



New Carrollton  
Transit Oriented Development

# Strategy

October 2004

Maryland Department of Transportation

Prince George's County Planning Department, M-NCPPC

Washington Metropolitan Area Transit Authority

PB PlaceMaking  
Parsons Brinckerhoff  
Stull + Lee Architects & Planners  
Bav Area Economics

# Acknowledgements

## Prepared:

October 2004

## Participants:

Maryland Department of Transportation  
Prince George's County Planning Department, MNCPPC  
Washington Metropolitan Area Transit Authority

## Note:

*This report provides an overview of the process and major project elements regarding this planning effort.*

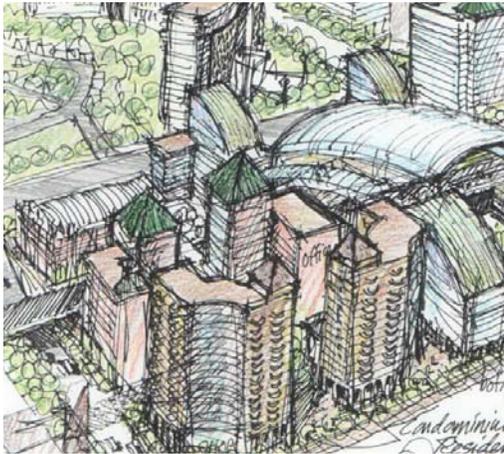
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# Introduction

Transit Oriented Development (TOD): Compatible moderate to higher density development, located within an easy walk of a major transit stop, generally with a mix of residential, employment and shopping opportunities, designed for pedestrians without excluding the auto.

TOD can be new construction, or redevelopment of one or more buildings, whose design and orientation facilitate transit use.



*New Carrollton Metropolitan Center  
Concept Illustration*



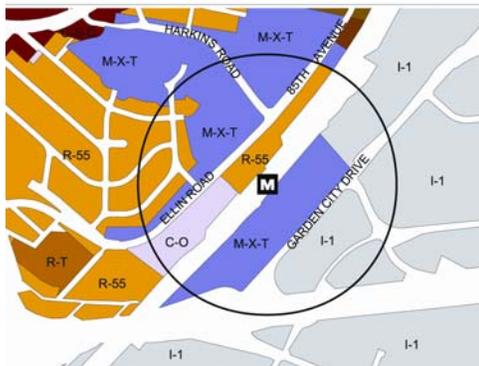
*Garden City Neighborhood Plan Detail*

PB PlaceMaking was asked to lead a team of planning and design professionals in a week-long “charrette” to develop a planning concept for the Metrorail Orange Line, MARC and Amtrak Stations in New Carrollton, MD. The resulting *New Carrollton Transit Oriented Development Strategy* was developed through this process and envisions Prince George’s County’s first truly “Metropolitan Center,” providing a diverse and integrated mix of opportunities to live, work, shop and play in a livable, safe, walkable, high-quality urban community that would feature:

- 8,000 residential units - offering several housing choices;
- 8,700,000 s.f. of office/commercial space - creating 30,000 jobs;
  - 8m sq. ft. office
  - 400k sq. ft. mixed-use retail
  - 3,000 seat Cultural Venue
  - Two 450-room hotels
- An extensive, 60 acre system of civic, park and open spaces – providing important recreational and environmental benefits; and
- A balanced and integrated local transportation system, built on a street and circulation network that will both maximize the site’s internal accessibility, providing safe, all-weather access to features within the project area, to one another and optimize the site’s relationship to transit and the countywide and regional road system.

The process of developing the New Carrollton Transit Oriented Development (TOD) strategy included public and private sector stakeholders as well as site, market, economic, financial and technical analyses. It was highlighted by an intensive week-long sector planning and design charrette. This planning study received significant support from the **Maryland Department of Transportation (MDOT)**, and both includes the preferred transit-oriented development concept and recommends specific actions (next steps) to implement the concept and realize Prince George’s County’s vision for this station area.

## Existing Policies and Regulations



*Existing Zoning*

The Prince George's County General Plan, adopted and approved in 2002, emphasizes the creation of “centers” in key areas – particularly around Metrorail stations – as a core strategy for achieving the county's long-term growth and development objectives. Compared to the other two types of County Centers –community and regional – metropolitan centers such as New Carrollton are envisioned as having the highest density of the most intensive, transit-supporting, uses. The General Plan envisions this level of transit-oriented development as uses that can be marketed regionally, if not nationally, to attract major businesses, high value-added employment and customers from throughout the Washington area, such as large Federal or State government facilities, educational and major institutions, and higher intensity commercial districts.

Previous plans (the 1989 New Carrollton Transit District Development Plan (TDDP) and Transit District Overlay Zone (TDOZ), the County's General Plan and the Strategic Framework for Transit-Oriented Development (TOD) in Prince George's County) provide the broad policy background for this study. These and other existing plans and land use policies for New Carrollton endorse the concept of TOD in a portion of the planning study, particularly at a site with New Carrollton's metropolitan-scale potential. However, to date, the county has continued to encounter significant challenges to the goal of really capturing the full ‘place making’ potential being afforded at New Carrollton by its high levels of transit service and freeway access. What is needed is a clear, comprehensive vision illustrating what this “place” might look like. This planning study examined established county policies in light of market realities to more effectively promote a high-quality, but marketable TOD concept for this site.

It should be emphasized that, as with all efforts to attract quality transit-oriented development to the county's Metrorail and other transit station areas, the State of Maryland plays a central, often crucial, role by promoting and targeting economic development initiatives that ensure that State tax dollars, especially those invested in transportation

infrastructure, are used in ways that stimulate and maximize private investment. State support is also crucial to county TOD initiatives and policies that seek to extend the benefits of existing investments in transit, to increase both transit ridership and transit service-supporting revenues; and to ensure that TOD here is both site-appropriate and consistent with local land use planning priorities.

## Stakeholder Involvement / 4 Day Charrette



*Charrette Participants Provide Input*

Stakeholder involvement was critical to the planning study, and played a significant role in the process creating the New Carrollton TOD Strategy. Interviews were conducted with representatives of WMATA, the Prince George's County Planning Department, the City of New Carrollton, developers, residents and MDOT, to ensure that the strategy reflects local planning priorities as well as the countywide strategy and policy for attracting quality TOD.

An intensive 4 day planning and design charrette was a major part of the planning study process. Charrettes are open, holistic planning techniques that combine intense, creative work sessions with public workshops and open houses. They are collaborative planning processes that harness the talents of a variety of professional planning and design and related disciplines as well as the creative and analytical energies of all parties involved and create and a feasible, procedurally credible plan that could help achieve transformative community change.

The tasks undertaken at the charrette included:

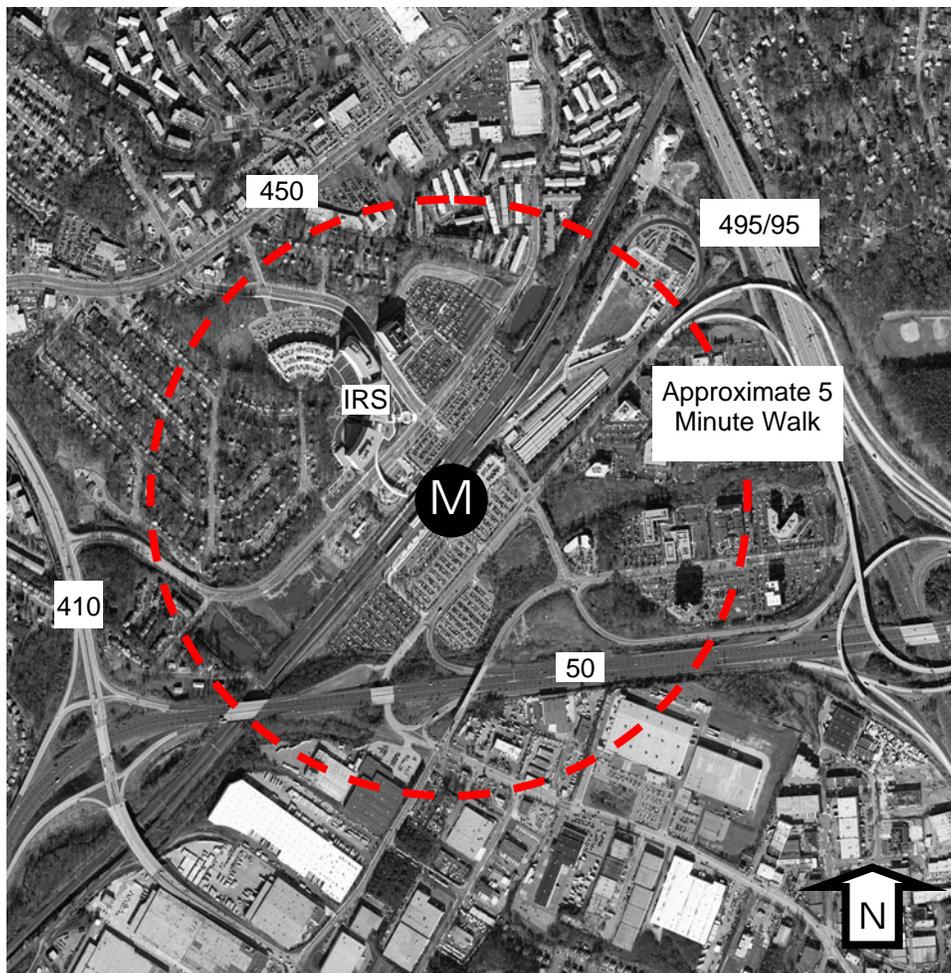
- Inventory, Analysis and Stakeholder Interviews: These steps facilitated team understanding of issues specific to this site and project.
- Theme and Initial Concept Development: Two descriptive and graphic ideas ("conservative" and "aggressive") were explored as potential visions for this strategy.
- Development Yields (2 alternatives and synthesis of a final): The best aspects of the two alternatives were merged to create a

# The Process

preferred alternative and a potential development program was drafted.

- Concept Review and Technical Team Analysis: The preferred alternative concept was then studied in more detail for technical and market feasibility.
- Synthesis of a Preferred Development Alternative: The preferred alternative and development program was further refined and graphically illustrated.
- Evening Pin-ups & Final Presentation: Each night progress drawings were displayed and the week culminated with a final presentation on the last day of the charrette.

## Site Analysis



### Context

The New Carrollton station area is located along Garden City Drive, near the intersection of John Hanson Highway (US 50) and the Capital Beltway (I-495/I-95), and is the eastern terminal for the Metrorail Orange Line. This site is second only to Union Station in the Washington Metropolitan area as a major multi-modal transportation hub with Metrorail, AMTRAK, MARC commuter rail, a Greyhound intercity bus, regional (Metrobus) and local County (The Bus) bus service available. New Carrollton is also Prince George's County's interim terminal for the Bi-County Transitway.

The nearest communities are the cities of New Carrollton and

*Aerial Photograph*

Glenarden, and the Town of Landover Hills, as well as the communities of West Lanham Hills and Whitfield Terrace. The General Plan placed this station in the Developed Tier and designated it as a Metropolitan Center. The Internal Revenue Service (IRS) complex occupies a three-building, 1.2 million square foot complex just north of the station site. Part of the planning study project area was designated a transit district by the 1989 New Carrollton Transit District Development Plan (TDDP).

### **Traffic Counts**

MD 410/MD 450: 25,725 Ave. Annual Daily Traffic (2003 data)

MD 450/I-95-I495: 38,175 Ave. Annual Daily Traffic (2003 data)

US 50/I-95-I495: 107,725 Ave. Annual Daily Traffic (2003 data)

**Transit (Metrorail) Ridership:** 9687 boardings; 9532 alightings

**Bus Transit Service:** 19 Metrobus routes, 2 THE Bus routes

**Parking:** Three parking facilities (including metered parking spaces, Kiss and Ride spaces, 2 parking spaces, Kiss and Ride spaces, 2 spaces for WMATA's flex car vendor)

- 1,000-space, multi-level parking garage
- 400 spaces for WMATA
- 20 spaces for AMTRAK
- 400-space, all-day surface lot (owned by the State of Maryland)
- New parking garage

**WMATA Metro Station Site:** 35.7 acres (10.3 acres north parcel; 25.4 acres south parcel)

**MDOT Site:** Approximately 10.3 acres, southwest of the Metrorail station

### **Summary of Allowable Uses**

The *Landover & Vicinity Master Plan* (1993), the applicable master plan for this Metrorail station area, proposes commercial and office development and a business park within one-half mile of the stations. As noted above, part of the planning study area is governed by the 1989 *New Carrollton Transit District Development Plan (TDDP)* and *Transit District Overlay Zone (TDOZ)*.

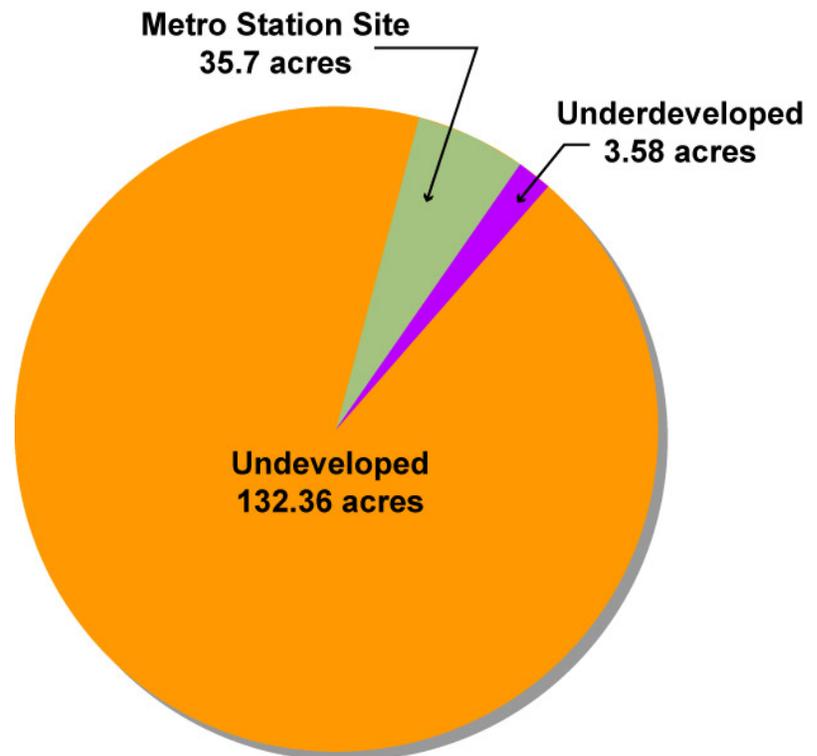
# The Process

## *Incentives in Place*

State of Maryland Priority Places (formerly Priority Funding) Area  
Prince George's County Revitalization Tax Credit Area

## *Opportunities and Constraints*

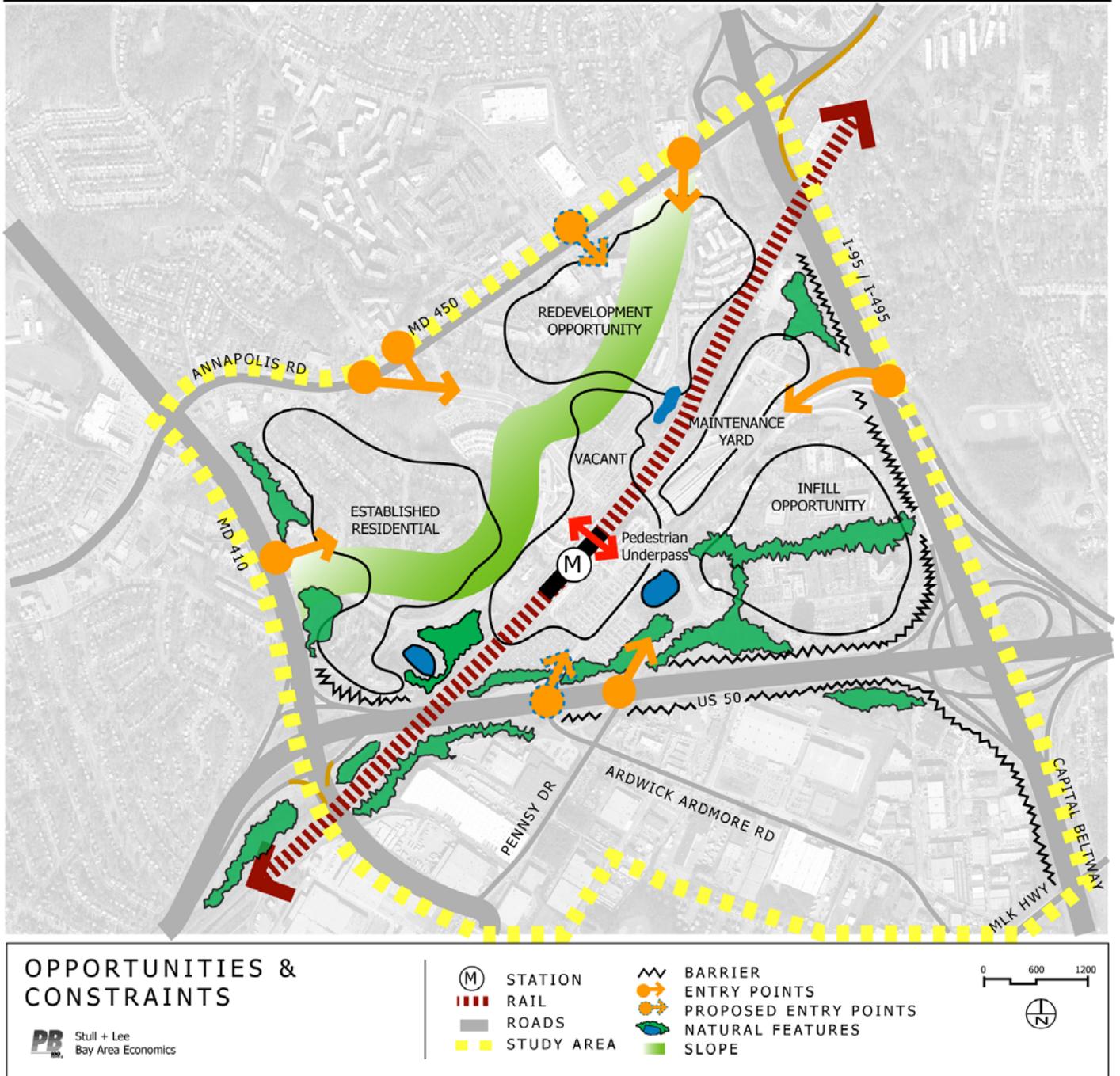
The study area contains an estimated 130 acres of undeveloped or underdeveloped land within one-half mile of New Carrollton station. The properties are currently in a mix of public and private ownership, and include 35.3 acres of WMATA-owned property and 10.3 acres of State-owned land. The site is near several aging, underutilized small-scale commercial developments, and contains or adjoins a number of mature mid-rise housing developments. Other than a floodplain that runs south of the station, there are no known environmental constraints on the station area site. Automotive access to the study area is via John Hanson Highway (US 50), Veteran's Parkway (MD 410), Annapolis Road (MD 450) and the Capital Beltway (Interstate 495/95).



*Comparison of Undeveloped and Underdeveloped Land*

# The Process

## CARROLLTON CENTER

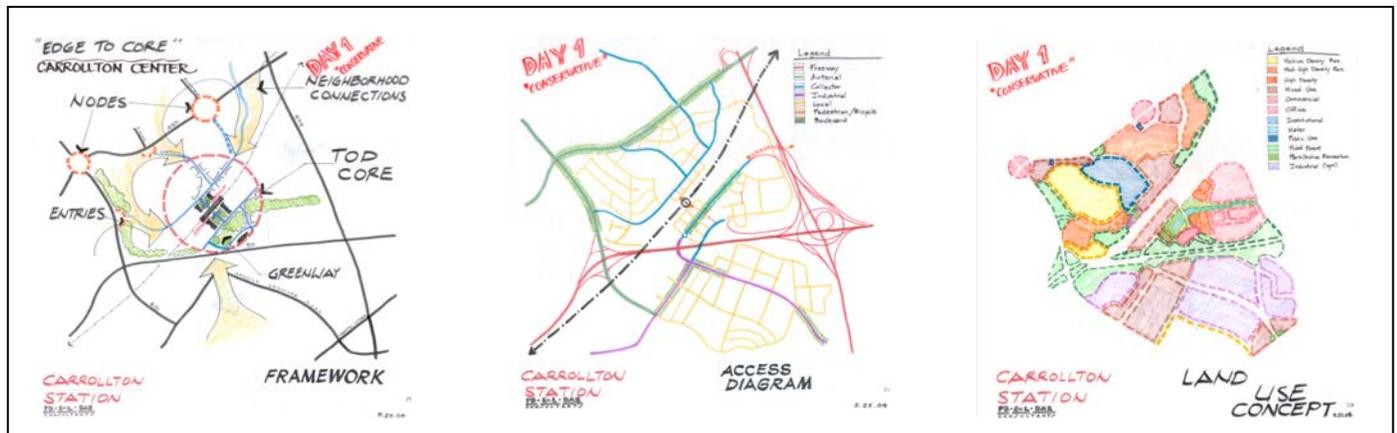


The presence of the rail lines forms a physical barrier between the northern and southern portions of the study area. MD 410, US 50 and the Capital Beltway form physical barriers as well, limiting access to the site. The neighborhood to the north contains a significant change in elevation (between Annapolis Road and the transit station) as well as several existing areas of multi-family and single family residential housing. The 'triangle' to the southeast is a suburban office park with significant areas dedicated to surface parking. Industrial uses are located south of US 50.

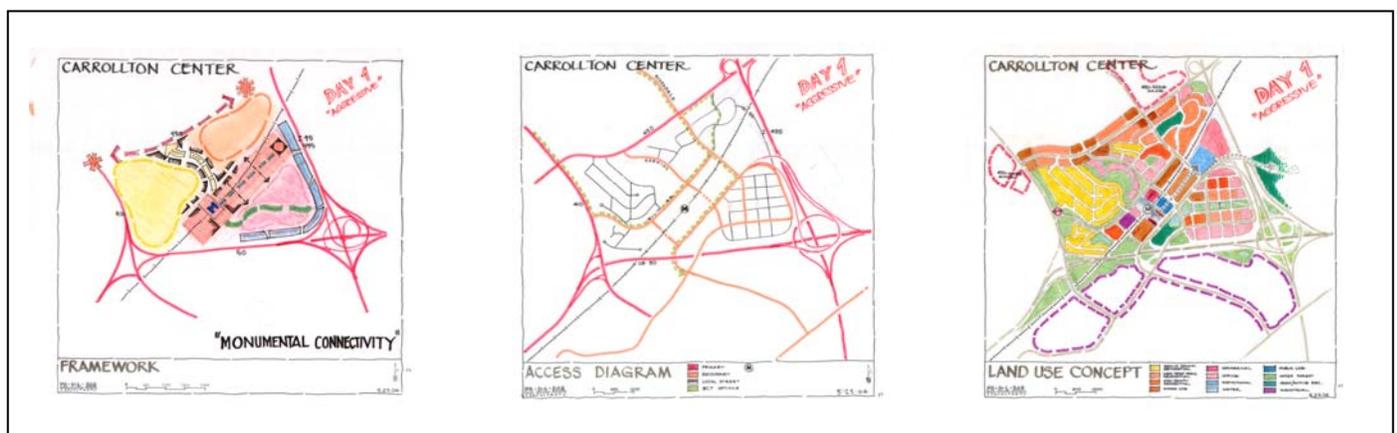
# The Process

## Alternatives

Two alternative development concepts were created and analyzed as part of the charrette workshop process and led to the selection of a preferred development concept. The initial alternatives were characterized as “Conservative” and “Aggressive”. Each alternative assumed a circulation and open space organization as well as potential land uses and influenced the preferred development concept described in the next section.



"Conservative" Concept



"Aggressive" Concept

# Development Concept

## Vision Statement



Station Area Core Sketch

*Anchored by an unusual, but very opportune, confluence of transportation modes, from Amtrak service to local buses, an area formerly hidden in a valley of highways and busy arterials has undergone a dramatic transformation and become Carrollton Center, Prince George's County's lively downtown. Taking full advantage of the outstanding regional access afforded through a network of excellent rail, bus and highway facilities, Carrollton Center is characterized by an urban mixture of uses which make it a lively focal point day and evening.*

*Increased building height and design quality have strengthened the visual identity of the area. The corresponding increase in employees and residents has led the way in making the area commercially attractive. The center now includes white table cloth restaurants and a variety of service oriented businesses that meet the needs of those who work and live within a short walk of the transportation hub. Many of the shops and cafes have found a following throughout the county.*

*The emergence of Carrollton Center as the County's downtown has also led to the total transformation of the Annapolis Road corridor from an area dominated by automobile dealerships and fast food restaurants to a busy but inviting arterial that is pedestrian friendly and now features a mix of well designed retail, office and residential structures. A significant new office building at the intersection of Annapolis Road and 85<sup>th</sup> Avenue symbolizes the changes and marks an important access point to the transportation hub.*

## Concept Features

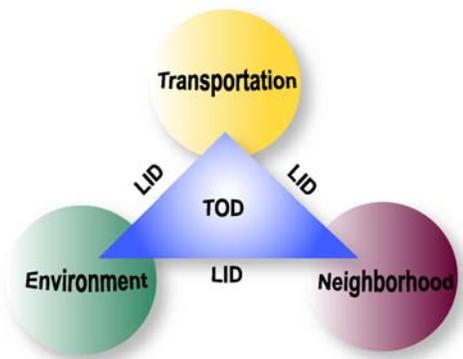
- An architecturally dramatic "Transit Cathedral". This will serve as a great hall accommodating multiple transportation modes and host a number of shops, stores and cafes within an inspiring space that is both a transportation crossroad and an important civic place.

# Development Concept

- The “Cathedral” links plazas on both the north and south sides of the tracks that bustle with activity as autos, taxis, and buses continually drop off and pick up passengers.
- Pedestrian friendly streets to provide an attractive alternative to vehicular use.
- Garden City neighborhood is a mix of residences and office buildings oriented around a formal green.
- From the west, a dramatic mixed use residential point tower at Harkins Road will announce this important point of access.
- An integrated system of parks and trails will be a well used and widely admired recreational and visual amenity. The parkway system will be visible and safe due to:
  - View corridors into the park.
  - Amenities in the park that attract activity.
  - Buildings that front on the park, an active recreation space, and make positive surveillance possible.
- The community will be laced with green open spaces, recreation and design amenities to provide desirable destinations and aesthetic benefits.
- Along all streets, landscaping and building articulation will create visual interest.
- To the maximum extent possible, parking lots will not front on the street and will be landscaped to create a pleasant and integrated walking environment.
- In addition to substantial office space, housing is an important part of the mix.
- Complementing several established residential areas are new townhouses and mid-rise structures offering housing options that meet the needs of families, singles and the elderly.
- Two new hotels are visual landmarks with easy access to and from the District of Columbia via Metrorail, making them affordable options for families and business persons seeking alternatives to hotels in the district.

# Development Concept

## Concept Elements



Concept Diagram

The New Carrollton TOD Strategy proposes a transit supportive land use pattern that will encourage and support bus and rail transit ridership and feature an integrated, efficient, multimodal circulation system. This balance of land uses, coupled with a traditional grid pattern of streets, forms the basis for the Metropolitan Center. Many of the community features will work together so that the proposed center will function in ways that foster community spirit, human interaction and create an accessible desirable, high quality living environment. The Concept is based on three key elements: **Neighborhoods – Environment – Transportation**. Each of these elements is tied to the site through **Low Impact Development (LID)** practices and are sensitively arranged to create a successful **TOD**.

**Neighborhoods** are essential components of the plan. Definable neighborhoods encourage citizens to take responsibility for their maintenance and evolution. Generally, they should be compact, mixed-use and pedestrian friendly so that many activities of daily living are within close proximity. Safe, comfortable, and interesting, they are defined as much by the quality of their open spaces as by the quality of their buildings.

**Environment** concerns natural features and processes, wildlife, habitat, parks, recreation and open spaces. Planning and development that respect the environment can significantly improve quality of life. Successful communities typically provide a range of parks and open spaces, such as tot lots, ball fields, and gardens, as neighborhood amenities that also define edges and provide connections.

**Transportation** elements, especially streets, help organize community structure. When properly planned and designed, they allow independence to all residents, which is especially important to the young and the elderly. The best streets are places of shared use that balance the needs of pedestrians, bicycles and vehicles. Well designed streets are beautiful as well as functional, and provide a graceful setting for a community's architecture.

# Development Concept



*Example of Creative Low Impact Development Techniques*

**Low Impact Development (LID)** is a construction method that allows new development to minimize environmental impact, and includes techniques such as green roofs, extensive landscaping, bio-swales, and other creative uses of open space. It is an approach that combines naturally functioning site plans with pollution prevention measures in an effort to compensate for land development impacts to hydrology and water quality.

**Transit Oriented Development (TOD)** is compatible moderate to higher density development, located within an easy walk of a major transit stop, generally with a mix of residential, employment and shopping opportunities, designed for pedestrians without excluding the automobile. TOD can be new construction or redevelopment whose design and orientation facilitate transit use.

Parking design and management will be important to the success of this development concept to ensure not only high quality community design, but also the financial success of the project.

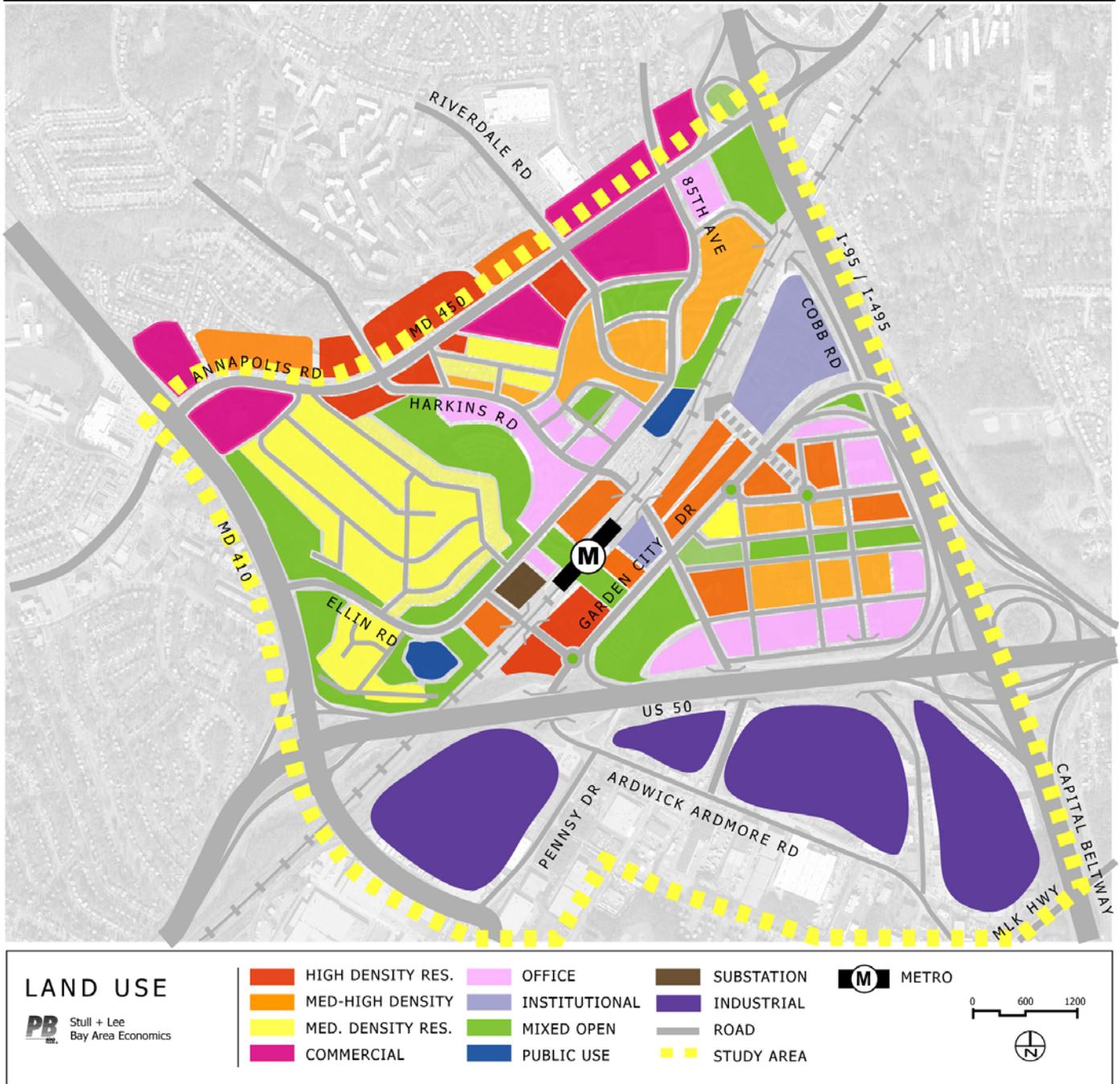
## Concept Illustrations

Principal elements of the development concept are illustrated in more detail and include the following diagrams:

- Land Use Concept
- Circulation Concept
  - Street Network
  - Bikes and Pedestrians
  - Transit Service
  - Bi-County Transitway and MAGLEV
- Parks and Open Space Concept
- Neighborhood Concept
  - Metro Core
  - Annapolis Road Corridor
  - Hillside Residential
  - Civic Center
  - Garden City
  - Industrial Complex

# Development Concept

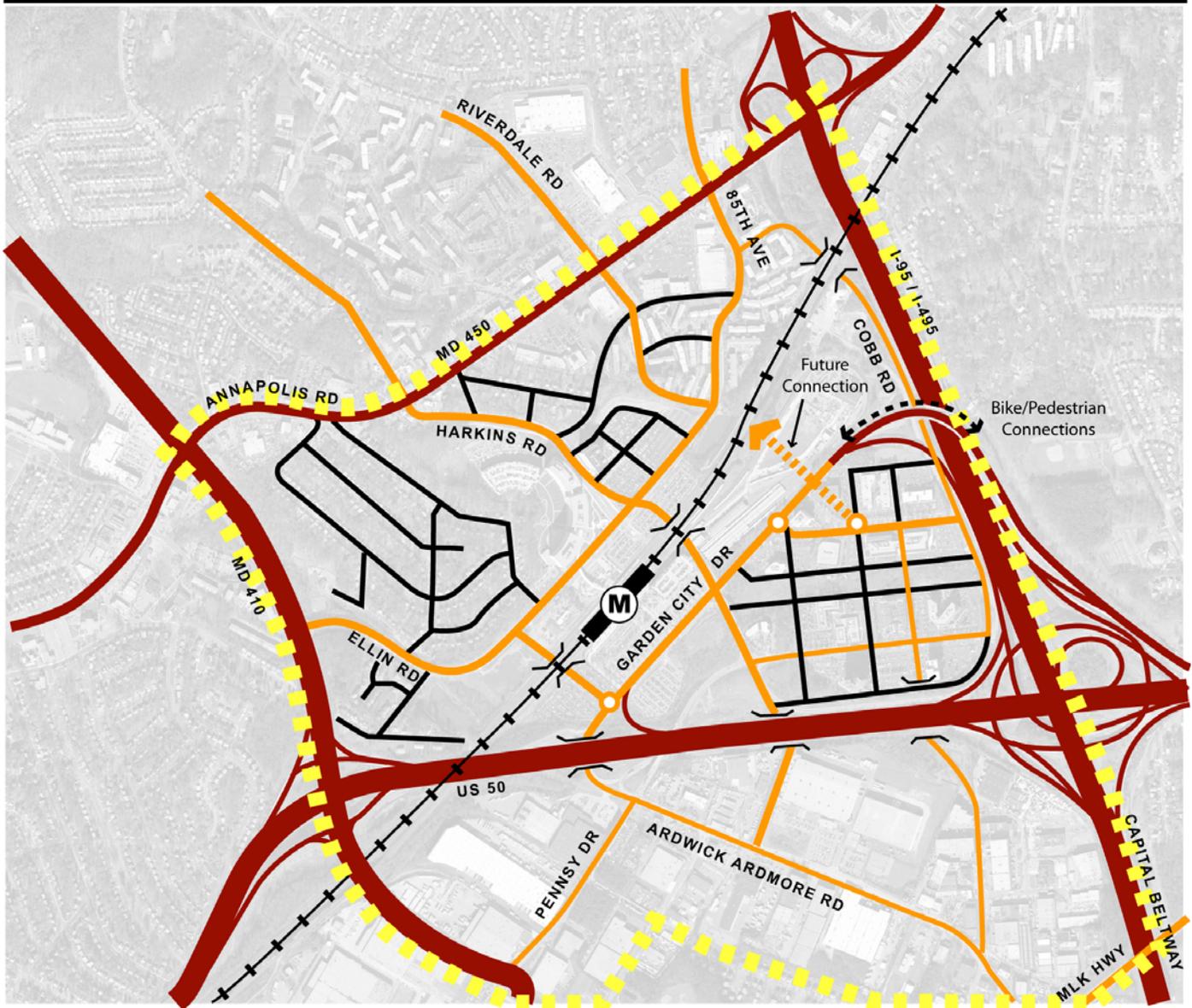
## CARROLLTON CENTER



The mixing of uses is critical to the success of the TOD. Higher intensity residential, office and institutional uses are focused around the transit station and are envisioned as buildings that integrate active ground floor uses such as restaurants, retail establishments, or a community library. Open spaces provide neighborhood focal areas, recreation opportunities, define edges and provide opportunities for stormwater management devices. The Annapolis Road Corridor is envisioned, over time, as being redeveloped with higher intensity residential and updated commercial uses. The area south of US 50 will continue as an industrial district.

# Development Concept

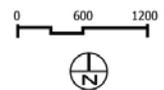
## CARROLLTON CENTER



### CIRCULATION PLAN Street Network

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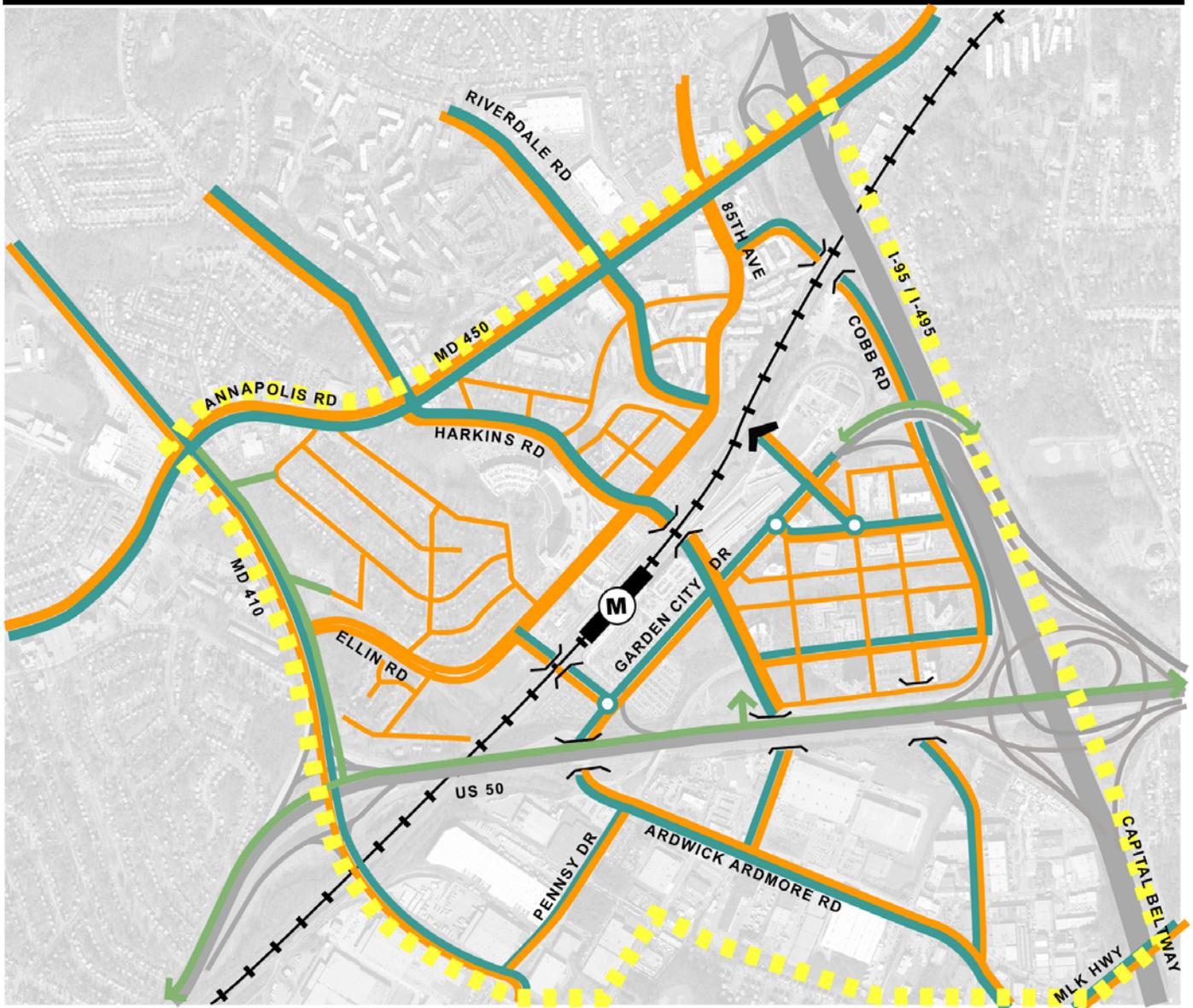
- PRIMARY
- SECONDARY
- LOCAL
- STUDY AREA



A hierarchical street pattern is envisioned. Primary access to the site will be from rail and bus transit as well as the Capital Beltway, US 50, MD 450 and MD 410. Secondary streets form a well-connected internal framework that will allow residents and users to easily and directly access all neighborhoods within the study area. Multiple access points have been added including 3 to 4 new crossings of the rail corridor and 2 new under-crossings of US 50, mitigating the isolation currently experienced by the area. Local streets will continue to serve local uses and complete the grid pattern. Three 'roundabouts' are located to calm traffic, define important gateways, and improve traffic flow.

# Development Concept

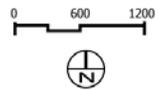
## CARROLLTON CENTER



### CIRCULATION PLAN Bike and Pedestrian

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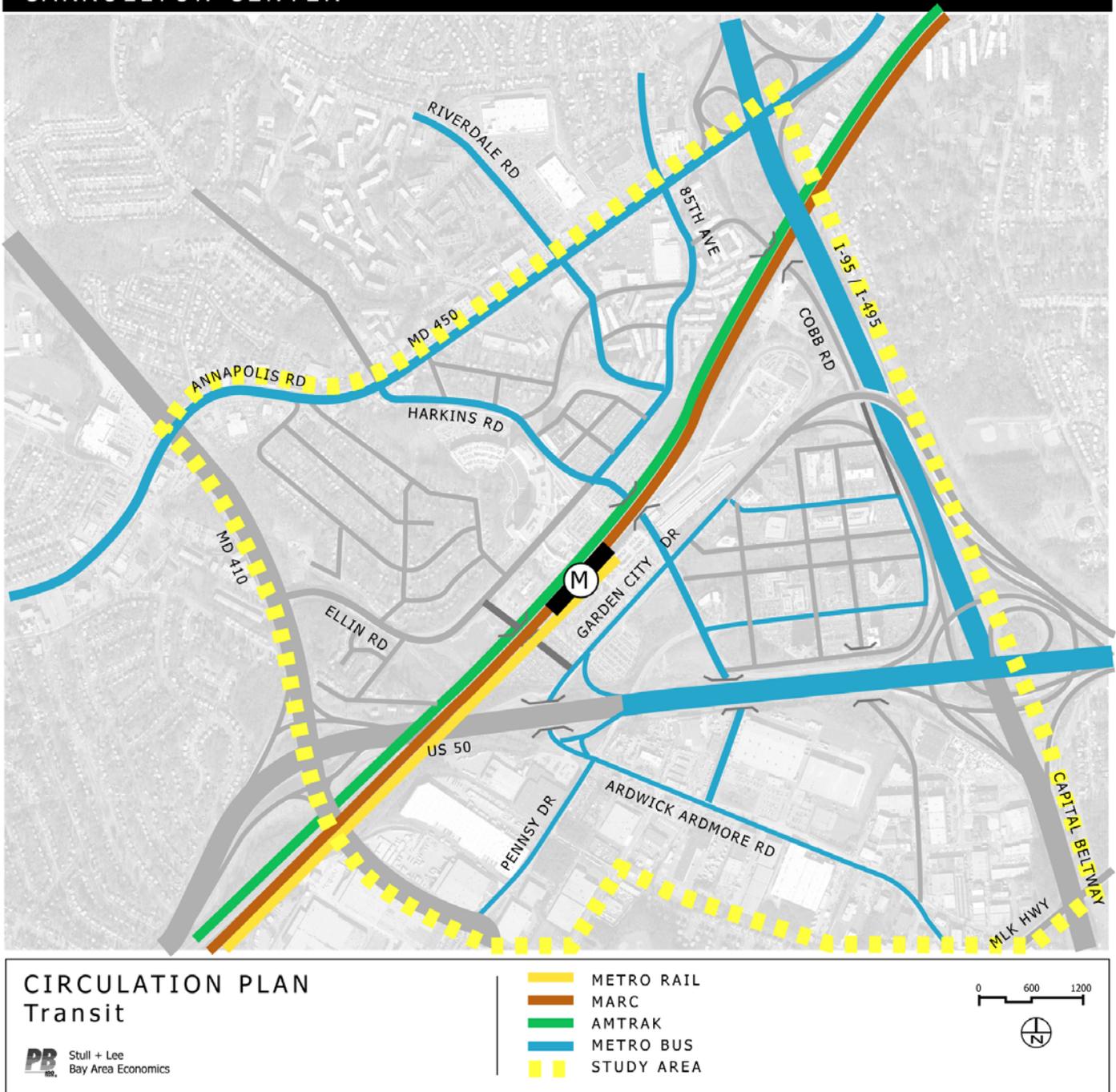
- PEDESTRIAN
- BICYCLE
- PED/BIKE TRAIL
- STUDY AREA



The hierarchical street pattern will also emphasize pedestrian and bicycle use. All streets are envisioned as providing sidewalks and several of the secondary streets will also provide bike lanes. Perimeter bicycle and pedestrian trails link to other Countywide trails and will provide safe and direct connections to areas outside of the study area. Abundant, convenient bicycle parking will be provided. Streets will be designed to provide a pleasant walking experience by providing curb extensions, sidewalks that are separated from the curb with streets trees, and decorative street lights that are scaled to the human rather than the automobile.

# Development Concept

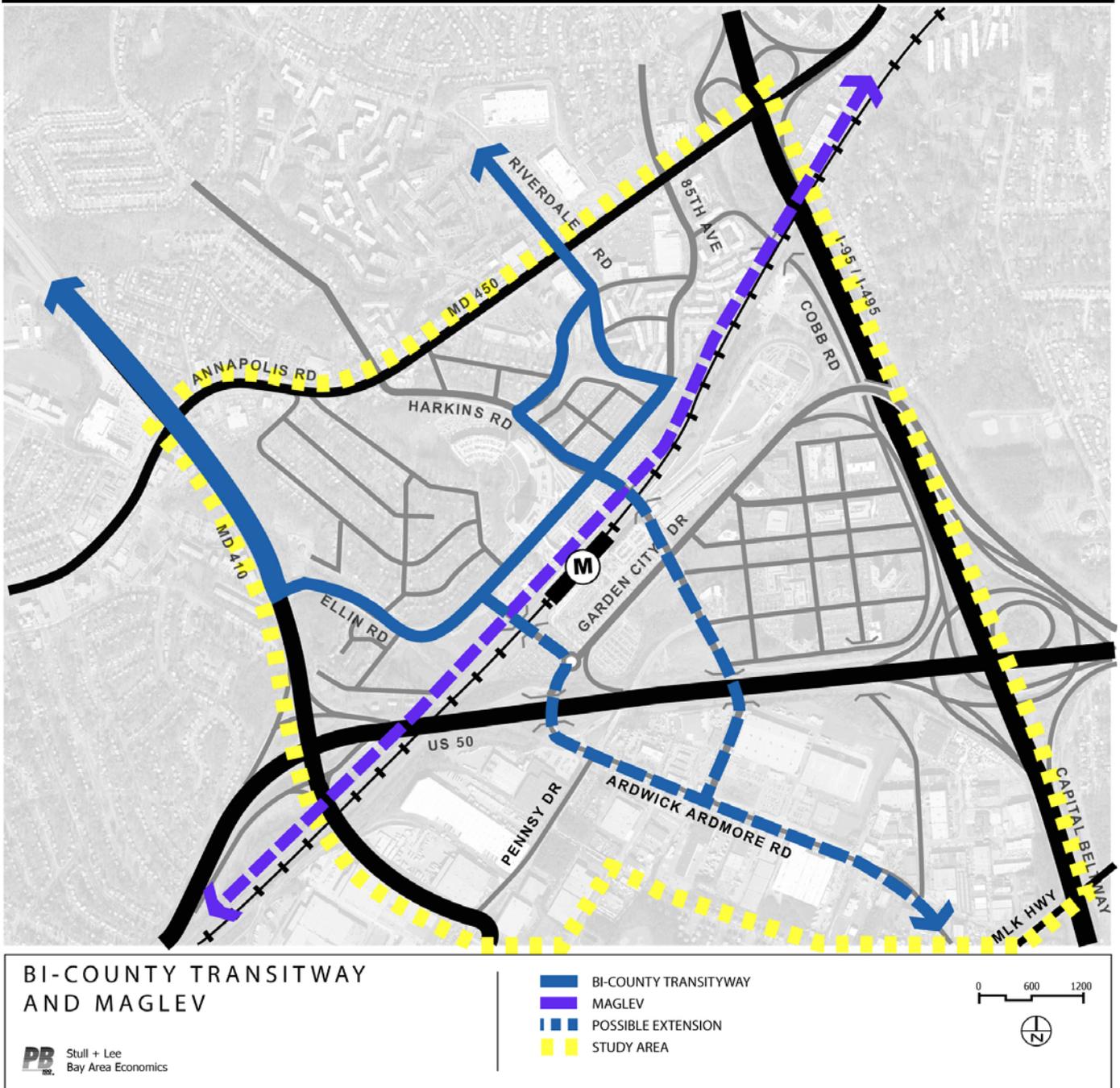
## CARROLLTON CENTER



Multiple transit lines currently serve this regionally significant transit hub. Transit access is likely to increase in importance as congestion within the region grows. Metrorail, MARC, Amtrak and Metrobus link the site to important local and regional destinations as well as provide access to points beyond. Increased transit efficiency will result from the improved connectivity and routing flexibility of the improved street network, and ridership will benefit from the intensification of uses.

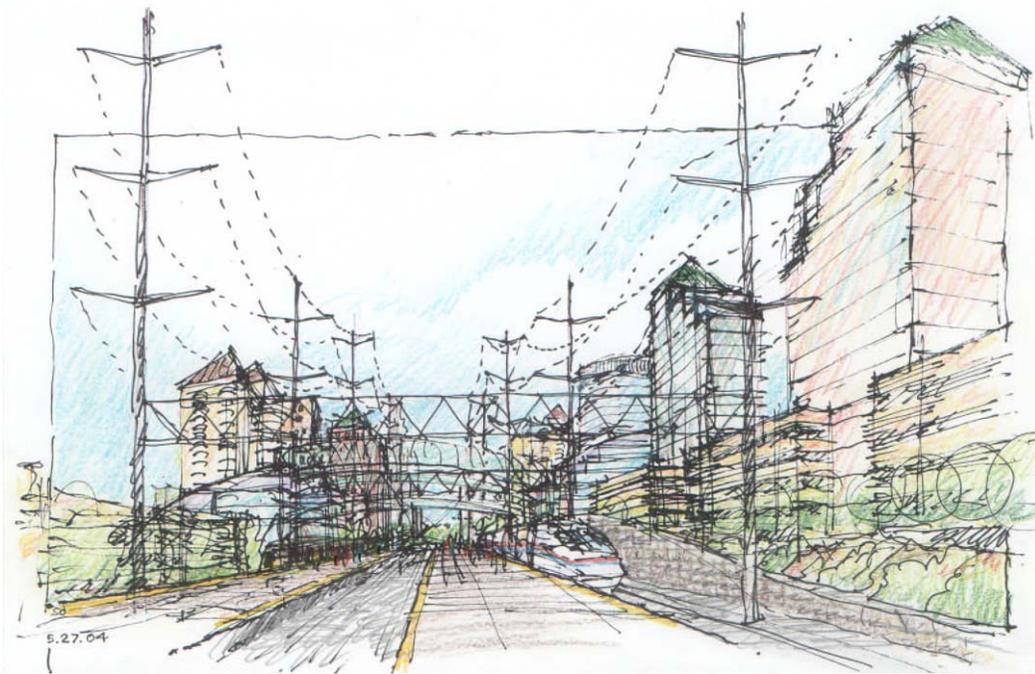
# Development Concept

## CARROLLTON CENTER



Future, additional transit service is currently being envisioned that will further strengthen the site's regional transit significance. The Bi-County Transitway (BCT) will likely provide Bus Rapid Transit (BRT) or Light Rail Transit (LRT) service to the site and, currently, a study is being conducted to determine the best routing for this service. This site is currently viewed as the interim terminal station for the BRT/LRT service with the potential for additional extension to other points within the County. The Baltimore-Washington Maglev project (using magnetic levitation technology) envisions an additional high speed intercity train that could also service this site.

# Development Concept



*View of Rail Transit Corridor with Overhead Transmission Lines*



*View of Rail Transit Corridor with Relocated Transmission Lines*

# Development Concept

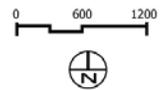
## CARROLLTON CENTER



### PARKS AND OPEN SPACES

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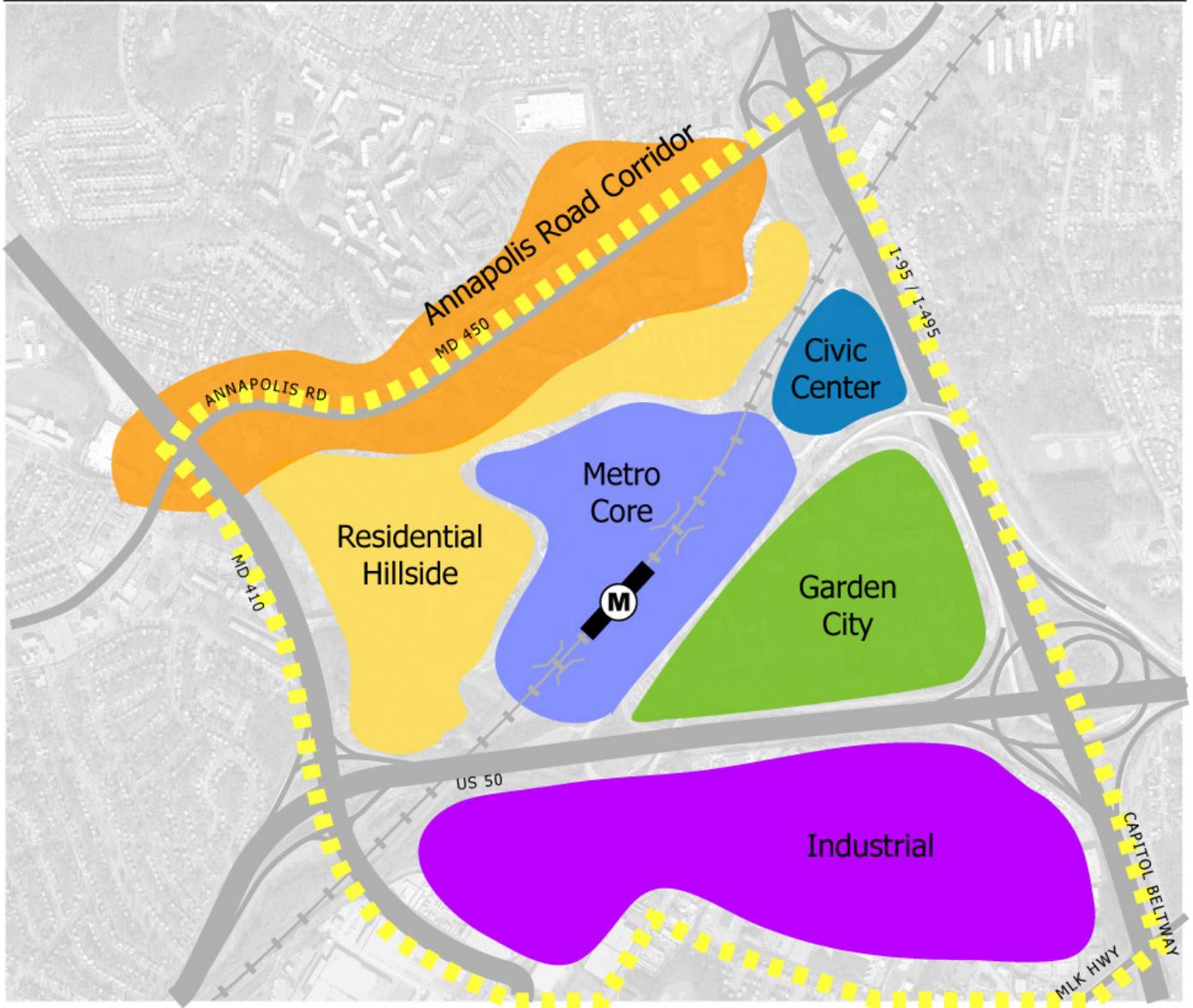
- PLAZA
- PED STREET
- NEIGHBORHOOD PARK
- POCKET PARK
- OPEN SPACE
- BIKE/PED CONNECTION
- MONUMENTATION
- STUDY AREA



A range of parks and open spaces are envisioned to be distributed throughout the study area. These areas will provide active and passive recreation, neighborhood focal points, buffering of residential edges, physical connections and opportunities for creative stormwater management. A major plaza space will be developed in conjunction with the transit station. A pedestrian street will link the station to the institutional use to the northeast and a bike/pedestrian connection will be developed to the Whitfield Chapel Community Park. Neighborhood and pocket parks will be located such that all residents will be within a 5 minute walk. The three 'roundabouts' will be landscaped to support their function in calming traffic and serving as community gateways.

# Development Concept

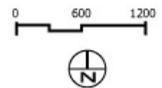
## CARROLLTON CENTER



### CHARACTER AREAS

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ROAD NETWORK  
STUDY AREA  
METRO



Six areas comprise and define the study area. These areas include: 1) Annapolis Road Corridor, 2) Residential Hillside, 3) Metro Core, 4) Civic Center, 5) Garden City and 6) Industrial Complex. The envisioned character and function of these areas are described, with images and text, on the following pages.

# Development Concept

## Metro Core

In keeping with the Prince George's County General Plan "Metropolitan Center" designation, the Metro Core area is envisioned as the most intense neighborhood. It will be characterized by a high concentration of land uses and economic activities that have attracted large government services tenants, major educational facilities and/or high-intensity commercial and residential uses. Site users will include residents, employers, and patrons from the entire metropolitan Washington area.



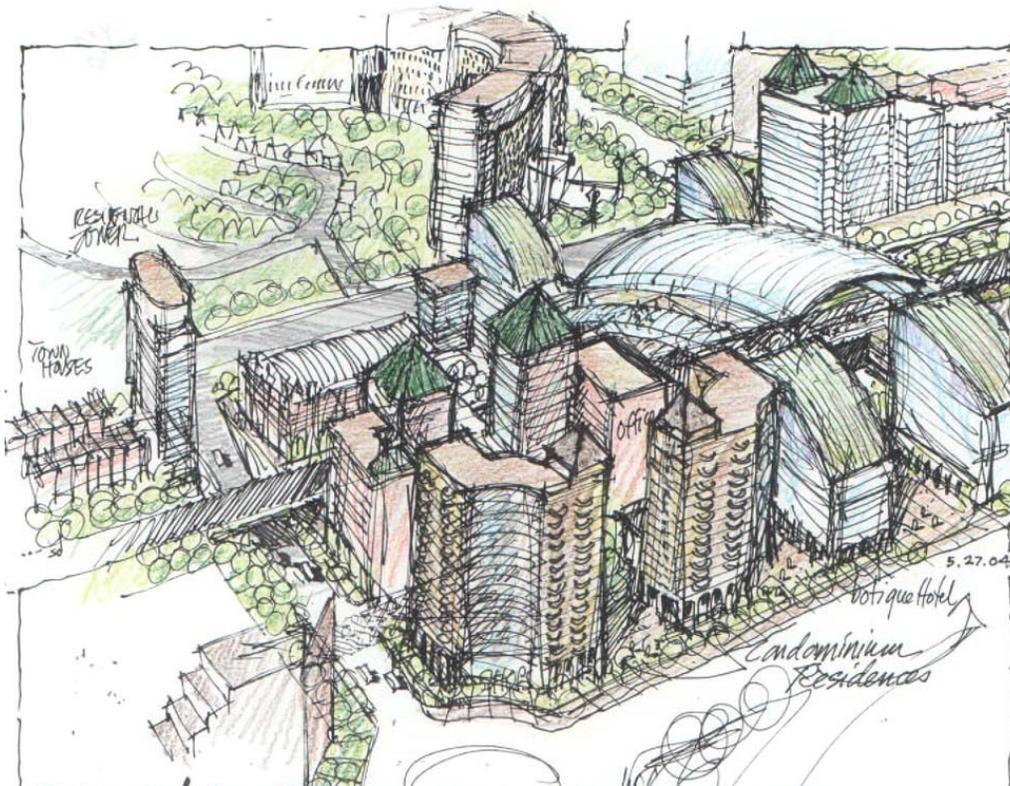
*These images begin to convey the desired urban character including: 1) active ground floor uses, 2) urban plazas and streetscape, 3) tall buildings, and 4) pleasant and easy pedestrian access to transit.*

# Development Concept

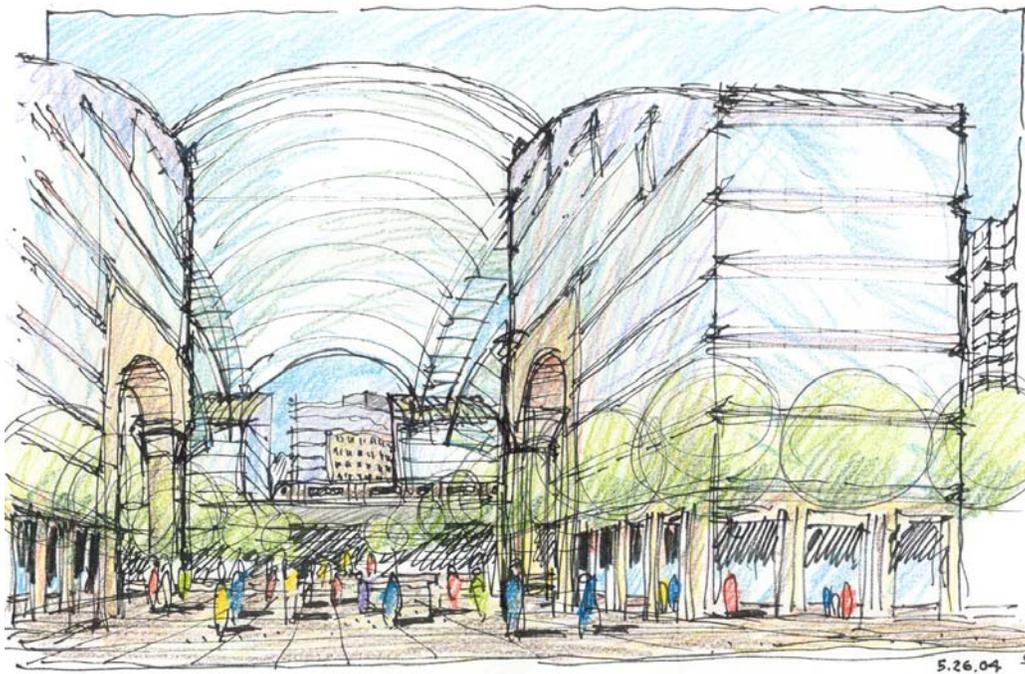


Located within walking distance from the transit station will be the highest intensity commercial and residential uses. In the tradition of grand Washington area boulevards, Ellin Road and Garden City Drive will be reconfigured with street trees and landscaped medians. An iconic "Transit Cathedral" will straddle the rail corridor. High density mixed-use will be created on a deck that covers over the transit maintenance yard. Two hotels will provide an alternative to higher priced alternatives in the District of Columbia. The urban intensity will be balanced with the significant open space amenity of the enhanced floodway park to the south of the station.

# Development Concept



*Bird's Eye View of Metro Core Looking North*



*Artist's Sketch of Transit Cathedral – View from Garden City Drive*

# Development Concept

## Annapolis Road Corridor

The Annapolis Road Corridor is envisioned as redeveloping into a dynamic, community serving mixed-use residential and commercial corridor. It will be characterized by human-scaled architecture, wide sidewalks & pedestrian friendly lighting. It will strongly define the edge of the Metropolitan Center and serve as a gateway to the adjacent transit facilities via Harkins Road, Riverdale Road and 85th Avenue. Buildings and open spaces will take advantage of the views offered by its prominent ridge location. The redevelopment will complement the existing hillside residential areas.



*Future Annapolis Road Corridor Mixed Use Commercial Character Images*



*Artist's Sketch of Annapolis Road Redeveloped as a Mixed Use Corridor*

# Development Concept



*Plan View of Annapolis Road Corridor, Mixed-Use Redevelopment.* The redevelopment will create a strong community edge, destination and potential transit corridor. The illustration colors generally represent the following uses: Red = Commercial/Retail, Brown = Office/ Commercial, Orange = Higher Intensity Multi-Family Residential, Yellow = Lower Intensity Multi-Family Residential, Blue = Civil/Institutional, Green = Parks/Open Space. Active ground floor uses are always encouraged. Parking is generally to the side or rear of buildings. The streetscape has been improved aesthetically and functionally with street trees, wide sidewalks, small to no building setbacks, and strongly defined pedestrian crossings at intersections.



*Bird's Eye View of Massing Relationships along the Annapolis Road Corridor Mixed-Use Redevelopment – Looking Northeast from Transit Station and Internal Revenue Service Facilities.*

# Development Concept

## Hillside Residential

This area contains stable single-family and multi-family residential neighborhoods. The south facing hillside is characterized by mature tree cover, and a new public park is envisioned. Street alignments will be revised to accommodate the Bi-County Transitway and to provide better connectivity. An area of high density residential is also envisioned to develop next to CSC building.



*Hillside Residential Parks and Housing Character Images.*

## Civic Center

A 3,000 seat civic and cultural venue, as well as government and public offices, will create a visible landmark for Carrollton Center from the Capital Beltway.



*Possible Architectural Character of the Proposed Civic Center*

# Development Concept

## Garden City

Once an auto-oriented single-use office park, this area now boasts two livable, transit friendly, mixed-use neighborhoods fronting on a major east-west greenway and transit center wetland park. The barrier effect of US 50 and the Capital Beltway has been managed with new street connections to the north and south, as well as architectural massing and landscape buffering. Created through long-term re-platting, the area has a walkable urban street grid and consists of a dynamic blend of infill office, residential and neighborhood retail uses. Most existing buildings have been preserved, except those few that have been modified to allow the full creation of the interconnected street grid.



*Plan View Sketch of Garden City Neighborhood Redevelopment Concept*

# Development Concept

## Industrial Complex

Although an established district of diverse industrial uses, this area is envisioned as improving functionally and aesthetically over the long-term through targeted redevelopment, the incorporation of mixed-uses, an improved streetscape (such as sidewalks, pedestrian crossings and street trees), and unique residential housing such as infill live-work units. The area will also improve its buffering from existing residential neighborhoods to the south, although key transit, bicycle and pedestrian connections will be strengthened.



*Examples of Improved Industrial Architecture Aesthetics*

# Implementation

The full potential of Carrollton Center will only be reached over many years. The key to unlocking that potential is bold planning partnerships. Successful implementation emerges from a broadly based and consistent commitment from all stakeholders to a quality product, the establishment of an appropriate design oversight and review process at each stage of the project, and the assembly of skilled, multi-disciplinary staff to work together toward the defined vision. This is important throughout the project's lifetime - from inception through full build out of construction and ongoing management and maintenance.

At this point in the planning process, an initial planning toolbox has been assembled and a number of procedural options identified. Time is of the essence in moving forward to refine a preferred implementation approach. It is important to keep in mind that land developers are deeply concerned about their exposure to the impacts of time uncertainty and cost, such as land assembly, entitlements, financing, infrastructure improvements and actual vertical construction activities ('sticks and bricks'). Delay can have immediate, deleterious effects on the project.

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



*Simplified TOD Implementation Strategy Process Diagram*

## Phase 1 – Roll Out

### ***Marketing and Outreach***

To achieve the goals of this planning effort requires the full support of the public sector. Elected officials must understand and champion the vision contained in this report. Community groups, landowners, developers and lenders will all need to be included in the roll out once the policymakers commit to a specific timetable and an agenda for implementation is established.

## Phase 2 – Planning

### ***Strategy Completion***

Although many aspects of the strategy have been defined and articulated in this study, the scope of this project did not allow for comprehensive engineering, environmental analysis or detailed architectural studies.

Additional attention will need to be paid to:

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

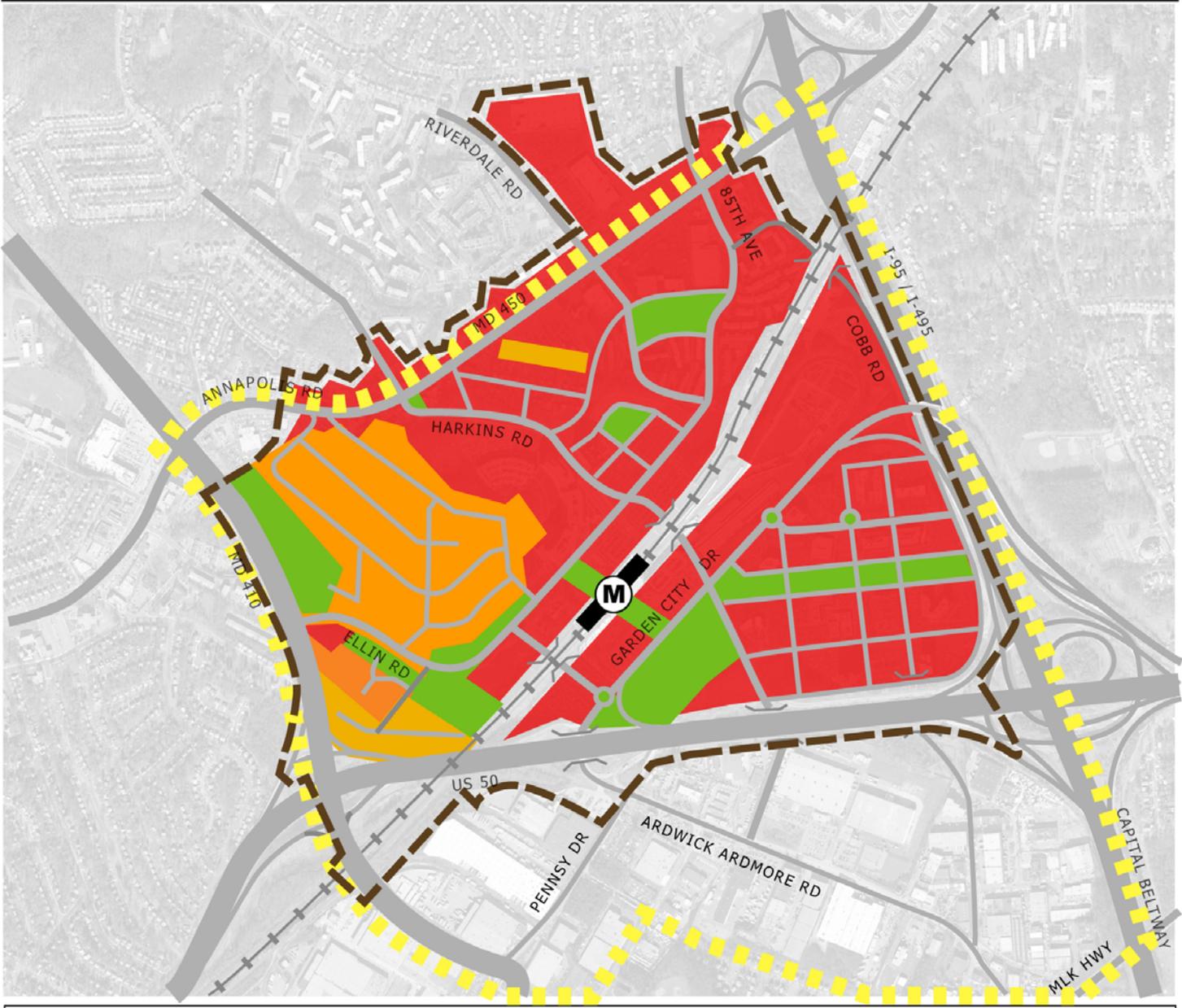
### ***Formal Adoption of the Strategy***

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

- Specific guidelines for individual site design and management, as well as public open space areas and features,
- Generic guidelines for 3 dimensional elements of the project, such as street and building cross sections, and
- Generic guidelines on detailed public elements, such as paving, street furnishings, signage and lighting.

# Implementation

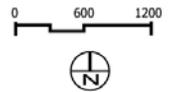
## CARROLLTON CENTER



### PROPOSED TDOZ BOUNDARY AND ZONING

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- M-X-T
- R-55
- R-T
- O-S
- TDOZ
- METRO
- STUDY AREA



This map represents how the proposed development concept might be interpreted for amendment of the existing Transit Development District Plan (TDDP) and Transit District Overlay Zone (TDOZ).

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

### ***Development Entity***

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

## Phase 3 - Implementation

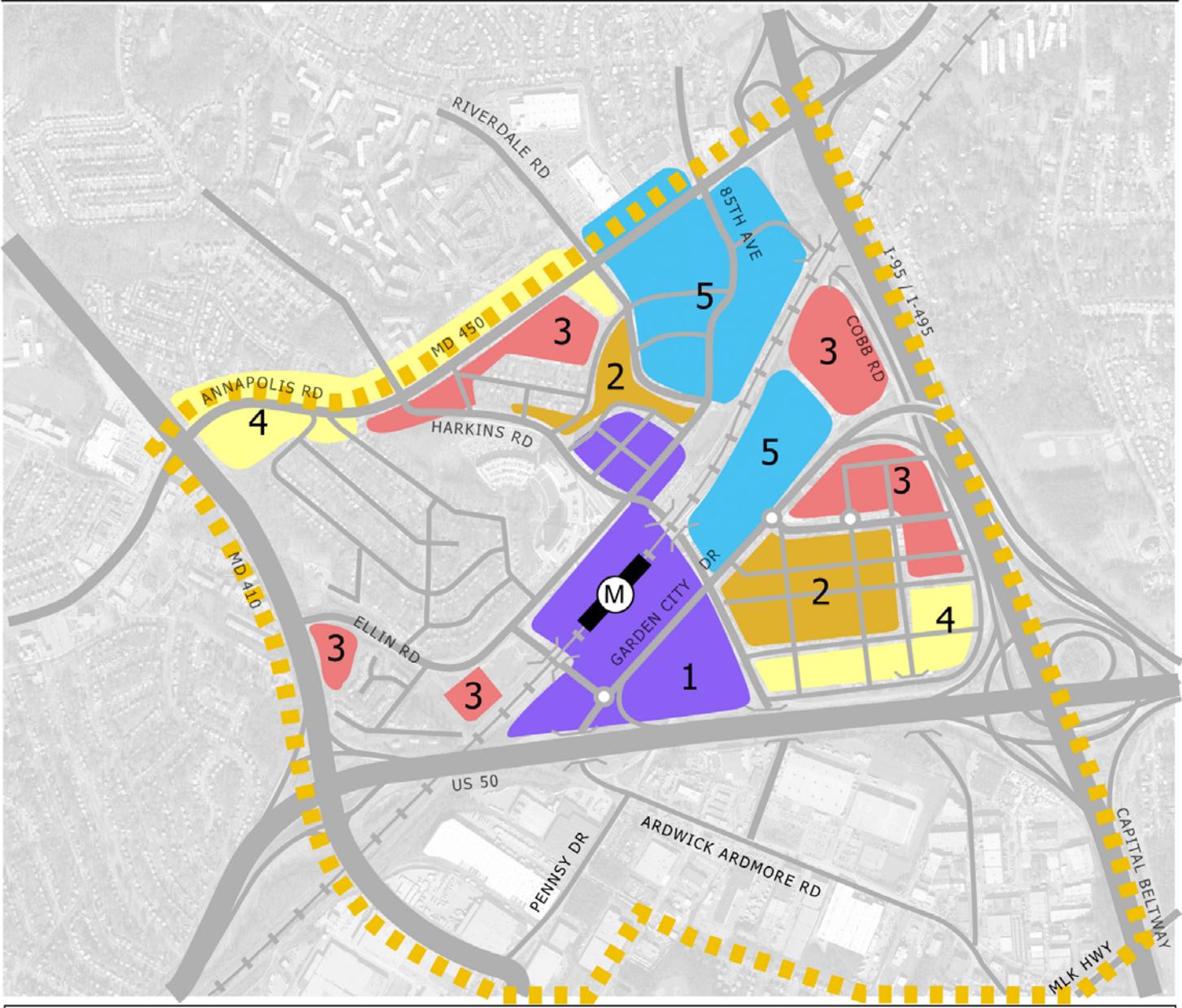
### ***Identify and Build Specific Projects***

A suggested Development Phasing exhibit is included and illustrates focus areas over the near and long term. After detailed designs have been agreed upon, a method of scheduling and delivering the diverse range of envisioned development products must be laid out. On the accompanying Implementation Framework matrix, an outline of the key components has been organized, taking into consideration the following primary goals:

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

# Implementation

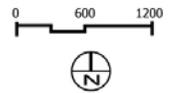
## CARROLLTON CENTER



### PHASING CONCEPT Development Phasing

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Bay Area Economics

- 1** PHASING SEQUENCE
- STUDY AREA
- ROAD
- METRO



This map represents a proposed development phasing sequence that reflects current market forces and attempts to anticipate desirable, future sequencing relationships.

## ***Parking Strategy***

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

1. Reduce parking requirements to reflect:
  - *Increased transit use.* A significant percentage of new residents in the study area are expected to work in downtown Washington, D.C. and at other locations (university or federal office campuses) that are accessible by Metrorail. Office workers and shoppers will also be able to take transit to this site.
  - *Reduced vehicle use.* Residents and commuters to the site will be able to live and work close enough to a variety of uses to walk, bike or use transit to satisfy many of their daily needs, thus reducing auto use and demand for vehicle ownership.
  - *Shared parking.* Land uses with different peak parking demand periods can share parking, thus utilizing the same parking space over a longer period of each day. For example, a movie theater primarily needs parking in the evenings, while an office primarily needs daytime parking. These two uses, if located near one another, would be efficiently served by sharing a parking lot that the office uses during the day and the theater uses in the evening.
  
2. Reduce off-street parking by crediting adjacent on-street parking towards fulfilling on-site parking requirements. This strategy makes on-street parking critical to meeting both parking supply and urban design goals (such as calming traffic and a high degree of building frontage). Currently, there is no on-street parking allowed in many areas that are envisioned as intensifying in use. These areas will benefit from the additional conveniently located parking.

# Implementation

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

3. Establish a station area-wide parking entity to integrate and manage all parking recommended by the TOD strategy. The entity’s responsibilities should include:
  - Ensuring that each phase of development taking advantage of underutilized, excess parking in the station area. Excess parking could be used by adjacent new development, could be leased by other users or could be additional commuter parking.
  - Enforcing a residential permit program.
  - Establishing a parking meter program to regulate on-street commercial parking.
  - Allocating parking revenues to ensure that the parking management program is successful.
  - Administering a transit pass program for station area residents.
  - Executing “car-sharing” agreements with providers, and reserving spaces for “car-sharing” vehicles.

## Preliminary Financial Feasibility Analysis

A preliminary financial feasibility analysis of the development concept has been prepared. The analysis addresses potential returns on public and private investment, the amount of public investment that may be needed, and the net fiscal impact to the County of providing new public facilities and services. The analysis uses a 20-year development cash flow model as well as Prince George's County's own fiscal impact model to answer these questions.

The development concept was characterized in terms of product types, construction costs, sales prices, and rental rates, based on a review of current market conditions and comparable developments as well as rates needed to support new development. The 10 percent or more increase in property values that can be expected from a successful transit-oriented development strategy was included.

There will be 6,600 new residential units including townhouses, condominiums, live/work lofts, and apartments. For-sale residences represent 80 percent of the new units, with the remaining 20 percent rental units. There will be 5.2 million square feet of new mid- and high-rise office development; 100,000 square feet of office condominiums; 400,000 square feet of local-serving ground floor retail; and 450 lodging rooms in both business and boutique hotels. A total of nearly 28,000 parking spaces is assumed to be provided, including replacement of an estimated 6,400 existing parking spaces on privately-owned parking lots. A separate public or non-profit funded project will create a 3,000 seat performance venue as an anchor cultural center use.

A total of approximately 14.7 million square feet of new development will occur in five phases over a 20-year period. The total value of this new development is approximately \$2.9 billion. Based on the County's fiscal impact model, even after deducting the cost of new public facilities and services, the new development will generate an additional \$22.5 million to \$23.5 million in additional annual fiscal revenues for the County. It will

also generate approximately \$83 million in non-recurring tax revenues, as well as the equivalent of more than 27,000 new jobs.

The high cost of infrastructure and parking to implement the development concept means that public investment is needed to cover a portion of the development costs so that private investment earns a sufficient return to attract developer interest. The public support that is needed is estimated at approximately \$198 million to \$239 million over a 20-year period. These funds can be provided through the common technique of tax-increment finance (TIF) supported bonds that are repaid solely from the property taxes generated by new development (i.e. repayment of these bonds will not increase property or other taxes for existing residents and businesses). Even after paying TIF bond debt service, the County will still realize a net annual fiscal benefit of approximately \$3 million to \$7 million.

While the development concept must at a minimum be financially feasible to attract developer interest, for the desired new development to occur a capable lead entity should be designated to implement the TOD Strategy and stimulate public/private partnerships. There are a range of lead entity options to be considered as part of TOD Strategy implementation. A particularly important action will be attracting to Prince George's County a proportionate share of future federal General Services Administration (GSA) tenancies in the region. Other jurisdictions in the region have historically used GSA tenancies to anchor mixed-use development at Metro stations and stimulate interest from private-sector firms.

# Consultant Team

## PB PlaceMaking

Paul Morris, FASLA, Project Manager

GB Arrington, TOD Specialist

Scott Danielson

Jerry Goldberg

James Hencke, ASLA

Stephen Oringdulph

Jennifer Rosales

Patrick Sweeney, AICP

## Parsons Brinckerhoff

Brad Jones

Stu Sirota

## Bay Area Economics

Janet Smith-Heimer, Principal

Ron Golem

## Stull and Lee, Inc.

M. David Lee, FAIA

Etty Padmodipoetro

Pallavi Kalia

Leonardi Aray