety of tools.	<ul style="list-style-type: none"> • State and local governments • Patient investors • Foundations/pension funds

<u>Factor</u>	<u>Explanation of Factor</u>	<u>Actions that can Affect Factor</u>	<u>Actors who can Play Roles in the Factor</u>
Financing	To the extent that real estate values for TOD projects cannot support all needed aspects of TOD project design/programming, implementing agencies must understand project needs and have budget for project needs.	<ul style="list-style-type: none"> • Prioritize TOD-supporting investments in CIPs • Reduce infrastructure burden on TOD by developing TOD specific impact fee schedules and regulatory requirements • Identify potential efficiencies/synergies in public works, schools, public safety, and roads capital programs 	<ul style="list-style-type: none"> • State/local planning agencies • State/local transportation depts. • State/local public works agencies • School districts • Foundations
Quality Transit Service	The viability of TOD projects depends on the quality of transit to TOD project residents. The quality of transit plays a large role in determining how oriented to transit a TOD will or can be. Availability of transit is not necessary to have high-quality pedestrian and bike-oriented development, but that is a different program.	<ul style="list-style-type: none"> • Funding for transit services and facilities • State/local government for facilities • Business/land owners for facilities 	All
Community support for TOD products	Communities in the vicinity of potential TOD projects must be supportive of new development, and to see TOD as something that will bring desirable goods into the community—such as increased public amenities, better personal and public safety—and will not bring negative impacts like “traffic,” or “lack of parking.”	<ul style="list-style-type: none"> • High-quality public engagement • High-quality information about TOD, its benefits, costs, and implementation requirements • Outreach to small businesses, not just households • Mobilization of school and public safety officials to support TOD messaging 	<ul style="list-style-type: none"> • State/local planning agencies • State/local transportation depts. • State/local public works agencies • Advocacy organizations • Foundations
Scale	Project-scale is an important factor in prioritizing public and private resources to TOD projects. The greater the potential scale of impact, the higher the likely priority	Land assembly to increase scale of TOD impact	<ul style="list-style-type: none"> • State/local government • Developer/landowner partnerships

Appendix A Letter from Governor and Lieutenant Governor

- Copy of Letter from Lieutenant Governor and Governor

STATE OF MARYLAND



MARTIN O'MALLEY
GOVERNOR

ANTHONY BROWN
LIEUTENANT GOVERNOR

January 22, 2014

Mr. Jon Laria, Chairman
Maryland Sustainable Growth Commission
301 West Preston Street , Suite 1101
Baltimore, Maryland 21201

Dear Chairman Laria:

We want to express our appreciation for the good work of the Sustainable Growth Commission. In a relatively short period of time, you have successfully addressed a significant number of smart growth and resource protection issues, advanced our smart and sustainable growth goals, and raised awareness of these important issues among Maryland citizens. Building on this success, we are requesting that the Commission make recommendations specifically to accelerate Maryland's infill, redevelopment, and revitalization efforts.

As you know, smart and sustainable growth seeks to limit development on farm and forest land while encouraging it in growth areas. We need to protect the Chesapeake Bay, its rivers and streams, preserve farm and forest land, and at the same time accommodate 1 million new Marylanders and 600,000 jobs over the next 25 years. Common sense tells us that much of this growth should be infill and redevelopment in areas where there is already significant public investment in infrastructure.

Accordingly, please address the following in your recommendations:

- Making the best use of existing redevelopment and revitalization programs;
- Implementing Transit Oriented Development in ways that maximize community and economic development benefits;
- Funding and financing recommendations, making use of the recent Smart Growth Investment Task Force recommendations;
- Streamlining and other regulatory relief;
- Adequacy of existing plans such as PlanMaryland to address these issues;
- Educational and training tools;
- Tools for quality community design elements in redevelopment and infill projects; and
- The role of the Smart Growth Subcabinet and its member agencies in implementing these recommendations.

Please work with the Maryland Department of Planning and other smart growth agencies within the Administration to accomplish this task, and submit your recommendations to us no later than August 31, 2014.

Thank you again for your service to the citizens of Maryland. We look forward to receiving your report and recommendations.

Governor

Lt. Governor



Appendix B June 4 Meeting Agenda and Participants

- Meeting Agenda (s)
- List of Roundtable Invitees and Participants



**Maryland Sustainable Growth Commission
Transit-Oriented Development Roundtable Discussion**

June 4, 2014

1:30 pm - 3:30 pm

Maryland Department of Transportation Headquarters
TSO Conference Room - Richard Trainor (1st Floor)
7201 Corporate Center Drive
Hanover, MD

- I. Welcome and Overview: The Governor and Lt. Governor's Request
- II. Personal Introductions: "The Single Thing We Could Do Is..."
- III. Overview of TOD and TOD-Supporting Programs in Maryland
- IV. Discussion: Successes
- V. Discussion: Unrealized Potential
- VI. Summary of Conversation and Recommendations
- VII. Follow-Up Activities and Schedule
- VIII. Wrap-up



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Maryland Sustainable Growth Commission TOD Roundtable Discussion

6/4/2014

<u>Name</u>	<u>Agency/Company</u>
1. Jon Laria, Chair	Growth Commission
2. Don Halligan	MDOT
3. Stan Wall	WMATA
4. Andy Scott	MDOT
5. Secretary Richard E. Hall	MDP
6. Secretary Raymond Skinner	DHCD
7. Carol Gilbert	DHCD
8. Michael Gaines	DGS
9. Rich Higgin	DBED
10. David Costello	MDE
11. David Iannucci	Prince George's
12. Dee Metz	Mont. Co.
13. Brenda McKenzie, BDC	BDC
14. Marsha McLaughlin	Howard
15. Aakash Thakkar	EYA
16. Vickie Davis	Urban Atlantic
17. Peter Melmed	Mill Creek Residential Trust
18. Brian O'Looney	Torti Gallas
19. John Camera	Comstock Partners LC
20. Erin Talkington	RCLCO
21. Eric Goldman	Federal Realty
22. Tim Phillips	Bozzuto
23. Jonathan Genn	Percontee
24. Michele Whelley	Whelley Consulting
25. Jeffrey H. Ratnow	The Shelter Group
26. Nat Bottigheimer	Facilitator/Moderator
27. Marty Baker	MDOT
28. Kristen Mitchell	MDP
29. Chuck Boyd	MDP
30. Arabia Davis	MDP

Appendix C June 4th Presentations Made to TOD Roundtable Participants

- Presentations by Scott and Wall

Maryland Department of Transportation



*Transit Oriented Development Roundtable
Maryland Sustainable Growth Commission
June 4, 2014*



TOD in Maryland

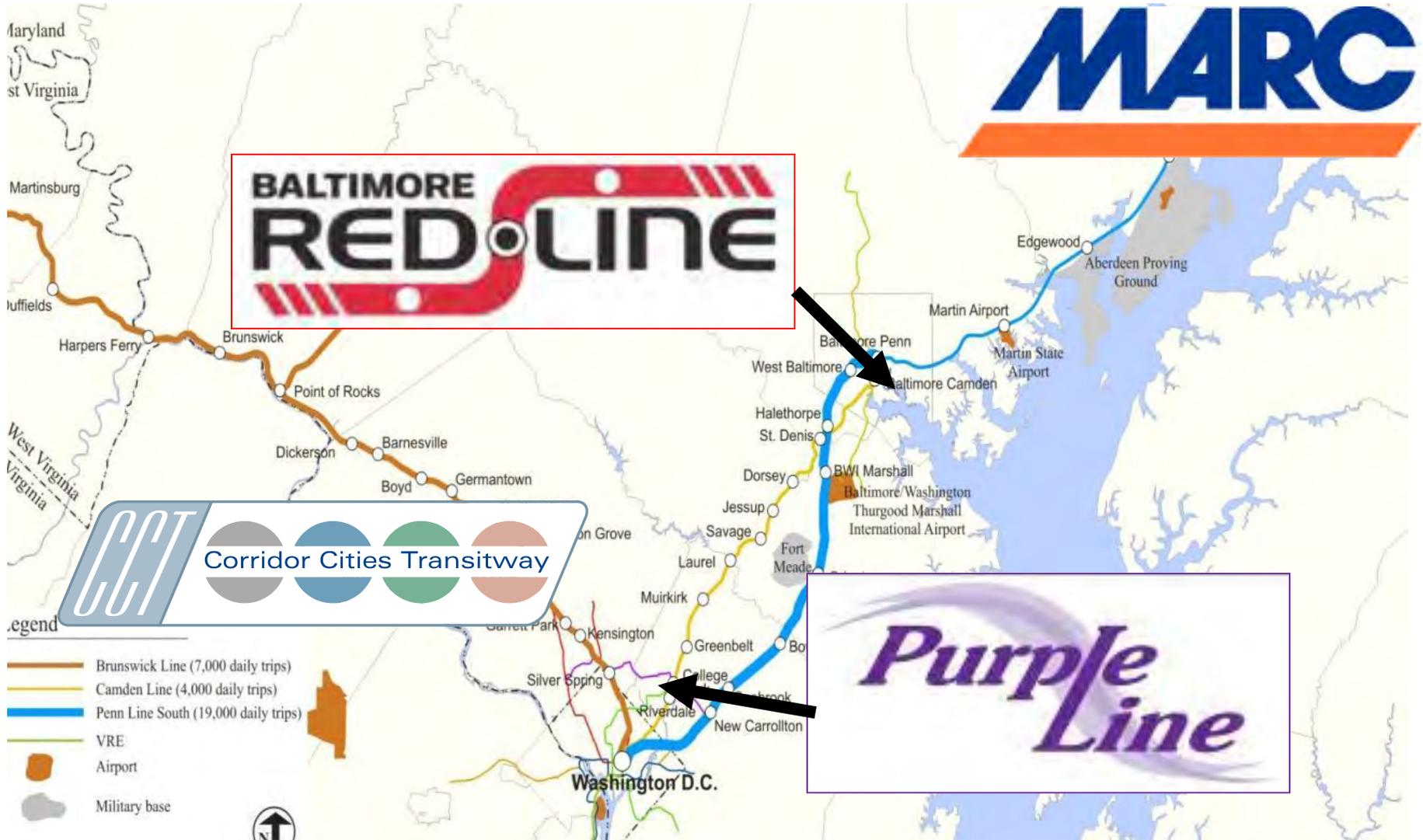
- Roles
 - Private sector
 - Local government (land-use, permitting, econ. Development)
 - State/MDOT strive to be supportive partner
 - Transit
 - Transportation infrastructure
 - Land/joint development
 - Designations/with Smart Growth Subcabinet agencies

Transit investments

- Metro
- Light rail
- 3 Commuter Rail lines
- WMATA system



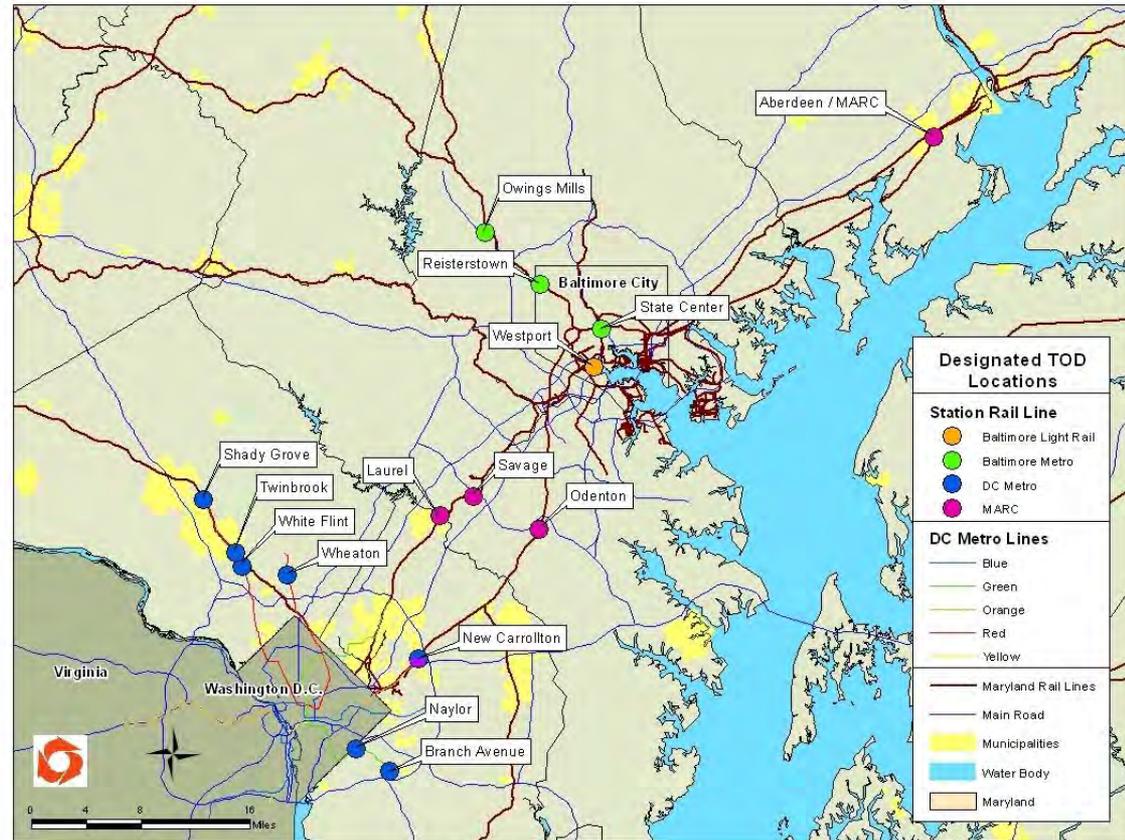
Planned expansions



Designated TODs

Gov. O'Malley's TOD legislation

- transportation purpose
- Deliberate plan to increase transit ridership
- Co-designate with local governments, subcabinet approval
- Sustainable communities



Designated TODs

- **Tools**

- Joint Development
- Predevelopment planning
- Financing - MEDCO
- Sustainable Communities benefits
- Funding prioritization – transportation
- Priority for the location of State Offices

Prioritize infrastructure investments

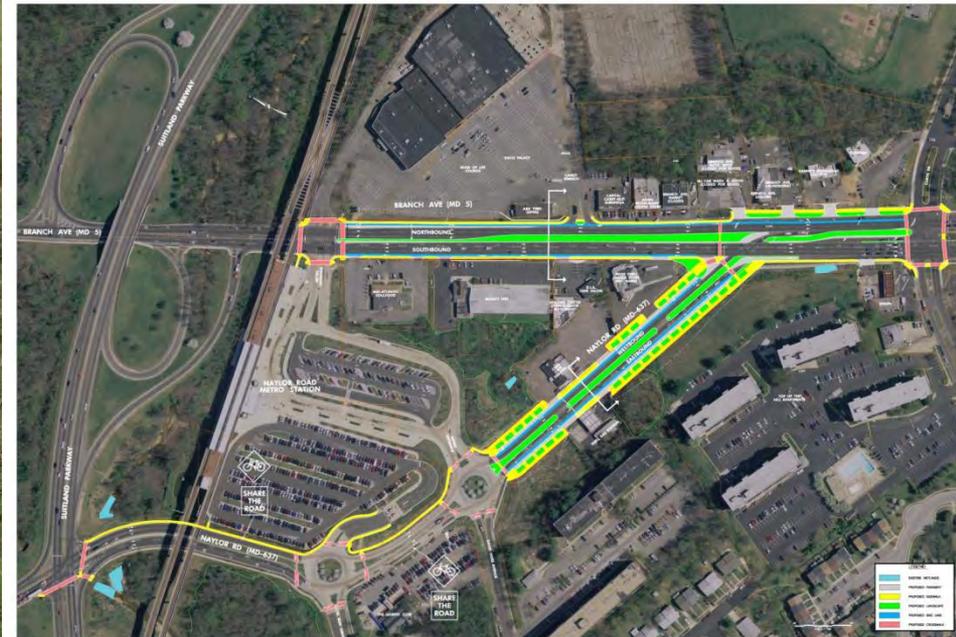
Branch Avenue Metro Access project



- Broke ground May 16th
- \$61 m – multi-modal project
- Supports planned growth

Pedestrian/bike Access – Naylor Road

- Community Safety and Enhancement
- \$9 million streetscape





Naylor Road Metro Station Area Today



Naylor Road Metro Area Station Vision

Structured parking



State Center

- DGS site – 28 acres, state office complex
- Metro & LRT stations
- Redevelopment as mixed-use
- MDOT - garage



Joint Development - Owings Mills



Redevelop transit agency property

- Private development partner
- Long term ground lease
- mixed-use development

- 1.2 million sf office
- 1,700 residential units
- 300,000 sf of retail
- \$1 billion private investment



MEDCO financing

- 2009 TOD legislation – MEDCO financing of TOD infrastructure
- MEDCO will own shared-use garage (commuter, public, private)
- Issued \$33 million in TIF bonds

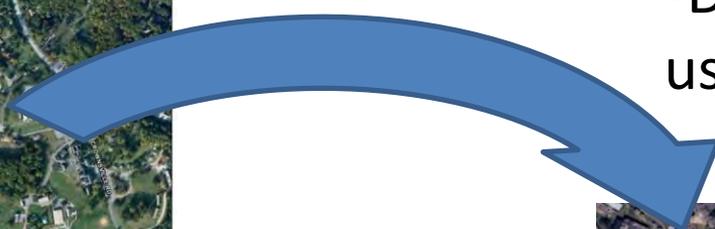


Metro Centre at Owings Mills

State offices- DHCD/New Carrollton



- Executive Order – prioritize TOD for state office leases
- DHCD HQ- anchoring mixed-use TOD



Broke ground April 2014

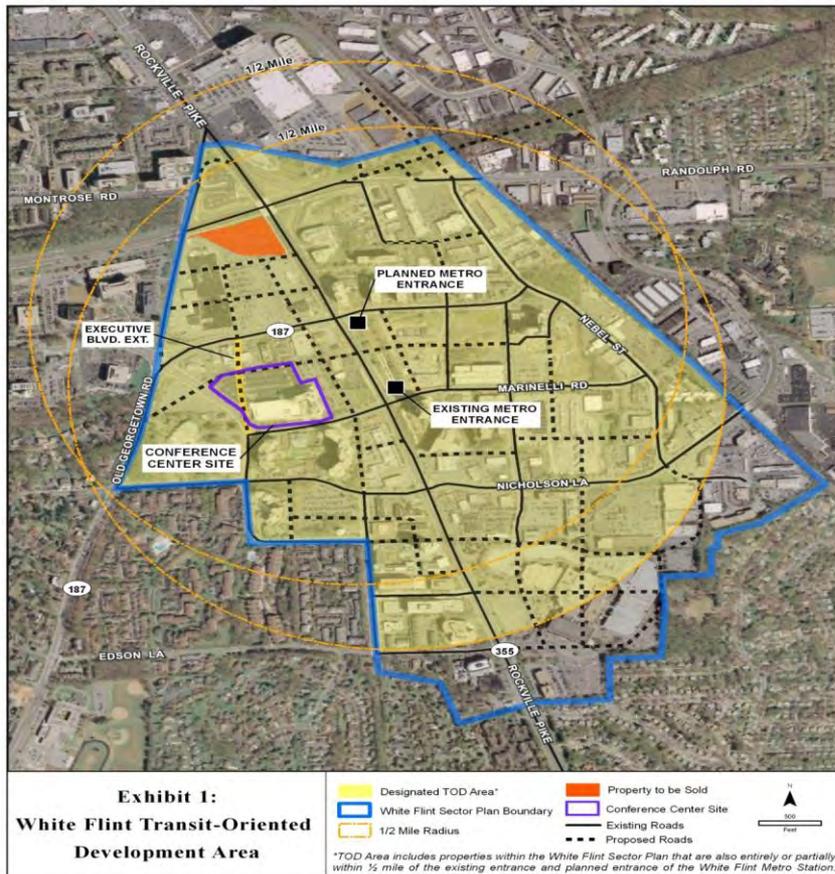
Partnerships- White Flint

Private property owners – local government – state

White Flint Metro

- \$800m transportation plan (special taxing district, developers, county)

- 3.7 acres MDOT/SHA
 - \$21 m proceeds
- Collaboration on highway access issues



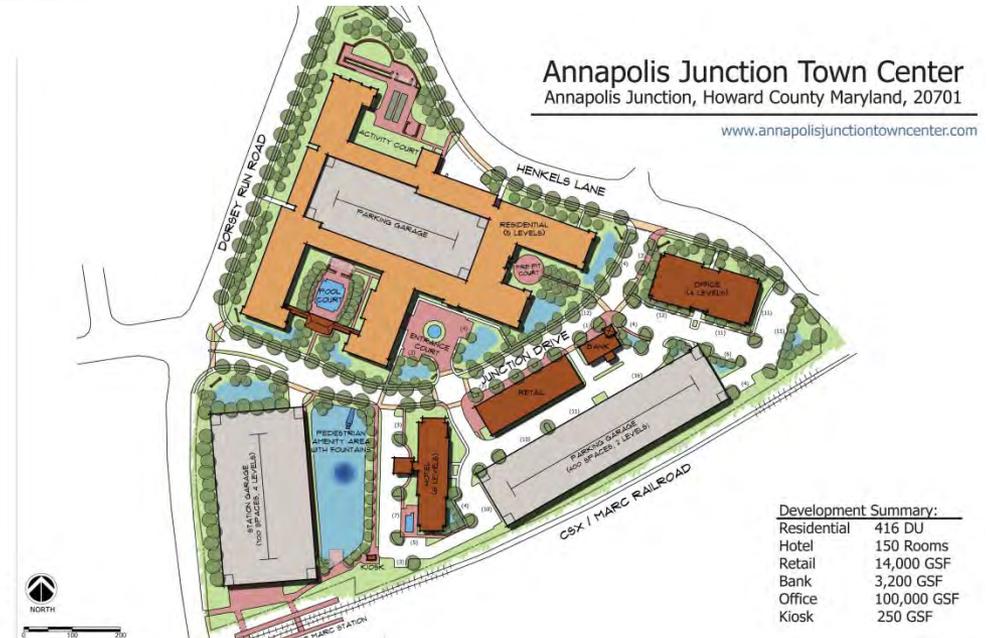
ANNAPOLIS JUNCTION STATION

Existing Conditions



- State land/MARC
- County \$17 M TIF for commuter garage
- *BRAC Zone credits improved coverage ratio*

**Ground breaking
Monday June 9th!**



SITE PLAN

Looking ahead...

- Review of SHA Access Management policies and practices
- Emphasize partnerships in future TOD Designations
 - Local government and private sector
 - Minimizes risk (political, market)
- Emphasize upfront planning, development strategies, market, defined state role



Washington Metropolitan Area Transit Authority

Joint Development at Metro: Strategies, Lessons Learned, and Opportunities

Maryland Sustainable Growth Commission – TOD Roundtable

June 4, 2014



Program Overview

What is Transit-Oriented Development?

Transit-oriented development, or TOD, is a type of community development that includes a mixture of housing, office, retail and/or other commercial development and amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation.

SOURCE: Center for Transit Oriented Development



Program Overview

What is Joint Development?

- **A public transportation project that is integrally related to and often co-located with commercial, residential, or mixed-use development.**
- **Joint development may include partnerships for public, private, and/or non-profit development associated with fixed guideway (rail) or bus transit systems that are being improved through new construction, renovation, or extension.**
- **Joint development may also include bus and intermodal facilities, intercity bus and rail facilities, transit malls, and historic transportation facilities.**



Program Overview

What is Joint Development?

Metro defines joint development as . . .

“... a creative program through which property interests owned and/or controlled by WMATA are marketed to office, retail / commercial, recreational / entertainment and residential developers with the objective of developing transit-oriented development projects.”

SOURCE: WMATA Joint Development Policies and Guidelines



Program Overview

WMATA Objectives

- Promote transit oriented development
- Attract new riders to the system
- Support the establishment of employment centers
- Implement station access improvements
- Support other transit agency goals as they arise
- Create a source of revenue
- Expand the local tax base





Program Overview

TOD vs. TAD

- **Transit-Oriented Development**
 - Synergistic relationship between transit and development
 - Development pattern enhances ridership, and vice versa
- **Transit Adjacent Development**
 - Lack of synergy between transit and development
 - Transit happens to run through developed area but is unrelated to development pattern, and *vice versa*

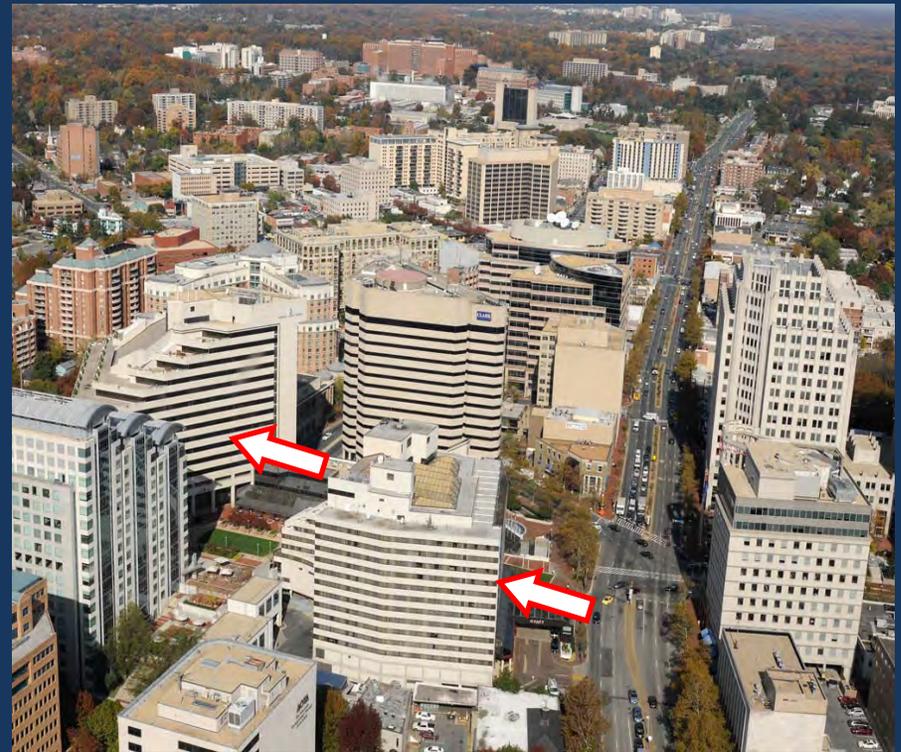




Program Successes Bethesda (1981)



**BEFORE
(1976)**



**AFTER
(2012)**



Program Successes Ballston (1986)





Strategies and Lessons Learned

Strategies and Lessons Learned

- Make it easier to do business with WMATA
 - Completed Station Area Planning for each site, building from local jurisdictional planning efforts
 - Determined alternative approaches for accommodating transit facilities
 - Identified alternative development scenarios and test-fits
- Reduce auto dependence, increase placemaking
 - Increased focus on pedestrian/bicycle access and facilities
 - Increased focus on placemaking, creativity, and execution





Current Challenges

Case Study – Branch Avenue



BRANCH AVENUE. . . “BEFORE”



Current Challenges

Case Study – Branch Avenue





Current Challenges

Case Study – Branch Avenue

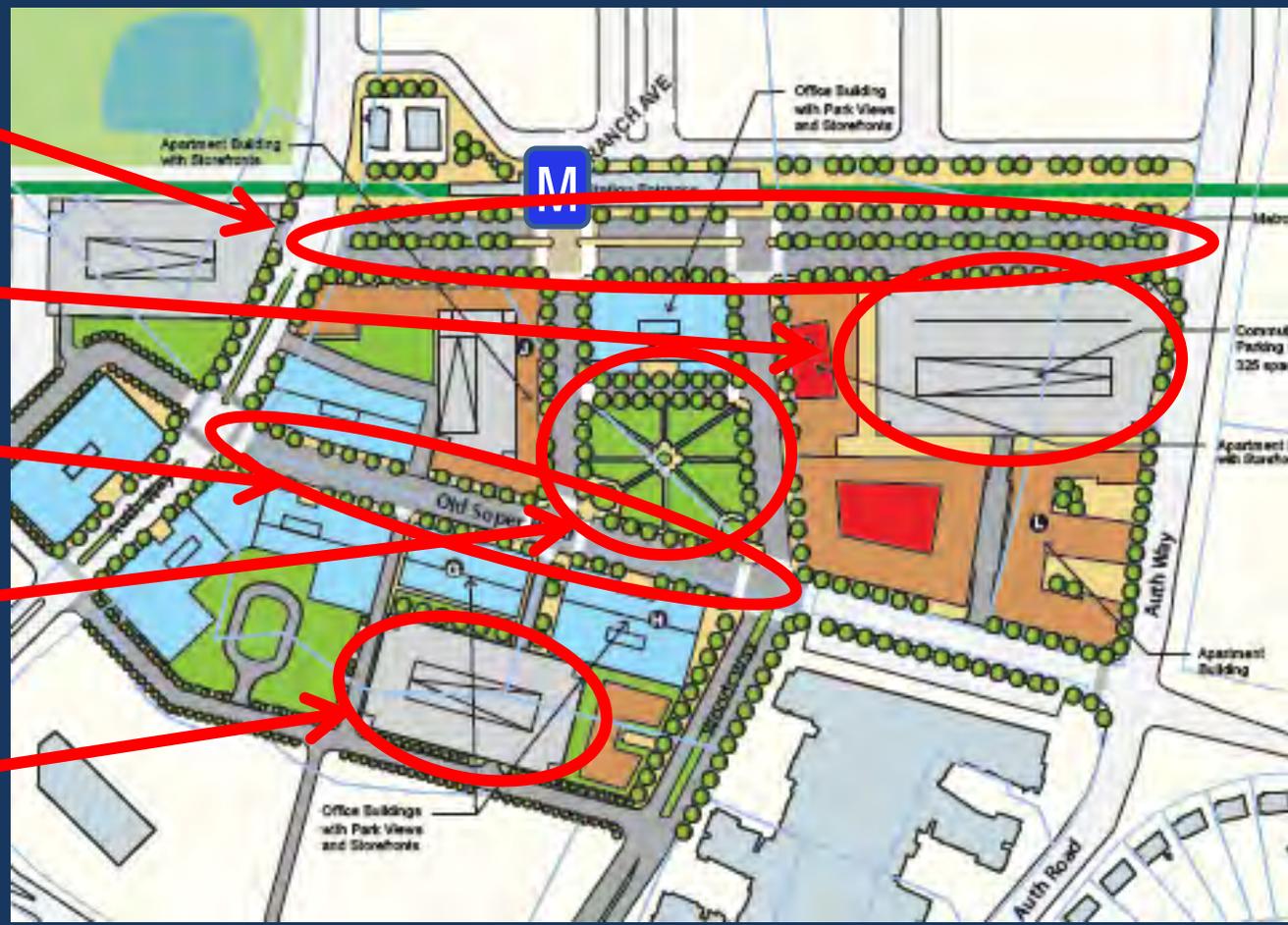
Multi-Modal Transit Improvements

Commuter Parking Garage

New Street Grid

Public Park Space

Development Parking Garages





Current Challenges

Case Study – Branch Avenue

- **2.25 Million Sq Ft Program**
 - 1.3 million sq ft of office
 - 137,000 sq ft of retail
 - 686 residential units
- **Tools**
 - Direct County/State Investment
 - Parking Surcharge
 - Tax Increment Financing
 - Tax Abatements
- **Economic and Transit Impact**
 - 6,900 new daily trips at Branch Avenue station
 - Approximately \$740 million in value added to property tax base at completion of development





TOD Opportunities

Recent and Upcoming Solicitations

Released Nov 2013

- **Grosvenor**
- **Morgan Boulevard**
- Fort Totten
- Brookland
- Navy Yard (Chiller Site)

Released Apr 2014

- **Capitol Heights**
- **College Park**
- Huntington

Fall/Winter 2014

- **Branch Avenue**
- **Forest Glen**
- **West Hyattsville**
- **Largo**
- East Falls Church
- Royal Street Bus Garage
- Braddock Road



Thank You

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Appendix D July 24 Meeting Agenda and Participants

- List of Roundtable Invitees and Participants



Maryland Sustainable Growth Commission TOD Roundtable Discussion

7/24/2014

<u>Name</u>	<u>Agency/Company</u>
1. Jon Laria, Chair	Growth Commission
2. Don Halligan	MDOT
3. Stan Wall	WMATA
4. Andy Scott	MDOT
5. Secretary Richard E. Hall	MDP
6. Carol Gilbert	DHCD
7. Wendy Napier	DGS
8. Richard Higgins	DBED
9. David Costello	MDE
10. Brad Frome on behalf of David Iannucci	Prince George's Government
11. Darcy Buckley	Mont. Co.
12. Vickie Davis	Urban Atlantic
13. Peter Melmed	Mill Creek Residential Trust
14. John Camera	Comstock Partners LC
15. Tim Phillips	Bozzuto
16. Jonathan Genn	Percontee
17. Michele Whelley	Whelley Consulting
18. Jeffrey H. Ratnow	The Shelter Group
19. Amanda Conn	MDP
20. Marty Baker	MDOT
21. Kristen Mitchell	MDP
22. Chuck Boyd	MDP
23. Alyssa Domzal	
24. Dan Pontious	
25. Michael Marks	MDOT
26. Arabia Davis	MDP

