MARYLAND DEPARTMENT OF TRANSPORTATION

ROGERS AVENUE

TRANSIT-ORIENTED DEVELOPMENT SITE STRATEGY

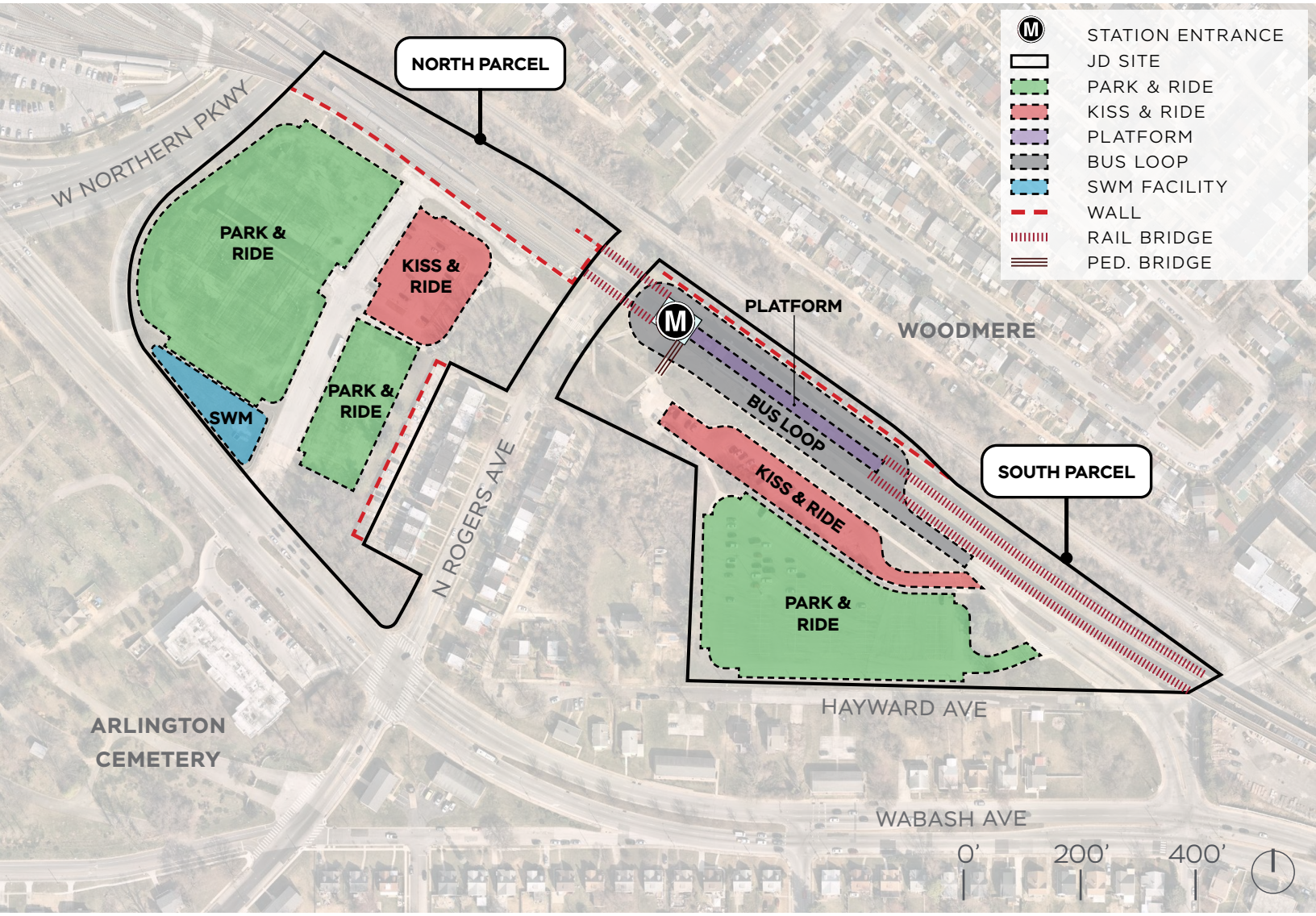
MARCH 2026

CONTENTS

01

Introduction

EXISTING STATION LAYOUT



MDOT seeks, through this report, to provide prospective development partners, jurisdictional partners, and community members an overview of the Joint Development site at the Rogers Avenue station and the opportunity for supporting new investment and housing there. Joint Development refers to a public-private partnership model where both parties collaborate to develop transit-owned land to support public transportation goals while enabling private investment.

The Rogers Avenue station is located in Northwest Baltimore City, Maryland, situated between Reisterstown Plaza and West Cold Spring stations on the Metro line. Downtown Baltimore is approximately a 15-minute ride from the station.

This elevated (aerial) station features a central platform with bus transit connections provided beneath the structure. Kiss & Ride lots are located directly south of the station and across N. Rogers Ave. The station is accessible via a pedestrian bridge that connects a small plaza to the Mezzanine.

Park & Ride facilities are available both adjacent to the Kiss & Ride to the south and across N. Rogers Ave. to the west. The south parcel is accessible via Wabash Ave. and Hayward Ave., and the north parcel is accessible via Wabash Ave.

JOINT DEVELOPMENT OPPORTUNITY

Station Area Description

Rogers Avenue station lies in an inner suburban community of northwest Baltimore, abutting the West Arlington and Grove Park communities to the south and the Woodmere community to the north and east. The station is included within the Hilltop 4100 Neighborhood Association boundaries as well as the Park Heights Community at large. The area around the station is primarily residential, though there is commercial activity at the NorthWest Plaza shopping center to the east of the station and along Reisterstown Road to the north. Additionally, Pimlico Race Course is about one mile northeast of the station.

Redevelopment Potential

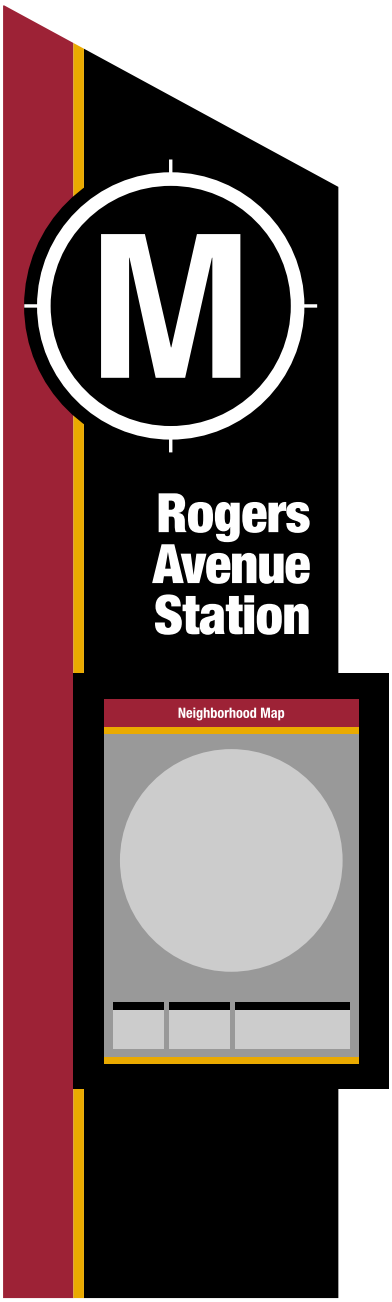
MDOT owns approximately 17.5 acres at the station, which is bisected by N. Rogers Ave. to form two distinct parcels. The southernmost parcel (South Parcel) features the station plaza and tracks, a bus loop, and surface parking. The northernmost parcel (North Parcel) is almost entirely composed of surface parking. Redevelopment of the site could support the creation of more than 700,000 gross square feet (GSF) of multifamily residential while meeting all expected transportation infrastructure needs with a Park & Ride garage and maintaining bus capacity with the exiting bus loop. A conceptual site plan could include four buildings.

Ridership Benefits

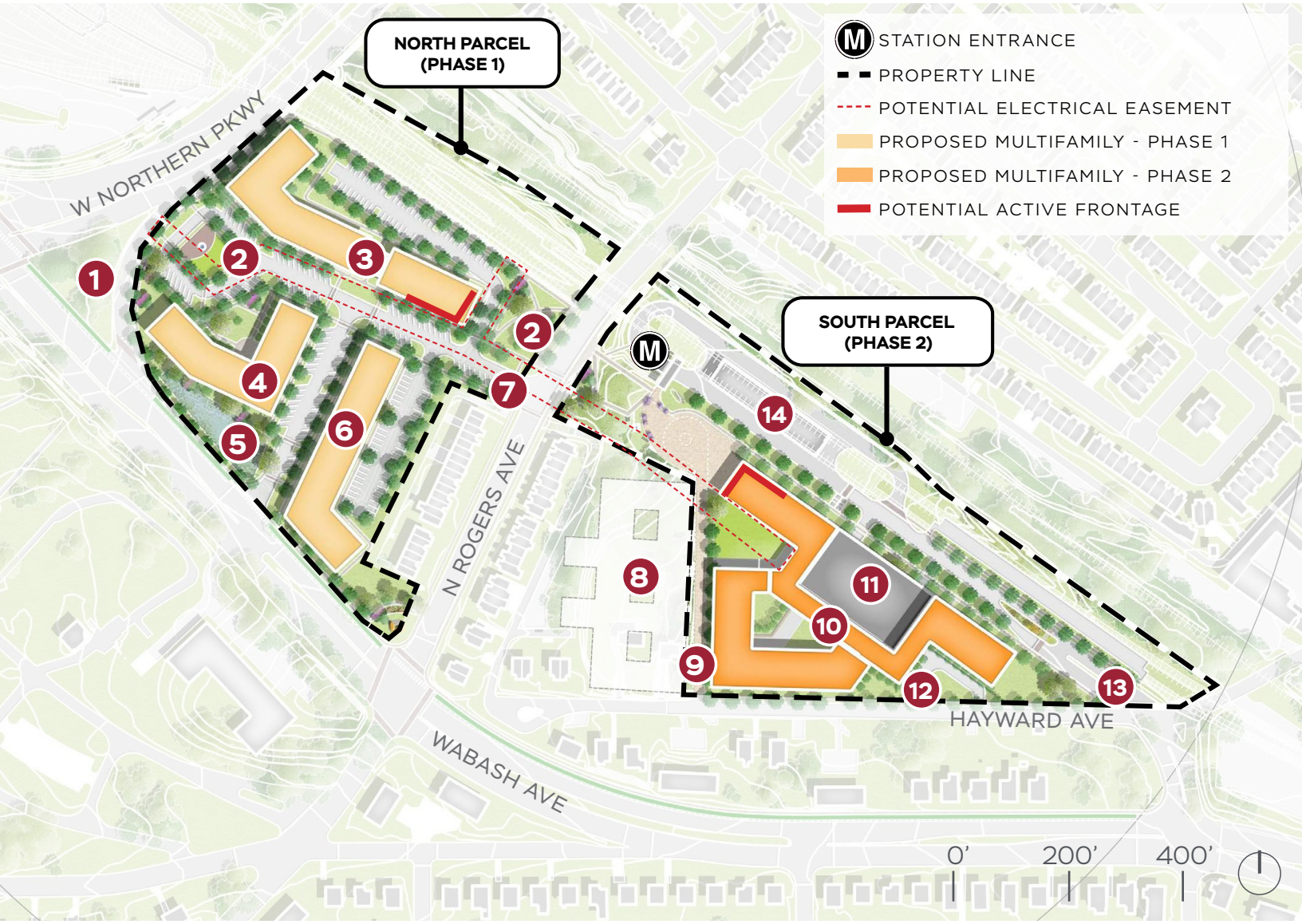
Redevelopment of the Rogers Avenue station site could generate 737 dwelling units and 70 trips per day, totaling $84,000 of additional fare revenue annually. The creation of walkable development and activation of the station vicinity would improve safety conditions and enhance the customer experience for passengers arriving/ departing by bus, bike, or walking.

Community Benefits

Enhancing the plaza in front of the entrance of the Rogers Avenue station would provide an attractive gathering and civic space for the communities surrounding the tracks. Redevelopment of the site would also increase investment in the area, delivering much needed housing in alignment with local community plans and goals.



POTENTIAL STATION LAYOUT



The potential station layout is meant to demonstrate an approach to the site that MDOT provisionally believes meet all transportation infrastructure needs and is aligned with the guiding principles established for the site. The final design that will be delivered by a private development partner may differ.

1. Existing slip lane
2. Public Park
3. Building A - 175 Dwelling Units
4. Building B - 128 Dwelling Units
5. Enhanced Stormwater Pond
6. Building C - 143 Dwelling Units
7. New vehicular connection to Rogers Ave
8. Proposed development by others
9. Emergency access to station
10. Building D - 291 Dwelling Units
11. Shared garage
12. Residential Garage Entry
13. Transit Facility Entrance
14. Existing Bus Loop to remain

PLANNING PROCESS

Purpose

Maryland Department of Transportation (MDOT) recognizes that for a transit oriented development (TOD) project to be successful, it must fully leverage the presence of transit by integrating meaningful density and better activating station environments. The aim of this study is to support and implement the MDOT Joint Development Policy which is comprised of nine goals:

1. Increase transit ridership and reduce single occupancy Vehicle Miles Travelled (VMT)
2. Increase housing supply and jobs
3. Maximize the return on the State's transportation infrastructure investments
4. Improve transit facilities
5. Enhance station access and connectivity
6. Support long-term economic development and revenue goals
7. Support local development goals and community needs
8. Seek to minimize risks
9. Be a trusted business partner

Inputs

Transit-Oriented Development Site Strategy studies are prepared by consolidating data about transit facility capacity, utilization, current operational performance, and future demands. Quantitative and qualitative data come from a variety of sources, such as MDOT and MTA's rail, bus, and parking data dashboards, jurisdictional service providers, and field observations. Jurisdictional transport and land use studies, plans, and zoning ordinances are also reviewed to identify other strategic planning objectives and determine the development potential of each site. Real estate data are sourced from third-party sources, like CoStar, and through consults with real estate developers to understand market conditions, readiness, and obstacles.

How to Use this Document

COMMUNITIES

Explore what a future vision for MDOT's property could be and how redevelopment can support local goals and objectives, such as:

- Improving station access and safety
- Increasing walkability and bikability
- Connecting divided neighborhoods
- Achieving housing production and economic development goals

JURISDICTIONS

Understand the financial benefits and challenges of redeveloping MDOT properties and identify needs for coordination or further study, such as:

- Intersection modifications
- Curbside management
- Traffic calming measures
- Pedestrian and bike connectivity
- Land use and entitlements
- Capital investment

DEVELOPERS

Gather critical information to evaluate the attractiveness of a private real estate investment, inclusive of:

- Site development readiness and potential
- Real estate market demand
- Functional Station Requirements and Costs

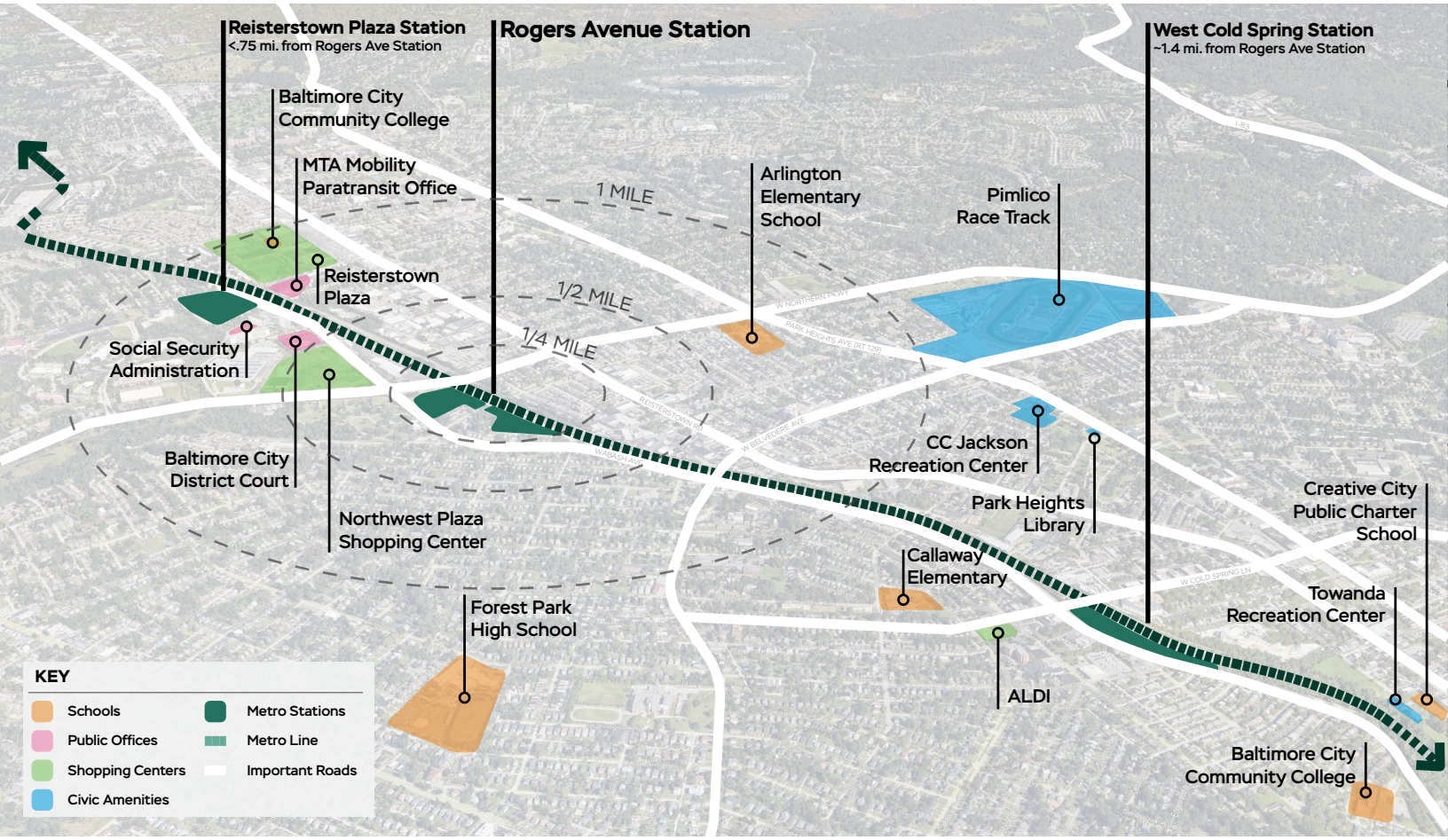
Next Steps

Each site includes a road map for the redevelopment of the site. These include further actions for MDOT, MTA, and jurisdictional undertakings to improve the viability and marketability of a Joint Development opportunity or to validate the design requirements for transit facilities replacement and improvement. Upon completion, the studies are circulated with jurisdictional partners and the development community to gather feedback, refine, and coordinate identified actions.

02

Opportunities and Constraints

SITE CONTEXT



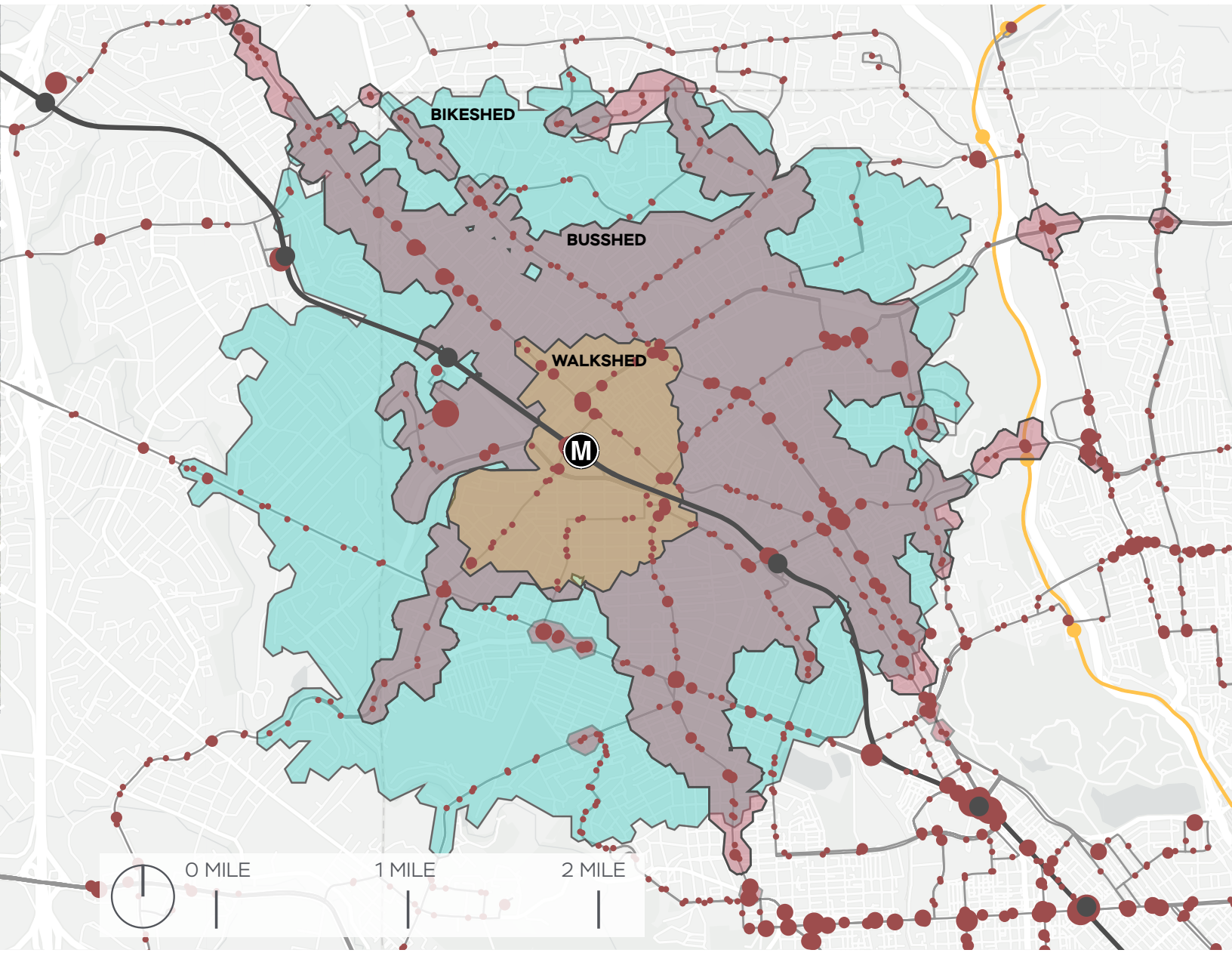
The Rogers Avenue station area (defined as a one-mile radius from the station) sits along the Wabash Avenue corridor and is primarily composed of residential uses with some commercial activity. There is currently one planned residential development within the station area, MDOT's joint development project at the Reisterstown Plaza station. That project, together with the Rogers Avenue site, can begin supporting connected transit-oriented development and nodes of activity across stations. Just beyond the station area, $400 million in state bond funding has been committed to redevelop the Pimlico Race Course, suggesting potential opportunity to leverage this activity to generate new investment at the Rogers Avenue site.

Reisterstown Plaza Joint Development

Pimlico Race Track

Wabash Avenue Corridor MDOT Planning Grant

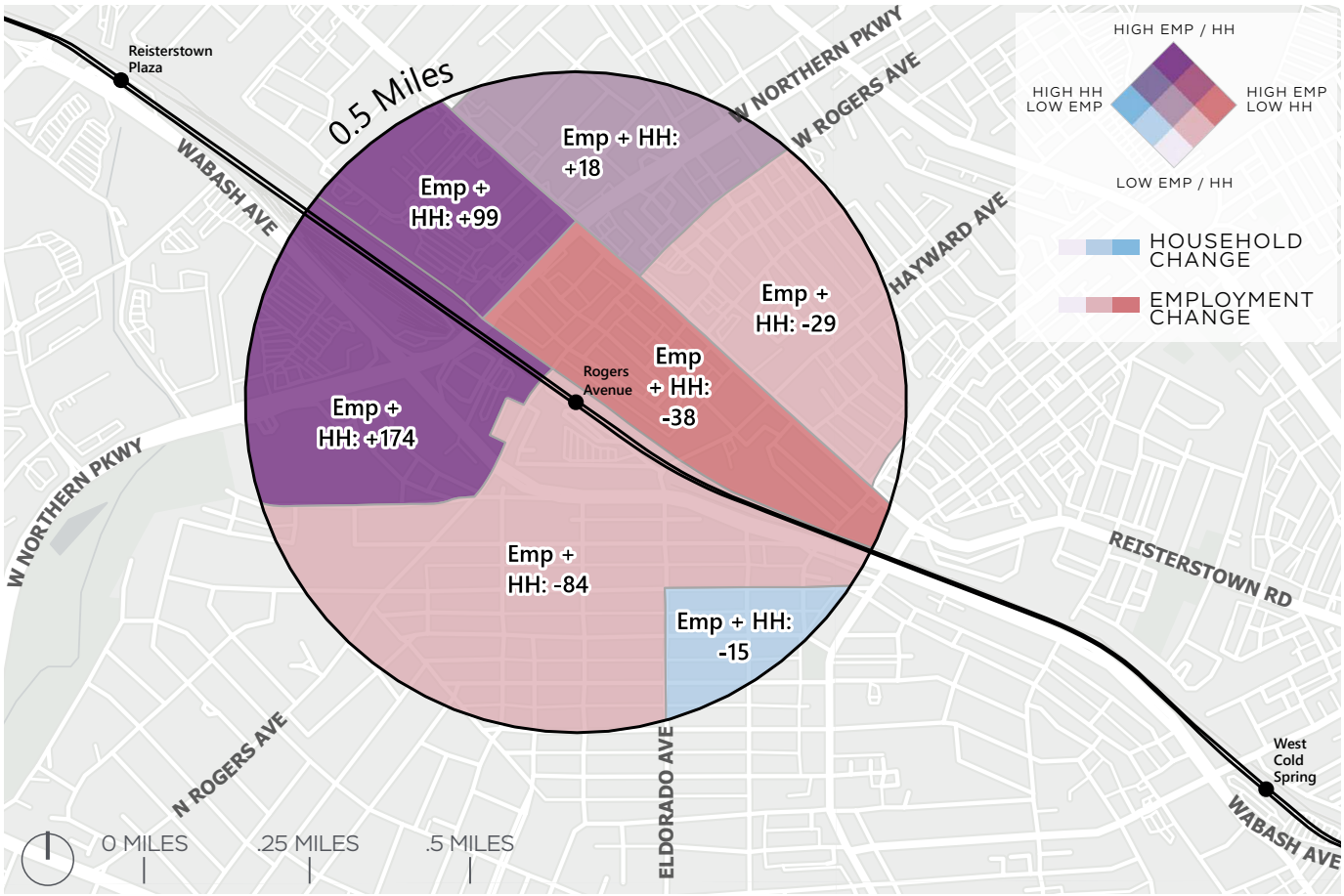
REGIONAL ACCESSIBILITY



Rogers Avenue station functions as a vital transit hub, supporting both high-volume local bus transfers and key connections between bus and rail services. The surrounding walkshed offers generally strong pedestrian access to and from the station, though connectivity is limited to the northwest. Bicycle access is good and is expected to improve further with the planned Wabash Ave. Multimodal Improvements Study.

- ROGERS AVE STATION
- METRO STATION
- RAIL LINE
- BUS ROUTE
- DAILY BUS BOARDINGS
- WALKSHED
- BUSSHED
- BIKESHED

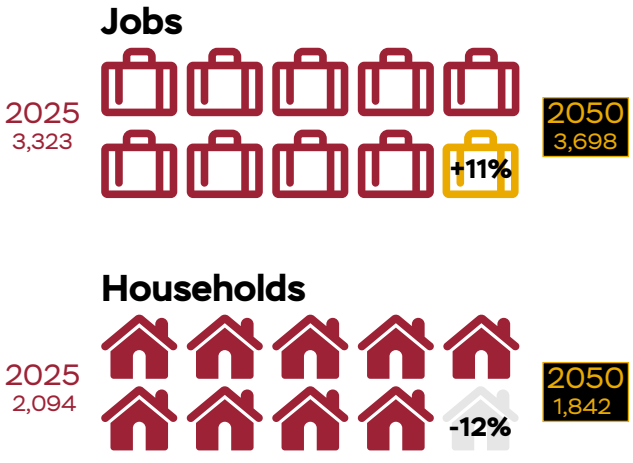
FUTURE GROWTH



Sources of Growth

The half-mile area around the Rogers Avenue station is forecast to see modest growth of approximately 2.3 percent through 2025. That growth is driven by a substantial increase in employment in the northwest portion of the station area, with 11.3 percent job growth sufficient to more than offset projected losses in households over that same period. The number of households in the station area is forecast to decline by 252, or 12 percent, by 2050.

Looking beyond the immediate station vicinity, the 2-mile area surrounding the station is projected to see declines in both households and employment, with a few pockets of substantial growth, including the Reisterstown Plaza TOD project.



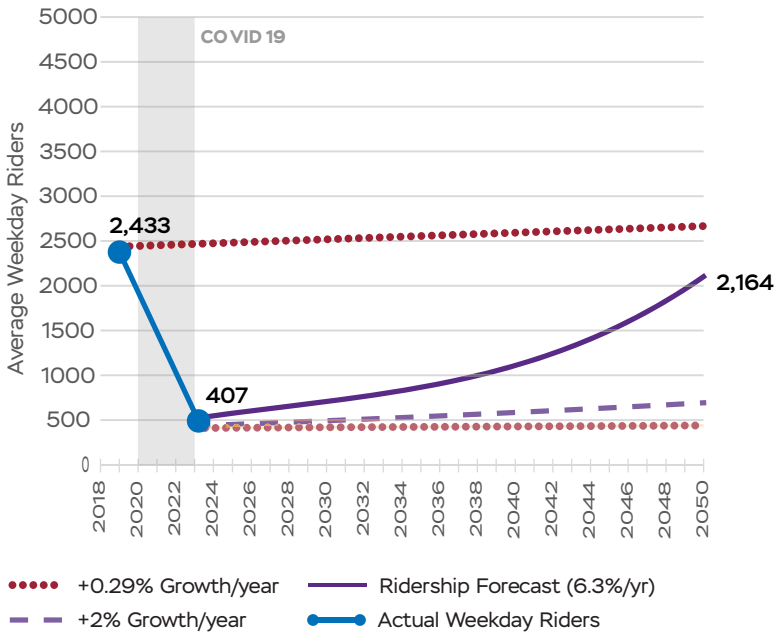
STATION UTILIZATION

Ridership Trends

The Rogers Avenue station had 407 average weekday boardings in 2023, down significantly from 2,433 average weekday boardings prior to the COVID-19 pandemic. Based on an average of three ridership growth scenarios, ridership at the station is forecast to recover to near pre-pandemic levels by 2050.

This projection of approximately 6.3 percent annual growth likely will feature heavier near-term gains as the Metro system continues to rebound from its pandemic-era low point in ridership, with more gradual year-over-year ridership growth towards 2050.

Bus ridership continues to be signficant at the station, providing opportunities for bus-to-rail and bus-to-bus transfers. Bus ridership, however, is not included in the station ridership projection.



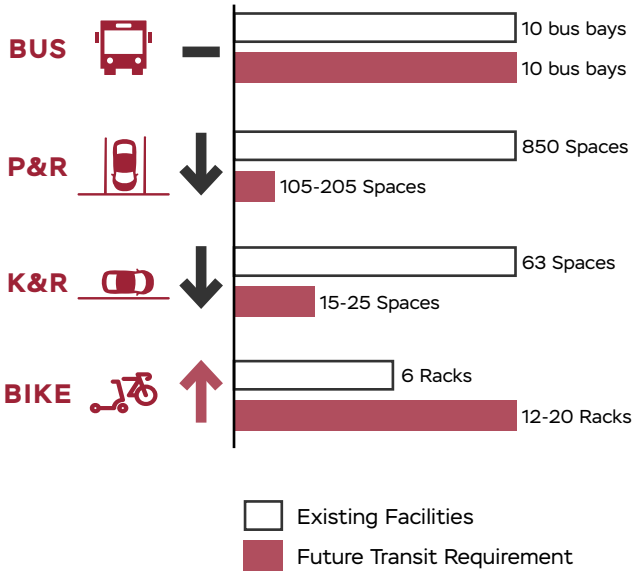
Future Transit Requirements

With nearly 90 percent of customers accessing the station on foot, pedestrian access will remain far and away the predominant mode of access to the station. As such, adequate and comfortable pedestrian facilities are essential to customer satisfaction.

The existing bus loop consists of 10 bus bays which meets the future demand, so no changes to the bus loop need to be made.

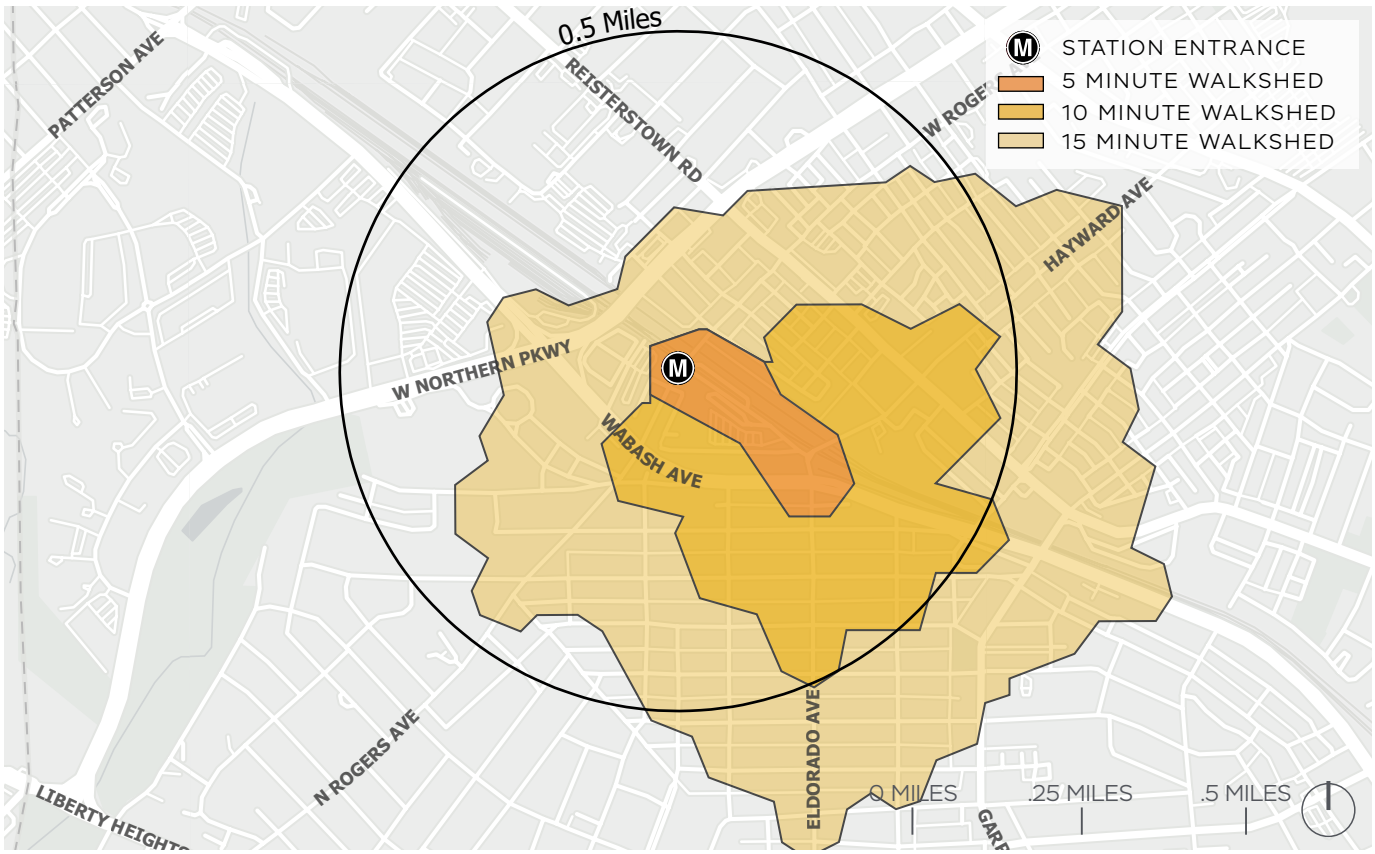
For Park & Ride, and Kiss & Ride—there is more than enough capacity to meet future demand. Park & Ride, in particular, is substantially overbuilt. If joint development proceeds at Rogers Avenue station, it is recommended to reduce Park & Ride capacity from 800 spaces to between 105 to 205 spaces to better align with projected utilization and to maximize the site's development potential. Kiss & Ride also could be reconfigured and right-sized, with a recommended reduction from 63 to 20 spaces.

Bike and scooter capacity needs will increase and require 12-20 racks to meet future needs.



EXISTING CIRCULATION AND RECOMMENDATIONS

WALKSHED



Walkshed Overview

The greatest connectivity in the existing 5-minute walkshed is provided by Rogers Avenue, where it crosses between the North and South Parcels.

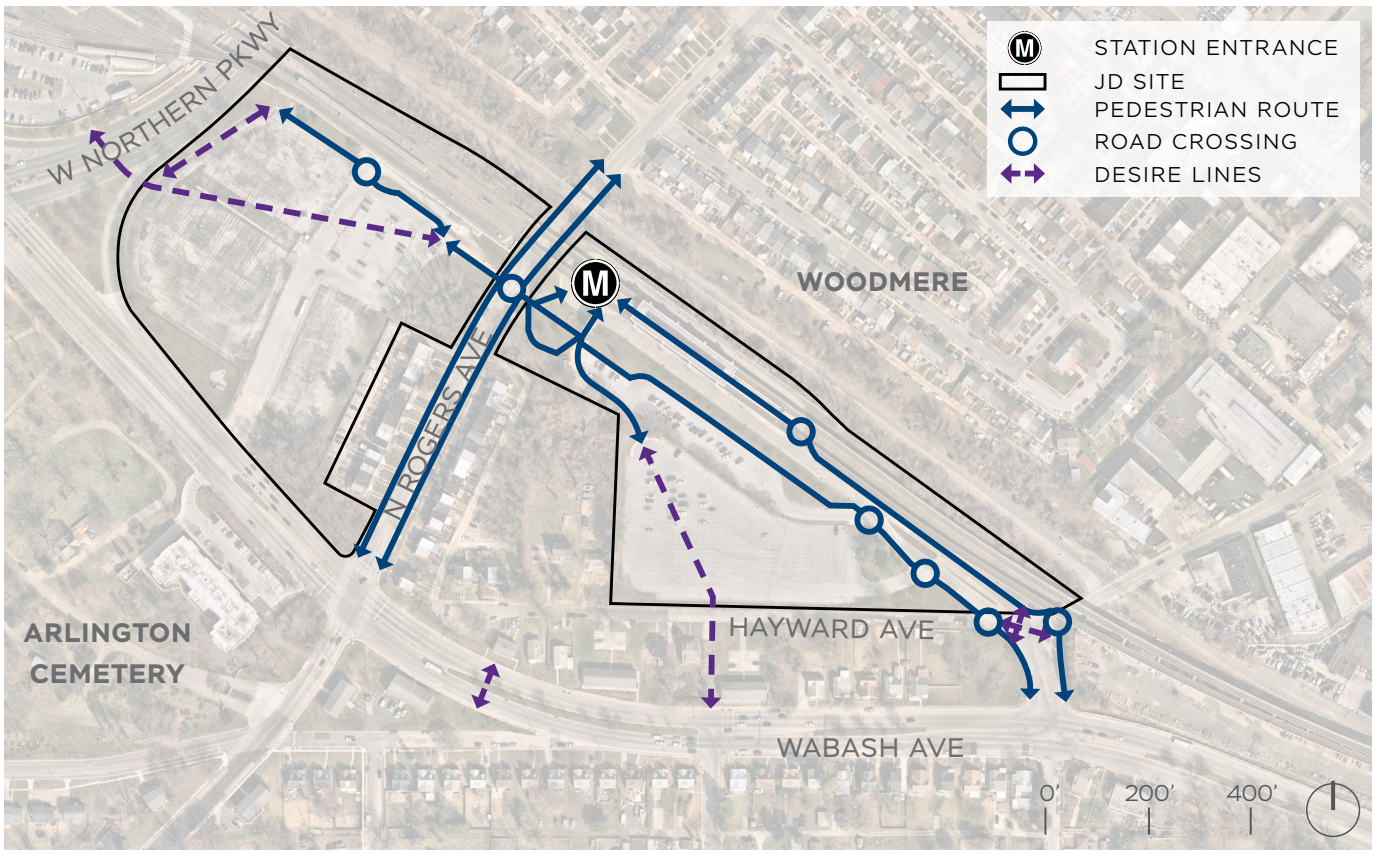
The portion of the 10-minute walkshed along Wabash Avenue has a sidewalk close to the roadway, up to three travel lanes for vehicles in each direction, and a lack of marked crosswalks, making it an uninviting environment for pedestrians.

By contrast, south of Wabash Ave. the residential grid of West Arlington is crisscrossed by sidewalks with some crosswalks and speed humps, offering a more comfortable pedestrian experience.

Constraints:

- Fenced-off or non-walkable areas such as Arlington Cemetery to the west and the MTA Metro Rail Division facility to the north and light-industrial uses to the southeast
- Limited crosswalks at the intersection of Wabash Ave and W Northern Parkway, leading to the only walkable commercial area
- Lack of formal pedestrian routes across the North Parcel/CDL training area to the parkway, and from Hillsdale Road at Wabash up to and across the South Parcel to the station entrance
- At-grade freight rail crossing across Hayward Ave.

PEDESTRIAN CIRCULATION AND DESIRE LINES



Key Takeaways:

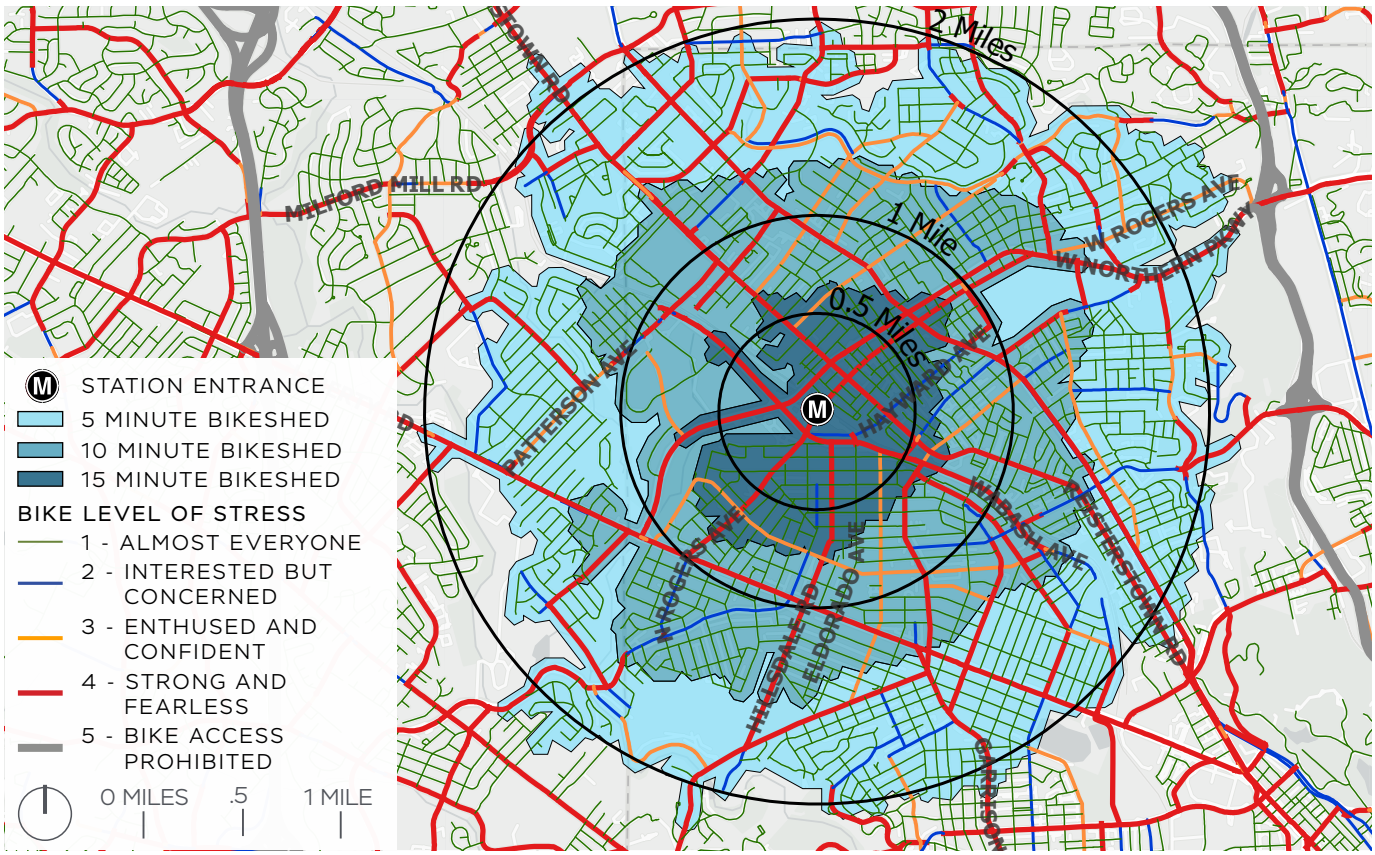
- Pedestrian access to the station from the west, south, and east is poor and requires pedestrians to cross W Northern Parkway or Wabash Ave., both are busy 6-lane divided roadways.
- Access from the north is via the underpass of the rail tracks on N Rogers Ave.; however, the sidewalks narrow under the CSXT tracks.

Recommendations:

- Future development should provide a continuous network of sidewalks and safe crossings, specifically between the W Northern Parkway and Wabash Ave. intersection to the station.
- Concepts should consider how a potential future mid-block pedestrian connection from Wabash Avenue would be accomodated.
- Bike circulation should integrate with the proposed Wabash Avenue Multimodal Improvements Study.

EXISTING CIRCULATION AND RECOMMENDATIONS

BIKESHED



Bikeshed Overview

The Rogers Avenue site has a Bike Score rating of 40/100, defined as somewhat bikeable with "minimal bike infrastructure."

N Rogers Ave. does have marked sharrows but no separated facility for bicyclists, as preferred by the Baltimore Complete Streets Manual.

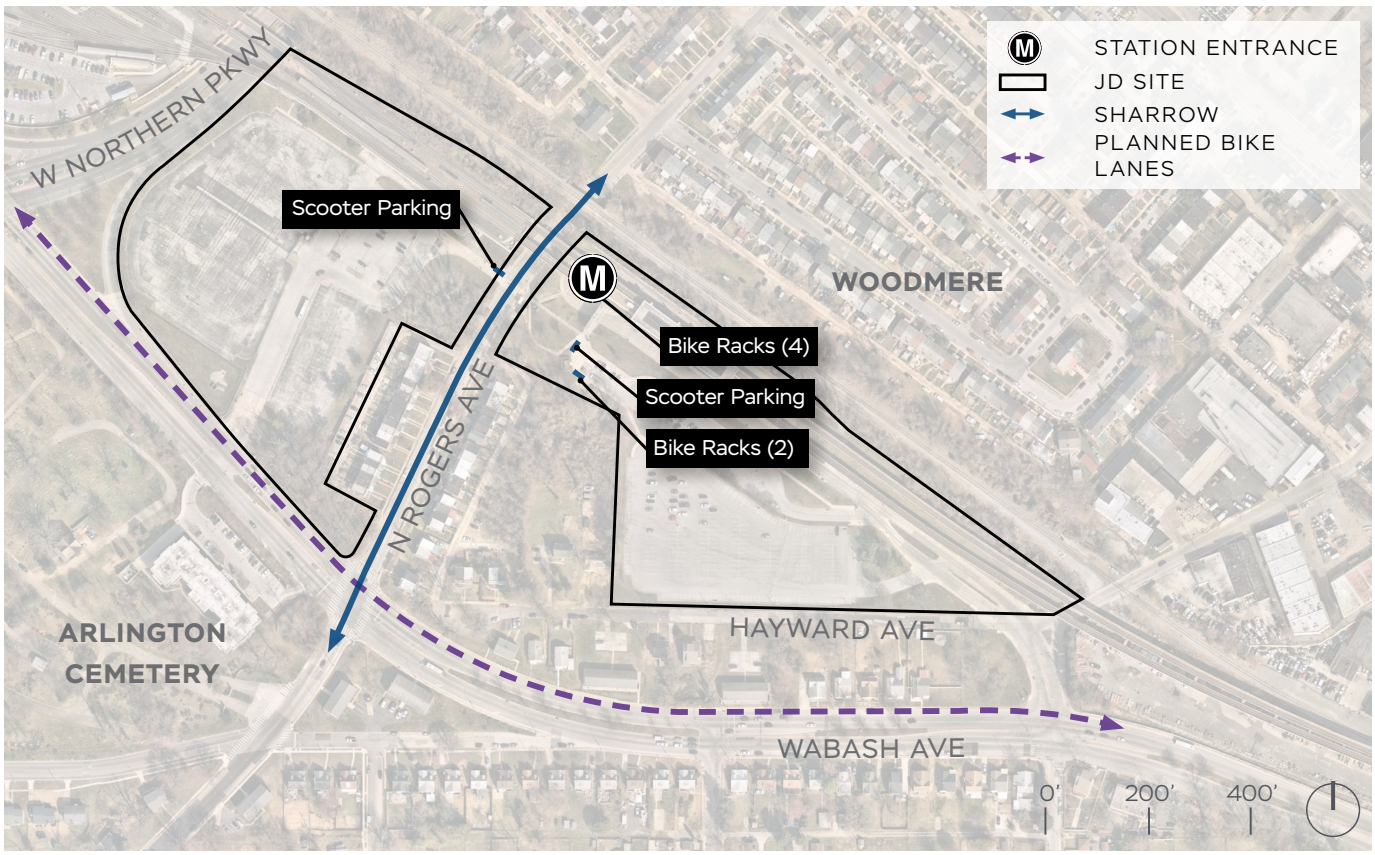
The planned Wabash Avenue Multimodal project will add a separated two-way shared use path south of the station, connecting Reisterstown Plaza station and West Cold Spring station.

This map above shows that many bikers would not feel safe or comfortable biking around the station due to the existing roadway conditions.

Constraints:

- Surrounding roadway configurations do not easily accommodate new bike infrastructure
- Level of stress for bikers within 5 minutes of the station is high

BIKE INFRASTRUCTURE



Key Takeaways:

- A lack of bike infrastructure around the site is not conducive to attracting and growing bicycling as a mode of access; however, separated bike lanes are planned for Wabash Ave.
- MTA and/or the developer will need to coordinate with the Baltimore Department of Transportation to ensure that the Wabash Ave. bike lanes connect to the site safely and intuitively.
- Protected lanes or road-separated trails such as the one planned for Wabash Ave. would be needed to encourage bike use to and from Rogers Avenue station.

Recommendations:

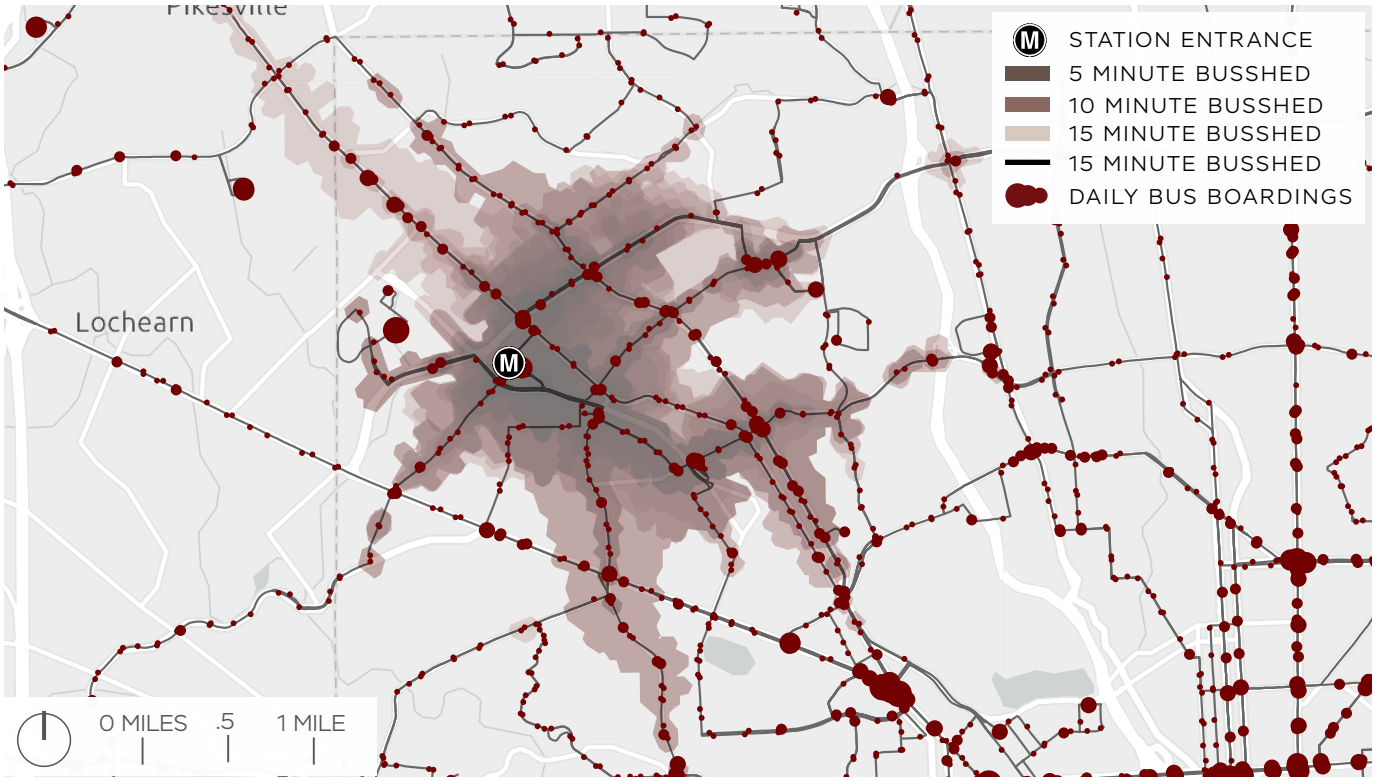
- Future development should be designed to accomodate bike infrastructure to connect to the existing and future bike network.
- Pedestrian and cyclist circulation should coordinate with the Wabash Ave. Improvements and inform future connections and accommodations at adjacent intersections, and along W Northern Parkway, Kennison Avenue and Hayward Ave.

Existing
6 racks

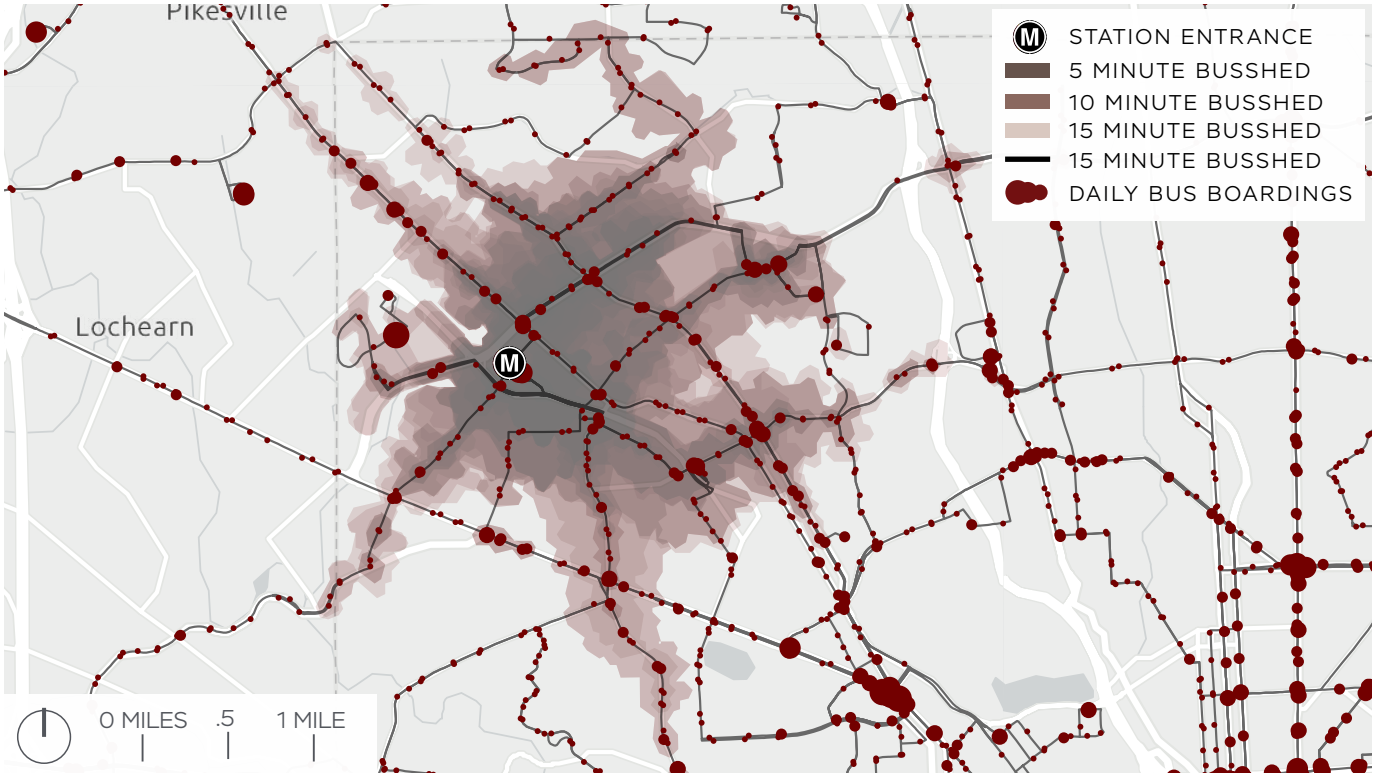
Future
12-20 racks

EXISTING CIRCULATION AND RECOMMENDATIONS

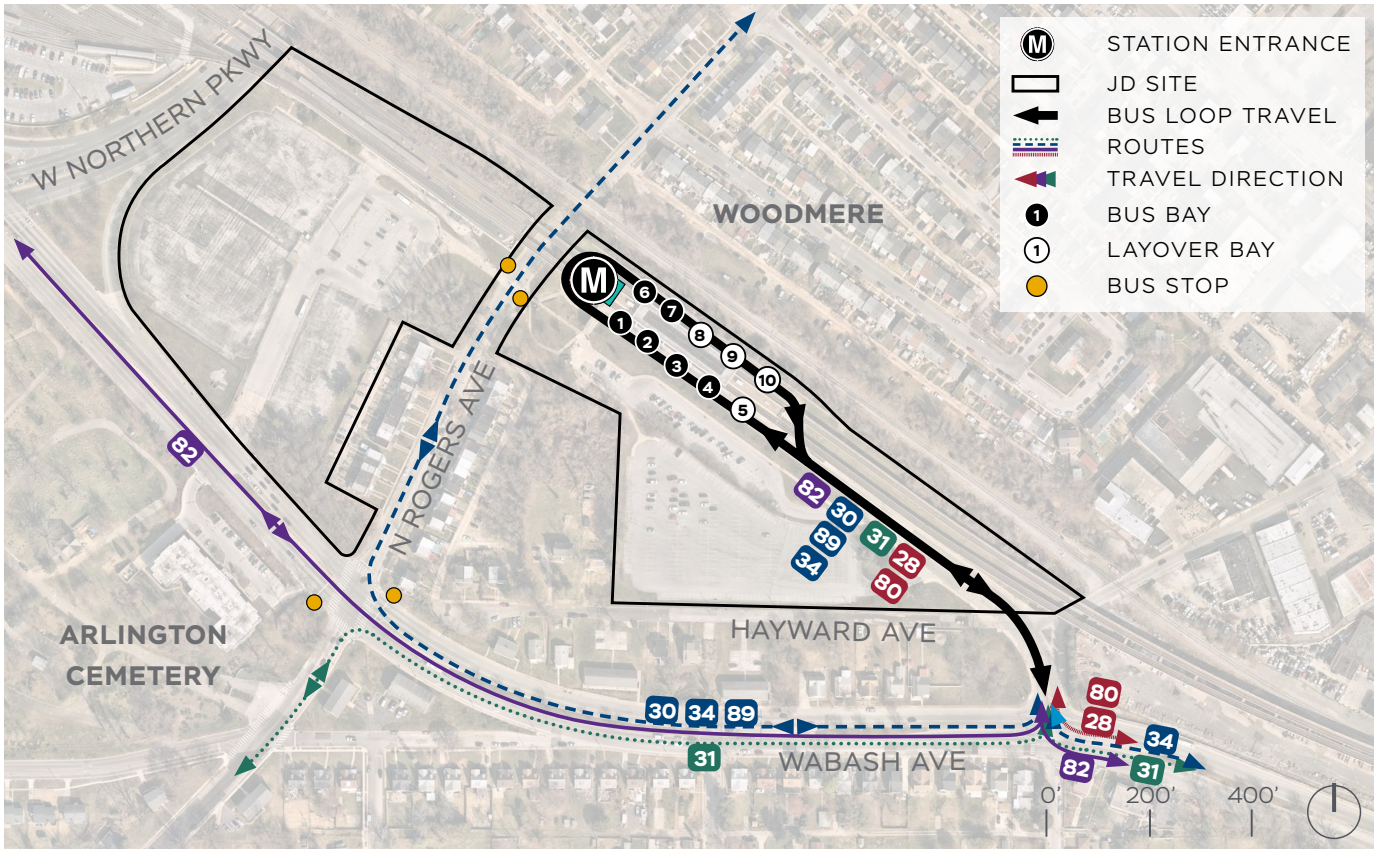
BUSSHED - AM



BUSSHED - PM



BUS INFRASTRUCTURE



Bus Facilities

All bus facilities at the station have more than adequate capacity to meet current and future forecasted demand. The bus loop is located underneath the station entrance, and is thust not part of the Joint Development study area. Analysis was conducted to ensure future capacity can be met within the existing footprint.

Currently, buses enter and exit the station loop from Wabash Ave. and Eldorado Ave., traveling north parallel to the parking lots and then under the Metro structure. The loop includes ten bus bays of which six bays are signed for specific routes and four are operating as layover bays.

Any alterations to the bus loop should be limited to providing additional access from N. Rogers Ave., if feasibile.

Busshed Network Coverage

Bussheds from the station cover a large area at peak weekday times but on weekends are limited by long headways (wait times for the next bus heading in the same direction). The busshed encompasses most of the residential development to the south and northeast of the station and extends to the commercial corridors along Wabash Ave. and W. Northern Parkway.

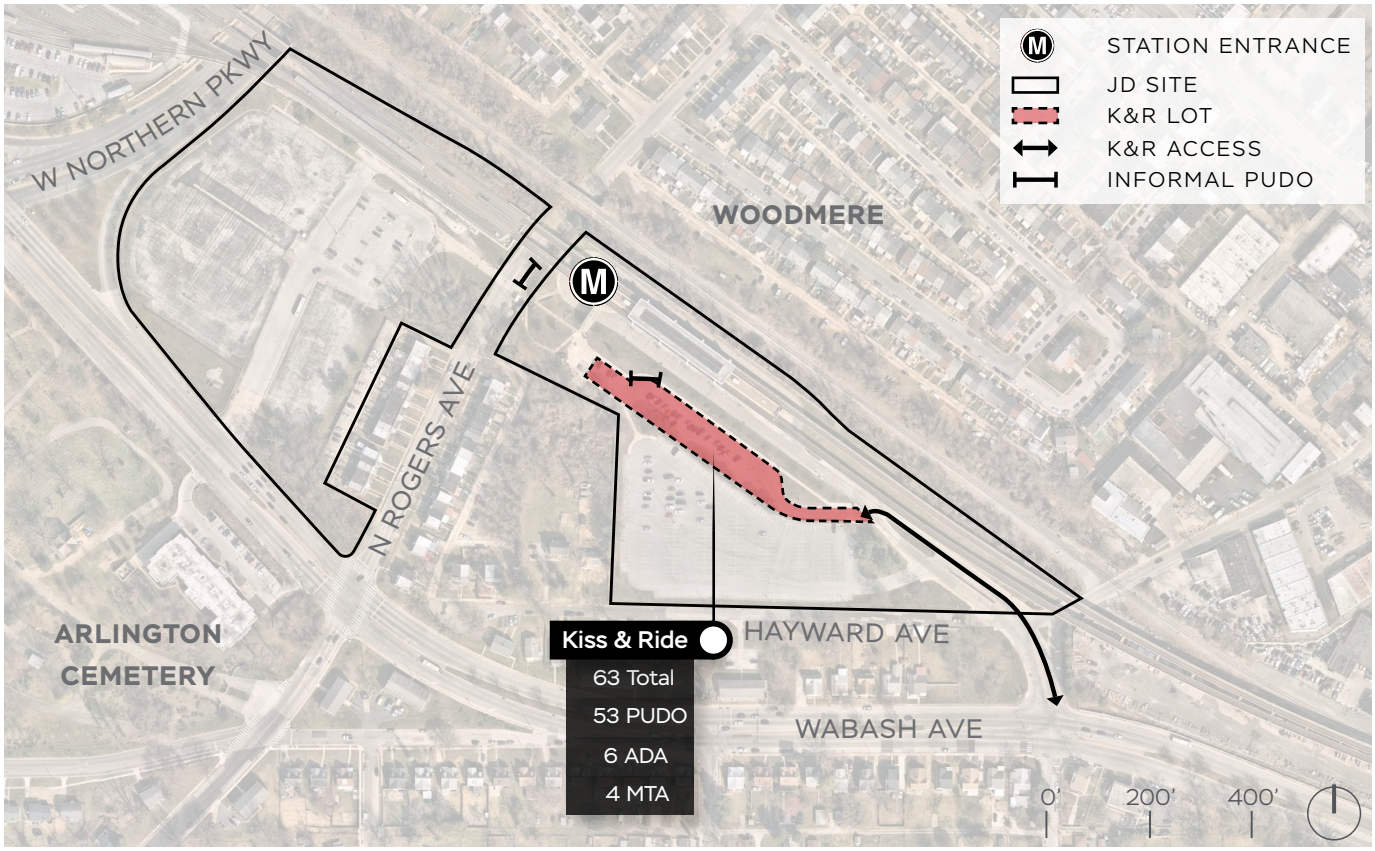
Recommendations:

- No proposed changes to the existing facility.

Existing	Future
10 bus bays	10 bus bays

EXISTING CIRCULATION AND RECOMMENDATIONS

KISS & RIDE



Key Takeaways:

- The Kiss & Ride facility is oversized and appears to be used as Park & Ride; weekday observation showed it reached a maximum of 50 percent capacity, with very little turnover.
- Additional Americans with Disabilities Act (ADA) spaces may also be recommended based on high observed demand.
- Most pick-up / drop-off occured along N. Rogers Ave.

Recommendations:

- The Kiss & Ride facility should be consolidated and resized to accommodate development.
- A more visible and enforced curbside Pick-up and Drop-off (PUDO) area and designated spots for MDOT/MTA staff, police, and maintenance vehicles would minimize congestion in this lot.

Existing
63 spaces

Future
15-25 spaces

PARK & RIDE

Key Takeaways:

- The Park & Ride facilities occupy roughly 7.2 acres of the site and are currently underutilized, particularly the North Parcel
- The station is currently signficantly overparked, current utilization is approximately six percent or 50 daily parkers.

Recommendations:

- Future development should these facilities into shared parking structure(s).
- Parking structure should be located on the South Parcel near the station entrance and bus loop.

Existing
850 spaces

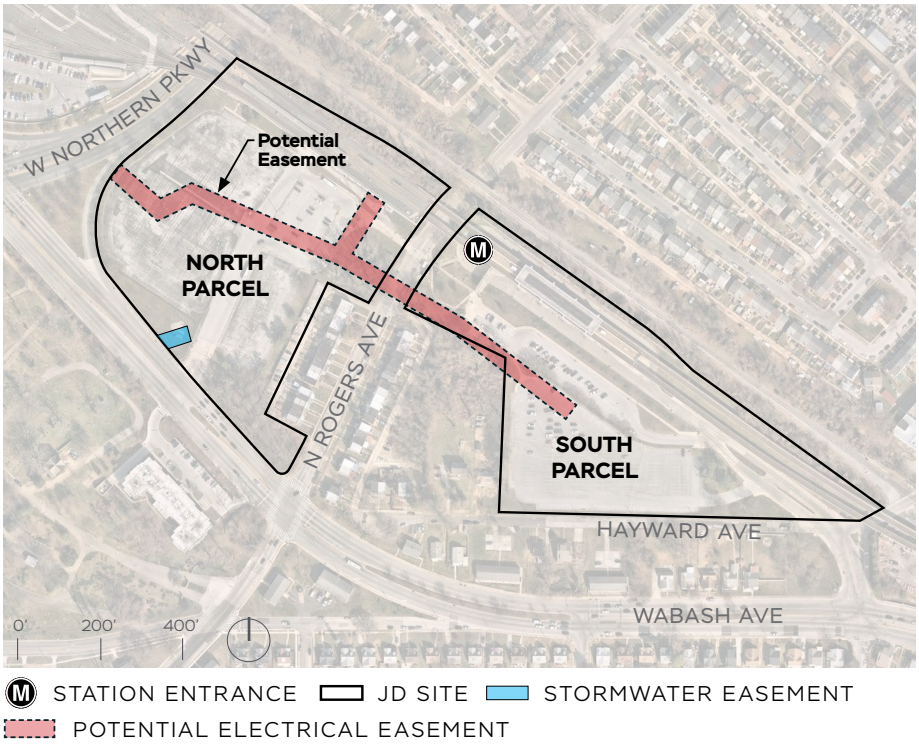
Future
105-205 spaces

DEVELOPMENT READINESS

Site Easements

Property records indicate the presence of a stormwater easement at the corner Wabash Ave. and North Parcel entrance road. The easement is roughly 35-feet wide covering the on-site stormwater management facility.

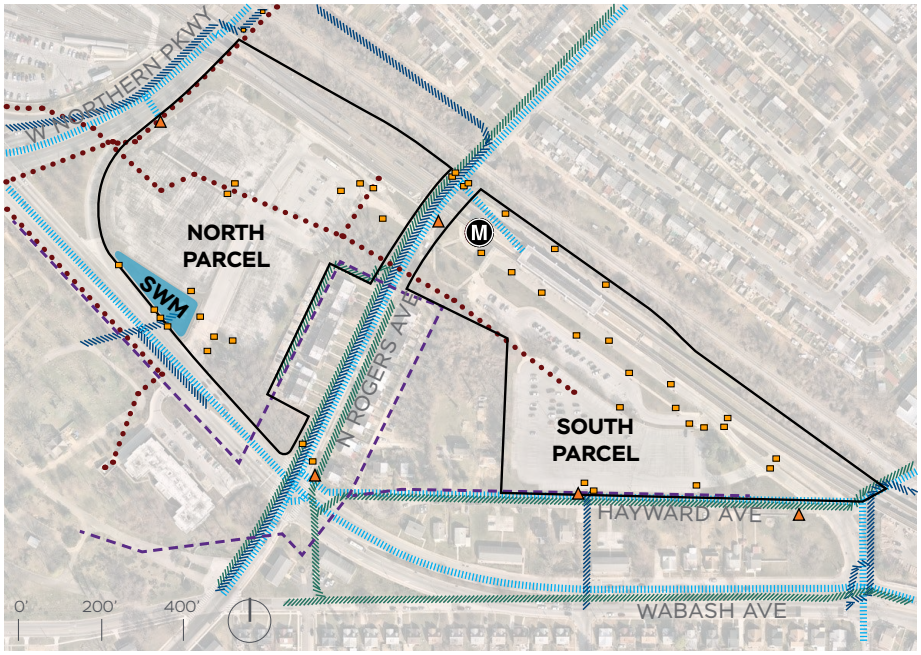
An easement could exist around the electrical line that bisects the sites. Additional survey and title work will need to be completed to confirm. This utility may need to be relocated or avoided by vertical development to accommodate future development.



Utility Overview

Utility records available indicate that all major utilities are available adjacent to the site along W. Northern Parkway, Wabash Avenue, N. Rogers Ave. and Hayward Ave.

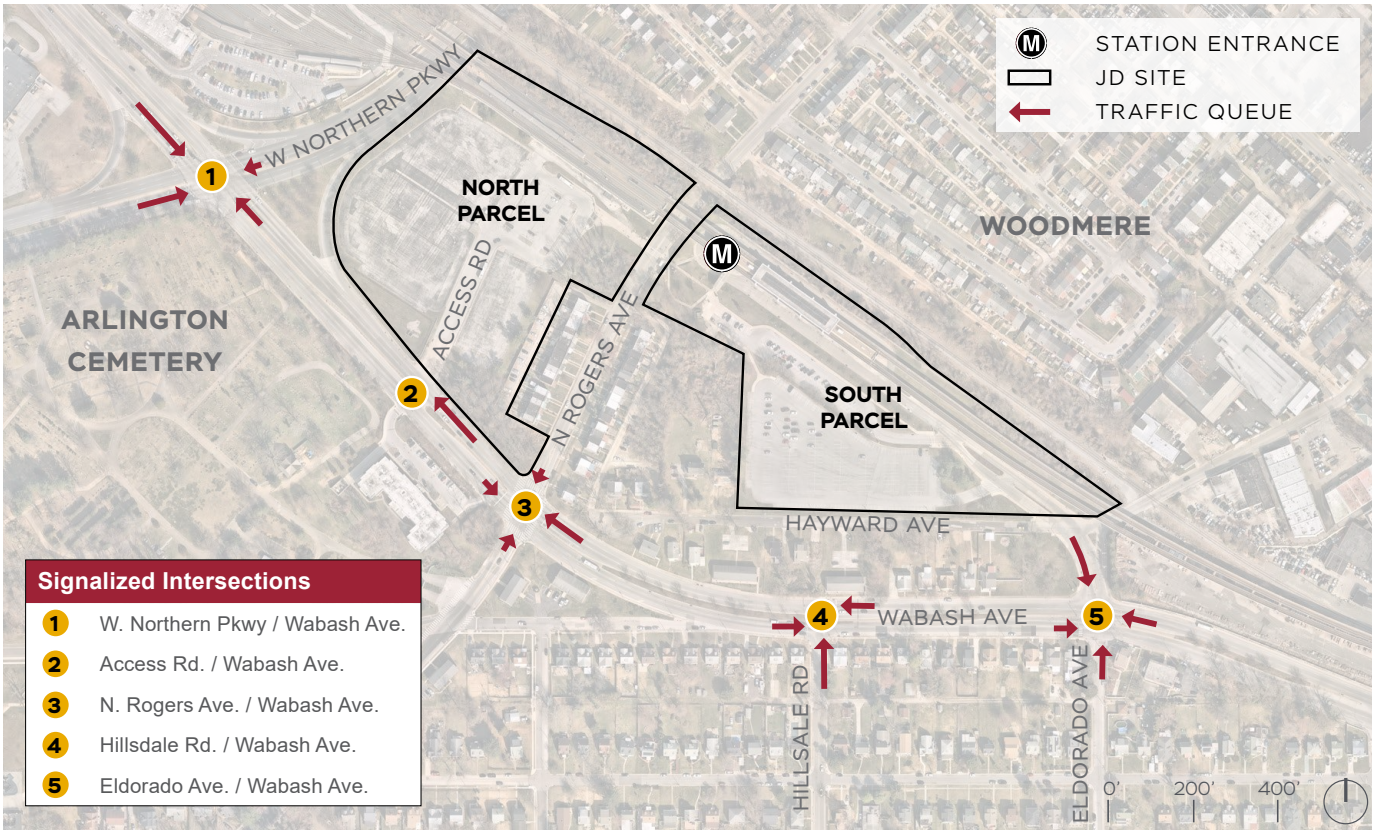
Additional survey work and as-built records will be needed to identify the location of onsite utilities.



DEVELOPMENT READINESS

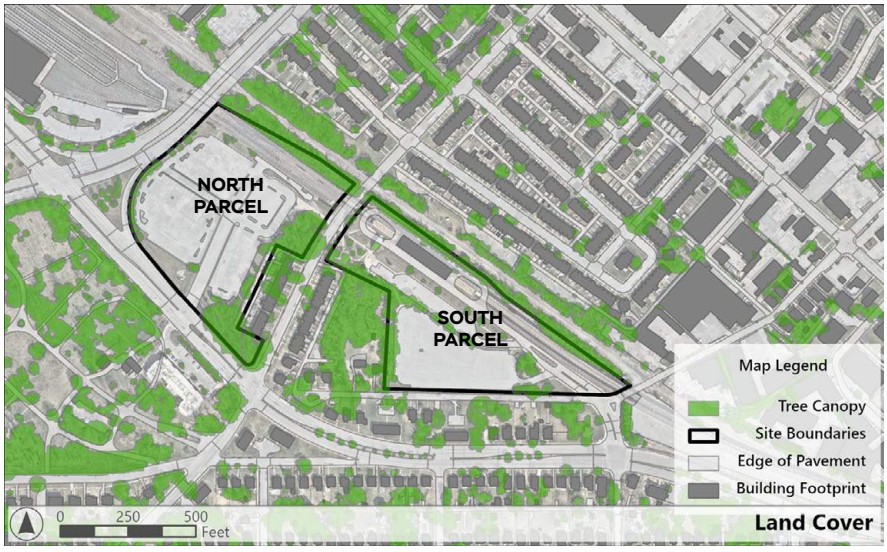
Traffic Operations

The Rogers Avenue station site is bordered by two key thoroughfares – W. Northern Parkway and Wabash Ave. Both streets are six-lane divided bidirectional roadways that carry relatively high traffic volumes, however access to the parcels is not restricted.



Environmental Risks

Initial studies of the site did not uncover any environmental risks that may impact future development. The site is predominately impervious surface with minimal vegetated areas. The developable site's topography is relatively flat with the bus loop roughly 12-feet below and conncected by an existing pedestrian bridge.



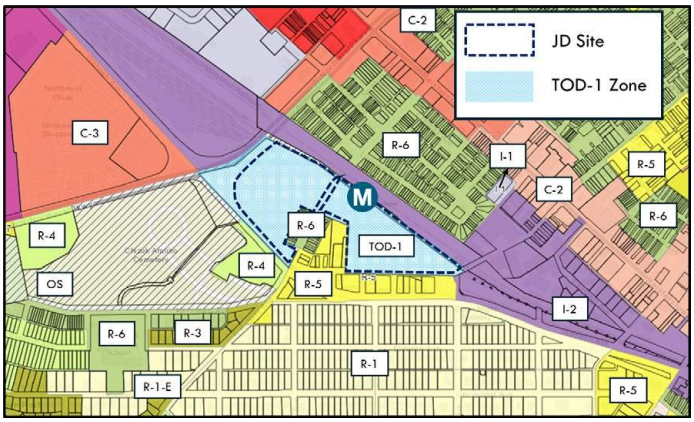
DEVELOPMENT READINESS

LAND USE PLANS

The City of Baltimore's comprehensive plan update, "Our Baltimore, Your Baltimore: A Comprehensive Plan for the City of Baltimore", released in September 2024, encourages mixed-use development around existing and anticipated transit stations, including Rogers Avenue station. Additionally, the Park Heights Master Plan adopted in 2006 and amended in 2008 calls for housing-focused transit-oriented development around the station.

ZONING

Zoning for the site is aligned with the City's land use plan. The site's parcels are currently zoned for TOD-1, the least-dense TOD zoning category, intended for mixed-use development with a maximum of 60 feet (approximately 5 stories). A mix of uses are permitted under the zoning designation, including residential, office, and retail. Though, retail uses are limited to a maximum of 5,000 square feet of any structure's gross floor area.



DEVELOPMENT POTENTIAL

Current zoning is supportive of TOD on the site and does not require changes to support joint development. However, a developer for the site could pursue a different zoning designation with the City if they desire greater housing variety or something not currently provided by existing zoning, so long as the identified TOD goals and guiding principles for the site are addressed.

Zoning Classification	TOD-1
FAR	N/A
Maximum Height	60' and no more than 5 stories
Minimum Height	24' and no more than 2 stories
Minimum Lot Area	300 sq. ft. per dwelling unit
Open Space Requirement	0%
Maximum Front Yard	5'
Maximum Rear Yard	15'
Maximum Side Yard	None
Lot Area of Site	765,131 SF

MARKET READINESS

Conditions

The station area (defined as a one-mile radius from the station), is generally untested for market-rate multifamily development, but achieving rents needed to support market rate development is likely to be a challenge under current conditions without tools or incentives to support development. While rent pricing data for the station area is not available, new construction ("Class A") projects in Baltimore are averaging rents of $2.52 per square foot per month. Vacancy rates for both market rate and affordable/workforce uses are healthy and in-line with typical vacancy of around 5%.

Supply and Demand

There is sufficient demand in the station area to support affordable/workforce housing, with unmet demand for 719 affordable/workforce units through 2028. However, for market-rate development, the supply of planned development in the station area will fully meet expected demand there through 2028 with the planned Reisterstown Plaza joint development. Market rate development could potentially be supported in the longer term as the market matures and new supply is absorbed into the market. Overall, the site is positioned to support a strategic mix of market rate and affordable/workforce housing types over time.

Positioning

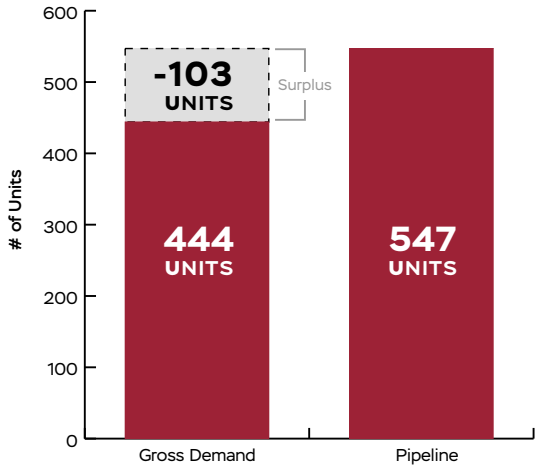
Located 15-minutes from Downtown Baltimore, Rogers Avenue has great accessibility to jobs. The station generally has good walkability and bikeability, with the need for improved connectivity to the NorthWest Plaza shopping center.

	Market-Rate Multifamily Housing	Affordable/ Workforce Multifamily Housing
Total Space/Units	2,870 Units	914 Units
Vacancy	6.6%	3.4%
Avg. Rent ($/SF)	..[1]	..[1]
Avg. Annual Change in Rent (2019–2024)	..[1]	..[1]
New Space (Constructed 2019–2024)	0 Units	0 Units
Avg. Annual Absorption (2019–2024)	N/A	N/A

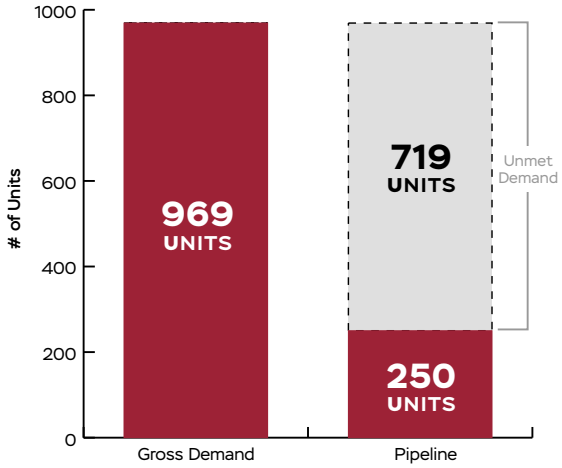
[1] *Insufficient data on Class A properties in the Station Area, per CoStar*

[2] *Affordable/workforce housing is defined as any form of publicly subsidized housing that fixes unit pricing based on income of the occupant.*

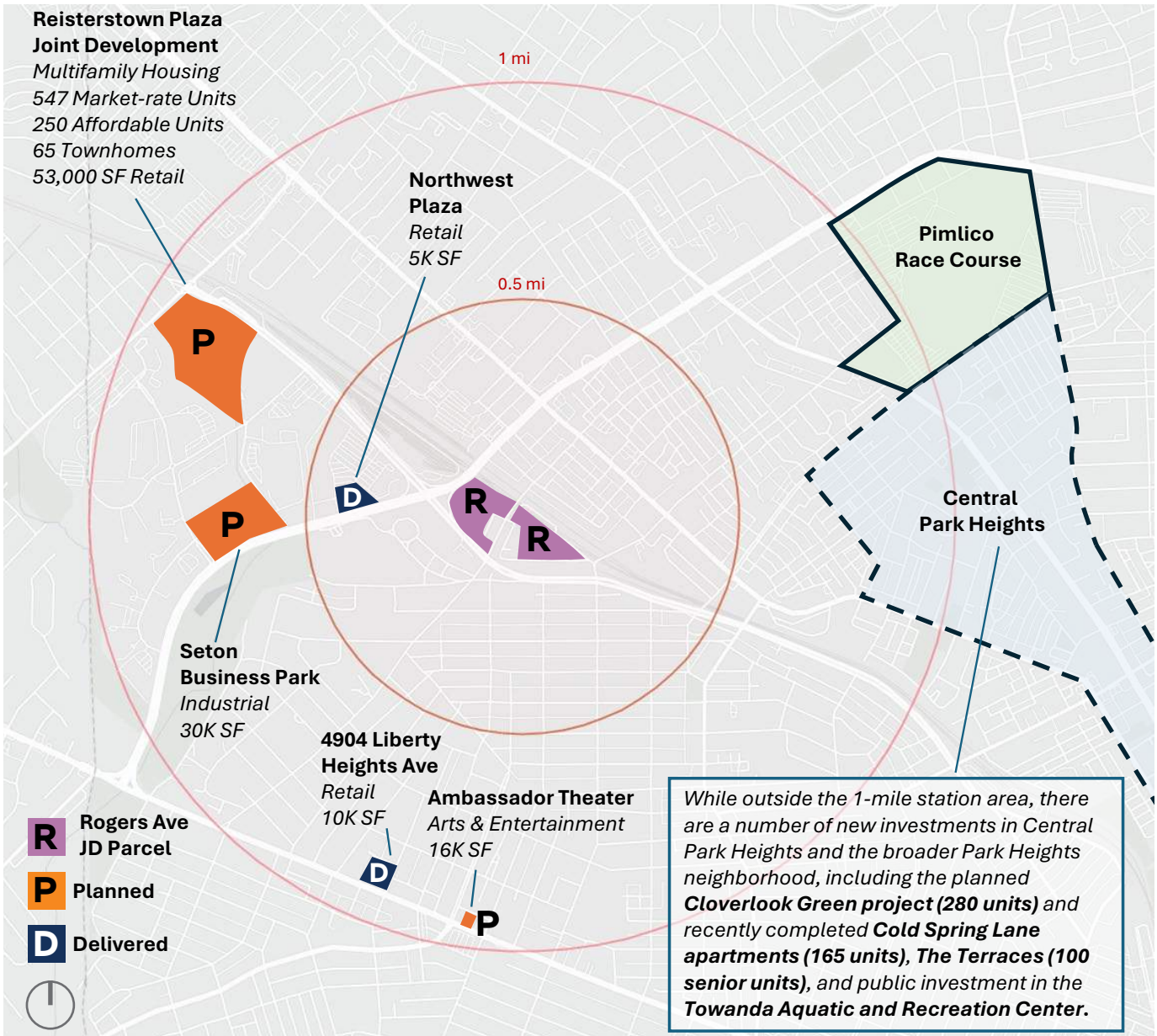
Multifamily Market-rate Residential Demand Analysis, 2024–2028



Multifamily Affordable/Workforce Residential Demand Analysis, 2024–2028



DEVELOPMENT PIPELINE



Name	Use	Units / SF	Stories
RECENTLY DELIVERED PROJECTS (2014-2024)			
Northwest Plaza	Retail (non-TOD)	5,000 SF	1
4904 Liberty Heights Ave	Retail (non-TOD)	10,000 SF	1
PIPELINE PROJECTS			
Reistertown Plaza Joint Development	Market-rate Multifamily	547 Units	8
	Affordable / workforce residential	250 Units	8
	Townhomes	65 Units	3
	Retail	53,000 SF	N/A
Seton Business Park	Industrial (non-TOD)	30,000 SF	1
Ambassador Theater	Arts & Entertainment	16,000 SF	1

03

Joint Development Concepts

GUIDING PRINCIPLES

Transit-Centered Growth & Connectivity

Prioritize transit-supportive development that maximizes housing production accessible to transit, enhances ridership, maintains bus capacity, and improves multimodal connections, including pedestrian and bike access to better understand the highest and best use of the site to assess the feasibility of a market-driven joint development.

Inclusive & Diverse Housing Options

Support housing production with a strategic mix of market-rate and affordable/workforce housing types to accommodate a variety of residents that aligns with financial viability and supports the density required for transit-oriented development.

Vibrant & Livable Neighborhoods

Provide public amenities such as open spaces, while allowing flexibility to support additional community, such as ground floor retail uses, as market conditions evolve.

Safe, Accessible & Engaging Public Realm

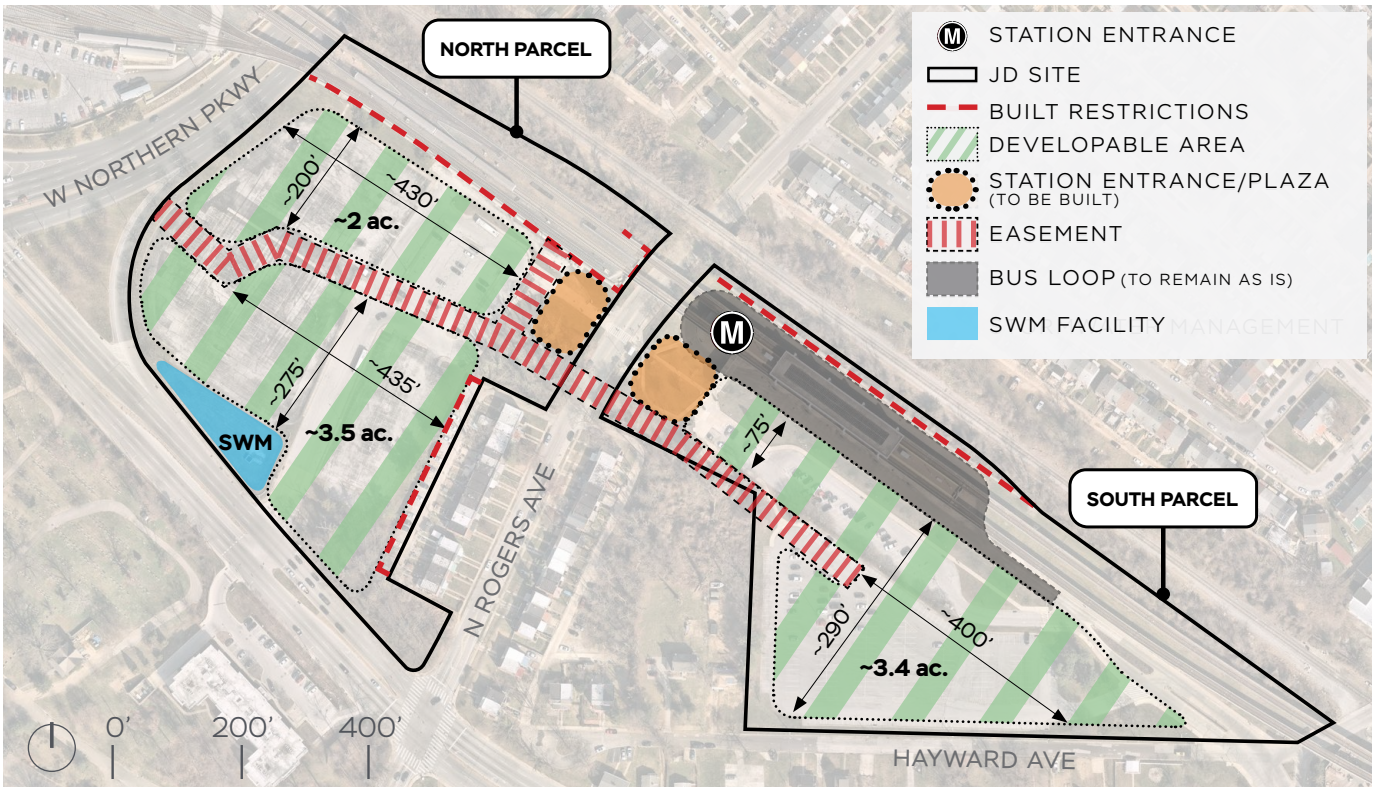
Improve pedestrian and roadway safety while enhancing station facilities, including the Kiss & Ride and Park & Ride, to meet evolving mobility needs. Additionally, leverage public realm improvements and placemaking-focused design to support an active environment around the station.

Seamless Community Circulation

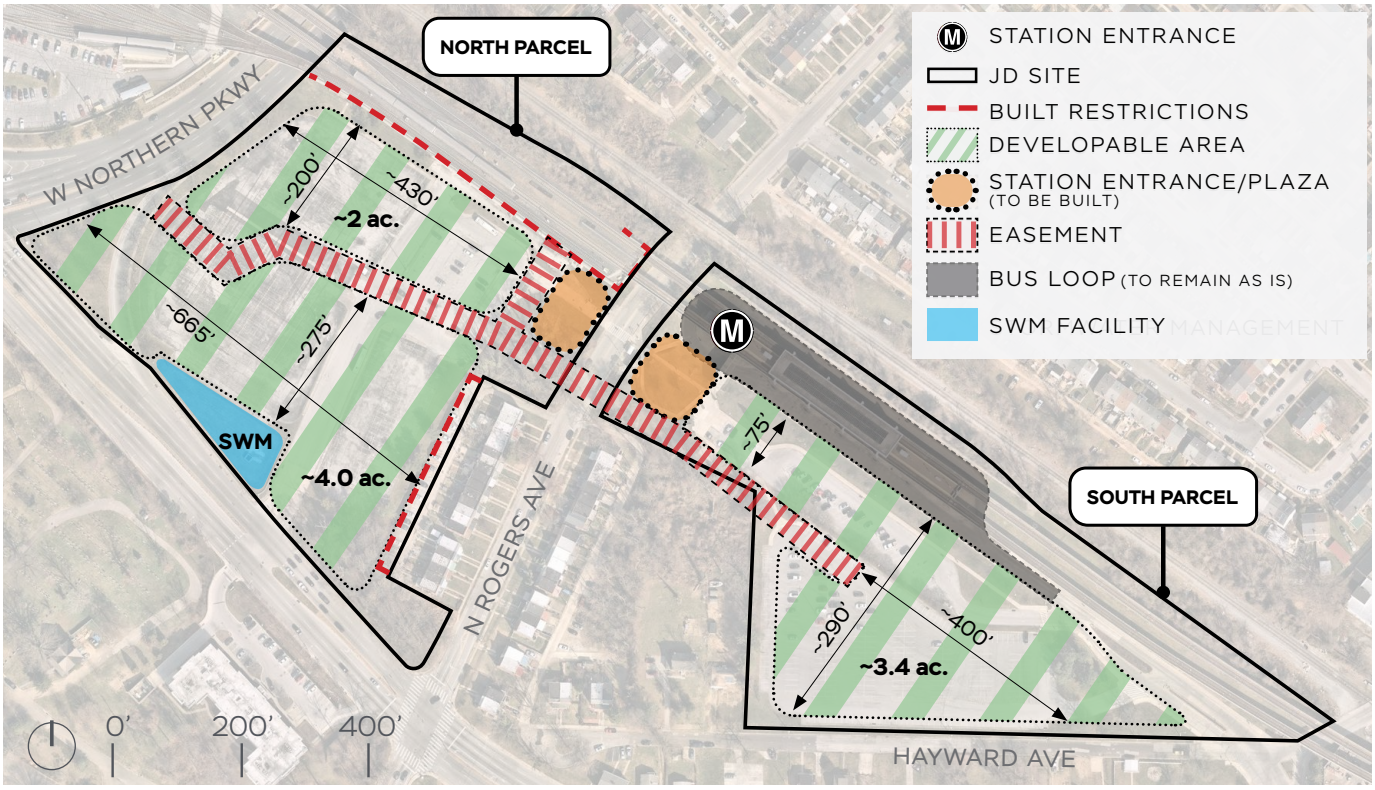
Strengthen connections between the station and surrounding neighborhoods to support accessibility, economic vitality, and a sense of place.

OVERALL DEVELOPMENT PARCELS

EXISTING



WITH SLIP LANE REMOVAL



DEVELOPMENT APPROACHES

To evaluate the technical feasibility of incorporating private uses at Metro stations, MDOT prepares a series of "test-fits" to illustrate the different possible configuration of transit facilities and mixed-use development. This approach allows MDOT and jurisdictional staff to ensure that transit operational needs can be fully maintained. The "test-fits" may not represent the final designs that will be delivered by development partners but are meant to demonstrate potential approaches to the site that MDOT provisionally believes meet all transportation infrastructure needs and are aligned with the guiding principles established for the site.

CONCEPT A

- Electrical easement to remain on both parcels
- Slip lane to remain

NORTH PARCEL:
446 Dwelling Units

SOUTH PARCEL:
291 Dwelling Units

TOTAL PARKING:
569 Spaces
219 Surface / 350 Garage

DEVELOPMENT APPROACHES

CONCEPT B

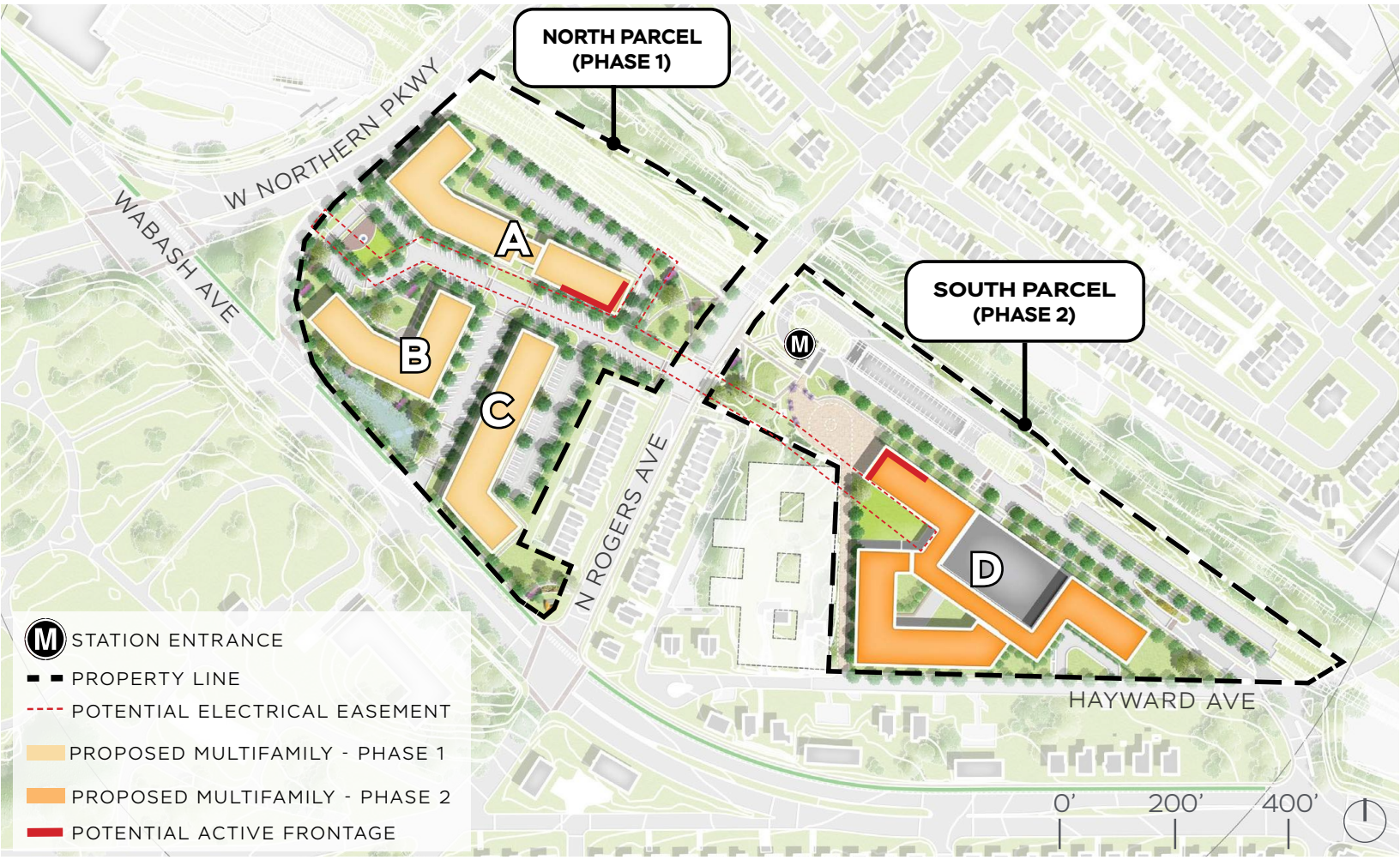
- Electrical easement to remain on both parcels
- Slip lane to be removed

NORTH PARCEL:
543 Dwelling Units

SOUTH PARCEL:
285 Dwelling Units

TOTAL PARKING:
576 Spaces
219 Surface / 350 Garage

PROPOSED CONCEPT - TEST FIT A



Concept Description

- Creates four multifamily residential buildings across two distinct development pads, yielding 737 housing units
- Maintains existing bus loop accessibility.
- Creates a parking garage, which includes 205 spaces for Park & Ride transit users.
- Constructs new surface parking spaces under the rail tracks to provide overflow Park & Ride spaces for transit users.
- Upgrades the plaza area in front of the station entrance through a redesigned open space that can serve as a gathering point for the community.
- Avoids vertical development within the potential utility easement location.
- Allows joint development planning to move forward while maintaining optionality for future slip lane removal at Wabash Ave. and W Northern Pkwy.

NORTH PARCEL (PHASE 1):
Bldg A: 175 Dwelling Units
Bldg B: 128 Dwelling Units
Bldg C: 143 Dwelling Units

Total: 446 Dwelling Units

SURFACE PARKING:
219 Private Development Spaces

SOUTH PARCEL (PHASE 2):

Bldg D: 291 Dwelling Units

Total: 291 Dwelling Units

SHARED GARAGE:
25 Kiss-N-Ride spaces
205 Park-N-Ride spaces
120 Residential Spaces

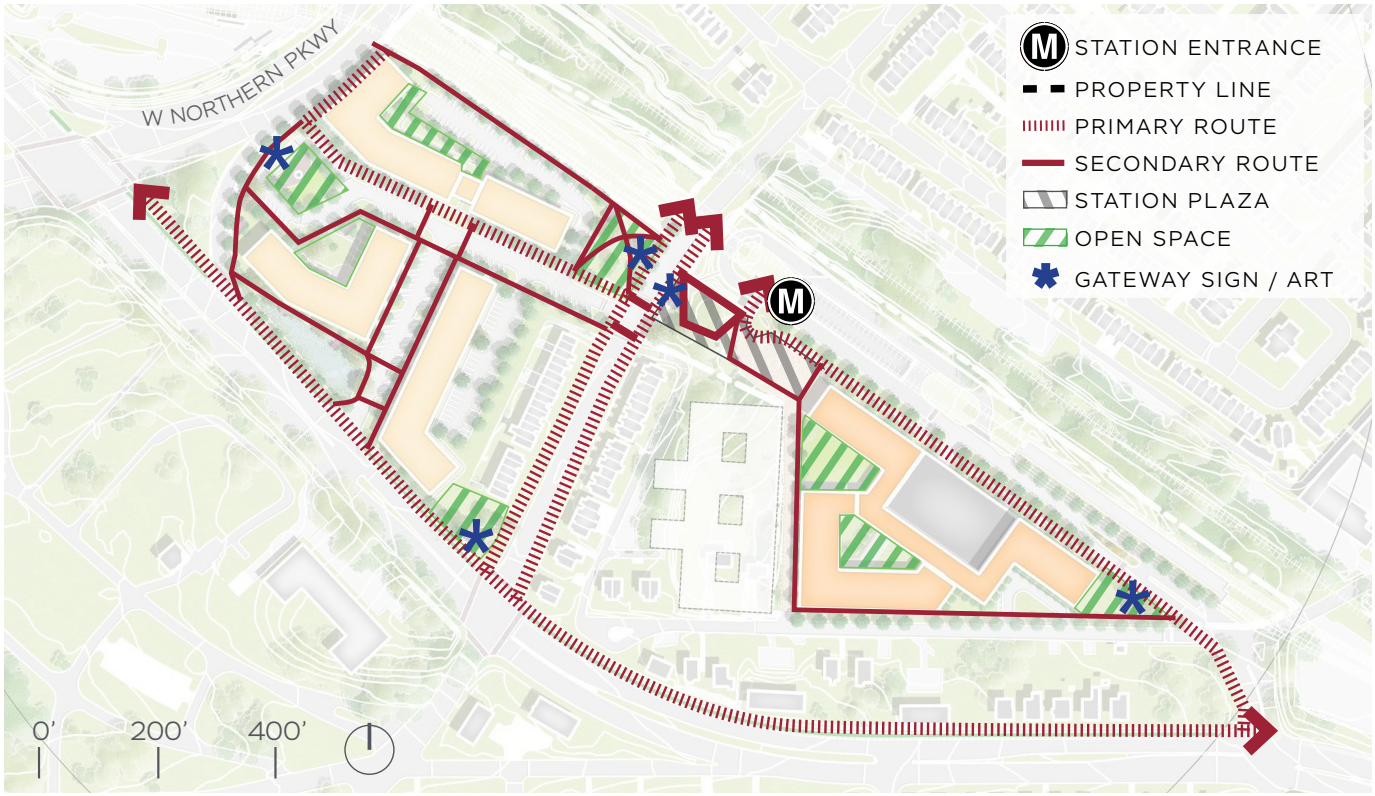
***Parking demand for K&R and P&R provided by VHB Transit and Multimodal Scans.*

737 DWELLING UNITS

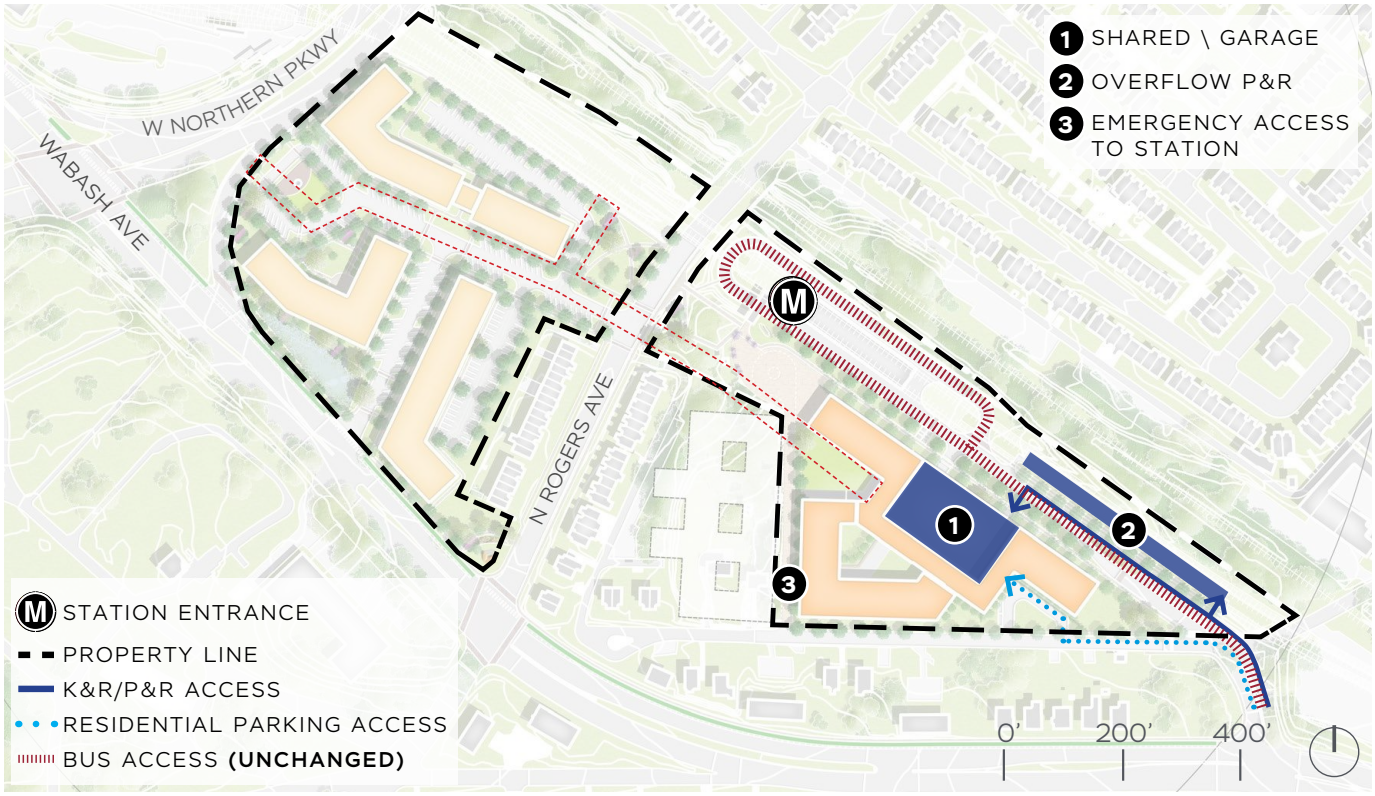
569 PARKING SPACES

IMPROVED CIRCULATION

PED AND BIKE



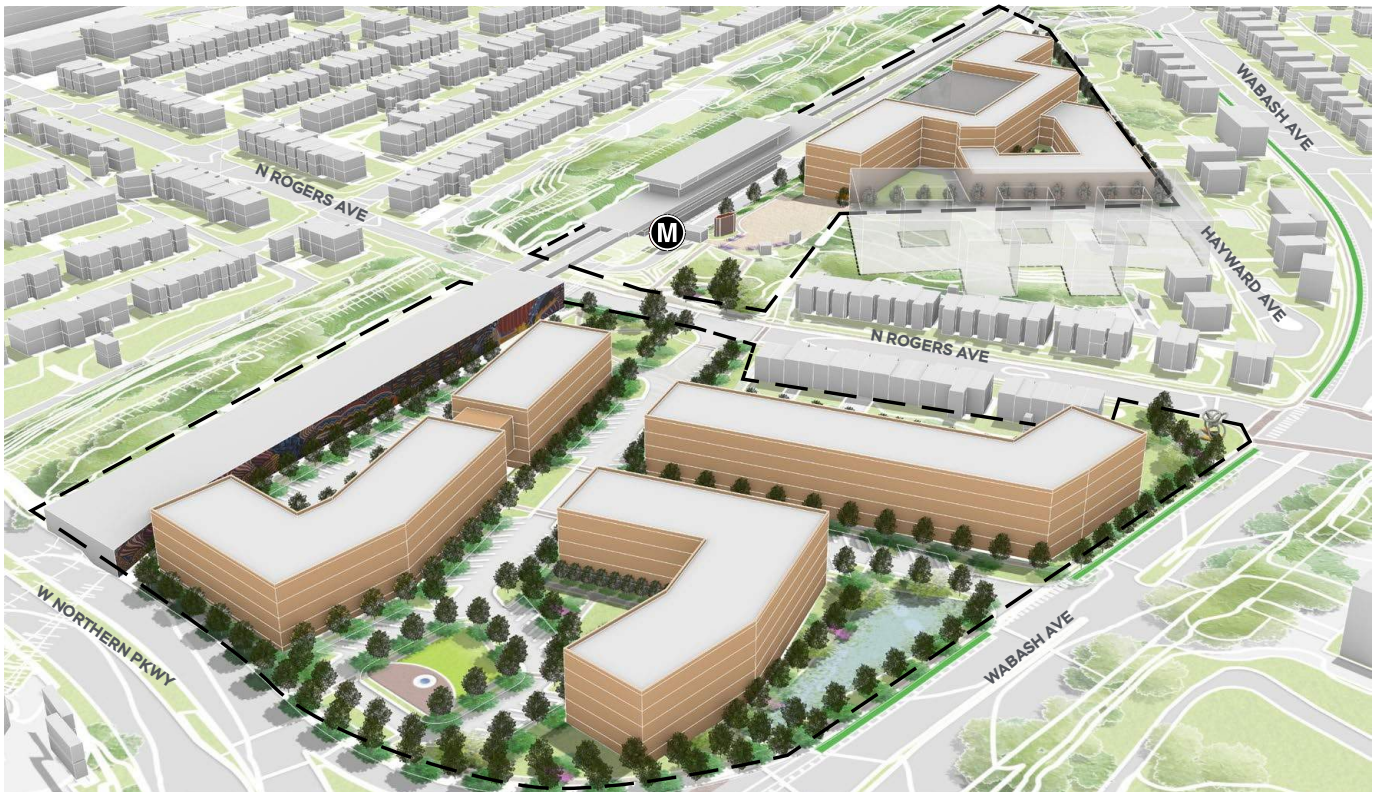
TRANSIT AND VEHICULAR



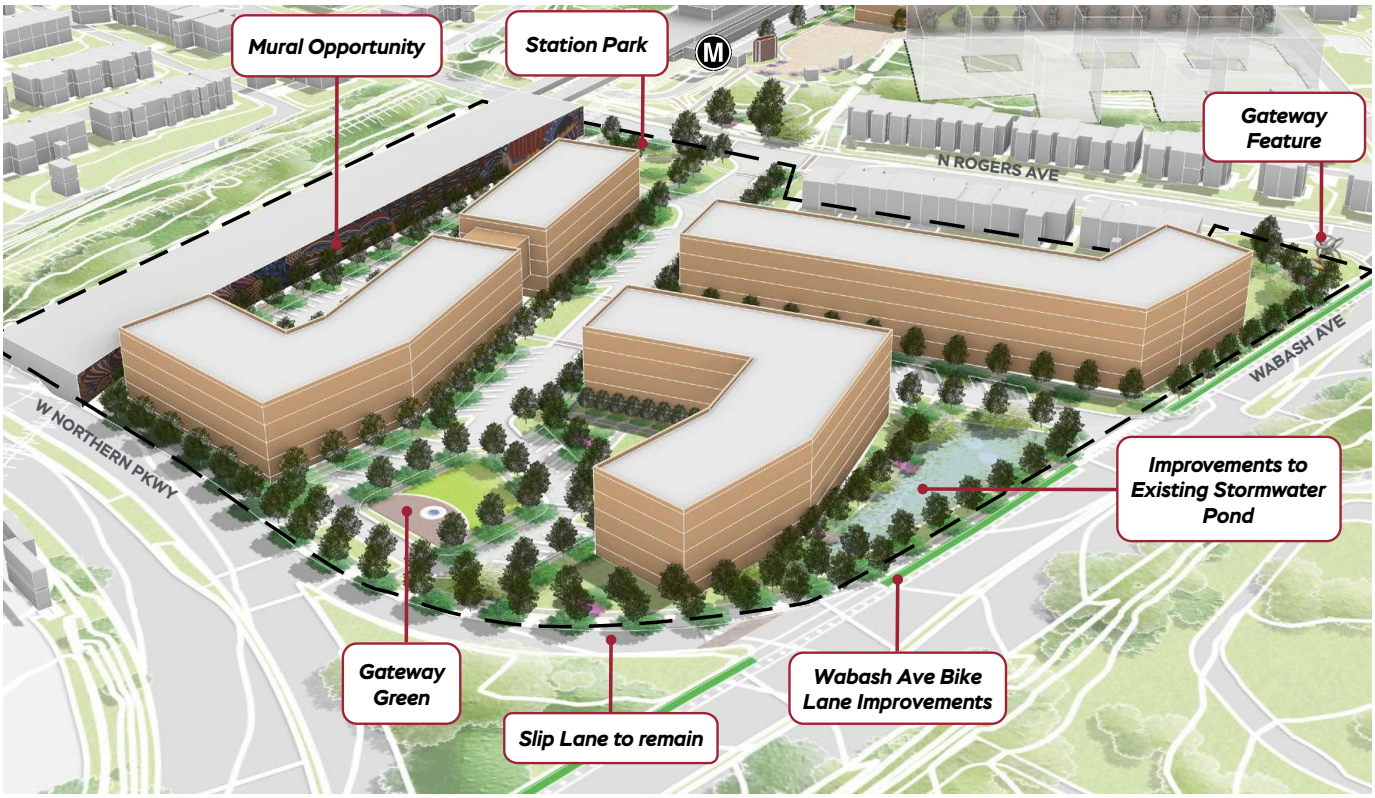
3D MASSINGS

Overall View - from Southwest

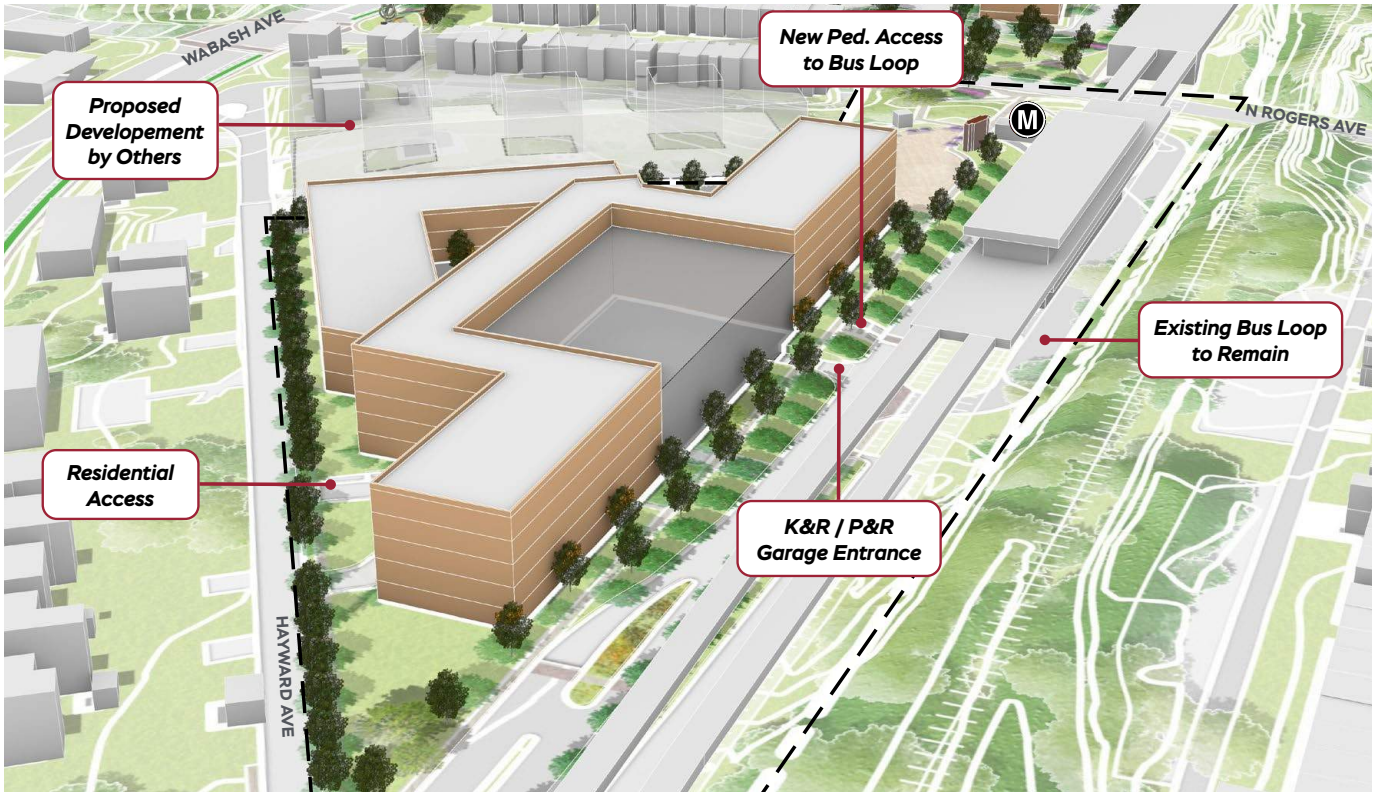
Overall View - from Northwest



North Parcel - Phase 1



South Parcel - Phase 2



IMPLEMENTATION FRAMEWORK

To advance Joint Development, MDOT would release a solicitation for the site for prospective private development partners to respond to with proposals. MDOT can also accept unsolicited proposals from prospective development partners.

Based on the findings of this study, MDOT identified several strategic actions for undertaking in advance of and alongside a solicitation. These actions will require close coordination with local partners.

To best position the site for Joint Development, MDOT's initial focus is to advance Joint Development efforts on the North Parcel. Since all identified transportation infrastructure needs can be accommodated on the South Parcel, the costs for transportation infrastructure replacement on the North Parcel are minimal.

In the near term, MDOT will accelerate engagement with the City of Baltimore, Maryland Department of Housing and Community Development (DHCD), and other public agencies to work toward releasing a solicitation for the North Parcel. Following solicitation release and selection of a development partner, the selected partner would enter a joint development agreement with MDOT and participate in the City's process for entitlement of the private development (e.g., Urban Design and Architecture Advisory Panel review).

Key Actions to Support Solicitation

Action Item	Lead Agency
Prior to North Parcel Solicitation	
Conduct a utility location analysis to minimize risk posed to a potential development partner	**MDOT**
Issue a first solicitation specific to the North Parcel	**MDOT**
Provide flexibility to remove the existing slip lane on the North Parcel without slowing MDOT advancing joint development efforts	**MDOT / BDOT / Development partner**
Engage public partners on the potential to locate public facilities (e.g., libraries, community centers, etc.) on public property and as part of joint development efforts on the ground floor of buildings adjacent to the station.	**MDOT / City of Baltimore Agencies**
After North Parcel Solicitation	
Pursue a property tax abatement to incentivize development	**MDOT / Development partner**
Apply for local, state, and/or federal discretionary grant to offset infra. costs and support joint development financial feasibility	**MDOT / Development partner**
Prior to South Parcel Solicitation	
Explore opportunities to reduce onsite parking replacement needs	**MDOT**
Encourage land assembly or joint development strategies with adjacent property owners	**MDOT**