

PRINCE GEORGE'S COUNTY, MARYLAND
CENTRAL AVENUE-METRO BLUE LINE CORRIDOR

SUSTAINABLE COMMUNITY APPLICATION

Submitted by Prince George's County
To Maryland Department of Housing and Community Development
Division of Neighborhood Revitalization



TOD
Transit Oriented Development



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
PRINCE GEORGE'S COUNTY PLANNING DEPARTMENT
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March 2012



Central Avenue-Metro Blue Line Corridor TOD Implementation Project

I. SUSTAINABLE COMMUNITY APPLICANT INFORMATION

Name of Sustainable Community: *Central Avenue-Metro Blue Line Corridor*

Name of Applicant: *Prince George's County*

Applicant's Federal Identification Number: 52-6000998

Applicant's Street Address:

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II. SUSTAINABLE COMMUNITY BASELINE INFORMATION (20 Points)

A. Proposed Sustainable Community Area(s): (5 points)

(1) *Name of proposed Sustainable Community Area(s):* Central Avenue-Metro Blue Line Corridor

(2) *Provide a description of SC Area boundaries. In addition to hard copies of the project location map, attach an electronic GIS map with a detailed listing of parcels (i.e., Parcel ID Numbers) that form the project boundary should be included.*

The Sustainable Community Area (SC Area) encompasses the incorporated municipalities of the Town of Capitol Heights, Town of Fairmount Heights, and City of Seat Pleasant, as well as portions of the unincorporated areas between these municipalities, including



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- In 2007, the Housing Initiative Partnership, Inc. (HIP) received two Community Legacy Awards for Seat Pleasant totaling \$147,500. One project rehabilitated homes of low-income homeowners through zero interest loans. The other award was used at 7241 Hylton Street to rebuild a severely burned duplex, making it an affordable home for sale to a low-income or first-time homebuyer. The structure was also built using sustainable building design.
- In 2008, the Town of Capitol Heights received a \$45,000 Community Legacy award to develop a Community Legacy Plan, which was recently completed to prioritize development and create a framework for the town.
- In 2008, the Seat Pleasant Community Development Corporation received \$75,000 to renovate two homes at 5915 Addison Road and sell them to low- to moderate-income individuals.
- In 2009, HIP received \$40,000 to support management, acquisition, and rehabilitation of vacant houses in Seat Pleasant and to organize a Street Scholarship Program. The same year, Seat Pleasant received \$35,000 to study Martin Luther King, Jr. Highway to determine the highest and best use for a mixed-use redevelopment plan.
- In 2012, HIP received \$150,000 for the acquisition and rehabilitation of properties that were sold to first-time home buyers.
- In 2012, the Town of Capitol Heights received \$200,000 to acquire properties for transit-oriented development (TOD).
- In 2012, the City of Seat Pleasant received \$100,000 to acquire and revitalize a property on Martin Luther King, Jr. Highway.
- Tax increment financing (TIF) was put into place for the Kingdom Square Development District in 2010. This special taxing district is part of the Hampton Mall area, and the tax was levied for the first time in the 2011-2012 tax years. The TIF bond proceeds will be used to pay for constructing public improvements, including parking facilities, infrastructure, and road improvements related to the development of the Gateway at Kingdom Square, a one million square foot mixed-use project. The TIF improvements catalyze the development of 722 units of multifamily housing, which includes workforce, market rate, and senior housing, 177,000 square feet of retail space, 35,000 square feet of office space, outdoor parks, and will be LEED certified.

These projects have had positive impacts on the SC Area in that they have strengthened neighborhoods, supported economic development, and encouraged mixed-use, pedestrian-oriented communities.



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(b) Describe any existing barriers to Smart Growth that may affect your jurisdiction or the proposed SC Area. For instance, does your area have higher development fees than outer "cornfields"?

Housing and jobs are disproportionate to one another within the SC Area. The vast majority of residents in and around the SC Area work outside of the area and county. There is competition from the District of Columbia (DC) and the metropolitan region for job creation and the development of employment centers.

There is a need for a variety of housing types and choices in the SC Area. The majority of the residential properties in the SC Area are detached single-family housing units built prior to 1970. There is now an opportunity to attract higher densities, such as townhomes and high-density multifamily housing units. (See Figure 1, Year of Construction, on the enclosed CD.)

Due to deteriorating infrastructure, the development costs in the SC Area have increased over the years. These increased costs hinder redevelopment; since capital is scarce in this economy, developers are attracted to areas where development can occur without such an increased expense.

A crucial element for achieving sustainability is reducing dependence on the automobile. There is a need for pedestrian access, connectivity, streetscape improvements, and the creation of a gateway into the corridor.

B. Community Conditions: Strengths and Weaknesses (5 points)

(1) Describe the strengths and weaknesses in the proposed Area's existing built environment.

Strengths:

- The SC Area provides regional mobility. Four Blue Line Metro stations are located within its boundary. Central Avenue provides access to the Capital Beltway and DC.
- Metro bus and TheBus provide regional and county bus service. Several bus routes service the Metro stations with additional routes along Central Avenue and collector streets.
- The SC Area presents a significant opportunity to attract TOD due to its proximity to DC and central location within the county, its connectivity to regional business, recreational and employment centers, and proximity to four Blue Line Metro stations. Its proximity to FedEx Field and other popular entertainment venues enhances its marketability as a TOD opportunity area.
- There are a variety of parks and recreation facilities within the SC Area, some are owned by the local governments and others by The Maryland-National Capital Park and Planning Commission (M-NCPPC). These facilities offer tremendous recreational and



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economic value, open space, and are an essential part of a healthy and sustainable community.

- The SC Area includes many religious institutions and affiliated organizations, which provide outreach and serve as important resources for the community.
- The SC Area has a significant amount of undeveloped land that is an opportunity for future development. Additional redevelopment opportunities exist at the Largo Town Center and Morgan Boulevard Metro stations.
- There are a number of historic sites that have been maintained to connect the existing community to its past and provide opportunities to establish community pride, identity, and character.
- Long-standing business and residential communities provide a sense of stability and offer opportunities for community engagement.
- Newer development in the area includes the Largo Town Center redevelopment and HOPE VI housing, a planned Wal-Mart, and additional housing development as part of the Capitol Gateway project in DC adjacent to the Capitol Heights Metro Station.

Weaknesses:

- Multiple locations in the SC Area have poor-quality pedestrian facilities and connections, including narrow and missing sidewalks, missing crosswalk markings, and poor signal timing. The most common sidewalk gaps occur where adjacent subdivisions join, lots remain vacant, and the right-of-way is narrow. Many areas are poorly lit, creating an unsafe, or the perception of an unsafe, pedestrian environment.
- Despite the implementation of traffic calming measures in certain areas, speeding remains a concern in the SC Area.
- Although there are several bus routes in the SC Area, many of the bus stops lack shelters, leaving riders exposed to potentially harsh natural elements while waiting for their buses to arrive.
- The corridor lacks consistent signage, which, if incorporated with other design elements, would help to create a sense of place.
- An aging housing stock dominates neighborhoods within the SC Area. The SC Area can attract more residents as it offers diverse housing options for a range of incomes. Additional housing units will support existing and future businesses.
- Although the area has accessibility to several Metro stations and buses and easy vehicular access to a major highway, it lacks bicycle paths and connections.



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- The Boulevard at Capital Centre is a major retail destination within the SC Area but lacks a true mix and integration of uses. Improved access to the Largo Town Center Metro Station will be important.
- DC is actively implementing Complete Streets principles to East Capitol Street, which is DC's portion of Central Avenue. Similar Complete Streets improvements are warranted along Central Avenue that would enhance movement for bicyclists, pedestrians, and public transit users, as well as help transform the street's image.
- Retail in the SC Area does not meet the needs of residents, who would like sit-down restaurants and higher-quality retail establishments.

(2) *Describe the Area's land use/zoning make-up (residential, commercial, industrial, and mixed-use).*

The existing land use in the SC Area consists of predominately low- to medium-density, single-family residential neighborhoods. There are also medium- to high-density residential uses (i.e., garden apartments), which occur closer to or within DC. Commercial uses are concentrated along Central Avenue, as well as Old Central Avenue in Capitol Heights (See Figure 2, Land Use, on the enclosed CD). On the south side of Central Avenue, approximately one half-mile west of Ritchie Road to Hampton Park Drive, the dominant land use is industrial. In addition, there are tracts of undeveloped land throughout the corridor.

The existing zoning was revised in June 2010 with the approval of the *Subregion 4 Master Plan and Sectional Map Amendment*. The existing zoning concentrates mixed-use development at the Metro stations. Commercial zoned properties are limited to seven percent of the corridor. However, additional commercial development may occur in the mixed-use zones. Areas surrounding the corridor are largely zoned for low- to medium-density residential development. In addition, the areas in the southeast of the SC Area are zoned for industrial purposes (See Figure 3, Zoning, on the enclosed CD).

(3) *Describe strengths and weaknesses in basic features of community quality-of-life.*

Strengths:

- An overview of housing and economic conditions indicates the SC Area is one of the most affordable places to live in Prince George's County.
- There are a variety of historic sites that link the community to its past and provide opportunities to establish community pride, identity, and character. There are several historic churches, cemeteries, residences, and other sites in the SC Area.
- There are many park and recreation facilities in the SC Area, which are major assets to residents, as they contribute to the health, well-being and quality of life in the community.



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- Child care facilities provide early education programs and day care services, which can positively influence the early development of children, as well as aid workforce productivity. The SC Area has an adequate supply of quality child care facilities.
- Religious institutions serve their surrounding neighborhoods by programming outreach activities, offering social services, and providing community facilities. There are more than twenty religious institutions in the SC Area.
- The SC Area's close proximity to DC enhances its marketability as a place to live for those who work in the city.
- Undeveloped land in the SC Area provides opportunities for future development along the corridor. Public land ownership and assembly are key factors in supporting future growth; undeveloped land in the SC Area is about 22 percent publicly-owned.
- The SC Area is serviced by four Metro stations, providing an abundance of opportunities for residents to utilize public transit.
- Existing housing units are approximately 70 percent owner-occupied, creating stability within neighborhoods. Since many residents are concerned about the future of their communities, they are involved in community groups and activities.
- Future TOD development near the Metro stations will help spur additional private investment.
- Past investments by the State Highway Administration and the county have helped prepare the SC Area for future development.

Weaknesses:

- Area residents have voiced some concern and frustration over the lack of code enforcement in the community. These violations detract from the neighborhoods' visual appeal, health and safety, and reduce property values.
- The SC Area has been impacted by the foreclosure crisis. Not only are residents losing their homes, but communities are suffering economically, physically, and socially. In addition, the growth in foreclosure rates has often led to immediate and visible increases in crime and vandalism.
- Crime and gang-related activity, although sometimes perceived, lowers the overall quality of life in a community.
- The SC Area has a shortage of sit-down, family-style quality restaurants. The majority of the restaurants and dining establishments are chain and fast food.
- There are several shopping plazas located in the SC Area that provide a retail base; however, many do not contain a wide range of retail establishments desired by area residents.



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- Pedestrian access to local shopping centers and retailers is often difficult due to traffic volume and speeds. Some streets along the SC Area are difficult to cross, especially during peak hours of the day. A pedestrian-friendly corridor and environment is essential to improving the quality of life within a community.

C. Natural Resources and Environmental Impact: Strengths and Weaknesses (5 points)

(1) *Describe the strengths and weaknesses of the community's "natural environment" in or near the Sustainable Community Area.*

Strengths:

- The Green Infrastructure Plan developed by the county designates ecological areas of countywide significance. In the Developed Tier where the majority of the SC Area is located, all the remaining streams and corridors were designated as having countywide significance. They provide [a] myriad benefits to residents, such as open space, habitat, cleaner air, and water.
- The ecological resources in the SC Area also provide unique and important connections between the Anacostia River basin and the Patuxent River basin.
- The Water Resources Plan provides policies and strategies to address water quality and reduce the overall impact of stormwater run-off that reaches the remaining streams. These policies and strategies, along with those contained in the Subregion 4 master plan, provide guidance to decision makers regarding land use issues.
- The SC Area has opportunities for federal funding to conserve existing wetlands. In addition to its regulatory role in wetland protection, the Environmental Protection Agency helps states, tribes, and local governments develop their own programs for wetland protection and restoration by providing funding.
- The inner-beltway communities have serious issues with drainage due to their location within the Anacostia Watershed. The municipalities have engaged in drainage and neighborhood clean-ups to help to restore the natural environment.

Weaknesses:

- The SC Area was originally developed during a time when preserving streams and managing stormwater were not priorities or regulated.
- The challenges facing area communities are universal: poor water quality in the remaining unstable stream systems, limited areas available for stormwater management, and high percentages of impervious surfaces, which have created patterns of flooding.
- Cabin Branch is a sub-watershed located on the eastern border of Seat Pleasant and has a very poor rating for "Index of Benthic / Integrity Rating" and "Aquatic Habitat Quality."



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- Existing trails and green space create a natural greenway environment but some existing trails could use improvement.

(2) Describe the strengths and weaknesses of any current efforts to reduce the community's "carbon footprint" or impact on the environment.

Strengths:

- The county has been allocated \$6.6 million from the U.S. Department of Energy's Energy Efficiency and Conservation Block Grant (EECBG) Program. All entities receiving EECBG grants are required to develop or implement an Energy Efficiency and Conservation Strategy (EECS) and to carry out activities to achieve the program purposes.
- The county has created an EECS as a cornerstone to enhance quality of life and the environment. The policy focuses on energy reduction in all county-maintained facilities and adopts several energy reduction goals while identifying both mandatory and voluntary energy reduction measures for county departments and agencies. This policy is particularly relevant to the SC Area since a number of county agencies are housed within the SC Area.
- The county provides curbside recycling collection for over 164,000 residents. Recycling is an opportunity to keep the county a clean and healthy place to live and save energy.
- Currently, every owner of a multifamily rental facility with three or more units must provide recycling opportunities for its tenants. The county provides technical assistance to apartment managers and owners to implement their programs.
- The Condominium Recycling Reimbursement Program was established to provide assistance and funding for condominium communities who wanted to establish convenient recycling programs that were developed and managed by their homeowners associations.
- Businesses play an important role in the county's recycling program. Approximately one-half of the county's solid waste is produced by the business sector. Businesses also account for two-thirds of the county's current recycling rate.
- Keep Prince George's County Beautiful is a non-profit, 501(c) (3), corporation that partners with the Department of Environmental Resources' Waste Management Division to create greener and litter-free communities. The organization's mission is to empower residents to take stewardship for their environment by promoting recycling, litter prevention, beautification, and cleanup programs.
- Access to multiple modes of transportation, including Metro, TheBus, bike paths, and trails, enables a less auto-dependent and greener community.



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- ZipCar locations at Metro stations have increased car sharing efforts.
- The City of Seat Pleasant has a comprehensive street cleaning program which contributes to reducing pollutants that would otherwise become a part of stormwater run-off.
- The City of Seat Pleasant has embarked on a green improvements program that provides residents with energy efficient appliances and upgrades for the interior and exterior of their homes. The city also installed a solar panel to its City Hall to reduce its carbon footprint by generating electricity and sells energy credits.
- The Town of Capitol Heights has pledged to increase its “green” efforts and increase energy efficiency and conservation. The town also received federal funding for energy efficient improvements and upgrades.

Weaknesses:

- Multiple locations in the SC Area are served by poor-quality pedestrian facilities and connections, including narrow and missing sidewalks, missing crosswalk markings, and poor signal timing. Bus stops lack shelter for their riders; bike lanes and bike sharing programs are needed; high traffic volumes and speeding remains a concern in the overall SC Area. These conditions are not conducive to walking, biking, or using buses, leaving many residents to choose driving instead of more environmentally friendly options.
- Existing businesses in the SC Area do not provide sufficient employment opportunities for residents, and most residents commute into DC or further for work.
- There is a lack of knowledge and awareness of the community’s carbon footprint and environmental impact. Citizens who are informed of ways to improve the environment are more likely to practice greener initiatives.

(3) Describe the strengths and weaknesses of the jurisdiction’s current storm water management practices and how these may affect the proposed SC Area.

Strengths:

- For the portion of the SC Area that drains to the Anacostia River, east of the Hill Road and Shady Glen Drive intersection with Central Avenue, the Anacostia Watershed Restoration Plan has been prepared to identify restoration and stormwater retrofit projects within the watershed. It provides critical information to the restoration of the streams within the SC Area.
- In the portion of the Patuxent River watershed that is within Prince George’s County, a stream corridor assessment has been completed to identify problem areas on all streams within the river basin. This data is used by planners and engineers when development occurs, to identify possible stream restoration or mitigation sites that are near where the development is proposed.



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- In 2010, Prince George's County passed new stormwater regulations that encompass the state requirements for the use of environmental site design techniques to the maximum extent practicable. Prince George's County has long been a leader in this field and has many demonstration projects that illustrate and educate citizens about the use of these green techniques.
- As the SC Area redevelops, much of the leg work has been done to provide much-needed guidance for stormwater management and restoration projects that may be required. This assists applicants by reducing the time spent on investigating these concerns and it directs limited funding to the places within the areas where restoration or mitigation is most needed.

Weaknesses:

- The SC Area was originally developed before stream protections and stormwater management regulations were enacted. As a result, the remaining streams often receive stormwater run-off and face hydrological problems.
- Some of the eastern portions of the SC Area drain to the Patuxent River basin. A detailed study regarding possible protection and reclamation projects should be developed for this extensive watershed that covers seven Maryland counties.
- Topography and the existing antiquated plumbing/sewer systems make improvements to the stormwater management capacity in the area difficult.

D. Economic Conditions & Access to Opportunity: Strengths and Weaknesses (5 points)

(1) Describe the SC Area's current economic strengths and weaknesses.

Strengths:

- Recent retail developments and planned projects throughout the county are likely to influence positioning and configuration of retail in the SC Area. While retail in the primary trade area is generally comprised of aging shopping centers and fragmented standalone shops, the secondary trade area contains several strong nodes of retail activity, including the Boulevard at the Capital Centre and Ritchie Station Marketplace.
- There are a total of 11 shopping centers located within the SC Area with gross leasable areas totaling 1.2 million square feet. The Boulevard at the Capital Centre is the largest with over 70 stores and 489,405 square feet of leasable space; major tenants include Sports Authority, HHGregg, and Magic Johnson Theaters.
- Based on market conditions, retail in the SC Area is likely to be neighborhood-oriented with an emphasis on convenience goods, restaurants, and personal services. These uses are also well suited for mixed-use TOD. With resident households and office employees located within walking distance of storefronts, retailers at successful TOD locations



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achieve strong performance due to the continuous flow of shoppers and diners throughout the day.

- The SC Area's location in the heart of the county and its proximity to DC strengthens its economic growth potential and vitality.
- The SC Area's historic resources help link the community to its past and to establish community identity and character. This identity and character will be a key factor in the community's economic sustainability.
- The developable land within the SC Area is prime for growth and investment.
- Recent growth in the area, including new housing and retail development has sparked additional developer interest.
- Stable incomes of residents have helped to sustain and stabilize the already established communities.

Weaknesses:

- Within the SC Area, there are 96 retail establishments, accounting for 13 percent of total business establishments in the area. Since 2007, retail construction has averaged 496,557 square feet annually at the county level compared to an average annual absorption of 321,307 square feet. This had led to a modest increase in retail vacancy rates from 3.8 percent in 2007 to 6.1 percent in 2011.
- The Prince George's County labor force has grown at an annual rate of 0.4 percent since 2000 compared to a rate of 1.4 percent for the Washington Metropolitan Statistical Area (MSA) as a whole.
- Unemployment was at its highest historical level in the MSA in 2010 at 6.2 percent. The unemployment rate in Prince George's County is consistently higher than the MSA as a whole, ranging from 3.6 percent in 1999 to 7.4 percent in 2010. Total employment peaked in 2007 at 315,696 and then declined to 299,227 by 2010, a loss of 16,469 jobs.
- Since 2005, average annual wages in Prince George's County have grown at an annual rate of 2.69 percent compared to Consumer Price Index growth of 2.73 percent for the MSA during this same period. This relationship between income growth and inflation suggests a trend towards stable or slightly declining household purchasing power for those working in the county, which may lead to reduced retail sales growth rates.
- Currently, there are 37,526 square feet of vacant space at the Boulevard at the Capital Centre, representing the largest retail vacancies in the SC Area.



(2) Describe the SC Area's housing market.

Rental Market

In order to understand the housing market in the SC Area, market trends for two key submarkets – Landover and District Heights – were assessed. No new apartment units have been constructed in the District Heights submarket since before the year 2000, with 533 total new units built in the Landover submarket in 2007 and 2008.

The majority of rental units in both submarkets were constructed prior to 1970. While the vacancy rate increased in 2009 to just over nine percent, it has since stabilized. As a result of increasing vacancy, asking rent growth has declined. The vacancy rate has been decreasing steadily since 2009. Asking rent growth in 2010 is consistent with the national rent growth rate. The positive absorption of units within the Landover submarket and the relatively stable vacancy rate are all positive indicators for the residential rental market.

For Sale Market

The county for-sale residential market has suffered from the recent economic decline and has one of the highest foreclosure rates in the nation. In the second quarter of 2011, one out of every three foreclosures occurring within Maryland was located in Prince George's County, with nearly 1,500 foreclosures occurring in the county in the second quarter. In order to help curb the impact, the county has a Neighborhood Stabilization Program that provides down payment assistance and also helps to alleviate the large inventory of foreclosed properties.

Since 2006, Prince George's County has generated 14 percent of the region's total existing home sales volume. As of June 2011, the average sold price for all types of for-sale units decreased from the previous year. The price decrease was especially significant for attached units with two or less units (although the sample size is relatively small as only 17 units were sold) and for condominium units. The total number of units sold also decreased across all units, with the exception of condominiums. The decrease in condominium pricing may have stimulated buyers given the relatively low average price.

In-migrating households to the county represent a potential source of residential demand for the SC Area. From 1999 and 2009, Prince George's County experienced a negative net migration of households; out-migration was greatest between 2005 and 2007. Other jurisdictions within the MSA accounted for 55 percent of in-migrating households. Out-migration to other jurisdictions within the MSA was also strong.

Current residents who are looking to move to another unit within Prince George's County represent another potential source of residential demand. Data from the 2009 American Community Survey, developed by the U.S. Census Bureau, indicates that seven percent of households living in owner-occupied housing moved within the last year compared to 31 percent of renters. Out of moving households, 53 percent of owners and 64 percent of renters moved to another residential unit within the county.



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(3) Describe the SC Area's demographic trends (with respect to age, race, household size, household income, educational attainment, or other relevant factors).

Population

According to the 2000 Census, the SC Area has 2,910 households and 8,790 residents; the population is expected to decline by one percent annually between 2010 and 2015, according to population trends and projections. The average household size of 3.00 is slightly higher than the county average of 2.75. Today, the population is predominantly African-American (over 95 percent). During the second half of the 20th century, African-Americans increasingly relocated to the area in search of affordable suburban housing in close proximity to transit.

In 2010, 70 percent of the population is 18 years or older as compared to 75 percent of the county. The median age of individuals living in the SC Area is 34.5 as compared to 33.3 in Prince George's County. Females command a slight majority comprising approximately 53 percent of the population, which is the same as Prince George's County.

Educational Attainment

In 2010, approximately 35 percent of area residents reported that completion of high school was their highest level of education attained, which was less than the state's 39 percent, but higher than the county's 28 percent. However, 21 percent of residents had received an Associate's degree or higher, which was less than both the state and county.

Employment Status

Over 65 percent of the SC Area's residents, which are age sixteen and older, are in the labor force. Forecasts indicate that this segment of the population will rise to nearly 89 percent by 2015. Forty-six percent of the SC Area's employed population is employed in service-related industries.

Travel Time

Ninety-eight percent of the working population is employed outside of the home and commute at least ten minutes to employment. According to the 2000 Census, the average travel time to work for those living in the SC Area was 32 minutes, slightly shorter than the 35.9 minute average county commute.

Means of Transportation

According to the 2000 Census, the majority of the labor force within the SC Area drive alone to work (56.1 percent) while 25 percent and 16 percent use public transit and carpool, respectively. Approximately 17 percent of the population does not own a vehicle.

Housing Income

According to the 2000 Census, the median household income for the SC Area is \$50,268, lower than the county (\$55,574), state, and national median household incomes. Approximately 25 percent of households recorded a median income below \$25,000. Forecasts indicate median household incomes are expected to increase at a rate of two percent annually.



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Housing Age

The SC Area is characterized by an aging housing stock. The majority (61.6 percent) of the housing units in the SC Area was built prior to 1969; approximately 50 percent of the county's housing stock was constructed prior to that same year.

Housing Occupancy

In 2000, there were 3,132 housing units in the SC Area of which 7.2 percent were vacant, higher than the county's 5.2 percent vacancy rate. The majority (67 percent) of housing units were owner-occupied single-family detached homes. The median home price and median rent were \$122,537 and \$565, respectively. Prince George's County's median home value was higher at \$143,908, with a median rent of \$696.

III. LOCAL CAPACITY TO IMPLEMENT PLANS & PROJECTS (15 Points)

A. Organizational Structure:

Describe the Applicant's organizational structure. Specifically, which organizations are members in the Sustainable Communities Workgroup and who are the respective staff? Who are the leaders, and how will the Workgroup advisor or staff manage implementation of the SC Area Plan?

The Prince George's County Planning Department, and its respective staff in the Community Planning North Division, assisted with preparation of the SC Application and Action Plan. The Planning Department has received ongoing support from various stakeholders, including the county's Department of Housing and Urban Development (DHCD) and Department of Public Works and Transportation (DPW&T) in reviewing the SC Application and Action Plan. The workgroup is also comprised of the three County Council members whose districts fall within the SC Area, representatives from the mayors' offices in Capitol Heights, Fairmount Heights, and Seat Pleasant, as well as the Prince George's County Economic Development Corporation (EDC), Public School System, Department of Environmental Resources, Police Department, Department of Parks and Recreation, Washington Metro Area Transportation Authority (WMATA), and The Sanctuary at Kingdom Square (joint venture with Central Gateway Community Development Corporation and Velocity Capital). After the SC Area receives a designation, the lead organizations are DHCD, EDC, and DPW&T; the Planning Department will play a supporting role by assisting these agencies with the implementation of the Action Plan.

The workgroup will support implementation of the SC Action Plan and the related goals and recommendations of the approved plans for the area. The goals and policies outlined in the approved plans emphasize policies that will strengthen neighborhoods, support economic development along corridors, capitalize on transportation investments, and encourage transit-supporting, mixed-use, pedestrian-oriented neighborhoods.

In order to implement the approved area plans and ultimately the SC Action Plan, the workgroup's responsibilities will include:



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- Preparing and reviewing the SC Application and Action Plan.
- Assessing current housing and economic conditions, issues, and opportunities.
- Assisting with the identification, review, and evaluation of alternative programmatic, legislative, and zoning options.
- Advocating the needs of the SC Area to the Prince George's County Executive, the state, and developers.
- Supporting ongoing implementation of the Action Plan.
- Assessing the performance of the Action Plan and recommending periodic revisions.
- Reviewing and coordinating future funding sources.

B. Organizational Experience:

*Describe the Applicant organization's past experience in administering revitalization plans and projects. Describe the roles of the members of the **Sustainable Communities Workgroup**, including their experience in implementing revitalization initiatives. What are the strengths and challenges of the capacity of these groups with respect to implementation of the SC Plan?*

Listed below are the roles of some of the key workgroup members and their strengths and challenges with respect to implementation of the SC Plan.

Prince George's County Planning Department

The Prince George's County Planning Department of M-NCPPC is the primary planning and zoning authority for the county. The department's Community Planning Division works to manage the county's community planning process. Staff prepares plans and studies used to guide future growth and physical development in the county. Given the department's background and experience, it will provide staff hours and assist the workgroup and agencies with initiating the Action Plan.

DHCD

DHCD is comprised of three governmental agencies: the Department of Housing and Community Development, the Housing Authority, and the Redevelopment Authority. DHCD is responsible for the implementation of HUD regulations at the local level and implementation/administration of federal grants that revitalize neighborhoods. DHCD has experience in the development and execution of a diverse array of revitalization projects and will be valuable in the implementation of the SC Plan.

WMATA

WMATA was created by an interstate compact to plan, develop, build, finance, and operate a balanced regional transportation system. WMATA is focused on promoting development around transit facilities, implementing capacity and service improvements to both Metrorail and Metrobus, and advancing transit expansion projects. In addition to providing transit, WMATA has been a partner in joint development, specifically TOD, which



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has generated tax revenues and been influential in the region's economic vitality. WMATA has a long history in the implementation of revitalization projects.

The Sanctuary at Kingdom Square

The Sanctuary at Kingdom Square is a community church located in the Hampton Mall Complex, which it owns. The church received approximately \$600,000 for facade enhancements to improve the visual appearance of the Hampton Mall shopping center. The area surrounding the church currently has a TIF which will be used toward infrastructure improvements for the development of a mixed-use site. The experience of the Sanctuary will provide a different perspective and insight to the implementation of the SC Plan.

City of Seat Pleasant

Seat Pleasant is an incorporated municipality located in western Prince George's County just east of DC. It has been involved in county planning processes, including the development of the Subregion 4 master plan. The city received Community Legacy funding for neighborhood redevelopment projects. Additionally, the city performed a gateway redevelopment study for the Martin Luther King Jr. Highway. The city's experience in plan development will be a valued asset in the implementation of the SC Plan.

Town of Capitol Heights

Capitol Heights is located in the western portion of the county and bordered by DC. It has been involved in county planning processes, including the development of the Subregion 4 master plan. The town received Community Legacy funding for community revitalization projects and developed its Community Legacy Revitalization Plan, which is intended to assist in making quality decisions to positively impact economic development activities. The town's experience in plan development makes it a valued partner in the implementation of the SC Plan. The town assembled land near the Metro station and is in the process of development that is compatible with the goals of the SC Action Plan.

Town of Fairmount Heights

Fairmount Heights is a small, historic town located in western Prince George's County just east of DC. It has been involved in county planning processes, including the development of the Subregion 4 master plan. The town received Community Legacy funding for neighborhood rehabilitation projects. Although the town has little experience with plan implementation, they will provide a new perspective and insight into the implementation of the SC Plan.



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C. Public Input:

How did residents and other stakeholders in the community provide input to Action Plan described below in Section IV?

Community meetings, which included residents, community groups, property owners, businesses, and other stakeholders, were held throughout the Subregion 4 Master Plan and SMA process, as well as the Central Avenue-Metro Blue Line TOD Implementation Plan, the Seat Pleasant MLK Gateway Redevelopment Study, the Capitol Heights Community Legacy Plan, Capitol Heights Transit District Development Plan, Addison Road Metro Town Center Plan, and the Morgan Boulevard and Largo Town Center Metro Area Plan. All of these plans and studies were the foundation for the SC Action Plan. More community meetings are scheduled as a sector plan is underway for Largo Town Center.

Additionally, in order to obtain funding for Community Development and Block Grants and HOME funding from the U.S. Department of Housing and Urban Development, DHCD must complete a series of requirements which include community input for a five year Consolidated Plan and its interim Annual Action Plan. These plans are very similar in nature to the SC Action Plan.

DHCD, along with the assistance of the municipalities in the SC Area and the Prince George's Planning Department, will involve residents in all aspects of the Action Plan. Furthermore, the implementation objectives of the Action Plan have originated from the Subregion 4 Master Plan which heavily incorporated community, specifically resident, input. The Action Plan reflects over several years of work and hundreds of stakeholders input.

IV. SUSTAINABLE COMMUNITY ACTION PLAN (65 points)

A. Supporting existing communities & reducing environmental impacts. (15 points)

(1) A community's approach to Smart Growth generally includes two inter-related areas of focus: encouraging reinvestment and growth in existing communities; and, discouraging growth that degrades natural resources, farms, and rural landscapes. Broadly describe your jurisdiction's Smart Growth approach and any significant accomplishments made over the last decade or so.

The 2002 Prince George's County Approved General Plan established guidelines for promoting Smart Growth through the county's development pattern, primarily by designating all land within the county into one of three policy tiers: the Developed Tier, the Developing Tier, and the Rural Tier. Each tier is characterized by the intensity of residential and employment development, with the intention of promoting economic vitality and a sustainable pattern of development that encourages economic vitality, encouraging efficient use of existing and proposed public facilities, enhancing the quality and character of communities and neighborhoods, protecting environmentally sensitive lands, and preserving rural, agricultural, and scenic areas. This system of tiers has contributed to reinvestment and growth in existing communities and discouraged growth that degrade natural resources.



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The SC Area is primarily a part of the Developed Tier; the Largo Town Center is in the Developing Tier. These two tiers encourage infill development and redevelopment. The county has aggressively pursued redevelopment in these two tiers and is specifically seeking a federal tenant at the Largo Town Center Metro Station with the hope of such a tenant spurring additional infill development at the TOD site.

The vision for the Capitol Heights Metro center promotes a diverse mix of housing, the preservation of existing neighborhoods and new infill development, and smaller-scale retail that is consistent with the scale and character of the existing businesses along Old Central Avenue. Development will include an extensive system of open spaces and a balanced circulation network that maximizes accessibility and promotes streets as places of shared use between pedestrians and vehicles. The plan also emphasizes low-impact development including “green streets” to improve the overall quality of development in the plan area.

The vision for development of the Addison Road-Seat Pleasant Metro center includes high-density, mixed-use development west of the Metro station along East Capitol Street/Central Avenue, as well as mixed-use development along Addison Road south of Central Avenue. Development on Addison Road north of Central Avenue would comprise townhouses and small apartments, while Central Avenue is transformed into a landscaped pedestrian-friendly boulevard, complete with ground-floor, storefront retail. Existing single-family residential neighborhoods are preserved.

The vision for development of the Morgan Boulevard Metro center is a metropolitan center comprised of TOD around the Metro station that creates an urban, mixed-use environment. Distinctive, high-quality development would frame Central Avenue and become denser as it approaches the Metro. A pedestrian-friendly environment would support ground-floor retail and neighborhood services and complement the townhouse and multifamily housing north and northeast of the Metro, as well as the surrounding new, residential development. New open space would complete areas of mixed-use development, while existing natural areas would envelop the growth center boundary.

The vision for the Largo Town Center is a metropolitan center with a horizontal mix of uses, including residential and nonresidential uses at intensities appropriate for a center intended to draw office workers and shoppers from the Washington Metropolitan area. Pedestrian linkages are provided in attractive and safe environments to enhance pedestrian movement. Plazas for recreation are provided at key locations to foster a sense of place and maximize use.

(2) Describe any major investments in community infrastructure –water, stormwater, sewer, sidewalk, lighting, etc., that must be undertaken in order to improve the readiness or competitiveness of the proposed SC Area for private investment.

Actions:

- Improve connectivity through the development of continuous sidewalks along Central Avenue and within ½ mile of the corridor.



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- Utilize traffic calming techniques, such as speed bumps and improved signalization to reduce speeding.
- Install pedestrian amenities, such as sidewalks, countdown signals, bus shelters, and ADA-compliant ramps to improve accessibility.
- Add buffers between the streets and sidewalks to improve the pedestrian experience.
- Install bike lanes to provide alternative modes of transportation.
- Upgrade lighting along the corridor to increase visibility and pedestrian safety.
- Install unified signage for wayfinding and to create a sense of place.
- Improve drainage and sewer infrastructure to increase service capacity.
- Support the access improvement plans developed by WMATA to improve safety and access.
- Install gateway improvements at Southern and Central Avenues to create a sense of place.
- Forge partnerships with the Maryland State Highway Administration and other transportation agencies to ensure Complete Street principles are adopted.

Background:

In order to achieve the vision for the SC Area of a network of sustainable, medium- to high-density, transit-supporting, mixed-use, pedestrian-oriented neighborhoods at each Metro station that connect to surrounding residential neighborhoods, a multimodal transportation network is necessary. Central Avenue is characterized by low-density suburban development, which has fostered a transportation network with low connectivity. The areas recommended for multimodal connections are: Central Avenue and Hill Road/Shady Glen Avenue; Central Avenue and Jonquil Avenue; Central Avenue and Brightseat Road/Hampton Park Boulevard; and Harry S. Truman Drive and Largo Town Center Drive.

Standardization of sidewalks is necessary. Continuous sidewalks, adding signage for wayfinding and branding (particularly to the Morgan Boulevard and Largo Metro stations), upgrading the lighting (particularly on Chambers Street in Capitol Heights), and the installation of pedestrian amenities, including crosswalks, countdown signals, bus shelters, and ADA-compliant ramps, are necessary to facilitate pedestrian-oriented neighborhoods and competitiveness for private investment.

Central Avenue provides direct access to the Capital Beltway. However, the SC Area lacks an efficient street grid which results in fewer roadway options for travelers and produces congested conditions on many roadways during peak travel times. Traffic calming measures would be beneficial along Central Avenue. Low performing intersections and roadway segments that operate with a Level of Service of C or lower are the northeast leg of Central Avenue/Southern Avenue, the majority of Central Avenue west of the Capital Beltway, the southern portion of Addison Road, and the intersection of Central Avenue/Garret A. Morgan Boulevard/Ritchie Road, the north side of Central Avenue/Hill Road, the south side of Central Avenue/Addison Road, and Central Avenue/Hampton Park Drive. Traffic operation improvements should include protected left turns for signal phasing, access management strategies, and installing additional signals at Cabin Branch Road.



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Pedestrians experience delay at un-signalized intersections. Signal timing should be improved to increase pedestrian safety by reducing the signal length to 12 seconds and providing adequate clearance time to 3.5 feet per second. Eastern and Southern Avenues and Addison Road should connect residents to the Metro stations and a pedestrian upgrade could create a gateway to Prince George's County.

The SC Area's infrastructure is aging; the sewer and drainage system is in need of an upgrade especially at properties located near the Capital Beltway and the Capitol Heights Metro Station. Utilities must also be improved, potentially placed underground, along Central Avenue to prevent brown outs.

(3) Describe policies, initiatives or projects that the community will undertake or expand in order to reduce the SC Area's impact on the environment. Examples include but are not limited to: conservation or management of stormwater through retrofitting of streets and by-ways (Green Streets, rain gardens, etc.); retrofitting of facilities and homes for energy conservation; implementation of "green" building codes and mixed-use zoning; recycling of waste; clean-ups of watersheds; and, encouragement of "Buy Local" approaches that benefit local suppliers and food producers.

Actions:

- Encourage mixed-use development at priority opportunity areas and Metro stations as defined by the Central Avenue TOD Implementation Project (see Figure 4, TOD and Economic Development Opportunities, on the enclosed CD).
- Improve and install pedestrian and bicycle facilities to reduce automobile usage and facilitate Complete Streets policies along the corridor.
- Incorporate car sharing programs at all Metro stations and install electric car charging stations to reduce vehicle emissions.
- Utilize Green Street and low-impact development (LID) techniques to reduce stormwater runoff and pollution along Central Avenue and Chambers Avenue/Capitol Heights Boulevard.
- Establish the greenway conversion of stream valleys to reduce erosion and restore concrete channels to their natural state.
- Utilize bio-swales, filtration strips, and linear detention facilities to create integrated stormwater treatment.
- Develop rain gardens, sand filters, and infiltration trenches to reduce flooding.
- Establish creek buffers to reduce flooding along Cabin Branch.
- Construct solar panels to reduce electricity consumption as part of the renovation of the older housing stock in Seat Pleasant.
- Pursue unique green initiatives in each of the municipalities to set an example of environmentalism and sustainability.
- Utilize tax incentives to increase the number of green building construction.
- Encourage increased reporting of large scale dumping.



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Background:

Changes to Central Avenue present the opportunity to redefine it as a boulevard that incorporates Green Street and LID techniques. Since development in the corridor is envisioned to continue and impervious surface coverage typically increases with new development, these techniques could be used to help minimize the negative effects.

Part of the development strategy for the SC Area will be the establishment of street trees in the corridor. Tree-lined streets slow traffic speeds; help minimize and manage the amount of untreated groundwater entering streams by providing pervious land cover; intercept precipitation to capture, absorb, and transpire it; clean the air; improve aesthetics, etc.

Many areas in the corridor are already fitted with existing stormwater treatment facilities. These areas could be retrofitted using LID techniques to help create a more comprehensive, effective, and integrated stormwater treatment approach. Some possible techniques would include rain gardens, sand filters, infiltration trenches, or on site facilities, such as eco-roofs, rain barrels, or cisterns.

Seat Pleasant is currently working on a solar panel project for area homes, which is funded by Maryland's Energy Administration, as well as a Green Initiative to update older housing stock with the assistance of State Community Legacy funding. These projects could potentially be replicated throughout the SC Area. The city hopes to be a model for area and currently it has legislation pending to provide tax incentives for green buildings. The city plans to build a new city hall using LEED Platinum standards. Higher building standards to incorporate LEED and its equivalent principles is vital to the SC Area's environmental sustainability.

A Green Streets project is underway in Capitol Heights. The town is developing a plan for two street blocks to reduce runoff, treat stormwater, improve landscaping, calm traffic, and encourage quality infill and redevelopment. The town is considering planters in the right-of-way, curb extensions, the installation of medians, permeable pavement, and increasing the width of sidewalks while reducing travel lane widths.

Programs must be developed to address the large-scale dumping near the DC boundary. Strategies to address this include: education and incentive programs to encourage reporting; adding surveillance cameras to identify offenders; developing systems to facilitate prioritizing enforcement near the creeks and wetland areas; and promoting neighborhood clean-up initiatives.

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section?

Successful and equitable TOD and achieving the vision for the SC Area can occur through the collaboration of community stakeholders, private, and public sector partners who are dedicated to the vision for the area and the future of Prince George's County. The support of the County Executive, County Council, and the municipalities of Capitol Heights, Seat Pleasant, and Fairmount Heights are necessary to approve these initiatives and projects, provide funding, and attract private investment. Additionally, the county agencies that are a part of this Workgroup



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are key to the implementation of this Action Plan, including the Department of Environment Resources (DER), Department of Public Works and Transportation (DPW&T), and The Maryland-National Capital Park and Planning Commission (M-NCPPC – Prince George’s County Planning Department), as well as the Sanctuary at Kingdom Square (joint venture with Central Gateway Community Development Corporation and Velocity Capital) and other businesses, institutions, civic, and neighborhood organizations in the corridor.

B. Valuing communities and neighborhoods -- building upon assets and building in amenities: (10 points)

(1) What are the key assets that exist in the community upon which the Plan’s projects and initiatives will build? Assets may include physical assets such as parks and historic structures and also civic and economic assets such as employers, educational institutions, and cultural organizations and activities.

A variety of assets exist in the SC Area upon which plan projects and initiatives will be built (see the Central Avenue-Metro Blue Line TOD Implementation Project Resources Guide on the enclosed CD). The SC Area has several established communities that are key assets. The area was once a part of the Piscataway Indian Nation, which later became subject to residential development with the expansion of the electric streetcar, trolley lines, and interurban railways. As developers purchased land near these transportation lines and partitioned parcels into building lots, DC residents migrated to the area in search of affordable homes within commuting distance of DC. This migration led to the incorporation of several municipalities: Capitol Heights, Fairmount Heights, and Seat Pleasant.

A variety of historic sites, including churches, cemeteries, and residences, in the SC Area link the community to its past and provide opportunities to establish community pride, identity, and character (see Figure 5, Historic Features, on the enclosed CD). Notably, Fairmount Heights was listed in the National Register of Historic Places in November 2011 as a Historic District. The George Washington University is studying the urban fabric and social and cultural assets of the Booker T. Homes, Highland Gardens, and Holly Park neighborhoods in Seat Pleasant and Fairmount Heights. St. Margaret’s Catholic Church and 6020 Addison Road in Seat Pleasant are designated as historic by the Maryland Historic Trust. There are also more than twenty religious institutions in the SC Area, many established more than 50 years ago. These institutions play a pivotal role in their surrounding neighborhoods serving as community facilities via group activity programming and addressing social and economic challenges.

The 15 park and recreation facilities in the SC Area contribute to good health, well-being, and overall quality of life. Most are owned and maintained by M-NCPPC. Others are owned and maintained by the three municipalities and neighborhood or civic associations. Additionally, Seat Pleasant has a hiker-biker trail that can be connected to the existing Chesapeake Beach Trail.

Central Avenue is a key gateway and major transportation corridor. It provides both local and regional mobility given that four Blue Line Metro stations are located within the corridor and provides access to the Capital Beltway. Central Avenue has also played a significant role in



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the social and economic growth and physical transformation of the county. It opened in the late nineteenth century as an important roadway for trade between rural Maryland and DC. Its original streetcar rail line transported workers from their home to downtown DC. Investments in transportation have facilitated the development that exists along the corridor today.

The county is poised to benefit from investment that can be generated by TOD around the four Metrorail stations, especially given the large concentration of publicly owned land (see Figures 6a and 6b, Publicly Owned Property, on the enclosed CD). Given their distinct characteristics and the specific character and needs of the surrounding communities, each station has a unique opportunity to realize the county's TOD goals.

Unique and distinctive older residential areas contribute to the overall character and identity of the SC Area. A variety of state and county tools and programs can be used to enhance these areas, including: Community Investment Tax Credits, Community Services Block Grant Program, Sustainable Communities Tax Credit Program, Community Development Block Grants, Single-Family Rehab Administration, HOME (Homeowner Rehab program), and Weatherization Program. The map Neighborhood Conservation Areas (Figure 7 on the enclosed CD) depicts the neighborhood conservation areas that are located in and around the Capitol Heights Metro Station. These neighborhood conservation areas need to be preserved and enhanced.

(2) What policies, initiatives or projects will reuse or enhance the historical assets, traditional business districts/Main Streets and cultural resources of the community? What actions will reinforce your community's authentic "sense of place" and historic character?

Actions:

- Develop and install markers and directional signage that identify unique historic and cultural assets in Capitol Heights and Fairmount Heights.
- Restore, protect, and provide for the adaptive reuse of historic and cultural resources.
- Complete an examination of the benefits of branding strategies along the corridor.
- Utilize federal, state, and local tools and programs in enhancing historic and cultural resources.

Background:

As part of the Central Avenue TOD Implementation Project, there is a marketing and economic development component. The purpose of this component is to develop and identify strategies to retain and attract businesses, increase housing and TOD opportunities, as well as develop branding and marketing strategies for the corridor. The branding and marketing campaign will develop an identity for the SC Area, promoting it as a premier destination in which to live, do business, and shop. It will build upon the corridors existing strengths, such as its location, transportation network and infrastructure, established communities, and historic and cultural assets. The branding and marketing campaign will tell a story about what the area has to offer (i.e., culture and vibrancy).



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In order to enhance the historical assets and cultural resources of the SC Area, as well as connect all of the municipalities and unincorporated areas, a collaborative branding strategy, similar to the one used in Port Towns, is prudent. The Workgroup can play an important role in supporting the development of a “brand” for Central Avenue and the SC Area, managing and marketing the brand, and collaborating on obtaining and allocating resources instead of competing for those resources.

The marketing and branding strategies and neighborhood conservation initiatives will ultimately lead to the creation of a positive sense of place for the SC Area. The sense of place represents a physical and emotional perception that an environment is pleasant, safe, comfortable, and enjoyable.

Also, the Workgroup intends to actively pursue incentives and programs that exist in the county and state to preserve and upgrade historic properties. Helping residents maintain and renovate their historic properties will add to the SC Area’s sense of place, increase the quality of life for residents, and decrease their chance of displacement and redevelopment.

Signage to show where the historic sites and public facilities are located along the corridor should be introduced, such as at the Ridgely school and church, Glover’s Garage, the Pittman House, Chesapeake Beach Railroad, Veteran’s Memorial, Feggan’s Center, and the Craftsman style homes in Capitol Heights.

(3) Describe policies, initiatives or projects that will increase community access to green spaces, parks and other amenities? A community can gain social and physical benefits from access to a healthy natural environment. The inclusion of complete streets, trails, green space, parks and trees contribute to the character and health of a community. Examples might include improvements to the tree canopy by planting street trees, improving local neighborhood streams, or reusing a vacant lot for a new community park or playground.

Actions:

- Increase the tree canopy along the Central Avenue to provide shade, improve the appearance of the corridor, and turn it into a boulevard where residents will want to walk.
- Organize community groups to participate in tree plantings and community clean-ups to provide a sense of pride and increase public involvement.
- Improve the conditions of area parks, recreation facilities and green infrastructure in accordance with the 2040 Park and Recreation Master Plan (Underway).
- Implement the policies of the 2009 *Approved Countywide Master Plan of Transportation* (MPOT) as they relate to the Central Avenue corridor.
- Expand and improve the Anacostia Tributaries Trails network to ensure connectivity to Cabin Branch.
- Incorporate Complete Streets policies along the corridor, improving accessibility for all users.



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- Implement the recommendations and policies of the 2005 *Approved Countywide Green Infrastructure Plan*.
- Establish comprehensive bicycle and pedestrian trails that link neighborhoods to green spaces and public amenities along Central Avenue.

Background:

The Capitol Heights Transit District Development Plan recommends transforming the Watts Branch Stream Valley into an upgraded greenway and developing East Capitol Street Extended, Capitol Heights Boulevard, and Old Central Avenue as LID or Green Streets. The Addison Road Metro Town Center and Vicinity Sector Plan recommends establishing Cabin Branch stream as a continuous stream valley park with preservation of a “primary management area” and promoting on-site woodland conservation.

In addition, MPOT includes recommendations for a variety of facilities that greatly improve and enhance community access to parks and open space. Multiuse trails are recommended along many stream valleys that will provide bicycle and pedestrian access to preserved stream valley parkland and the natural areas along these wooded corridors. In addition to providing access to parkland, these stream valley trails will also improve pedestrian access between communities; provide additional connections to commercial and employment areas. (See Figure 8, Trails, on the enclosed CD.)

An opportunity exists to improve our trails system by linking the SC Area to the Anacostia Tributaries Trail Network, which provides non-motorized access along multiple stream valley corridors, connections to adjacent residential communities, and direct pedestrian and bicycle access to several Metro stations. These trails will provide recreational opportunities, opportunities to make some trips by walking or bicycling, allow for more interconnected communities, and provide opportunities for healthier, more active lifestyles.

Central Avenue is intended by the MPOT to be a Complete Street, which will accommodate all modes of transportation, including pedestrians and bicyclists. These policies are intended to make more walkable communities where road improvements accommodate pedestrians and bicyclists, in addition to motor vehicles. The Workgroup will develop a specific strategy to remake Central Avenue as a Complete Street, linking Largo Town Center Metro Station to the District of Columbia’s Complete Street (East Capitol Street, which is a continuation of Central Avenue in District of Columbia).

Lastly, the 2005 *Countywide Green Infrastructure Plan* was developed to protect, enhance or restore important environmental features of countywide significance. The network is divided into three categories: regulated areas (protected during the land development process), evaluation areas (not currently protected during the land development process), and network gaps (potential connections between regulated and evaluation areas considered to be critical to ensuring optimum levels of ecosystem preservation, restoration and functioning). (See Figure 9, Green Infrastructure, on the enclosed CD.)



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(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section?

Successful and equitable TOD and achieving the vision for the SC Area can occur through the collaboration of community stakeholders, private, and public sector partners who are dedicated to the vision for the area and the future of Prince George's County. The support of the County Executive, County Council, and the municipalities of Capitol Heights, Seat Pleasant, and Fairmount Heights are necessary to approve these initiatives and projects, provide funding, and attract private investment. Additionally, the county agencies that are a part of this Workgroup are key to the implementation of this Action Plan, including the Planning Department, Department of Parks and Recreation, Department of Environmental Resources, Department of Public Works and Transportation, as well as businesses, institutions, civic, and neighborhood organizations in the corridor.

C. Enhancing economic competitiveness. (10 points)

(1) What economic development policies, initiatives or projects will improve the economy through investments in small businesses and other key employment sectors? Do you have a goal for job creation or workforce development in the SC Area? Are "green jobs" an opportunity in the SC Area?

Actions:

- Work with the Economic Development Corporation (EDC) to utilize programs related to business development, retention, and expansion.
- Implement the recommendations from the marketing and economic development component of the Central Avenue TOD Implementation Project.
- Target public investment to attract economic development at TOD opportunity sites.
- Develop and implement revitalization strategies for the corridor in accordance with the Central Avenue TOD Implementation Project.
- Build upon the designation of the Largo Town Center as a priority by the County Executive.
- Seek state TOD priority designation for the Largo Town Center Metro Station.
- Work with the county's Department of Housing and Community Development to define key housing and redevelopment programs for the corridor, particularly in Capitol Heights.

Background:

The Prince George's Economic Development Corporation offers assistance to existing businesses, as well as to companies considering making Prince George's County their home. The EDC offers several business assistance programs, including help in finding an appropriate site, expediting permits and approvals, providing access to county and state business incentives, linkages to workforce assistance programs, and connecting companies to sources of financing for commercial development or small business loans, as well as managerial and technical assistance.



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The goal of the Business Development, Retention, and Expansion Division (BDR&E) within [the] EDC is to work with private enterprises to make sure they are aware of the tools available to facilitate a business location decision. Since 2005, [the] BDR&E has been responsible for facilitating the sale or lease of over 3 million square feet of real estate; private capital investment in excess of \$198 million; retention of over 2,000 jobs; and the creation of nearly 5,000 new jobs in Prince George's County.

In addition, there is a marketing and economic development study underway to support the Central Avenue TOD Implementation Project. The purpose of this study is to develop and identify strategies to retain existing businesses and increase economic, housing, and TOD opportunities that will benefit residents. The study is expected to be completed in June 2012. It is intended to achieve the following objectives:

- Define relevant regional and local market conditions, trends, and forecasts that, both currently and in the future, will influence revitalization, growth, and development within the Central Avenue Corridor and at specific Metro Blue Line stations.
- Define retail, service, medical, office, restaurant, entertainment, and residential uses that, based on current and forecasted market conditions, should be retained and attracted to the Central Avenue corridor to preserve and create job and business opportunities, build the tax base, diversify housing opportunities, and introduce catalysts for revitalization and investment.
- Define proactive approaches and solutions to support economic growth and TOD in the corridor.
- Define how the Central Avenue–Metro Blue Line corridor can begin to distinguish or brand itself within the region and Prince George's County. Identify the specific steps that must be taken to pursue and solidify the corridor's branding opportunities and how those opportunities will advance implementation of previously approved plans.
- Define specific short-and long-term strategies that will be essential to achieving the corridor's economic potential both today and in the future.

Finally, Largo Town Center Metro Station is designated by the County Executive as a priority TOD opportunity site. The county plans on focusing investments, including those geared towards small businesses, job creation, and specifically green jobs, at this site. The county hopes that a SC designation could be leveraged to obtain a state TOD designation which, in turn, will be used to obtain additional state funding.



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(2) What economic development and business incentives will you build upon or implement as part of the SC Plan? Examples could include but are not limited to: green-taping for expedited project application review; permitting and inspection; job training; business tax credits; and, revolving loan funds.

Actions:

- Make use of the various federal, state, and county revitalization and redevelopment tax credits and programs to encourage investment along the corridor.
- Employ the Maryland Job Creation Tax Credit Program to encourage businesses to expand or relocate in Maryland.
- Utilize existing tax increment financing (TIF) districts to spur investment in the SC Area.
- Encourage the application of EDC's training programs to improve the skills of area workforce.
- Utilize the Enterprise Zone designation to facilitate economic growth and improve the overall quality of life in the area.
- Complete the Central Avenue TOD Marketing and Economic Development study to assist in business retention and expansion efforts.
- Leverage the county's Economic Development Incentive Fund (EDIF) to obtain state and federal funding and private investments.

Background:

Prince George's County has initiated a number of economic development and business incentives that are applicable to Central Avenue and the four Metro stations, including the Revitalization Tax Credit, Enterprise Zone incentives, Job Creation Tax Credit, Incentive Leverage Fund, and the county's new EDIF. These incentives and programs could be used to leverage additional funding from the state and federal government and attract private financing and development.

Revitalization Tax Credits can be used to encourage redevelopment and investment. The credits are available in all census tracts inside the Beltway where the median household income does not exceed the county's median. Eligible improvements to real property located within these districts shall be allowed a tax credit on county real property taxes.

The county's Enterprise Zone Program is administered by [the] EDC to encourage the expansion of existing businesses and to attract new business activity and jobs. Much of the SC Area is part of the Enterprise Zone, which encompasses approximately 6,625 acres of commercial property. To facilitate economic growth, special state and local incentives are offered to encourage:

- Private sector investment for new development projects;
- Renovation and rehabilitation of existing commercial facilities;
- New business locations;
- Existing business expansions; and
- New job creation.



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Maryland's Job Creation Tax Credit program provides tax credits up to \$1,500 for each new, full-time job. The purpose of these tax incentives is to encourage businesses to expand or relocate in Maryland. The incentives, which are credits against taxes, are more valuable than deductions because credits are subtracted directly from income tax liability.

The county recently created a \$50 million EDIF to allow the county to compete with neighboring jurisdictions for job growth and retention. The aim of the EDIF is to grow the commercial tax base and add or retain jobs, specifically in gateway communities that have suffered from lack of investment and TOD sites. All four Metro stations and a half-mile buffer surrounding them are considered priority areas for EDIF funding. Most awards from the EDIF will be loans to small and medium sized businesses located in the county. Under extraordinary circumstances, grants may be considered for businesses involving large numbers of jobs in competitive situations. The EDIF can be used for acquisition of land, buildings, machinery, equipment, and associated costs; construction, rehabilitation, repair, and improvements on buildings; and relocation fees, training expenses, and working capital.

Additionally, the Kingdom Square Development District has been designated an authorized TIF to allow incremental tax revenues, created by an increase in assessed values from redevelopment, to finance issuance of non-recourse bonds for new public improvements. Eligible uses of the bonds include infrastructure, government buildings, public parking garages, land acquisitions, site removal, convention and conference centers, and the capital and operating costs of infrastructure supporting TOD development.

(3) Describe whether the Sustainable Community will be impacted by the Base Realignment and Closure (BRAC) activities in Maryland. If impacted, how do the initiatives and projects in your Plan complement BRAC-related growth? (If not applicable, all ten points will be assessed based on answers to questions 1, 2, and 4)

Not impacted

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section?

Successful and equitable TOD and achieving the vision for the SC Area can occur through the collaboration of community stakeholders, private, and public sector partners who are dedicated to the vision for the area and the future of Prince George's County. The support of the County Executive, County Council, and the municipalities of Capitol Heights, Seat Pleasant, and Fairmount Heights are necessary to approve these initiatives and projects, provide funding, and attract private investment. Additionally, the county agencies that are a part of this Workgroup are key to the implementation of this Action Plan, including the Planning Department, EDC, Department of Housing and Community Development (DHCD), Public School System, the Police Department, as well as Washington Metropolitan Area Transit Authority (WMATA) and businesses, institutions, civic, and neighborhood organizations in the corridor.

D. Promoting access to quality affordable housing. (10 points)

(1) What housing policies, initiatives or projects will expand housing choices – rental and homeownership for people of a range of ages, incomes, and also for disabled individuals? How will these actions address the current housing conditions and needs noted in Section II?

Actions:

- Develop initiatives for compact mixed-use infill and redevelopment in the SC Area in cooperation with HUD and the county's DHCD.
- Work with public, private, and non-profit sectors to expand and increase housing choices and help seniors stay in their homes.
- Develop marketing and branding strategies for the Central Avenue corridor that will promote new housing and retail development and the area as a great place to live.
- Utilize Empowerment Zones to aid and expand housing needs.
- Expand programs that focus on green housing initiatives.
- Develop a rehabilitation program to promote the renovation of foreclosures or vacant structures as identified as neighborhood conservation areas in the Central Avenue TOD Implementation Project.

Background:

The preservation and conservation of existing neighborhoods, as well as the expansion of housing choices, is essential to the future of the SC Area. Stabilizing existing housing, offering a wide range of new housing types, and increasing density will diversify the economic strata of the SC Area, and the mix of retail desired by current residents will more likely occur.

Among the objectives for redeveloping the area: expanding the supply of high quality residential development; increasing the supply of quality, affordable housing for families, the elderly, and the physically handicapped; and identifying housing not meeting minimum standards - through education, technical assistance, code enforcement, and the use of available rehabilitation programs, bring such housing to minimum standards.

Today, a total of 1,266 for-sale housing units are approved for development near Addison Road and Largo Town Center. This does not include active projects which have not been built out. Due to high levels of demand and the focus on TOD, development within the SC Area will be focused on townhomes and multifamily housing stock. Based on recent analyses, residential demand is forecast to increase to somewhere between 45 and 57 ownership units and 58 and 70 rental units per year. The analysis also determined that rental units are likely to appeal to a wider range of income levels than for-sale units.

The County Executive has formed a partnership with the HUD to promote economic growth at gateway communities, specifically Capitol Heights. HUD will help DHCD coordinate affordable housing and revitalization projects with the District of Columbia. HUD plans to provide technical assistance in the management of county housing programs and other



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community revitalization efforts by DHCD. HUD will assess DHCD's staff and recommend necessary training, as well as for non-profit groups receiving grants from DHCD.

Another key DHCD initiative is a countywide housing policy. Municipalities must ensure compatibility with the county's policy, which will provide an important framework for guiding investments in existing neighborhoods and promote new housing choices, both rental and homeownership, for people of a range of incomes. Seat Pleasant is currently developing their affordable housing policy.

Since the SC Area lacks senior housing, increasing resources and amenities (recreation activities, social services, and developing a senior center) are necessary for retaining residents as they age. The ability to age in place is critical to seniors well being. Creative programs and services, such as lock boxes, senior-specific transportation options, and meal service programs may be considered. The proposed development of the Gateway at Kingdom Square will offer senior housing and retail on the ground floor.

Legislation was just adopted by the County Council for the purpose of establishing a County Foreclosure Task Force to review and evaluate the county's response to foreclosures and to recommend appropriate legislation to address the impact of foreclosures. One strategy to dealing with foreclosures is expanding the Town of Capitol Heights' Housing Improvement Program, which renovates vacant homes in the community, to the entire corridor.

(2) Will these housing initiatives or projects increase access to transit or community walkability and/or decrease transportation costs? In other words, will the housing investments result in more people living near work or town centers, or able to more conveniently reach work, school, shopping and/or recreation?

Four Metro stations are located within the SC Area; all residential development is intended to occur within a quarter-mile of each of these Metro stations. While the SC Area has pedestrian (and bicycle) safety and access issues, the intent of the county, municipalities, and members of this Workgroup is to create successful TOD. With successful TOD, residents will have direct and comfortable access to transit, retail, offices, and recreation. Continuous sidewalks, pedestrian amenities, bicycle lanes, and a visually appealing streetscape will increase pedestrianism and cycling and decrease vehicle miles traveled, and subsequently decrease transportation costs.

Largo Town Center Metro Station is designated by the County Executive as a priority TOD opportunity site. Largo will benefit from the State of Maryland's designation, which will result in increased funding opportunities to create housing where residents can live near work and more easily access transit, school, shopping, and recreation.



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(3) What is your goal for the number of units to be created of affordable workforce housing, rental and homeownership? What populations (by income or special needs) will benefit from this increased access to affordable housing?

The recent preliminary market analysis performed for the Central Avenue TOD Implementation Project highlighted the probable range of residential demand from 2,000 to 2,500 new housing units. Pursuant to the county's emerging housing policy (as discussed in D1), the Workgroup will define the desirable range of quality affordable workforce housing for the SC Area.

(4) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section?

Successful and equitable TOD and achieving the vision for the SC Area can occur through the collaboration of community stakeholders, private, and public sector partners who are dedicated to the vision for the area and the future of Prince George's County. The support of the County Executive, County Council, and the municipalities of Capitol Heights, Seat Pleasant, and Fairmount Heights are necessary to approve these initiatives and projects, provide funding, and attract private investment. Additionally, the county agencies that are a part of this Workgroup are key to the implementation of this Action Plan, including the Planning Department, Economic Development Corporation, Department of Housing and Community Development, Redevelopment Authority, Housing Authority, Revenue Authority, Department of Public Works and Transportation, as well as Washington Metropolitan Area Transit Authority and businesses, institutions, civic, and neighborhood organizations in the corridor.

E. Support transportation efficiency and access. (10 points)

(1) What policies, strategies and projects are envisioned to strengthen the transportation network that affects the proposed SC Area? How will these initiatives support transportation choices (including walking, bicycling, bus or rail transit, and carpooling) or otherwise promote an efficient transportation network that integrates housing and transportation land uses?

Actions:

- Improve the important gateway intersection at Southern Avenue and Central Avenue.
- Support the access improvement plans developed by WMATA to improve safety and access.
- Provide an efficient and safe pedestrian network.
- Pursue short- and long-term improvements to Central Avenue as a Complete Street.
- Build upon the Complete Street policies of the Central Avenue TOD Implementation Project.
 - Develop a short-term pedestrian safety and streetscape improvements plan.
 - Establish a multimodal transportation network.
 - Promote pedestrian and bicycle travel as alternative modes of travel.



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Background:

In 2010, the Prince George's County Council approved the *Subregion 4 Master Plan and Sectional Map Amendment*, which establishes the land use and development policies for the planning area. The goals and policies outlined in the Subregion 4 master plan implement the vision and goals recommended by the 2002 *Prince George's County Approved General Plan*. The 2002 General Plan designates Subregion 4 as an area located within the Developed Tier, which places special emphasis on policies that will strengthen neighborhoods, support economic development along corridors, capitalize on transportation investments, and encourage transit-supporting, mixed-use, pedestrian-oriented neighborhoods.

Pedestrian safety is of particular concern along Central Avenue, specifically at the Addison Road-Seat Pleasant Metro Station. Old Central Avenue serves as a "small town main street." Pedestrian and bicycle access is limited in the corridor as sidewalks and trails are not continuous. In cooperation with state, county, and transit agencies, a comprehensive neighborhood and Metro station access improvement plan will be completed to prioritize and detail specific pedestrian access, safety, and streetscape improvements. The project will produce the following:

- An analysis of pedestrian safety and station accessibility for the Central Avenue corridor;
- A pedestrian safety and streetscape improvements plan.

A series of recommendations related to pedestrian safety and access have been recommended along the corridor as part of the Central Avenue TOD Implementation Project. These include the placement of new sidewalks, widening of existing sidewalks, signalization and timing improvements, median placement and extension, and traffic calming measures. Public Safety Improvements (Figure 10 on the enclosed CD) depicts some of the recommended pedestrian improvements areas along the corridor, most of which are located in and around the Metro stations. These improvements will help to strengthen and support the transportation network in the SC Area.

(2) If applicable, describe the SC Area's connection or proximity to transportation centers (e.g. Metro, MARC, and light rail stations) and describe opportunities for Transit-Oriented Development (TOD). Will Plan strategies and projects contribute to jobs/housing balance or otherwise provide a mix of land uses that can be expected to reduce reliance on single-occupancy automobiles? (If transit or TOD is not applicable in your community, all points in this section will be based on questions 1 and 3)

The Central Avenue-Metro Blue Line Corridor, a major transportation corridor within the heart of Prince George's County, has played a significant role in the social and economic growth and physical transformation of the county for over one hundred years. Central Avenue opened in the late nineteenth century as an important roadway for trade between rural Maryland and District of Columbia. Its original streetcar rail line transported workers from their bedroom communities into downtown District of Columbia until the mid-twentieth century. Today, the corridor features four Metro Blue Line rail stations, two of which opened within the past ten years. These investments in transportation facilitated the development that exists along the



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corridor, which today consists of traditional, suburban, residential neighborhoods, auto-oriented commercial centers, and industrial development.

At this moment, Prince George's County is poised to benefit from the growth and investment potential that can be generated by TOD around the four Metrorail stations: Capitol Heights, Addison Road-Seat Pleasant, Morgan Boulevard, and Largo Town Center. Given their distinct characteristics and the specific character and needs of the surrounding communities, each station has a unique opportunity to realize the county's TOD goals.

The Central Avenue Corridor provides both local and regional mobility, as four Blue Line Metro stations are located within the corridor, and Central Avenue (MD 214) provides access to the Capital Beltway (I-495/I-95).

The 2002 General Plan designates Metro stations as centers that are mixed-use and urban in nature, which would realize the Subregion 4 TOD goals. In order to achieve the Subregion 4 master plan's vision as described above, a multimodal transportation network for pedestrians, cyclists, transit riders, and automobiles is necessary.

As the land uses and development patterns recommended in the Subregion 4 master plan are built out, automobile traffic congestion is expected to increase without a multimodal transportation network. Focusing development at the four Metro stations and improving accessibility to those Metro stations lessens the dependence on automobiles. Additionally, the envisioned land use patterns and design make transit options, such as Metrorail and bus, more appealing and may increase ridership (see Figure 12 on the enclosed CD).

(3) Which community groups or stakeholders will be key to the implementation of the initiatives and projects noted in this section?

Successful and equitable TOD and achieving the vision for the SC Area can occur through the collaboration of community stakeholders, private, and public sector partners who are dedicated to the vision for the area and the future of Prince George's County. The support of the County Executive, County Council, and the municipalities of Capitol Heights, Seat Pleasant, and Fairmount Heights are necessary to approve these initiatives and projects, provide funding, and attract private investment. Additionally, the county agencies that are a part of this Workgroup are key to the implementation of this Action Plan, including the Planning Department, Department of Public Works and Transportation, as well as the Washington Metropolitan Area Transit Authority and businesses, institutions, civic, and neighborhood organizations in the corridor.



F. Coordinating and leveraging (federal, state, and local) policies and investment. (10 points)

(1) What specific steps will the Sustainable Community Workgroup take to coordinate policies and funding streams to remove barriers to investment and maximize and increase funding in the proposed Sustainable Community Area?

The establishment of this SC Workgroup is a major milestone in bringing its members together to coordinate various interests, including policies and funding, related to the SC Area. The Workgroup intends to continue collaborating to oversee the direction of the Action Plan and advocate its implementation. The Workgroup will collectively work on branding to market the area, collaborate on service delivery, and attract higher quality businesses. The Workgroup will play a role in identifying and endorsing the application of state and federal funding programs to support the implementation of the Action Plan. The Workgroup will periodically evaluate the performance of the Action Plan and, as warranted, make recommendations to strategically revise it. The Workgroup will also consider the long-term possibility of creating a business improvement district or other related programs.

County Council members have allied themselves to support TOD and economic growth within the SC Area. They will work in partnership with the Workgroup and County Executive in order to ensure economic and development opportunities are created.

Finally, the county's new EDIF presents an opportunity to support TOD; it can be used to leverage federal, state, and private funding to improve the SC Area.

(2) How is the proposed Sustainable Community Plan consistent with other existing community or comprehensive plans?

This Sustainable Communities Application is the outgrowth of multiple large scale planning and implementation efforts lead by the Planning Department (see Figure 11, Plan Boundaries, on the enclosed CD). The 2002 *Prince George's County Approved General Plan* designates Subregion 4 as an area located within the Developed Tier, which places special emphasis on policies that will strengthen neighborhoods, support economic development along corridors, capitalize on transportation investments, and encourage transit-supporting, mixed-use, pedestrian-oriented neighborhoods. The majority of the SC Area was included in the 2010 *Approved Subregion 4 Master Plan and Sectional Map Amendment*. The goals and policies outlined in the Subregion 4 master plan, as well as the *Addison Road Metro Town Center and Vicinity Sector Plan* and the *Capitol Heights Transit District Development Plan*, implement the vision and goals recommended by the General Plan.

The Subregion 4 Master Plan further highlights the General Plan's goals by recognizing that the Central Avenue corridor presents significant TOD and economic investment potential for the county. TOD locates a mix of uses (commercial, retail, institutional, and residential) around transit stations and creates a variety of economic, social, and environmental benefits for established communities.



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TOD provides communities with long-term social, economic, and environmental benefits, such as revitalizing aging commercial centers, increasing pedestrian mobility and public safety, reducing vehicle trips, providing a variety of housing choices, spurring job growth, and decreasing infrastructure costs. Through ongoing private and public partnerships, TOD will enable neighborhood lifestyles; a mixture of shopping, restaurant, recreational, and entertainment options; and diversified employment opportunities.

The Subregion 4 master plan, Addison Road sector plan, and Capitol Heights transit plan were the result of extensive community outreach and ongoing collaboration between the planning team and leadership from the County Council and each of the municipalities located within the plan boundaries. The plan includes recommendations related to transportation, economic development, historic preservation, land use, and implementation geared toward improving neighborhoods and supporting TOD on the key transit corridors. The Subregion 4 master plan has been followed by an implementation program focusing on Central Avenue and the Metro Blue Line to encourage and support TOD while strengthening neighborhoods and businesses.

The municipalities have redevelopment plans that focus on neighborhood stabilization, rehabilitation of key properties, demonstration projects on sustainable development, and public investment along key corridors near the Metro stations.

This SC Application is fully in alignment with the recommendations of the Subregion 4 master plan, Addison Road sector plan, and Capitol Heights transit plan and the individual planning efforts initiated by the municipalities. Designation would allow the individual entities to collaborate and have an impact on a major corridor that is visible, coordinated, and cohesive.

(3) How will the Plan help leverage and/or sustain more private sector investments?

The designation of the municipalities and neighborhoods surrounding Central Avenue as a Sustainable Community will provide an opportunity for the county, through such initiatives as the EDIF, to apply for state and federal funds to maximize its potential for private investment. Making critical improvements to key infrastructure, such as constructing sidewalks, installing new lighting, and improving crosswalks near major development opportunity sites will also serve as a catalyst for private investment of commercial and residential redevelopment, particularly near the four Metro stations.

V. PROGRESS MEASURES (20 points)

(1) List the specific outcomes that the Plan seeks to produce. (15 points)

- Unified corridor with a sense of place
- Increased public and private investment
- Improved business retention and attraction
- TOD site development



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- Housing growth and choices
- Improved pedestrian safety and access
- Incorporation of complete streets policies and strategies
- Improvements to transportation and other infrastructure
- Neighborhood enhancements and code enforcement
- Improvements to environmental quality and assets
- Updated zoning and land use regulations
- Enhanced urban design standards

(2) And, list the specific benchmarks that will be used to measure progress toward these outcomes. (5 points)

- Annual review and updates to the Action Plan
- Annual review of the county's Capital Improvement Plan
- Annual review of private investments