

ULI Washington

A Technical Assistance Panel Report

Catalyzing Development **Around**
The New Carrollton Station area

Sponsored by:

Washington Metropolitan Area Transit Authority

Maryland Department of Transportation

The Maryland-National Capital Park and Planning
Commission, Prince George's County Planning Department

The Prince George's County Economic Development
Corporation

July 24 – 25, 2007

New Carrollton Station Area, Prince George's County

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July 24-25, 2007
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ULI Washington
4909 Cordell Avenue
2nd Floor
Bethesda, MD 20814
(240) 497-1919
Fax: (240) 497-1818
www.washington.uli.org

About ULI Washington, a District Council of the Urban Land Institute

ULI Washington is a district council of ULI—the Urban Land Institute, a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has more than 40,000 members worldwide representing the entire spectrum of land use planning and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better communities.

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Washington carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through its educational programs and community outreach initiatives.

About the Technical Assistance Panel (TAP) Program

The objective of ULI Washington's TAP program is to provide expert, multidisciplinary advice on land use and real estate issues facing public agencies and nonprofit organizations in the Washington metropolitan area. Drawing from its extensive membership base, ULI Washington conducts one and one-half day panels offering objective and responsible advice to local decision makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues.

Brian J. Cullen

Chair, ULI Washington;
Principal, Keane Enterprises, Inc.

Lisa W. Rother

Executive Director
ULI Washington

Douglas M. Wrenn

Co-Chair, Technical Assistance Panel Program;
Principal, Rodgers Consulting, Inc.

Meghan M. Welsch

Director
ULI Washington

Andrew K. Brown

Co-Chair, Technical Assistance Panel
Program
Chairman, Stanford Properties, LC

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Stakeholders Participation

Albert Dobbins, The Maryland-National Capital Park and Planning Commission
Ragaei Abdelfattah, The Maryland-National Capital Park and Planning Commission
William Washburn, The Maryland-National Capital Park and Planning Commission
Kwasi Holman, Prince George's County Economic Development Corporation
Nat Bottigheimer, Washington Metropolitan Area Transit Authority
Andy Scott, Maryland Department of Transportation
Marsha Kaiser, PB PlaceMaking
James Hencke, Parsons Brinckerhoff Quade & Douglas, Inc.
Ms. Dannielle M. Glaros, Prince George's County Council
Mike Madden, Maryland Transit Administration, Office of Planning
Del Harvey, Maryland Transit Administration, Office of Planning
John D. Infantino, Federal Development LLC
Justin Alanis, Federal Development LLC
Victor Weissberg, Prince George's Department of Public Works and Transportation
J. Michael Downes, City of New Carrollton
Dana Miller, City of New Carrollton
Bill Gardner, Prince George's County Economic Development Corporation
Charles Scott, Washington Metropolitan Transit Authority
Thomas Perry, Parsons Brinckerhoff Quade & Douglas, Inc.
Tom Martens, Economics Research Associates

The findings and recommendations provided in this report are based on the collective expertise of the panel, along with the briefing materials and information gleaned from the tour and roundtables conducted during the panel's one and one-half day effort. We hope that the following information will help guide the sponsoring organizations as they work towards developing the New Carrollton station area and welcome the opportunity to provide further assistance in the future.

ULI Washington Panel and Project Staff

Panel Chair

Mr. Robert Atkinson
Associate Principal
Davis Carter Scott
McLean, VA

Panel Members

Michael S. Balaban
President, Regional Manager
Lowe Enterprises, Inc.
Washington, DC

Leonard Bogorad
Managing Director
RCLCO/Robert Charles Lesser & Co.
Bethesda, MD

Elyse Brown Force
Vice President
MCF Investment Company, LLC
Silver Spring, MD

Alan Harwood
Vice President / Principal
EDAW Inc.
Alexandria, VA

Thomas H. Miller
Department of Community Planning,
Housing & Development Planning Division
Arlington County Government
Arlington, VA

Robert M. Mochi
Senior Vice President, Senior Principal
Rodgers Consulting
Germantown, MD

Michael Workosky
Principal Associate
Wells & Associates, L.L.C.
McLean, VA

ULI Washington Project Staff

Meghan M. Welsch
Director
ULI Washington
Bethesda, MD

Foreword: Overview and Panel Assignment

The New Carrollton Station Area is the crown jewel of underdeveloped metro station areas in Prince George's County. A hub for transportation, the station opened for service in 1978 and includes a stop for the Metrorail Orange Line, Amtrak Intercity Rail, MARC commuter rail, Greyhound bus, Metrobus and TheBus transit bus facilities and services. The station bustles as a super-center for transit activity with over 9,000 people taking Metrorail alone on a daily basis.

Designated by the 2002 General Plan as a Metropolitan Center in the Developed Tier, the area surrounding the New Carrollton transit station has a particularly high potential for nationally and regionally marketable, high density, mixed use, transit-oriented development (TOD). In September 2004, The Maryland-National Capital Park and Planning Commission, Prince George's County Planning Department along with PB PlaceMaking authored the *New Carrollton Transit-Oriented Strategy Planning Study*, taking an initial assessment of the potential to create a Metropolitan Center. The study included a planning and design charrette to analyze the market, provided economic and project feasibility of various development options; and proposed specific concepts and a preferred development strategy for the New Carrollton station area.



The New Carrollton Transit Station

This comprehensive study with substantial stakeholder input resulted in a true framework for the station area. The study's vision transforms the station area into a lively, urban, mixed-use community – the downtown of Prince George's County – complete with pedestrian-friendly streets, an integrated open space framework, and six distinct character areas. These areas include:

Annapolis Road Corridor. Located north of the station along Annapolis Road (MD 450) the area is currently comprised of strip malls and pad sites. The study envisions this area to become a truly mixed-use corridor with wide sidewalks and pedestrian appeal.

Hillside Residential. Located northwest of the station, the stable single- and multi-family residential neighborhoods will be improved upon with a public park. Streets will be realigned to accommodate the Bi-County Transitway (Purple Line.)

Metro Core. Surrounding the transit station, this area is proposed for the highest intensity uses with economic activities that attract large-scale users.

Civic Center. The 2004 Planning Study proposed a 3,000 seat civic and cultural venue to the west of the station that would include public sector offices.

Garden City. Currently housing an office park with few amenities, this area is proposed to be home to two mixed-use neighborhoods with a wetland park.

Industrial Complex. Located south of John Hanson Highway (US 50) the industrial complex provides for a diverse mix of industrial uses. ¹

Issues

There are several significant issues that were raised during the course of the panel concerning the station and its surrounding area.

Catalyst for Development. The 2004 *New Carrollton Transit-Oriented Strategy Planning Study* provided an exceptional framework and a desirable vision; however the question remains as to how to catalyze development. Since the study was released there has been very little development in the area and proposed development has been inconsistent with the station area's proposed vision.

Access. While the station is a multimodal transportation hub, and is surrounded by the John Hanson Highway (US 50), the Capital Beltway (I-95 / I-495), Annapolis Road (MD 450), Veterans Highway (MD 410), and Martin Luther King, Jr. Highway (MD 704), access to, from and within the area remains quite difficult.

Connectivity. A key component of the 2004 *New Carrollton Transit-Oriented Strategy Planning Study* is to create connections within the station area to improve street activity and interaction between land uses. A key obstacle to achieving these connections is the shared rail alignment owned by WMATA, AMTRAK and MARC, currently prohibiting vehicular and pedestrian connections between the north and south side of the tracks.

Engineering studies have been performed to determine the feasibility of bridge and underground tunnel connections at both the railway and US 50. There are however associated costs of infrastructure investment (tunnel connections could cost over \$40 million per tunnel), and there needs to be an agreement between the state, county and the market as to which infrastructure improvements provide the greatest value to the development community and should be a priority for investment.

The Assignment

Recognizing the challenge of finding solutions to the above mentioned issues, the Washington Metropolitan Area Transit Authority, the Maryland Department of Transportation, The Maryland-National Capital Park and Planning Commission (M-NCPPC), Prince George's County Planning Department and the Prince George's County Economic Development

¹ The panel was asked to exclude the Industrial Complex and all land south of the John Hanson Highway (US 50) for this assignment.

Corporation invited ULI Washington to convene a Technical Assistance Panel (TAP) on July 24-25, 2007. An eight member panel spent an intensive one and one-half days touring the New Carrollton station and surrounding area; participating in a briefing led by The Maryland-National Capital Park and Planning Commission, PB PlaceMaking, and the Washington Metropolitan Area Transit Authority, meeting with stakeholders; and spending a full day behind closed doors formulating recommendations.

During the course of the TAP, the panel responded to the following presented questions:

1. What are the panel's thoughts about what is achievable in the community's vision for New Carrollton as laid out in the 2004 New Carrollton TOD Strategy? Is the vision missing any elements needed to enable a vibrant community?
2. Which infrastructure improvements would provide the most value to the implementation of the community vision set forth in the 2004 *New Carrollton Transit-Oriented Strategy Planning Study*?
3. If the connections between the north and south side of the rail tracks are not feasible, how can the development be designed in a way that still provides the sense of community connectivity? Or, alternatively, are there other ways to provide connectivity without the crossings?
4. Which infrastructure investments should be funded by the public sector and which should be funded privately?
 - a. What are the priorities and the phasing plan for the infrastructure?
 - b. How can the county and state governments recapture their investment?
5. The 2004 *New Carrollton Transit-Oriented Strategy Planning Study* recommends a development agency to stimulate redevelopment by bringing all the key parties together, obtaining land use approvals, assembling or coordinating the disposition of public and private lands, bringing in-house real estate development expertise to the project, and securing private and public investment funds. Is there value to this recommendation, and if so, what is the most effective development entity to implement the strategy?
6. What activities would prove catalytic and result in further development at the station area?



Panel members tour the station

- a. What is the market potential of New Carrollton to meet its status as a *Metropolitan Center*? What needs to be done to achieve this potential and attract a core of high quality retailers?
- b. What are the obstacles that limit developer interest in the New Carrollton station area, particularly for office and commercial development?
- c. What incentives (financial and policy) could be provided to make New Carrollton more attractive as a mixed-use community?
- d. How could development at New Carrollton be stimulated so as not to compete negatively with other Metro station developments in the County?



Aerial map of the New Carrollton station area

Executive Summary: The Panel's Recommendations

The 2004 *New Carrollton Transit-Oriented Strategy Planning Study* authored by PB PlaceMaking for The Maryland-National Capital Park and Planning Commission established a clear vision for the transformation of 71-acres of currently underutilized land around a bustling transit station into a true downtown of Prince George's County.

After reviewing the briefing materials, touring the study area and meeting with the sponsor team and vested stakeholders, the panel endorsed the vision. The panel cautions however that given the tremendous amount of investment currently taking place in other parts of the county, that there needs to be a long term commitment accompanied by clear and effective leadership in order to bring the vision to fruition. Things not done wrong are as important as things done right, so the leadership for this project must be patient as the near term development opportunities will likely be inconsistent with the vision and the long term market potential for the area.

To achieve the vision, priority should be given to revitalizing the transit station and introducing gateways to the station area. The goal of introducing above and below grade automobile connections throughout the station area to connect the north and south sides of the station, while a possibility, should not be an immediate focus of the development strategy. The areas north and south of the transit station will operate as two neighborhoods interrelated and connected by pedestrian access through the station creating a true transit-oriented development.

Market Potential

The panel believes that the first step in catalyzing development at the station area is to focus on the station itself. Once improvements are made to the station, the sponsor team will begin to realize the true market potential of the station area. The area within a ¼ mile radius of the station, identified as the Metro Core in the 2004 Planning Study, should then be the immediate focus followed over time by the remainder of the study area.



The Metro Core will one day support a high concentration of diverse users

Given the self-imposed parameters, the panel looked at the market potential of the Metro Core. In the short term, the panel believes that the sponsor team should focus on the strongest short term users that do not interfere with the long term potential of the site. Station related retail and secure office users are a logical market. While wood frame residential products may be another near term opportunity for development, the panel recommends that this use should be allocated to areas outside of the Metro Core. Once the market is ready, a high concentration of major office users, high

rise residential, academic users, a hotel, and ancillary retail will be supportable around the station.

Development Strategies

The panel concluded that while automobile connections across the tracks will help to continue to attract development in the future, undertaking significant improvements to the station itself is the first step that should be taken to attract potential developers to the station area. There is an opportunity through redeveloping the station and increasing signage in and around the station area, to reposition and brand the entire Metro Core.

The panel recommends focusing on innovative ways to provide a cosmopolitan experience at the site – improved pedestrian connections, a high-tech approach through offering broadband, making major station upgrades, implementing an improved safety and maintenance program, introducing service retail, as well as incorporating “green building” methods into the redevelopment will achieve this goal.

Connectivity

There is also a tremendous need for improvements to access and wayfinding. Upgrading signage throughout the study area and establishing gateways at all major access points will ensure the success of the project and enhance access of the existing system.

The panel found that north – south automobile connections are not critical to success of the initial development phase. The panel would like to reserve the potential for connections in the long term to accommodate future development potential and the proposed Purple Line (Bi-County Transitway.)

A transportation management and parking management plan with an onsite coordinator should also be implemented to assist users at the station; assess current and potential needs of automobiles, buses, trains, and pedestrians; and serve as a point of contact to all transit agencies.

Leadership

As evidenced by the number of sponsors for this panel assignment, there are multiple vested stakeholders in this project area who all deserve an equal stake in the realization of the area’s development goals and objectives. The panel recommends that the sponsor team form a unique organization served by a board of all stakeholders, to carry out the planning and development of the station and surrounding area.

Implementation Tools

Once leadership is in place, two things must happen. The organization must develop a branding and marketing strategy and create a sector plan for the area. An inventory of existing utilities and restrictions should also be carried out in order to prepare the area for development. To attract development and raise money for the project, the sponsor team should consider providing incentives for high density and retail uses; providing tax credits; creating a TIF district; issuing revenue bonds for parking; and taking advantage of state and federal funding sources.

Market Opportunities

In the 2002 Prince George's County General Plan the New Carrollton Metro Station area is designated as a *Metropolitan Center* allowing for the most intense level of uses. This designation is consistent with the vision established in the 2004 *Transit-Oriented Development Strategy Planning Study* for a transformation of the station area into a lively downtown characterized by mixture of high-quality, high intensity land uses. The vision creates a "downtown" of Prince George's County with a convergence of a mix of uses, pedestrian friendly streets, a true open space system, new hotels and the redevelopment of the Garden City neighborhood.

The panel supports this vision for the station area and believes that with proper planning and patience it will be achievable. The panel did caution however that with all of the development currently taking place in and around College Park, Greenbelt, Landover, Glenarden, Hyattsville and National Harbor, that the development and redevelopment of the area is a long term plan and that the stakeholders have to be careful not to sacrifice the long term potential of the study area with near term market demands and individual project opportunities.

In time, the panel believes that having multiple modes of transit, bringing thousands of commuters in and out of the station every day, will naturally lead to the creation of a new market for development. The sponsor team should view the opportunities at New Carrollton as the development of a new market, not merely a project.

Phasing

The 2004 *New Carrollton Transit-Oriented Strategy Planning Study* identified six key character areas within the New Carrollton station area – The Metro Core; Annapolis Road Corridor; Garden City; Civic Center; Residential Hillside and Industrial Complex. The panel recommends focusing on the Metro Core in the initial phase of development and therefore spent its time looking at the market potential for that specific character area. The Annapolis Road Corridor will in the panel's opinion, develop incrementally over time, and should not be an immediate focus for redevelopment. The Garden City neighborhood will follow the Metro Core in a later phase, followed even later by the Civic Center, Residential Hillside and Industrial Complex character areas.

Metro Core Market Potential

Given the proximity to transit, a concentration of major corporate offices will logically be led to the study area over time. A major academic user, either private or public, would also find this station area to be attractive. To complement the commercial uses, the panel foresees high rise residential uses in the immediate surroundings of the station area becoming feasible over the long term. Ancillary retail uses should balance the commercial and residential uses. As the vision suggests, the market should attract a mid- to full-service hotel that the panel believes should be strategically placed to have visibility from surrounding roadways.

There may be the need to provide economic incentives to initially attract retailers to the area before market conditions would have them come on their own. In the near term however, the panel believes that the market will support limited retail on both sides of the station including a

pharmacy and an eatery such as Au Bon Pain. There is also land available for major office users who require secured office locations. The panel sees an immediate market for wood-frame multi-family residential with structured parking. While such uses can achieve high densities, the panel cautions against allowing for less prestigious uses within the immediate station area, holding that land for high rise residential once the market demand is in place.



METRO CORE SITE PLAN

Key

Blue Buildings: Commercial

Red Buildings: Retail

Purple Buildings: Structured Parking

Orange Buildings: Residential

Pink Buildings: Hotel

Larger view in Appendix

Development Strategies

To catalyze development at the New Carrollton station area, the panel has asked the sponsor team to both broaden their vision and narrow their focus. There needs to be a macro-level big picture framework for the entire study area along with a micro-level short term framework to support the long term plan. Creating the climate for change by doing things now to show the vision for the area is very important.

Currently 9,000 people enter and exit the New Carrollton station on a daily basis and 3,900 parking spots on site are used regularly. While all of these people come to New Carrollton from different directions and via different modes of transportation, they all pass through the station. Built in 1978 the station is one of the oldest in the system and has had few upgrades over the past thirty years.

The station is tired looking and unwelcoming, leaving those who spend any time at the station with the impression that the area surrounding the station is just the same. After a walking tour of the station and a bus tour of the surrounding area, the panel realized that in order to reposition the area and attract developers, corporate end users, residents and retailers, the station itself needed to change. In the short-term, redeveloping the station and improving the signage and wayfinding in and around the station area will be instrumental in achieving the long term vision.

Station Upgrades

The panel agreed that while the station is functional, there is an opportunity to transform it by redeveloping and branding it into a high tech, integrated, cosmopolitan, ‘green’ station that provides the same sense of arrival as a Penn Station or Union Station. The station’s redevelopment will play a key role in garnering the attention of developers in both the near and long term given how much development activity is currently taking place in Prince George’s County. One panelist used the analogy of a home-seller that stages their property in a tight market to make it more attractive to potential purchasers – the sense of place upon immediate arrival in the station area is important. While the panel would still keep the station open air, there is a lot that can be done to completely change the users experience at New Carrollton. The panel believes the following improvements to the station must be made:

Design Elements. The stairs and escalators are the main connector between the north and south side of the station and as the station area continues to grow, the staircase will continue to become a more prominent connector. The panel therefore recommends rebuilding the staircase, creating an iconic staircase of architectural significance.

There are a lot of cosmetic improvements that could be made to improve the overall feel of the station including an upgrade to all fencing visible by pedestrians, and the removal of graffiti, trash and weeds from the station, tracks and surrounding area. Improved landscaping and hardscaping, as well as adding public art, should also play a role in the redevelopment. While the utility lines above the tracks are not attractive and could be moved underground, the panel concluded that the associated cost to make this improvement is not worth the end result given the fact that the train lines will remain in place.

Going Green. Across the country there is an effort to become more ‘green’ – to develop in a more sustainable manner in order to better protect the environment. While jurisdictions are beginning to incorporate sustainable development methods into their building requirements, there is a real opportunity for Prince George’s County, the state of Maryland and the Washington Metropolitan Area Transit Authority to lead the way and build a truly sustainable green transit station.

Technology. The station currently lacks an integrated place for people to spend time while they wait for their bus or train. This needed waiting area should be included in the station redevelopment and could both distinguish itself and bring people to the area by providing Wi-Fi .

Retail. When commuters are at the station and either waiting for their connections, beginning or ending their day, they should have the opportunity to get a cup of coffee, a snack or even fill a prescription. By incorporating service retail such as a pharmacy or quick-serve restaurant on either side of the station, the consumer experience would be dramatically enhanced.

Maintenance. Once the investment is made in the station, the panel believes that it is very important that the station is well maintained. Escalators and elevators must work all of the time, restrooms must be clean, graffiti must be absent from the station area, and the weeds and trash that currently collect along the fences and inside the station must be removed on a regular basis.

Safety. With the expansive parking lots at the station and commuters coming and going at all times of day, it is necessary that people are aware that there is a very active security program. The panel recommends using both transit and county police or hiring a security firm to patrol the area.

Lighting. Lighting is an important element of safety, parking lots and all areas within and around the station should be well lit at all times.

Customer Service. In an effort to demystify the station’s amenities and make it more inviting, the panel recommends that a transit concierge be put in place to coordinate information for all of the transit agencies. This will be a resource for the station’s users as well as each of the transit agencies.

Car Rentals. The panel noticed reserved spots for Flex Cars and Zip Cars and sees the potential for building upon this attractive program for those who want access to amenities outside of the station area.

Metro Core

Beyond the station itself, the panel focused on the ¼ mile radius surrounding the station. The Metro Core has the potential to achieve its *Metropolitan Center* designation with a mix of high density residential and commercial use as well as a full service hotel. The parking garages on the south side of the station can also benefit by wrapping service retail around its first floor. This

will increase the pedestrian experience and provide goods and services to the station as well as future office and residential users.

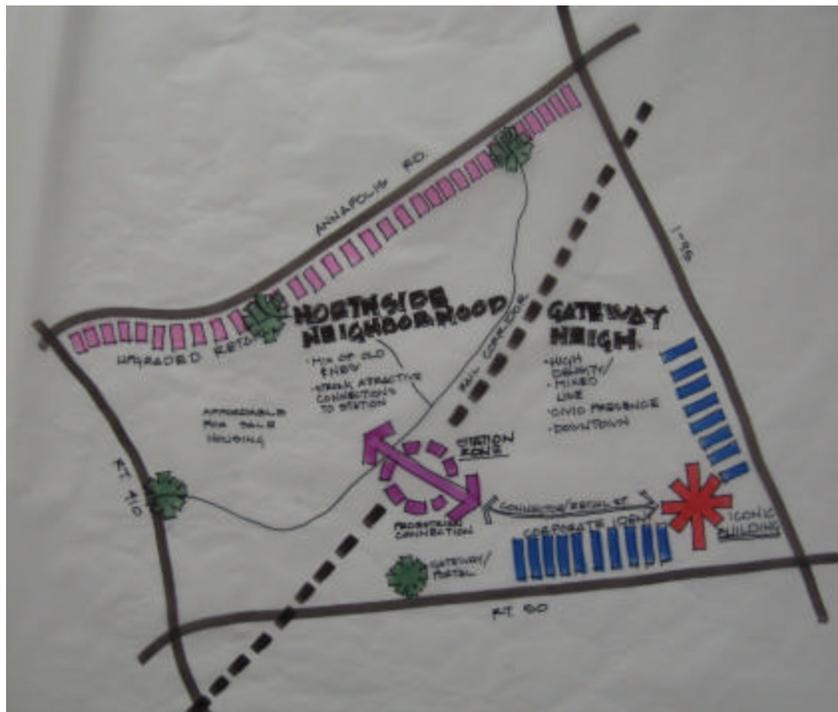
Annapolis Road

Annapolis Road (SR-450) is an economically successful corridor with both old and new development that serves the surrounding neighborhoods. As one of six areas reviewed as part of the 2004 *New Carrollton Transit-Oriented Strategy Planning Study*, this area was proposed to transform into a pedestrian-friendly boulevard. While there is long term potential to transform Annapolis Road, the panel cautions against focusing on this corridor at the same time as the station and its surrounding area.

The development that will take place along Annapolis Road is very different than the transit-oriented development that will take place at the immediate station area and should not confuse the branding and marketing strategy for the station area. Improvements on the corridor should be incremental and the initial focus on the corridor should be limited to creating gateways and better signage to the station itself.

Garden City

There is a lot of long term potential with Garden City, however redevelopment plans for Garden City should also be kept separate from the Metro Core so as not to confuse the branding and marketing of the station area. The panel sees the opportunity to create a true grid within Garden City and to have the area live up to its name, taking advantage of the open space by creating parks and a true green network. To help with the branding of the overall study area, the panel believes that an iconic building should be placed at the junction of US-50 and I-495 for maximum visibility.



TWO NEIGHBORHOODS

This rendering depicts the two separate but interrelated neighborhoods as defined by the rail corridor.

Northside Neighborhood: Contains a mix of old and new development with strong, attractive connections to the station and upgraded retail along the Annapolis Road Corridor.

Gateway Neighborhood: A density mixed use development with civic presence. Corporate identity along the I-95 and US 50 corridors .

Purple Station Zone: High density with pedestrian connections and connections to Garden City

Green Asterisks: Gateways

Red Asterisk: Iconic Building

Blue Hash Marks: Corporate Identity

Connectivity

Principally convened to provide feedback and recommendations on how new connections to and throughout the station area would catalyze development, the panel realized shortly after the site tour began, that connections to, from and throughout the site, were the area’s most significant current obstacles and greatest opportunities. As one panelist noted, as the station area exists today, those traveling to and from the New Carrollton station are better connected to New York City than New York Avenue.

PB PlaceMaking completed studies on the feasibility of underground and above grade connections across the tracks at multiple points within the study area, and the panel was tasked with determining which of these infrastructure improvements would be most feasible and provide the most impact on catalyzing development. The panel’s analysis of those connections is found below. What they concluded however, is that while those significant infrastructure investments would help the sponsor team in achieving its vision for New Carrollton over time, it is the less expensive, more immediate improvements to signage and wayfinding that will have a stronger impact on the study area’s overall success.

Upgrading the Signage and Wayfinding

There is a tremendous opportunity through the marketing and branding of the station to create gateways to the station along Annapolis Road (MD 450), Veterans Highway (MD 410), and the John Hanson Highway (US 50). Gateway signs, streetscaping and infrastructure improvements at the station entrances would improve the sense of arrival at the New Carrollton station as well as help those unfamiliar with the area to find their way to the station.

It was the experience of the panel while they were on site that current wayfinding is designed exclusively for buses, leaving those who try to reach and leave the station by vehicle without a true sense of where they are going, or what they are going to find when they get there. A more intuitive approach for access to and egress from the station is necessary.



**NEW CARROLLTON STATION AREA
CONCEPT PLAN**

Key

- Blue Asterisks: Gateways**
- Red Asterisk: Iconic Building**
- Purple Asterisk: Transit Station**
- Thick Dotted Line: Rail Corridor**
- Thin Dotted Lines: Secondary Streets**
- Red Shading: Surface Parking**

Larger view in Appendix

Bus Circulation

While the panel was focused on future development and vehicular access, local, regional and national buses access the transit station throughout the day and night. The panel recommends that the sponsors study the bus routes, look at future circulation and streets to integrate their bays most effectively and efficiently within the station area in order to minimize pedestrian conflicts.

Automobile Connections

An apparent advantage of the property is the presence of direct vehicular access ramps to and from the Capital Beltway and the John Hanson Highway (US 50) at a regional level. At the site-specific level, while the panel recognizes the desire for automobile connections between the north and south side of the site, and is familiar with the proposed locations and associated costs, the resounding response was that the panel was not certain that all of these connections were required, especially in the short term.

Near Term. A fundamental element of transit-oriented development planning and design is the “park once” concept. This principle is intended to encourage residents, employees, visitors, and patrons to park their vehicle and then walk to access the various amenities of the development. In this instance, one would park on either the north or south side of the station and have access to the other side via the stairway or elevators. With a true focus on the development of the station itself, the panel feels that infrastructure investment would be better placed in the station and amenities immediately outside of the station as opposed to a tunnel. A number of at-grade infrastructure improvements, including intersections that provide primary access to the station, will need to occur in the near term in order to spur development.

Long Term. When considering the long term development potential of the site, the panel did see the value of connections across the tracks. In reviewing the options and feasibility for the automobile connections, the panel believes that the far west connection along Ellin Road as well as the Cobb Road tunnel are the two most viable connections that the sponsor team should pursue, with priority given to the Ellin Road connection. The panel would also like to see a right-of-way reserved for the Purple Line (Bi-County Transitway.) Should the Purple Line come to New Carrollton, the panel recommends that the alignment south of the John Hanson Highway (US 50) should be pursued and coincide with the Ellin Road automobile connection. These connections will be critical for the overall success of the property and likely necessary to achieve the maximum densities contemplated for the site.

Pedestrian Connections

Pedestrian connections between the north and south side are essential to the success of the station area. The panel recommends enhancing all current connections at the station in the immediate near term, and making additional at or above grade improvements as needed in the long term. The panel does not recommend however, investing in below grade tunnel connections. In the panel’s experience, tunnels are rarely used as pedestrians often perceive there to be safety risks regardless of the location or time of day. Pedestrian and bicycle routes to and around the station should also be reviewed and improved upon where needed.

Offsite Infrastructure Improvements

While the panel did not look at the station area south of US -50, it did look at its access points and realized that the bridge over US-50 was inadequate to serve the station and surrounding area. The panel recommends widening and creating better access to the bridge. Further, it is recognized that the amount of potential traffic capacity of the road network is currently unknown, and the ability to make roadway improvements could be limited by right-of-way or other physical constraints. However, all improvements should be designed in a context sensitive manner and provide for pedestrian, transit, and bicycle facilities. In addition, impacts to local neighborhoods should be carefully studied to minimize the effects to the adjacent community.

Transportation and Parking Management Plan

A comprehensive Transportation Management Plan (TMP) should be conceived and implemented as development and redevelopment occurs within the station area and Garden City. Elements of this plan would reduce the overall number of single-occupant vehicles and vehicle miles traveled in and around the site. The TMP would also provide the ability to reduce the overall parking by allowing for shared parking techniques. Since these activities require coordination among several public and private entities, the panel recommends that one person / organization should be responsible for overseeing the management of all transportation and parking within the station area to encourage compliance.

Implementation

The key to whether the vision for the New Carrollton station area will ever be realized depends upon the leadership for the project as well as the tools that are put in place to facilitate the vision. This section addresses implementation from a leadership, procedural and financial perspective.

Leadership

There are a number of vested stakeholders at the New Carrollton station and it is important that they work together to bring the vision to fruition. Representatives of the Maryland Department of Transportation, the Washington Metropolitan Area Transit Authority, The Maryland-National Capital Park and Planning Commission, Prince George's County Planning Department, the Prince George's County Department of Public Works and Transportation, the Prince George's County Economic Development Corporation, the Maryland Transit Authority and Amtrak should be represented on a board for a separate and unique organization that carries out the planning and development of the station and surrounding area. This is likely best achieved through the formation of a nonprofit organization with dedicated staff that will be on the ground working on this project every day, responsible for working with all those who will implement the improvements to the station and surrounding area.

While not as formalized as what the panel proposes for New Carrollton, there are successful examples of public-private partnerships in the Arlington County, Virginia neighborhoods of Ballston and Crystal City where the organization of citizens, county staff and private developers acted as the champions for the county's development plan. While competitors, these disparate groups understood that in order to achieve the vision, they had to work together to market the area. Elected officials looked to these organizations for direction and in effect, these working groups are what have gotten both Ballston and Crystal City to where they are today.

Once the improvements to the station are made, there needs to be a central body responsible for maintaining the investment. This nonprofit organization could establish a Business Improvement District (or a similar mechanism) that could implement the maintenance and safety program recommended earlier in this report. A set aside funding strategy will be necessary to implement this recommendation.

Procedural Tools

To begin to carry out the development of the station, there are a number of strategies that must be implemented.

Develop Marketing and Branding Strategy. An important first step of implementing the short and long term vision is to conceive a marketing and branding strategy for the station area. The first phase of the strategy should focus on the transit itself so that users and nonusers alike are aware of the unique services that the station can provide.

When branding the station and its surrounding area, it is important to step back from the New Carrollton station and take an overall assessment of Prince George's County's metro stations.

Each station area should have a defined role and individual character that differentiates it from other stations.

Develop a Sector Plan. To establish a distinct identity, the panel recommends creating a sector plan for the station area. This plan should provide incentives for higher intensity of uses around the station in line with the vision for the area and the general plan.

Inventory. In preparation for development, the newly formed organization should be tasked with inventorying the study area for utilities and restrictions on development.

Green Tape Process. To incentivize development and streamline the process, the panel recommends that the detailed site plan and issuance of building permits be consolidated into one process. The panel also recommends that the Washington Metropolitan Area Transit Authority, the Maryland Transit Administration and the county coordinate their reviews and permitting processes.

High Density Uses. Current market conditions may not initially draw developers to New Carrollton to build the type of density that the vision and the panel propose. As the climate begins to change however, the sponsor team can look at incentives that could be put in place to attract higher density uses.

Financial Tools

The panel recommends that the implementing organization use the following tools to help finance the costs of development:

Parking Fees. There are over 3,900 parking spaces in two garages and surface lots at the New Carrollton station, which provides the means to create additional revenue sources for infrastructure and station improvements through increasing parking fees. By charging users for overnight parking – something that it currently not allowed for in the WMATA garage – and instituting a \$0.50 surcharge on parking, funds can be raised to offset other infrastructure costs. The panel has also seen parking subsidies and parking districts successfully used in neighboring jurisdictions and recommends considering these methods to incentivize the desired types of development.



Parking garages can be an additional source of revenue.

Tax Increment Financing. The area surrounding the station is currently underutilized, but over time as the vision for New Carrollton station area is realized, there will be a significant increase in tax revenue through property, hotel, and sales taxes. The panel therefore recommends introducing a formal or informal means of Tax Increment Financing to pay for parking, other infrastructure needs and to incentivize desired types of development.

Revenue Bonds for Parking. As is done in other parts of the state, the panel recommends that the sponsors finance parking through the issuance of revenue bonds secured by the revenue generated from the parking garages.

Smart Growth Funding. The 1997 Smart Growth Priorities Funding Areas Act designates New Carrollton as a priority funding area, thereby directing state spending for highways, sewer and water, economic development assistance, and state leases or construction of new office facilities. The implementing organization and sponsor team should seek to take advantage of this funding.

Tax Abatement. Given that Prince George's County has a very high tax rate, incentives could be put in place for tax abatement at preferred development sites.

Next Steps

The next steps are to begin to establish leadership and governance. The sponsors should convene a working group to begin to form the appropriate body to carry out the planning and implementation of the station area.

Once established, the group needs to immediately begin to plan for the design of the station, retaining the appropriate architects and engineers to turn the vision of the station into a working plan. Simultaneously, the station needs to develop a specific branding and marketing strategy so that current and future users, developers, and tenants, understand the value of the station area – both today and in the future.

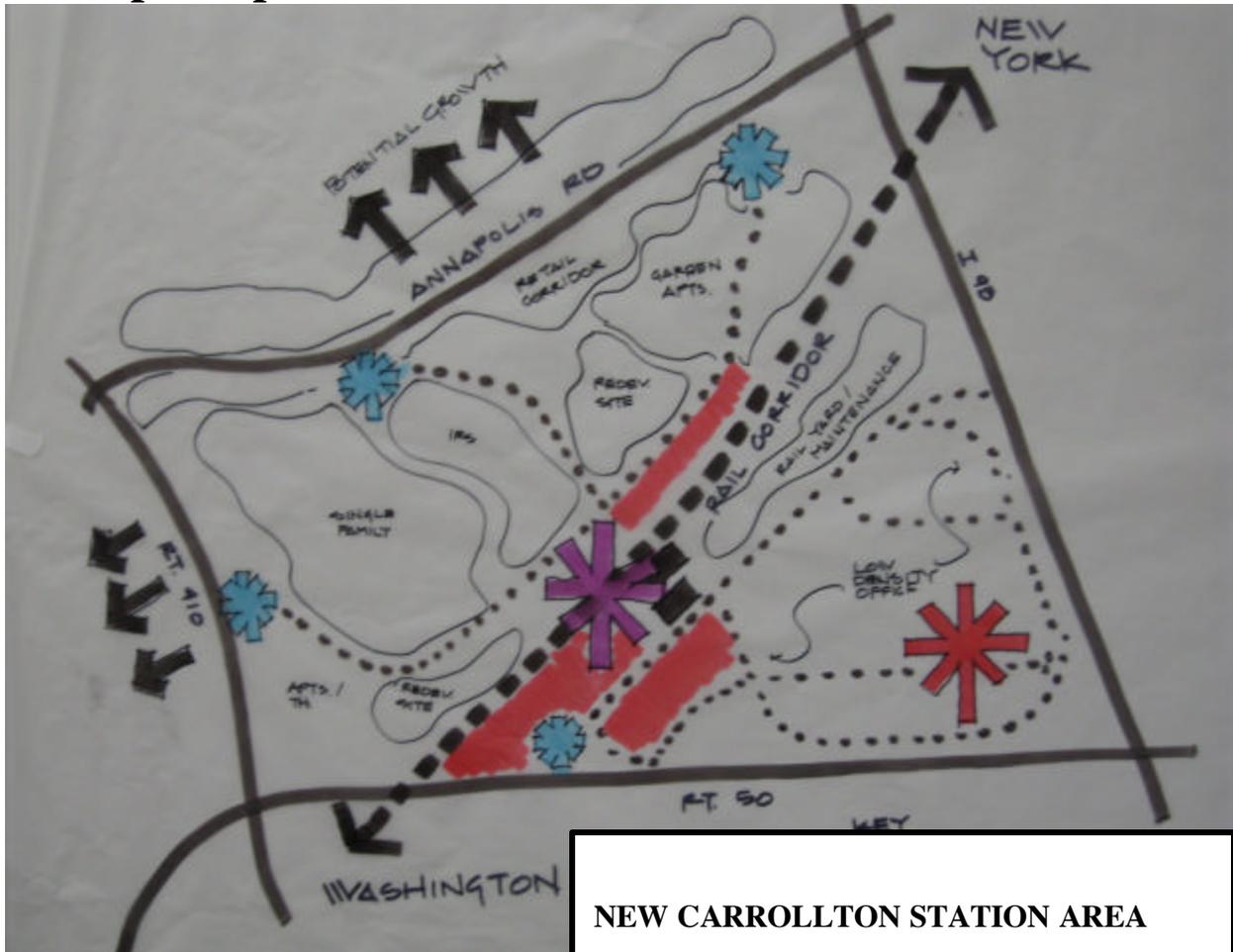
The panel also recommends that the sponsor team revisit existing arrangements with developers in light of the panel's recommendations to see how everyone can work together to achieve the long term vision for the station and its surrounding areas. The panel reiterates that what you do not do in the short term is just as important as what you do.

While waiting for the market, the panel recommends that the sponsors take a proactive approach to prepare for development by inventorying the station area to get a sense of current restrictions, plan agreements, as-builts, and utilities. The panel also recommends that utilities be brought to the edge of the site to expedite future development.

While there is a lot of activity right now in Prince George's County, the New Carrollton station has a tremendous amount of potential and will play an increasingly important role in the county. With the right vision, proper planning, a creative marketing strategy and patience, the New Carrollton station, along with its surrounding area will reach its maximum development potential.

Appendix

Concept Map



NEW CARROLLTON STATION AREA CONCEPT PLAN

Key

Blue Asterisks: Gateways

Red Asterisk: Iconic Building

Purple Asterisk: Transit Station

Thick Dotted Line: Rail Corridor

Thin Dotted Lines: Secondary Streets

Site Plan



METRO CORE SITE PLAN

Key

Blue Buildings: Commercial

Red Buildings: Retail

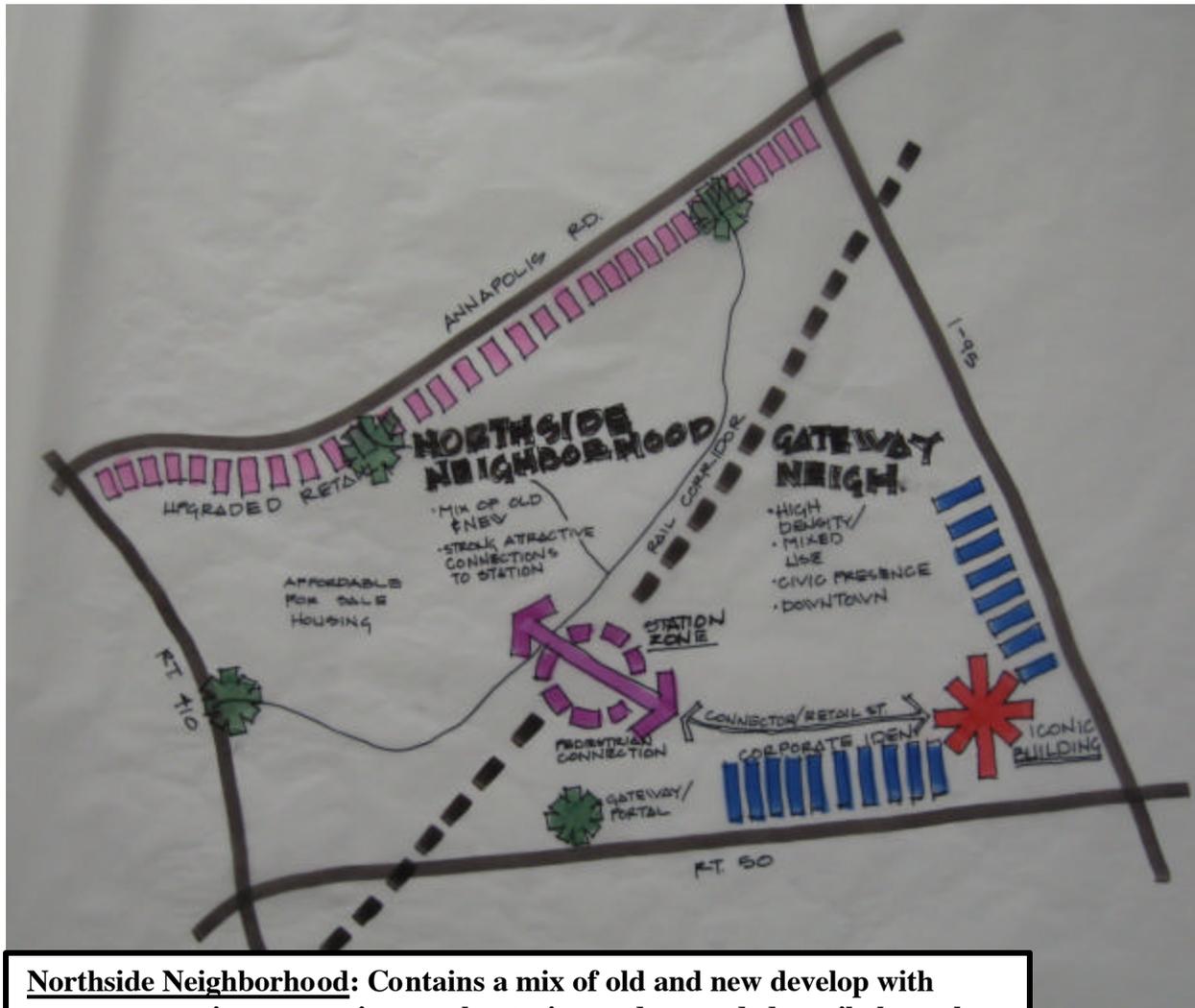
Purple Buildings: Structured Parking

Orange Buildings: Residential

Pink Buildings: Hotel

Larger view in Appendix

Two Neighborhoods



Northside Neighborhood: Contains a mix of old and new develop with strong, attractive connections to the station and upgraded retail along the Annapolis Road Corridor.

Gateway Neighborhood: A density mixed use development with civic presence.

Purple Station Zone: High density with pedestrian connections and connections to Garden City

Green Asterisks: Gateways

Red Asterisk: Iconic Building

Blue Hash Marks: Corporate Identity along I-95 and US 50.

About the Panel

Robert Atkinson
Davis Carter Scott
McLean, Virginia

Robert Atkinson is an Associate Principal at Davis Carter Scott, one of the leading architectural firms in the Washington Metropolitan Area. Mr. Atkinson has over 27 years of experience in urban design, master planning and economic development for both the private and public sectors. Prior to joining Davis Carter Scott, Mr. Atkinson spent 14 years with the Department of Economic Development in Arlington Virginia where he was responsible for the development of the award winning Rosslyn Station Area Plan Addendum which led to the creation of a new 10 FAR zoning district, assisted numerous projects through the site plan approval process and was an active participant in developing many of the County's land use policies. Widely known throughout the Washington area real estate and development communities, Mr. Atkinson has extensive knowledge of local development conditions and opportunities. With a Bachelor of University Studies degree from the University of New Mexico in architecture, planning and architectural history, Mr. Atkinson has undertaken numerous urban design, downtown planning and site retail design projects. Mr. Atkinson has also been instrumental in developing zoning and historic preservation ordinances, formulating development policies and negotiating real estate transactions.

Michael S. Balaban
Lowe Enterprises Real Estate Group, Eastern Division
Washington, DC

Michael S. Balaban is President of Lowe Enterprises Real Estate Group, Eastern Region, which is the east coast operation of Los Angeles-based Lowe Enterprises, an investment, advisory, and development firm founded in 1972 and privately owned by its shareholders.

In the Washington, DC area the firm has owned on behalf of institutional partners projects such as: the Air Rights Center in Bethesda; Chevy Chase Pavilion in Chevy Chase; the CityVista project under development in Mt. Vernon triangle in Washington; 601 New Jersey (a ground-up development leased to the Federal Trade Commission); and other office, retail and multi-family properties. In mid-2006, significant projects are being targeted in the New York Tri-State area including Stamford, CT and New York City. The firm is vertically integrated and its staff provides to its projects all investment and asset-level services. Balaban was formerly Acquisitions Officer for Washington Real Estate Investment Trust.

Education: Kenyon College, BA; Harvard Graduate School of Design, Masters of Architecture; University of Pennsylvania, MBA.

Leonard Bogorad
RCLCO / Robert Charles Lesser & Co.
Bethesda, MD

Managing Director in the Washington, D.C., office of Robert Charles Lesser & Co., has over 25 years of experience in a wide range of market and financial analysis, consumer research, strategic planning, and impact assessment capacities concerning real estate and urban development issues throughout the United States. He has worked on such notable projects as Downtown Silver Spring, Reston Town Center, and National Harbor—as well as numerous residential, retail, office, hotel, and mixed-use and master-planned community developments throughout the United States. Prior to joining RCLCO, Len was Senior Vice President and Director of the Washington office of the Real Estate Research Corporation (RERC). Before joining RERC, he served as Director of Housing and Neighborhood Development for the Metropolitan Area Planning Council in Boston; Senior Staff Associate for the Connecticut Conference of Municipalities; and Development Consultant for a firm in New Haven, Connecticut.

Len graduated from Harvard University and received a Masters in City Planning from the University of Pennsylvania. He has spoken for organizations such as the Urban Land Institute, the National Association of Senior Living Industries, and the Northern Virginia Building Industries Association. He has also written articles published in *The Journal of Real Estate Development*, *Mortgage Banker*, *Corridor Real Estate Journal*, *Industrial Development*, *Tax Credit Advisor*, *The Washington Post*, *Real Estate Finance Journal*, *Urban Land*, and *the Washington Business Journal*. He is a full member of the Urban Land Institute and serves on the ULI Washington District Council Executive Committee, as well as on the Urban Land Institute Senior Housing Council. Len is also active in the Northern Virginia Building Industries Association (NVBIA).

Elyse Brown Force
MCF Investment Company, LLC
Silver Spring, MD

Elyse Brown Force is one of the founding officers of MCF Investment Company, LLC. Headquartered in Silver Spring, Maryland, MCF is currently engaged in construction of Mosaic at Metro, a 260- luxury residential community located on the Prince George's Plaza METRO station just outside of Washington, DC. Part of a major mixed-use, public/private development, Mosaic at Metro is the first of its kind on a Metro Station in Prince George's County. MCF is also developing a 300-home luxury, intergenerational condominium community, Mosaic at Turtle Creek, at the University of Maryland's flagship campus in College Park, MD.

Ms. Force's responsibilities include all phases of the development process, including acquisition and financing strategies, design and development planning, execution and marketing. She has expertise and special interest in transit oriented development.

Over the past 21 years, Ms. Force has worked for both entrepreneurial companies and institutional investors overseeing general partnership interests and joint venture acquisition, development, construction and operations for a variety of project types including retail, commercial and residential luxury, workforce and senior housing communities.

Ms. Force began her career with the audit and tax division of what is now The Reznick Group. She holds a BS degree in Accounting from the University of Maryland's Robert H. Smith School of Business.

Ms. Force is a member of the Urban Land Institute, has served on other Technical Assistance Panels and the Workforce Housing Committee. Ms. Force is a member of the Board of Directors for Professional Women in Construction, Capital Region; a member of the Maryland National Capital Building Industry *Green Building Committee* and is the co-chair for the Funding Committee of the Washington Area Women's Foundation *Rainmaker's Giving Circle*.

Alan Harwood
EDAW, Inc.
Alexandria, VA

Alan Harwood is a Principal and Vice-President of EDAW, Inc., a leading planning and design firm. Alan has 25 years of experience in community-based economic revitalization, urban planning, and environmental impact analysis for a variety of public- and private-sector clients. His work has included mixed-use development, affordable housing, major public facilities and attractions, and open space and cultural resources. Alan's projects have won more than 20 professional awards.

Prior to joining EDAW in 1987, Alan worked for a public planning agency, an engineering firm, and a commercial builder. Alan earned a Masters of Urban and Regional Planning from George Washington University and a BS in Geography from the University of South Carolina.

Thomas H. Miller, AICP
Arlington County
Arlington, VA

Thomas Miller serves as the Current Planning Supervisor for Arlington County's Department of Community Planning, Housing and Development overseeing all site plan and special exception development in the County. He has been involved with Arlington planning since 1988 and has been the principal planner for the County on numerous large scale mixed-use development projects in the County's Metro Corridors. He previously served as Arlington County's Planning Commission and Site Plan Review Coordinators. Prior to local planning experience, Mr. Miller was a legislative assistant in the U.S. House of Representatives. He holds a B.A. from Michigan State University, an M.U.R.P. from the George Washington University, and is a member of the American Institute of Certified Planners.

Robert Mochi
Rodgers Consulting
Germantown, MD

Mr. Mochi joined the Rodgers Consulting, Inc. team in 2000. He is a Professional Civil Engineer with extensive expertise in land planning, zoning site analysis, property evaluation and development feasibility studies, and governmental coordination and processing of construction design plans. Prior to joining Rodgers Consulting, Inc., he served as President and CEO of a civil engineering and land planning firm in the Washington Metropolitan region. The firm was involved with many long-range development projects with services including all aspects of land development design, highway design, environmental and stormwater management studies, waterway evaluations, expert testimony and general engineering consulting services. At Rodgers Consulting, Inc. he has worked on several major projects in suburban Maryland, including Maxwell Place, South Market Street, Westview Center M.X.D., Creekside, and Brinkley Manor.

He earned his B.S. in Civil Engineering at Worcester Polytechnic Institute in 1980 and holds an M.B.A. from Mount Saint Mary's College. He is a member of the Home Builder Association of Maryland, the Board of Directors of the Frederick County Builders Association, Past President of the Frederick County Land Use Council, and a Graduate of Leadership Frederick - Class of 2002. He serves on the Finance Committee of Saint Peters Church and the Board of Directors of the Linganore Urbana Youth Athletic Association.

Michael J. Workosky
Wells+Associates
McLean, VA

Michael Workosky has over 19 years experience in traffic, parking, and transportation planning and engineering. He has worked for both private real estate developers and public sector clients. This experience includes site traffic impact studies, retail site assessments, transportation analyses of large scale mixed-use developments, shared parking analyses, parking design and needs studies, and feasibility analyses.

Mr. Workosky is a member of the Institute of Transportation Engineers Traffic Engineering Council, which is a technical committee responsible for evaluating and making recommendations for all aspects of traffic engineering. He is a member of the American Society of Highway Engineers, the American Planning Association, the International Council of Shipping Centers and the Urban Land Institute. He received his Bachelor of Science in Industrial Technology, from the California University of Pennsylvania.