

Housing Opportunity for All: COMPREHENSIVE HOUSING STRATEGY

PRINCE GEORGE'S COUNTY, MD

Prepared in partnership with Enterprise Community Partners, Inc.

DRAFT FOR PUBLIC REVIEW



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Housing Opportunity for All, Prince George's County's Comprehensive Housing Strategy (CHS), was prepared in partnership with Enterprise Community Partners, Inc. on behalf of the Prince George's County Department of Housing and Community Development (DHCD), and at the request of County Council. The CHS was created through an iterative process that included a variety of community engagement activities, including stakeholder interviews, focus groups, community surveys, feedback from the Advisory Group and oversight by a Council Ad Hoc Subcommittee.

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Executive Summary

Prince George's County's is a place that has attracted families, individuals, and businesses wanting to experience its diverse and connected community, expand their economic opportunities, and explore communities of choice for the past several decades. *Plan 2035* establishes a clear vision for the future of Prince George's County, recognizing the need to "think holistically and grow sustainably and equitably." Development within the county, especially development of new homes, requires a similar holistic and equitable approach.

This approach is not new to Prince George's County. It has a storied history of housing innovation. For instance, Greenbelt was the first successful cooperatively owned project in the United States. Prince George's County will bring that same level of innovation to its future housing investments.

Housing Opportunity for All, Prince George's County's Comprehensive Housing Strategy, represents the County's ten-year plan to serve the housing needs of all county residents, both current and future, while expanding access to opportunity through housing investments. Implementing *Housing Opportunity for All* will help establish the county as a Community of Choice in the Washington, DC metropolitan region—a place where families and individuals can live, grow and thrive!

Prince George's County will take a dual approach to its housing investments over the next 10 years. First, it will remove regulatory barriers and other hurdles to make development easier across the board. Second, it will use public policy and resources to help produce new housing options, especially for lower income households that the private market may not serve. Together, Prince George's County, along with its partners, will aim to create an environment that supports housing for all ages, abilities, and incomes.

Housing Opportunity for All will achieve three primary goals:

- **Support existing residents**, including long-time residents, seniors, residents with disabilities, and residents at-risk of displacement.
- **Attract new residents**, including millennials, employers, and developers.
- **Build on strategic investments & submarket conditions**, including transit-oriented development (TOD) areas like the Purple Line Corridor, areas around strategic assets and major public investments, and areas that designated under the County's Transforming Neighborhoods Initiative (TNI) and federal Opportunity Zones.

To understand housing needs and conditions shaping our future, Prince George's County conducted a comprehensive analysis of existing conditions and future trends. This effort evaluated existing supply and demand, examined factors of housing affordability and quality, estimated future housing growth, assessed existing programs and tools, and engaged key stakeholder and residents through focus groups, public meetings and surveys to solicit feedback. Findings from this analysis are summarized by *Housing Opportunity's for All's* primary goals.

Findings related to supporting existing residents

- **Lack of diverse housing options.** The county's housing stock has not evolved to meet the changing needs of residents. Limited housing options not only affect the County's ability to attract new residents and businesses, but also affect current residents' ability to stay in the county.
- **Growing market strength.** The long-term trajectory of the county's housing market, namely increases in rents and home values since 2000, suggest that it is gaining strength. While this increased market strength presents opportunities for growth, it has also raised concerns among residents about the risk of gentrification and displacement.
- **Challenges with housing costs.** Many housing consumers cannot find housing that aligns with their earnings, resulting in cost-burdens. While residents recognized and appreciated that the county offered more affordable housing options, relative to the region, many reported personally facing challenges with their current housing due to cost.
- **Housing quality concerns.** The county's housing stock is aging, and many households are living with housing problems. Aging housing was a key reason for dissatisfaction with current housing among county residents.

Findings related to attracting new residents

- **Demand for more housing options in neighborhoods with amenities and resources.** The county's current housing stock does not offer a wide range of options to regional housing consumers—rather, it is concentrated in a few price points and building types. Not only is there demand for more price points and building types, but there is also demand for more neighborhoods that offer housing plus amenities, like shopping and transit, and resources.
- **Barriers to new development.** There is a misalignment between current County goals for development and market-based perspectives on projected growth. Developers noted a variety of barriers that may be affecting the pace of new development, including some challenges in several areas that the County has prioritized for new development, such as TOD areas and more broadly, areas inside the Beltway.
- **Perception issues.** The county continues to have a perception problem, even as underlying conditions improve. These negative perceptions were raised by a variety of groups, including non-resident in-commuters, developers, business leaders, seniors, and residents of market-rate housing.

- **Regional affordability as an asset.** Overall, the county is commanding lower rents and home values than its neighbors. However, there is a disconnect between current residents' understanding of affordability as an asset and outside perceptions.

Findings related to building on strategic investments

- **Varied submarket conditions.** There is significant variation in both the housing supply and access to opportunity across the county's submarkets. Pathways to opportunity vary greatly throughout the county – the closer you get to the District, the stronger the access to jobs, goods, and services. Meanwhile, the more rural you get, the stronger the environmental quality. Social capital and cohesion and quality of community institutions is strongest in the suburban subarea, followed by the rural subarea, and then the urban subarea.
- **Strategic investment areas and TOD areas.** Areas around strategic public investments, including TOD areas, throughout the county have seen uneven levels of private market activity. Residents value the types of amenities and resources that are around these strategic public investments.

Housing Opportunity for All is our roadmap to address these findings and establish Prince George's County as a Community of Choice. It outlines a *two-pronged approach* to increase the County's capacity and target current and future resources to address specific housing needs and market conditions.

1. Cross-cutting strategies and related actions aim to expand housing policies to:
 - 1) better support new and existing residents; 2) promote collaboration; and 3) increase resources for implementation.
 - **Cross-cutting Strategy #1 – Enhance policies and incentives to promote housing development and preservation throughout the county.** This strategy creates a more supportive environment for housing development and offers additional tools to help stabilize vulnerable residents.
 - **Cross-cutting Strategy #2 – Increase collaboration, coordination and transparency.** This strategy expands partnerships, improves coordination, and increases transparency on priorities and process, which will put the County in a better position to respond to changing market conditions and resident needs.
 - **Cross-cutting Strategy #3 – Expand funding and diversify financing mechanisms to increase development and other housing opportunities.** This strategy expands existing funding and financing to support additional housing development, attract a broader array of developers, protect and improve existing properties, and provide financial assistance. Additional resources will also allow the County to leverage private and philanthropic sectors in support of these housing strategies.

2. Targeted strategies and related actions directly respond to three key housing market conditions: 1) lack of diverse housing options; 2) ongoing need to preserve affordability and quality of housing in a rapidly changing regional market; 3) and need for comprehensive investment to spur economic opportunity in key areas.
 - **Targeted Strategy #1 – Encourage new, context-sensitive development that expands housing types to serve the county’s diverse population and distinct geographic character.** This strategy “right-sizes” housing investments to meet the needs of Prince George’s County’s diverse population, made up of seniors, families, and households of different races and ethnicities. It recognizes that a wider range of housing opportunities could be used to attract new residents, along with new employers or other business opportunities, to the county. It also accounts for the unique urban, suburban, and rural character of Prince George’s County by ensuring that new housing opportunities complement the area in which they are built.
 - **Targeted Strategy #2 – Improve quality of the county’s existing housing supply, including older homes and income-restricted properties, and help keep housing costs low to stabilize residents at-risk of displacement.** This strategy helps keep county residents who are facing higher housing costs, especially seniors and those living near the Purple Line or other strategic investments, in their homes by lowering their housing costs or protecting income-restricted units. It also seeks to improve the quality of properties, particularly older homes, throughout the county to ensure they remain in good condition and residents can continue to live in them.
 - **Targeted Strategy #3 – Use new housing development and coordinated public investments to build stronger economic opportunity and revitalize neighborhoods.** This strategy will focus on leveraging housing development to provide additional neighborhood-level benefits. These investments may include improving educational and employment opportunities, upgrading infrastructure, and adding new health services, retail shopping, or parks, building on existing delivery models like the Transforming Neighborhood Initiative.

Implementation requires change, expanded tools, resources, and new partnerships. *Housing Opportunity for All* incorporates strategies and actions to address all housing needs, across all income levels, ages, and abilities, and accounts for neighborhood-level conditions to inform housing investments that increase access to opportunity.

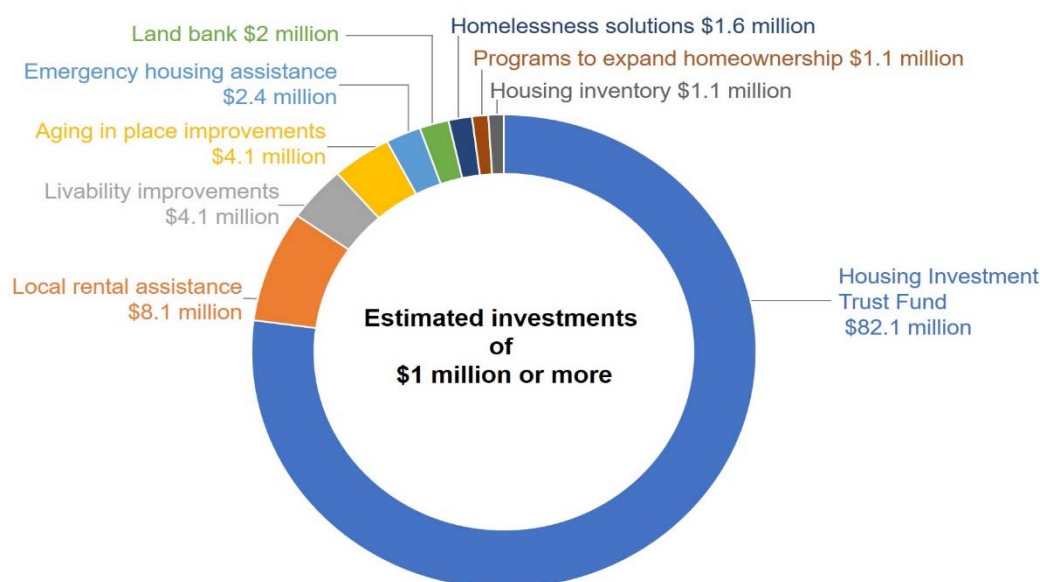
Housing Opportunity for All builds and leverages increased coordination and capacity across County departments and expanded partnerships with local and regional partners, to support implementation. It guides 48 actions over the short- (years 1-3), medium- (years 4-7), and long-term (years 8-10) to leverage increased capacity and build on previous years efforts.

Housing Opportunity for All includes several new or expanded policies, programs, funding, and financing, many of which require executive and legislative leadership. One of the most important actions in *Housing Opportunity for All* is the expansion of Prince George's County Housing Investment Trust Fund. In addition to increasing the overall funding available through the Housing Investment Trust Fund, it will be used for a broader range of activities, like property rehabilitation and acquisition and services. The County will also seek to maximize its existing resources to meet the goals in *Housing Opportunity for All*. For instance, it will increase its use of project-based vouchers through its Moderate Rehabilitation Program and its ability to serve aging residents and improve homes' quality and safety through its Housing Rehabilitation Assistance Program.

Other major policy initiatives aim to streamline development and diversify the county's housing supply. *Housing Opportunity for All* relies on the County's continued effort to modernize its zoning code to achieve many of its actions. It also proposes the County pursue inclusionary zoning in a targeted way, allow accessory dwelling units as a legal use, and offer expedited permitting for mixed-income development as additional steps to make development easier and help achieve the County's broader growth management goals.

Housing Opportunity for All requires a significant commitment—both in terms of time and in terms of resources. Many of the new or expanded tools proposed within *Housing Opportunity for All* will require direct investment of new or expanded funding. The exhibit below provides an illustration of the larger investments that could be made through *Housing Opportunity for All*. The largest investment would be to increase the rental housing supply, among other activities, through an expanded Housing Investment Trust Fund. Other significant investments mirror the new or expanded actions in *Housing Opportunity for All*, including funding to provide livability improvements to seniors' homes and emergency assistance for households experiencing a housing crisis, like an unexpected lease termination or foreclosure.

Estimated investments for actions with direct costs (for illustration purposes)





Note: This exhibit is intended to illustrate potential investments associated with the proposed approach in Housing Opportunity for All. These estimates are intended to provide an illustration of how much each action could cost, depending on the approach. However, different approaches, based on policy decisions made during implementation, would result in various levels of investment, impact, or both.

Providing high-quality and diverse housing options for county residents is no longer a consideration. Instead, it is a prerequisite for maintaining and increasing the quality-of-life of existing residents, attracting new residents, and sustaining economic vitality.

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Introduction

Every resident in Prince George's County deserves a decent, affordable home as a pathway to achieving economic security, higher quality-of-life, and greater sense of stability. This is a fundamental belief of leaders in Prince George's County.

Currently, the county lacks enough housing options to appeal to its diverse and changing population—in terms of location, type, and affordability. To achieve the County's vision to be a "Community of Choice" for families, businesses, and workers in the region, it needs affordable, high-quality housing options—for a range of income levels, preferences, and phases of life. The County has made significant strides to address residents' housing needs over the past several years through the following actions:

- Capitalizing the Housing Investment Trust Fund (HITF) which facilitates the production and preservation of workforce housing.
- Activating the Housing Rehabilitation Assistance Program (HRAP) which has helped long-term residents in across the county remain in their communities.
- Facilitating increased production of much-needed housing for seniors.
- Continuing the County's commitment to assist first-time homebuyers gain access to the American Dream of homeownership through the Down Payment Assistance and Closing Cost programs.

On March 2016, the Prince George's County Council adopted Resolution CR-13-2016, which commissioned a Comprehensive Housing Strategy (CHS) to guide the County over the next ten years. In doing so, the County Council recognized that housing for individuals and families at all income levels plays a pivotal role in the County's future.

What is the CHS?

Housing Opportunity for All, Prince George's County's Comprehensive Housing Strategy, articulates the county's housing challenges and assets, communicates the County's community vision, and provides an actionable set of solutions to achieve that vision. These solutions will build its capacity to respond to changing housing market conditions and serve as the "roadmap" for housing investments over the next ten years. Following this roadmap will help the County to maximize the impact of its housing investments by accounting for factors of opportunity like access to transportation, high-quality education, employment opportunities, public green spaces, and convenient childcare and health services.

Housing Opportunity for All has two parts: 1) Part 1 - Community Assessment, which summarizes current housing needs, assets and housing market opportunities, and how those needs and assets may change over time; and 2) Part 2 - Strategy Roadmap, which outlines actions the County will take over the next ten years to build capacity, address unmet needs, and capitalize on housing market opportunities. The roadmap includes an implementation plan, which illustrates where the County will focus implementation efforts in the short-, medium-, and long-term.

What are the goals of *Housing Opportunity for All*?

Housing Opportunity for All, the County's CHS, aims to help existing and future residents in Prince George's County through strategic investments in housing over the next ten years. It has three overarching goals:

1. **Support existing residents.** Ensure new and long-time residents – including seniors, residents with disabilities, and residents at-risk of displacement – have a place to live and thrive within Prince George's County.
2. **Attract new residents.** Make Prince George's County a community of choice for millennials, families, employers, and developers.
3. **Build on strategic investments and submarket conditions.** Expand economic opportunities through our housing investments and tailor those investments to the many unique submarket conditions throughout the county.

How will the County accomplish those goals?

The County will accomplish those goals by pursuing housing investments and solutions that are:

- **Comprehensive.** The CHS acknowledges that new housing development needs to work for residents living in all parts of Prince George's County, in all types of housing, and needs to serve people of all ages, abilities, and incomes.
- **Market-informed.** The CHS recognizes that the local and regional housing market is one of our most powerful tools to unlock new development opportunities and create benefits for long-time residents.
- **Inclusive.** The CHS helps make Prince George's County a welcoming place where all residents—including our most vulnerable—can thrive, meet their daily needs, and invest in their future. No resident should have to choose between paying their rent or mortgage and other necessities, like food and healthcare.
- **Connected to opportunity.** The CHS encourages development that expands both housing and economic opportunities, such as building or preserving housing near job centers and transit or using housing to attract new employers or support new business opportunities.
- **Asset-based.** The CHS builds on existing assets, like Metro, large federal employers, and entertainment destinations like National Harbor, seeking to maximize the impact of the County's new and past investments.
- **Coordinated and transparent.** The CHS promotes coordinated and transparent decision-making, minimizes silos across County departments, and supports proactive communication with the public, private, and philanthropic sectors.

Each of the strategies and actions presented in the CHS have been vetted against these core principles, all of which were informed by feedback from the stakeholder Advisory Group, public meeting attendees, and County Council.

How did we get here?

The CHS was developed over three phases:

1. Defining the County's housing challenges & assets. The process included a data-driven approach to understand unmet housing needs, assets and housing market opportunities, and how those needs and assets may change over time.

A market analysis was conducted to understand existing and future housing needs and market conditions at three geographies: countywide, within county subareas (urban, suburban, and rural), and at the Census Tract-level. This included an analysis of existing and historic demographic trends, characteristics of the housing supply over time, current market conditions, and market-based projections of development over the next ten years.

A survey about county residents' housing needs was conducted via random cellular and land line telephone calls to obtain a representative sample of Prince George's County residents. Between November and December 2017, 1,003 interviews were completed.

Focus groups and interviews were conducted between October 2017 and May 2018 with eight specific populations: 1) persons with disabilities; 2) persons experiencing homelessness; 3) residents of public and subsidized housing; 4) residents of market-rate housing; 5) the Hispanic immigrant community; 6) seniors; 7) multifamily developers; and 8) business leaders. An on-line survey of non-resident in-commuters was also conducted. These populations were identified by the County to present viewpoints from a broad range of community residents and partners.

2. Developing solutions. Identifying how the County can address its housing needs and capitalize on its assets, drawing on both our past successes and experiences of our neighbors in the Washington, D.C. region.

After defining our housing challenges and assets, the County worked with a consultant team and local partners to develop potential solutions. These solutions were informed by a thorough assessment of the County's existing programs, policies, and financing tools, which included more than 20 interviews with County staff and elected officials between September 2017 and February 2018. This was also informed by a review of ongoing plans (including *Plan 2035* and the draft zoning rewrite), as well as a review of best practices from around the region.

Experience Community. Prince George's County is more than a place to live. Our communities are connected to broader, cross-cutting services, like access to transportation, high-quality education and employment opportunities, a wide range of shopping options, recreational activities and health services.

Expand Opportunity. Prince George's County provides an opportunity for every resident to have a decent, affordable home as a pathway to achieving economic security, a high quality-of-life, and sense of stability. We are a desirable location for businesses and employers that want their workforces to live near their jobs.

Explore Choice. Prince George's County has a broader vision to be a community of choice for families, businesses, and workers in the region. Our goal is to offer affordable, high-quality housing options for a range of income levels, preferences, and phases of life.

3. Gathering and incorporating feedback. Throughout this process, the County has gathered and incorporated feedback from residents to reflect what housing needs and solutions matter most to them. In addition to the surveys and focus groups, the County hosted public meetings and harnessed local expertise through its Advisory Group, a group of local and regional housing experts that met bi-monthly throughout the planning process.

Four public meetings were held across the county between October 2017 and May 2018, where the County received input from more than 200 residents about their housing needs and desired solutions. See page 17 for a summary of feedback from these public meetings.

The CHS Advisory Group reviewed and provided feedback at every stage of this planning process. This group represented leaders in government, business, the faith-based community, and the nonprofit sector. Oversight and feedback was also provided by County Council through regular meetings of the CHS Ad Hoc Subcommittee, which was comprised of five Council members, including the Chairs of the Planning, Zoning, and Economic Development (PZED) and Transportation, Housing and the Environment (THE) Committees.

What are some key observations that shaped the CHS?

Before developing the solutions detailed in the CHS, the County conducted a comprehensive analysis of existing local and regional housing market conditions and future trends. The following summarizes the key observations that emerged from this analysis (see Part 1 - Community Assessment for additional information on these findings).

Several observations highlight actions the County could take to better support existing residents:

- The county's housing stock has not evolved to meet the changing needs of residents.
- The housing market is strengthening, bringing both opportunity and creating concern among existing residents.
- Many current residents cannot find housing that aligns with their earnings.
- There are significant concerns about the quality and livability of some of the county's existing housing.

Several observations provide insight about actions the County could take to attract new residents:

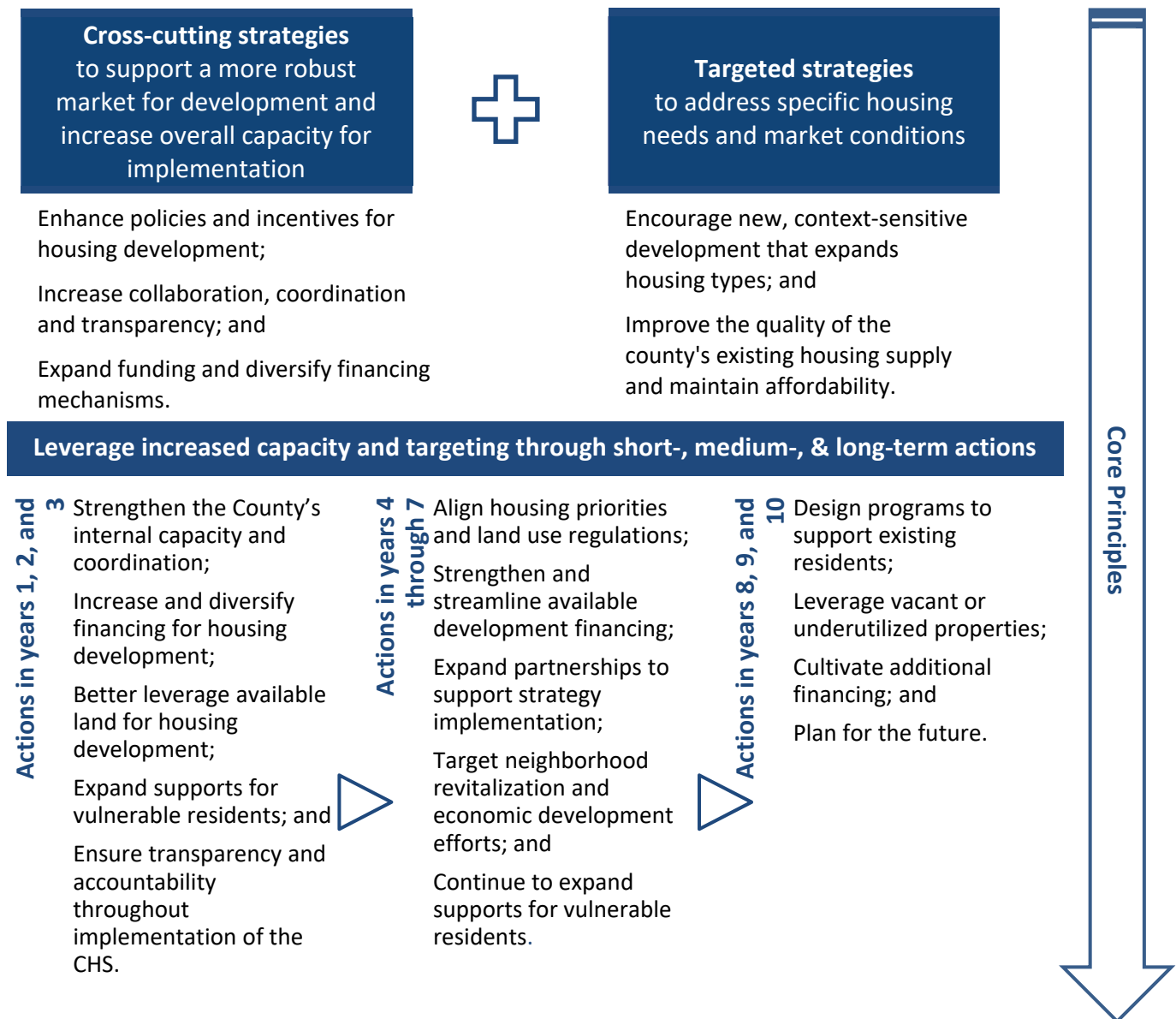
- Demand exists for more housing options in neighborhoods with amenities and resources.
- Barriers may be affecting new housing development in the county.
- Negative perceptions about the county persist, even as underlying conditions improve.
- The county's relative affordability—compared to other jurisdictions in the region—is an asset.

Some observations indicate opportunities to better leverage strategic investments and submarket conditions within the county:

- Significant variation exists in both the housing supply and access to opportunity across the county's submarkets.
- Policy changes and additional public investment may be needed to capitalize on strategic investment areas, particularly Transit-Oriented Development (TOD) areas.

How does the CHS address or capitalize on these observations?

The CHS outlines a two-pronged approach that both increases the County's capacity and targets current and future resources to address specific housing needs and market conditions. The figure below illustrates this approach.



How does the CHS relate to other County plans and initiatives?

The CHS builds on years of progress, including past and ongoing planning efforts and initiatives.

Plan 2035 (2014)

The County's General Plan, *Plan 2035*, outlines the blueprint for where and how the county will grow through 2035. The plan designates three distinct types of geography throughout the county—urban, suburban, and rural—and identifies targeted areas for future development, including residential and mixed-use development.

Zoning Ordinance Rewrite (2018)¹

Updating the Zoning Ordinance and Subdivision Regulations is a key step to implementing *Plan 2035*, solidifying Prince George's County as a sustainable network of communities for individuals to live, work, play, and shop. Through the zoning rewrite, the County has pursued a variety of opportunities to support more development throughout the county, including housing development. Members from the Prince George's County Planning Department of the Maryland-National Capital Park and Planning Commission (MNCPPC), have led the zoning rewrite effort, advised the CHS team throughout strategy development and participated in the CHS Advisory Group to ensure the County's housing strategy was informed by the County's future zoning. In addition to staff perspectives, the CHS also benefitted from the public feedback from the zoning rewrite's community engagement process.

Purple Line Corridor Coalition

The Purple Line Corridor Coalition (PLCC), formed in 2013, is a multi-sector collaborative led and administered by the University of Maryland's National Center for Smart Growth (NCSG) in partnership with a coalition of community organizations, state and local governments—including Prince George's County—nonprofits, philanthropies, and businesses. PLCC led the creation of the Community Development Agreement for the Purple Line Corridor which articulates a collective vision for vibrant economic and community development along the 16-mile light rail corridor. The strategies in the CHS directly support the goals of the PLCC—particularly its goals of ensuring housing choices for all and supporting vibrant, sustainable communities. The CHS Advisory Group contained multiple members of the PLCC Housing Workgroup who helped ensure the County's housing strategy was developed in alignment with ongoing strategic efforts and investments around the Purple Line. Learn more about the PLCC here: <http://purplelinecorridor.org/>

¹ As of September 2018, when the Comprehensive Housing Strategy was submitted to Prince George's County for final review and council action, the updated zoning ordinance was not in place. References to the zoning rewrite represented the most current and available information about the zoning ordinance update when the Comprehensive Housing Strategy was written in September 2018. Additional changes to the zoning rewrite after September 2018 are not included in the Comprehensive Housing Strategy.

Summary of Feedback from Public Meetings

As part of developing the *Comprehensive Housing Strategy*, the Department of Housing and Community Development hosted four public meetings throughout the county. The first set of public meetings focused on defining the value of housing among county residents and identify key assets and challenges to help inform which strategies the County should take over the next 10 years. The second set of public meetings focused on gathering feedback on strategies the County planned to take as part of implementing the *Comprehensive Housing Strategy*. For a more detailed summary of these public meetings, see the appendices.

Over the course of the four meetings, members of the public affirmed the need to expand housing affordability within Prince George's County, and many members of the public shared personal stories about how changing housing market conditions (or external market factors) are making it difficult to stay in their current home. Many members of the public also asked for better property maintenance and code enforcement, as well as stronger rights for both tenants and landlords.

"We need affordable housing for many, many Prince George's County residents who have a job but cannot afford housing. Many have to get a roommate whether they want to live with someone else or not. We should require inclusionary zoning. Every new development should have a certain percentage of affordable units, at least near transit, but preferably throughout the county."

— Public meeting participant

Members of the public also emphasized the importance of location and features of homes within Prince George's County. They would like to be able to live in walkable and transit-accessible areas, near grocery stores and parks. Members of the public cited Prince George's County's open space and recreation activities, along with Science, Technology, Engineering and Math (STEM) programs at county schools and condominiums for families, as valued assets within the county. In terms of housing features, some members of the public would like to see more environmentally friendly buildings, while others would like to ensure accessible homes for persons living with disabilities.

Members of the public also offered solutions to address some of the challenges that they, along with their neighbors and loved ones, face. Of the strategies that members of the public thought were most important for Prince George's County to pursue over the next 10 years, production of affordable housing to help cost-burdened residents was ranked most consistently as the highest priority. Many members of the public expressed support for inclusionary zoning in some form within the county. At the same time, discussion at public meetings highlighted the importance of preserving affordability and property maintenance of existing homes.

Members of the public also called for stronger rights for tenants and landlords—representing one of the most commonly proposed solutions across all the public meetings. They proposed proactive property inspections to address health and safety problems and improve property conditions. They also



recommended tools like increased rental assistance and a community land trust as ways to address rising housing costs and create long-term housing affordability within Prince George's County.

Key Terms

Affordable housing: Housing is typically considered affordable if total housing costs, including utilities, do not exceed 30% of a household's gross income.

Cost-burden: When a household pays more than 30% of their gross income on housing, including utilities, they are "cost-burdened." Cost-burdened households have less for other essentials, like food, clothing, transportation, and medical care.

Inclusionary housing: According to the Lincoln Land Institute, "inclusionary housing refers to a range of local policies that tap the economic gains from rising real estate values to create affordable housing—tying the creation of homes for low- or moderate-income households to the construction of market-rate residential or commercial development." While sometimes also called inclusionary zoning, because it can be implemented through zoning, it may be implemented outside of the zoning code (through a separate program).

Market-rate housing: Market-rate housing are homes that are available in the private market. They do not receive any public subsidies or have any limits on who can live there based on income.

Missing middle housing: Missing middle housing describes homes between detached single-family and large multifamily buildings, such as live-work units, bungalows, and small-scale multifamily buildings. These types of homes add variety to the housing supply, support walkable places, and blend in with single-family neighborhoods.

Opportunity: According to the Haas Institute at the University of California-Berkeley, opportunity is "the full set of pathways available to a person, where an individual can access resources to move him or her along these set of pathways."

Public housing: Public housing was established to provide decent and safe rental housing for eligible low-income families, older adults, and persons with disabilities. It is subsidized through the federal government and managed by local housing authorities.

Strategic investment areas: For the purposes of this study, "strategic investment areas" refer to six small areas with transit assets or existing or planned economic development projects: 1) Konterra; 2) Prince George's County Plaza; 3) Branch Avenue; 4) Regional Medical Center; 5) Suitland; and 6) Naylor Road. The housing market conditions were analyzed in greater detail as part of developing the CHS.

Subsidized housing: Public housing, rental assistance like Housing Choice Vouchers (formerly known as Section 8), and developments that use Low-Income Housing Tax Credits are examples of subsidized housing. Subsidized housing lowers overall housing costs for people who live in it. Affordable housing and subsidized housing are different, even though they are sometimes used interchangeably.



Workforce housing: While no common standard exists, workforce housing typically refers to providing homes for middle-income service workers, such as police officers, teachers and nurses, in close proximity to their jobs, who may not qualify for some housing subsidies.

Zoning Ordinance Update (or zoning rewrite): The zoning rewrite is a multiyear process that began in 2014 to modernize Prince George's County zoning code and subdivision regulations. The updated zoning ordinance aims to streamline and simplify regulations and development approval process; update land use and development standards; incentivize economic and transit-oriented mixed-use development; and protect and enhance stable residential neighborhoods.



PART 1: Community Assessment

Summary of Key Observations

The Community Assessment summarizes key observations related to goals the County set to achieve through the CHS:

- **Support existing residents** (including long-time residents, seniors, residents with disabilities, and residents at-risk of displacement)
- **Attract new residents** (including millennials, employers, and developers)
- **Build on strategic investments & submarket conditions** (including Transit-Oriented Development (TOD) areas like the Purple Line Corridor, areas around strategic assets & major public investments, Transforming Neighborhood Initiative (TNI) areas, and Opportunity Zones)

These observations are drawn from a quantitative analysis of current and future market conditions; a representative telephone survey of general Prince George's County residents; focus groups and interviews with targeted populations; and an assessment of the County's current housing programs and tools, relative to regional and national best practices. Detailed reports on the full findings from each of these activities may be found in the Appendices. These observations also reflect feedback received during public meetings and meetings with the Stakeholder Advisory Group.

For each observation, the following information is provided:



Market findings related to this observation



Context from surveys, focus groups, & public meetings



Current capacity to address or capitalize on this observation (including current programs, policies and financing)



Opportunities to build capacity to address or capitalize on this observation

The following are examples of observations that provide insight about actions the County could take to attract new residents:

- There is demand for more housing options in neighborhoods with amenities and resources.
- There are barriers that may be slowing new housing development in the county.
- Negative perceptions about the county persist, even as underlying conditions are improving.
- The county's relative affordability, compared to other jurisdictions in the region, is an asset.

Below are examples of observations that highlight actions the County could take to better support existing residents:

- The county's housing stock has not evolved to meet the changing needs of residents.
- The housing market is strengthening, bringing both opportunity and concern among existing residents.
- Many current residents cannot find housing that aligns with their earnings.
- There are significant concerns about the quality and livability of some of the county's existing housing.

Some other observations indicate opportunities to better leverage strategic investments and submarket conditions within the county:

- There is significant variation in both the housing supply and access to opportunity across the county's submarkets.
- Additional investments may be needed to capitalize on strategic investment areas, particularly TOD areas.

Key observations related to supporting existing residents

Lack of diverse housing options



The county's housing stock has not evolved to meet the changing needs of residents.

As noted previously, the county's housing stock is concentrated in a few price points (rental options are generally priced for households earning between 31 and 80 percent of AMI and for-sale options are generally priced for households earning below AMI) and a few building types (predominantly single-family housing).² Where there are different housing options (e.g., townhomes or larger multifamily buildings), they tend to be clustered in a few areas of the county, namely inside the Beltway and in the north central areas of Prince George's County.

Developers indicated they expect trends in construction within the County to largely continue—single-family construction is expected to continue driving the market and a similar share of multifamily units is expected.

Meanwhile, residents' housing needs and preferences are changing, shaped by several key demographic shifts: aging residents, a rise in Hispanic and immigrant households, fewer families and more unrelated persons living together, smaller households, and limited growth in middle-income households. For instance, the share of Hispanics living in Prince George's County increased by 12 percent between 2010 and 2015; as of 2015, Hispanics represent more than 16 percent of the county's total population. One-person households increased since 2000, growing by 25 percent; as of 2015, these households represent 28 percent of all households in the county.



Limited housing options not only affect the County's ability to attract new residents and businesses, but also affect current residents' ability to stay in the county.

Current residents expressed demand for different types of housing throughout focus groups, public meetings, and surveys. Among respondents to the housing needs survey, 26 percent of residents reported that their current housing was either too small or too large (15 percent and 11 percent, respectively) for their needs. Participants in public meetings and the focus group of

² All references to "area median income" or "AMI" refer to income levels defined by HUD for the Washington-Arlington-Alexandria DC-VA-MD Fair Market Rent Area, which contains Prince George's County in addition to 19 other counties, cities, and the District of Columbia. Many stakeholders noted the difference between this regional area median income (\$117,200 for FY18) and median household income of the county (\$74,260).

market-rate residents also encouraged the County to explore more diverse housing options to increase density and encourage mixed-use development, as well as other housing types including “missing middle” housing and accessory dwelling units.

Seniors emphasized their desire to stay in their current home as they aged but anticipated they would need modifications as their mobility becomes more limited and were not sure they could afford those modifications. For those interested in moving, they saw few options within the county that would be affordable and accessible to seniors on fixed incomes (though they did recognize options for higher-income, active adults).

Residents with disabilities identified an insufficient number of affordable units available to them within the county, noting the difficulty of getting appropriate modifications even when they found an affordably priced unit. As a result, many continue to live in suboptimal housing situations (e.g., with family members or roommates) because they are unable to find accessible housing that meets their needs.

More affordably priced housing was also the number one need articulated by homeless service providers, including housing for individuals and families, group homes, transitional housing and shelter beds. Single-room occupancy (SRO) housing was also raised as a new type of housing that was missing in the county that could help accommodate homeless men.



Without dedicated resources or programmatic priorities to support more diverse housing types, the County’s capacity to help residents find housing best suited to their needs has been limited.

As mentioned previously, none of the County’s current incentives or resources development have evaluation criteria or other priorities for more diverse housing types. Some existing programs can be leveraged to meet unique residents’ needs, like using HRAP to make aging-in-place modifications, but demand for their services exceeds currently available resources.

Outside of new development, limited information about housing unit availability and characteristics has been a significant barrier for residents trying to access existing housing. This has also made it difficult for caseworkers and nonprofits to connect clients with the appropriate housing they need.



Many of the same actions the County can take to address limited housing types and attract new residents can also address existing residents’ unmet needs.

For example, supporting development of more diverse housing types by identifying priorities for distribution of existing and future resources that align with community needs, including future development solicitations, would create more options that both support existing residents and meet demand from regional housing consumers. Leveraging existing tools and incentives like the Revitalization Tax Credit can also incentivize more diverse housing types and features.

To ensure that new development benefits existing residents, the County can cultivate stronger systems and processes to connect residents, and particularly special needs populations, with the

types of housing they need. For example, inventorying units accessible to seniors or persons with disabilities, including specific details about their accessibility features, or establishing a point person to help special needs populations navigate the housing process.

Growing market strength



The long-term trajectory of the county's housing market, increases in rents and home values since 2000, suggest that it is gaining strength.

Median rent rose by nearly one-third between 2000 and 2015, on par with nearby Maryland counties. Median home values also increased countywide by one-third between 2000 and 2015.



While this increased housing market strength presents opportunities for growth, it has also raised concerns among residents about the risk of gentrification and displacement.

Gentrification was raised as a big concern among residents from two perspectives. First, people moving out of D.C. into Prince George's County puts added pressure on neighborhoods. And second, it was suggested that neighborhoods within Prince George's County are gentrifying, making it challenging for existing county residents to remain in the community. This was raised as a concern for neighborhoods around the Purple Line Corridor, as well as in Deanwood and Capitol Heights, by focus group participants.

Growing market pressure and related challenges with housing costs (discussed in more detail below) are affecting specific populations. For instance, 1 in 4 Hispanic households, which represent some of the county's largest population growth, experience housing insecurity. This means they are both low-income and paying more than half of their monthly income on housing. This makes them particularly vulnerable to housing displacement. Many senior households are also experiencing housing insecurity (about 1 in 5)—including many senior homeowners.



There are few current policies designed to support residents vulnerable to displacement.

Of the County's nine primary housing programs, one is designed to support residents vulnerable to housing displacement – the Rental Allowance Program, which provides short-term rental assistance to eligible lower-income households to address critical and emergency housing needs. This is an important program to prevent households from becoming homeless in the face of unforeseen circumstances.

Right-of-first refusal is the County's primary policy tool to prevent housing displacement. When the owner of a multifamily property of 20 units or more decides to sell, this policy grants the County the right to purchase the property on the same terms and conditions as a private offer before such offer can be completed by the seller and the private buyer. To date, the County has not been able to use this tool due to its limited financing for property acquisition.

The state of Maryland creates a set of rights for renters; to supplement those rights, Prince George's County has created a wider set of rights. However, many members of public consistently cited a need for stronger rights, like notice requirements for rent increases and lease terminations and circumstances that would justify an eviction.



There are a variety of ways the County can better support existing residents vulnerable to growing market pressures.

This includes offering direct assistance for homeowners (e.g., foreclosure assistance or property tax relief), in addition to short-term rental assistance. The County can also clarify existing systems and policies, including the rights and responsibilities of tenants and landlords.

Further, the County can capitalize on this increasing housing market strength by negotiating broad community benefits as part of new large-scale projects (e.g., local hiring).

CASE STUDY

Property tax relief programs provide real-estate tax discounts to eligible homeowners to help prevent housing displacement. These programs are often targeted to special populations like low-income households & seniors.

PROPERTY TAX RELIEF in Philadelphia, PA

How is this strategy implemented or used?

Real estate tax discount program for long-time homeowners in changing neighborhoods.

- Low-income homeowners who have lived in their homes for 10 years+ may apply for **10-year property tax abatement**
- Households are eligible when their **property assessment triples** from one year to the next

What local conditions is it addressing?

- Housing price increases outpacing wages, especially in specific neighborhoods

What are the results?

An expected \$20 million in tax relief to support up to 80,000 eligible households

Why is this an effective tool?

- **Targeting** specific neighborhoods based on change in assessment value
- Supports **long-time homeowners**

RELEVANCE TO

PRINCE GEORGE'S COUNTY

- › Cost-burden (& tax-burden) among homeowners
- › Changing neighborhoods

NATIONAL BEST PRACTICES

- › Targeting tax relief to prevent displacement in neighborhoods with access to opportunity

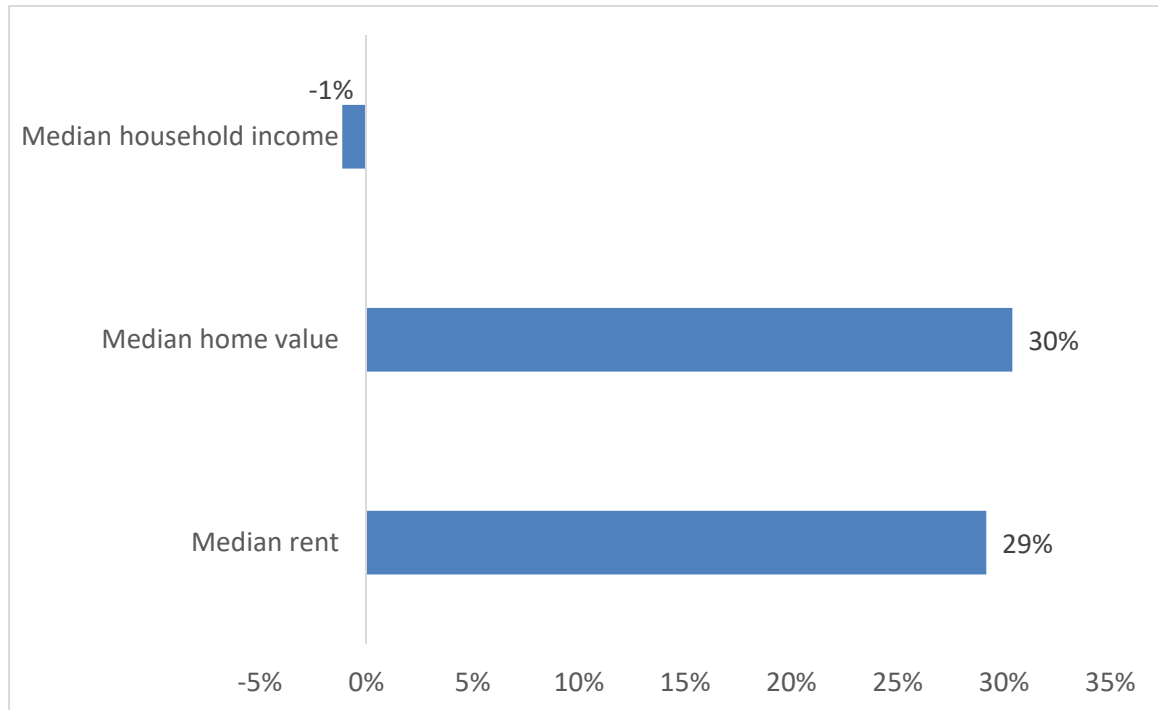
Challenges with housing costs



Many housing consumers cannot find housing that aligns with their earnings, resulting in cost-burdens.

Residents' incomes have not kept pace with increases in the County's rents and home values-- median rent and home value rose by about one-third from 2000 to 2015, while median household income fell slightly.

Change in rent, home value, and income (2000-2015)

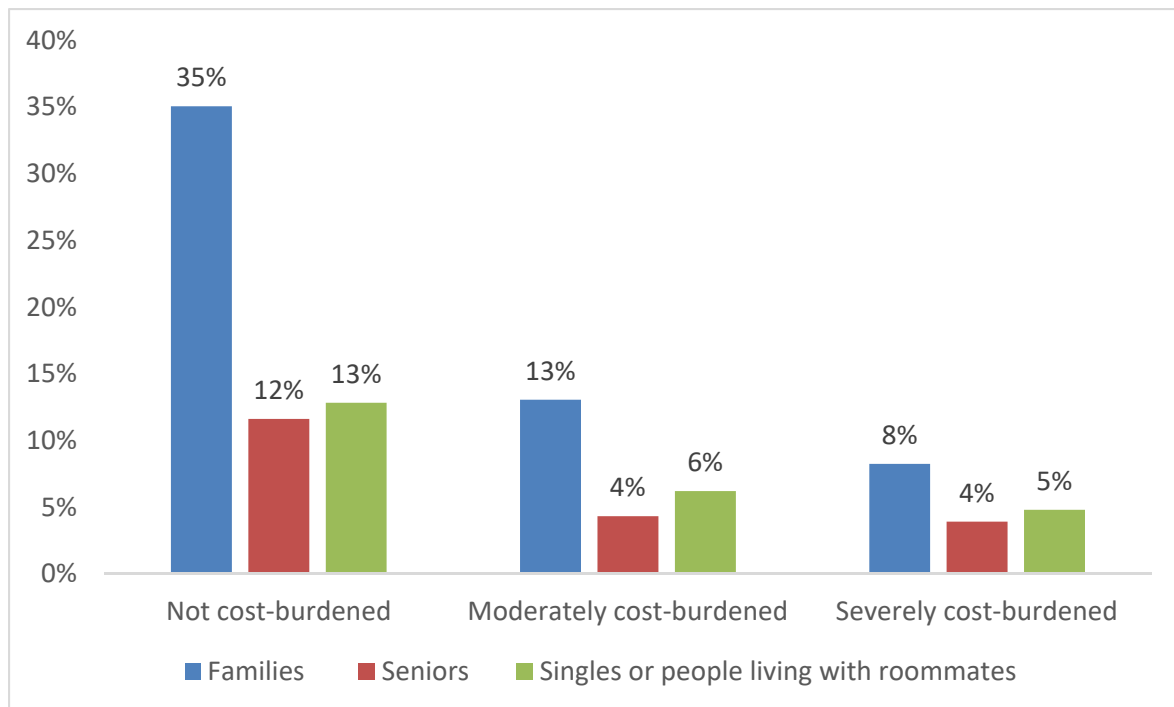


Sources: U.S. Census, 2000 and American Community Survey 5-Year Estimates, 2011-2015; in 2015 inflation-adjusted dollars.

As a result, many county residents are paying a large share of their income on housing costs. Forty-one percent of all households in the county are paying more than 30 percent of their income or more on housing costs, including utilities, each month. The U.S. Department of Housing and Urban Development uses this as the standard for being “cost-burdened.” When households are paying above this threshold, evidence shows that they are often forced to make harmful spending trade-offs among other basic necessities, including food, clothing, childcare, and healthcare.³

³ More information on the impact of affordability on households is available at:
<https://www.enterprisecommunity.org/resources/impact-affordable-housing-families-and-communities-review-evidence-base-13210>

Cost-burdens among different household types (share of total households) (2014)



Source: U.S. Department of Housing and Urban Development Comprehensive Housing Affordability Strategy (CHAS), 2010-2014.



While residents recognized and appreciated that the county offered more affordable housing options, relative to the region, many reported personally facing challenges with their current housing due to cost.

As mentioned previously, the relative affordability of the county was a key reason why residents reported they would purchase housing in the county again in the future. However, a significant portion of residents (more than 40 percent) indicated that there is not enough affordable housing available in the county and many respondents reported personally facing challenges with their current housing due to cost. In fact, price was the number one cause for dissatisfaction with current housing situations, among respondents to the housing needs survey. These cost concerns had a variety of negative implications, including limiting homeownership options and driving families to double-up.

Focus group participants echoed the price concerns of survey respondents and also shared that they felt the tax burden in the county disproportionately falls on residents, and that the County needs to broaden its commercial tax base. Many focus group participants, particularly in the focus group of seniors, commented that high taxes make it harder for existing residents to remain in the county.



There are a several current County programs that offer direct financial assistance to residents to help with housing costs, but they have not been able to keep up with the growing need.

Those programs include the Pathways to Purchase program, the County Purchase Assistance Program, the Housing Choice Voucher program, and the Rental Allowance Program. The Pathways to Purchase program provides up to \$15,000 in home purchase assistance to eligible first-time homebuyers. While, technically, this loan can be used to purchase a home anywhere in the county, in practice, the maximum loan amount can restrict homebuyers to certain areas of the county, based on housing market conditions. For example, this program would have limited impact in some of the suburban areas of the County, where many young families may wish to locate due to the strong access to opportunity, because median home purchase prices are as much as \$300,000.

The Housing Choice Voucher program provides rental assistance vouchers to low-income households, so they can choose where they'd like to live at an affordable rent. The demand for this program significantly exceeds the County's ability to provide vouchers. When the Prince George's County Housing Authority opened its waiting list, 40,000 people applied for rental assistance. In contrast, the housing authority only could provide 5,000 vouchers. However, some members of the public shared that even when they receive a voucher, it can be difficult to find a landlord to accept it, due to stigma around the program.

The Rental Allowance Program provides short-term rental assistance to prevent households from losing their housing in the event of unforeseen emergencies. This program provides fixed payment amounts, based on family size, which are often not able to keep up with market rents, limiting the program's effectiveness. As with the Housing Choice Voucher Program, this program does not have enough resources to keep up with growing need—the Rental Allowance Program has served approximately 50 households annually, compared with more than 47,000 households in the county that are housing insecure. Housing insecure households are the residents most likely to need this kind of assistance because they are both low-income and paying more than 50 percent of their income on housing costs, which makes it very difficult to save for unforeseen emergencies.



More specific targeting of programs and other policy changes can help magnify the impact of these existing programs.

For example, working with the State to set payment amounts for the Rental Allowance Program on a sliding scale to adjust for the high variation in market rents throughout the county and evaluating those rents more regularly than once a year to keep up with the pace of the market. Additionally, re-evaluating geographic priorities on an annual basis for funding allocated through the Housing Production Program can help align future housing development with the County's priorities, like the TNI initiative and other strategic investments throughout the county.

In terms of policy changes, the County could require the acceptance of vouchers when investing resources in a housing development to ensure voucher-holders can more readily find landlords that will accept their voucher. Recognizing the magnitude of this issue and the limitations of public resources, it will also be important to leverage the county's growing private market

strength to support the needs of current residents. Policies like inclusionary zoning can ensure residents continue to have affordably priced housing options in the midst of heightened market activity.

There is also clear interest in additional support for homeownership among residents (more than half of survey respondents said they would be very likely or somewhat likely to attend a homeownership seminar). Bolstering homeownership counseling, particularly for eligible voucher recipients, can help build new pathways from existing rental programs into homeownership and create a steady pipeline for the Pathway to Purchase loan program. The County will use its resale and recapture restrictions, as well as use a community land trust, to preserve longer-term affordability in stronger submarkets and stimulate investments in weaker submarkets.

CASE STUDY

Inclusionary Zoning is a tool used by communities to address critical housing needs, either by requiring or encouraging residential developers to reserve a portion of their housing stock for low- and moderate-income residents. In addition to expanding housing affordability, inclusionary zoning programs seek to promote economic vitality of neighborhoods, create racial and economic diversity, increase access to opportunity, and contribute to the overall quality of life for the entire community. Montgomery County implemented the first-ever inclusionary zoning program (MPDU program) in 1972 and since then, more than 400 cities, towns, and counties have implemented their own inclusionary zoning programs.

INCLUSIONARY ZONING in Fairfax County, VA

How is this strategy implemented or used?

Developers are required to set aside a share of units for low-income **households in exchange for a density bonus.**

- Applies to all residential properties requiring County approvals.
- **Payment (or land donation) in lieu** may be granted.
- **Affordability period** of 30-years, with possibility of permanent extension.

What local conditions is it addressing?

- Limited affordable rental and for-sale options
- Varying character & markets throughout the county

What are the results?

2,448 units from 1992 to 2011

Why is this an effective tool?

- **Adapts to market conditions** (unit requirement is calculated on a sliding scale based on density)
- Mandatory element **ensures affordable unit construction**, while additional density **eases burden on developers**
- Helps spread affordable units throughout the county

RELEVANCE TO

PRINCE GEORGE'S COUNTY

- › Zoning re-write
- › Plan 2035 goals & growth areas
- › Differing market conditions throughout the County
- › Housing shortages at different income levels

NATIONAL BEST PRACTICES

- › Transparent requirements & processes
- › Targeting specific market conditions
- › Regular revision of policy with stakeholder feedback

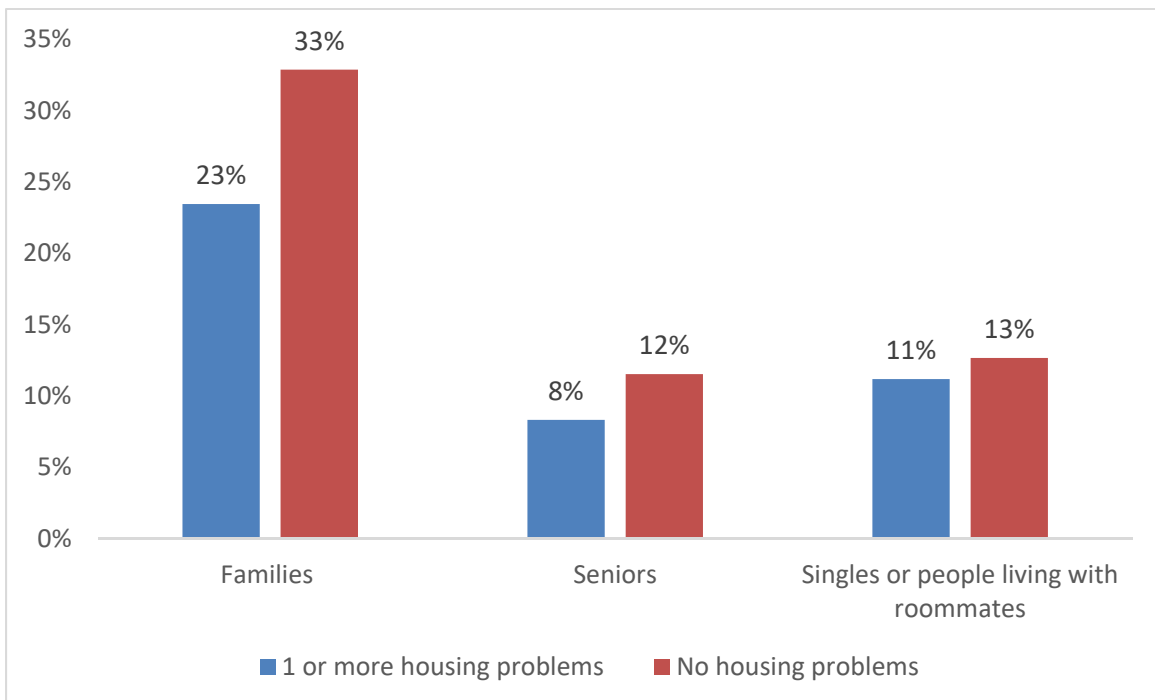
Housing quality concerns



The county's housing stock is aging, and many households are living with housing problems.

Sixty percent of housing units in the county were built before 1980, suggesting significant need for maintenance. Further, 43 percent of households live in inadequate housing, defined by one or more housing unit problems. These problems can include overcrowding, incomplete kitchen facilities, incomplete plumbing facilities, or cost-burden. Renters, large families, seniors, and low-income households experience housing problems at much higher rates than other groups in the county.

Housing problems among different household types (share of total households) (2014)



Source: U.S. Department of Housing and Urban Development Comprehensive Housing Affordability Strategy (CHAS), 2010-2014.



Aging housing was a key reason for dissatisfaction with current housing among county residents.

The overall quality of housing was reported in the housing needs survey, as well as several focus groups. Residents, particularly those in the Hispanic community, had a wide range of concerns about the quality and livability of their units and their buildings, and were concerned about a lack of responsiveness from property managers and County inspectors. There is often a lack of understanding among renters about their rights and what they can expect from landlords, property managers, and local government.

Participants at public meetings also cited the importance of safe, quality housing as something the County should strive to provide in the future—this was on nearly equal footing with affordability and access to amenities.



The County is limited in its ability to address demand for housing quality and livability improvements due to resource and capacity constraints.

As mentioned earlier, the County does not have many preservation programs or policies. The two preservation-related programs—Moderate Rehabilitation Program and HRAP—can help address minor to moderate rehabilitation needs, but there are not enough resources to meet demand. The Moderate Rehabilitation Program leverages project-based vouchers and low-interest loans to help property owners with repairs but is limited to up to 20 percent of voucher assistance available to the County. The County also recently restarted its popular rehabilitation program, HRAP, in 2017. Historically, it has served about 100 to 200 households in a year. While restarting the program is a strong start, the funds to restart the program are only a one-time allocation, and program administrators have indicated the program will quickly use these funds due to high demand.

Code enforcement is another important tool the County can leverage to preserve the quality of its existing housing stock. As is the case in many communities across the country, the Department of Permitting, Inspections, and Enforcement (DPIE) does not have enough code enforcement officers to regularly check every property in the county. Instead, they are complaint-driven, which makes it difficult to pre-empt quality concerns.



Making further direct investments in existing residential properties, plus strengthening the County's existing policy framework, will help improve the long-term quality of the housing stock.

Identifying a dedicated source of funding for the Housing Investment Trust Fund, including a set-aside for preservation activities, will allow the County to sustain and expand its efforts to maintain a high-quality housing stock. New tools like PACE (financing for energy efficiency upgrades to properties) and Section 108 (financing that can support property redevelopment) could also capitalize other efforts to improve quality and affordability of the housing stock. Making these investments to preserve housing now is particularly important in areas throughout the county where market demand is rapidly increasing (e.g., areas around the Purple Line Corridor), since it may be cost-prohibitive to make these investments later down the line.

Shifting to a more proactive approach to code enforcement (e.g., targeting code enforcement efforts to areas that have had a history of repeated code violations), paired with those additional financial resources for property improvements, can help prevent properties from falling into disrepair. These efforts can also be supported by clarifying and codifying the rights and responsibilities of landlords and tenants, to ensure both know their roles in keeping properties up to code and are aware of the resources available to them.

Key observations related to attracting new residents

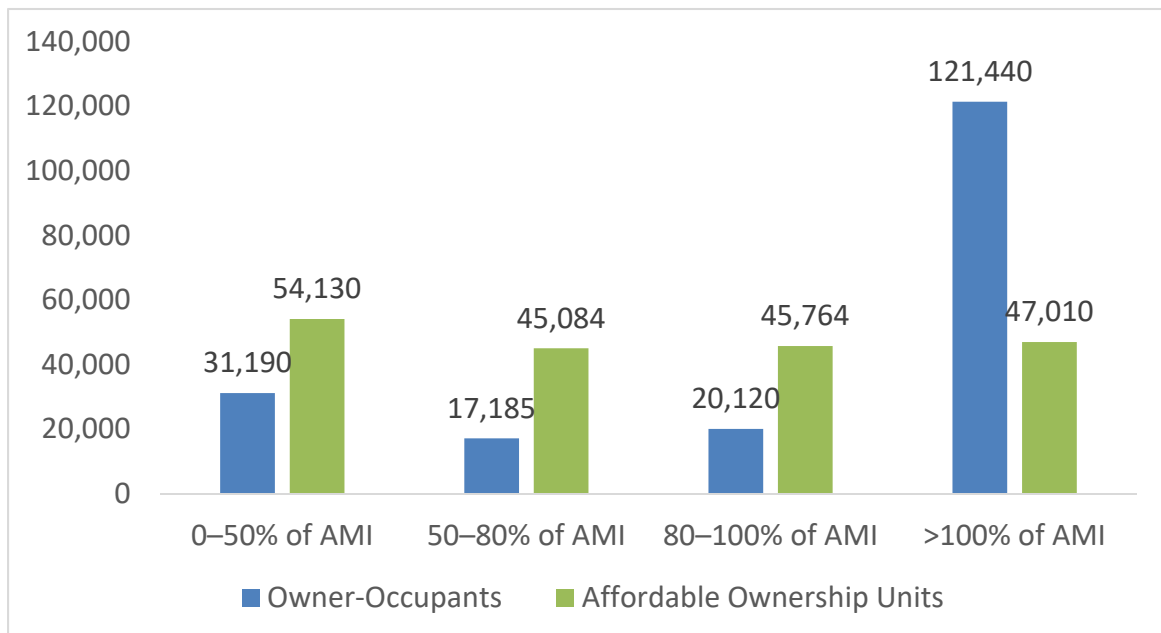
Demand for more housing options in neighborhoods with amenities and resources



The county's current housing stock does not offer a wide range of options to regional housing consumers—rather, it is concentrated in a few price points and building types.

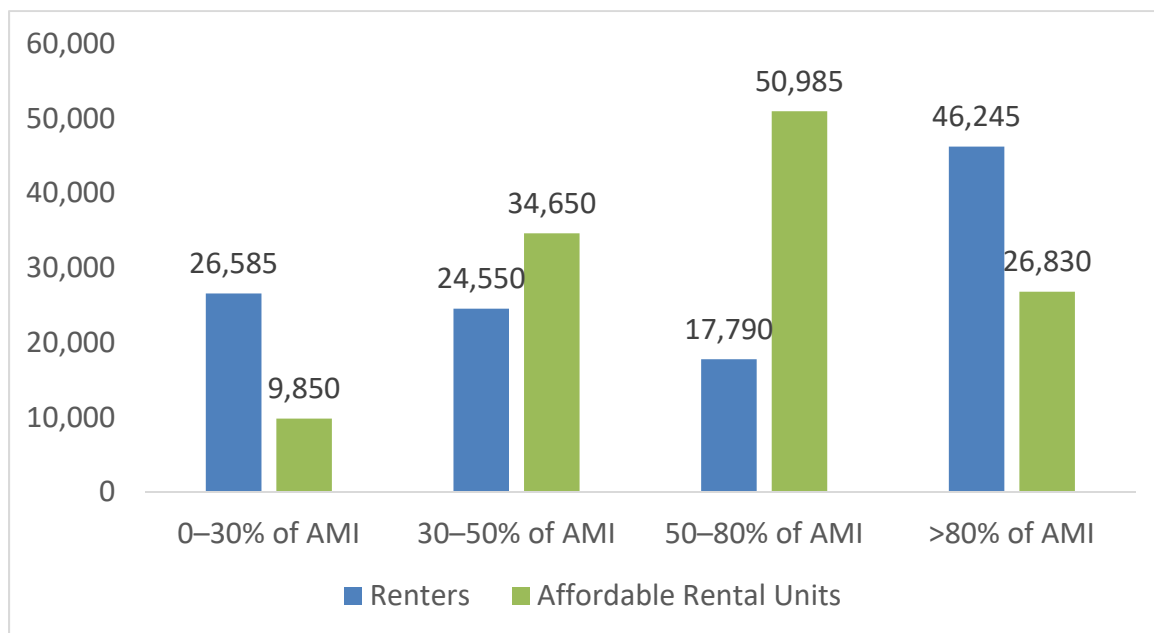
Looking at price, there are limited for-sale housing options for households earning more than the area median income (AMI). Meanwhile, most of the county's rental supply is priced for households earning between 31 and 80 percent of AMI. The County has fewer rental units for households earning above 80 percent of AMI and below 30 percent of AMI.

Affordable homeownership units, Prince George's County, MD (2014)



Source: U.S. Department of Housing and Urban Development Comprehensive Housing Affordability Strategy (CHAS), 2010-2014.

Affordable rental units, Prince George's County, MD (2014)



Source: U.S. Department of Housing and Urban Development Comprehensive Housing Affordability Strategy (CHAS), 2010-2014.

The distribution of housing types offered in the county has remained largely unchanged since 2000. Single-family detached housing units are by far the most common housing type, comprising more than half of the county's housing stock, particularly outside the I-495 Beltway. Single-family attached homes (i.e., townhomes) account for 16 percent of the county's housing stock and are clustered inside the southern part of the Beltway, with some extending outside the Beltway up to Route 301. The remaining third of the county's housing stock is multifamily buildings. These structures are primarily larger buildings with 10 to 19 units (15 percent of all housing) and they tend to be located inside the Beltway and around municipalities in the north central areas of the county (e.g., Laurel, Bowie, and Greenbelt).



Not only is there demand for more price points and building types, but there is also demand for more neighborhoods that offer housing plus amenities and resources.

Regional developers indicated that demand for higher-density neighborhoods with social amenities is on the rise, and there are few opportunities for that kind of housing in Prince George's County currently. This demand was also articulated by non-resident in-commuters to the county: 40 percent of respondents did not believe the county provides enough high-quality, high-amenity housing options.

Looking at current residents' future preferences, 28 percent of respondents to the housing needs survey indicated that proximity to amenities (such as shopping grocery stores, parks, etc.) was their top priority for choosing an area of the county to live in. Lack of resources or amenities, like shopping, was cited by 32 percent of current residents as a reason why they

would not purchase housing in the county in the future. Other reasons included crime, school quality, and costs or taxes being too high.



Existing programs do not specify or prioritize more diverse housing products, contributing to the limited housing options available in the county.

Existing County incentives to support development, like School Facilities and Public Safety Surcharge Exemptions, do not reflect priorities for any type of development in order to receive the incentive (nor to receive higher levels of the incentive). Without additional or differentiated incentives for new types of development, developers may lack the necessary cushion or flexibility that could allow them to deviate from their standard housing models.

For past projects, the Prince George's County Redevelopment Authority has deferred the sale price of County-owned land. Currently, this practice only occurs on a case-by-case basis and not consistently throughout County agencies and departments. Uncertainty about the criteria required to receive this incentive make it harder to plan and assemble financing for new developments, particularly less traditional development models that could leverage infill sites or other unique parcels owned by the County.

According to one assessment, the County's current zoning code "was initially designed for managing rural and suburban growth."⁴ Over time, to accommodate new development, like subdivisions and multifamily development, the County made changes to its zoning code, but did not endorse a wide range of housing types in an integrated fashion. The new code aims to provide a mix of housing types, along with greater simplicity and clarity.



Capturing this demand will require a two-pronged approach: supporting development of more diverse housing in neighborhoods that already offer these amenities, while also investing in additional infrastructure and resources that can support more amenities in some of the county's existing residential neighborhoods.

Aligning processes and priorities for existing County resources (e.g., funding, land, approvals) with clear geographic targeting can support increased development of more diverse housing options in close proximity to walkable areas and well-connected to parks and shopping. This could include identifying target neighborhoods or zones and prioritizing more diverse housing products for receipt of public funds, land, or other approvals within those target areas.

As increased development occurs, it is important to preserve the existing housing options in those targeted neighborhoods to ensure there is a wide range of housing options at varied price points well into the future. Additional targeted resources for housing preservation, like a property acquisition fund or loans for energy efficiency upgrades, can support this.

⁴ <https://ggwash.org/view/65274/prince-georges-county-is-rewriting-their-zoning-code-which-could-make-greener-less-car-dependent>

In coordination with the County's ongoing economic development initiatives, additional resources that support more mixed-income and mixed-use development can help attract more amenities to existing residential neighborhoods. Clear priorities and geographic targeting can also support these efforts, particularly as the County emphasizes stronger coordination between its housing and economic development work.

CASE STUDY

Expedited development review & permitting can help support diverse types of development by limiting the uncertainty associated with project review, zoning, permitting, entitlement, and other approval processes. This saves the developer costs by limiting the amount of time spent waiting for approvals from different agencies and/or re-doing project plans or conducting additional studies to gain local support. This can also save developer costs by limiting the amount of review and application fees they must pay. Since these costs are typically passed onto the occupant of the new building, reducing them can ultimately support more affordable housing prices, in addition to incentivizing developers.

EXPEDITED PERMITTING in Montgomery County, MD

How is this strategy implemented or used?

Provides a streamlined and expedited permit process for new commercial construction.

- Applies to enterprise zones and residential or mixed-use developments with **at least 20% affordable units**.

What local conditions is it addressing?

- Limited range of housing options
- Lacking development in priority areas

What are the results?

Revitalization of enterprise zones with proposals for over 750,000 sq. ft. of retail and entertainment space, 500,000 sq. ft. of office space, and more than 4,000 residences.

Why is this an effective tool?

- Provides a **staff facilitator** to assist applicants with a range of development process-related tasks & coordination across departments.
- **Supports mixed-use**, transit-oriented communities
- **Targeted** to key redevelopment zones

RELEVANCE TO

PRINCE GEORGE'S COUNTY

- › Aligns with DPIE's mission & Plan 2035 goals
- › Non-monetary resources
- › Feedback on County processes
- › Housing shortages at different income levels

NATIONAL BEST PRACTICES

- › Pairing affordability with other priorities (like transit, accessibility, energy efficiency)
- › Developing the expedited process with feedback from developers

Barriers to new development



There is a misalignment between current County goals for development and market-based perspectives on projected growth.

While the County has created policy goals to direct more growth to its Developed Subarea, most growth continues to occur in the Developing Subarea. Regional projections show only 12

percent of new development over the next ten years occurring within the Developed Subarea, significantly lower than projected goals in the County's general plan, *Plan 2035*.

Developers believe that much more growth will occur in the Developed Subarea (57 percent) than is shown in the data, but that it would still fall short of *Plan 2035* goals. Developers also see more potential for growth in attached single-family development than past projections account for.



Developers noted a variety of barriers that affect new development, including some particular challenges in several areas that the County has prioritized for new development (e.g., TOD areas and the Developed Subarea).

These challenges include high taxes, the length and uncertainty of the development review and approval process, parking and retail requirements, and adequate financing. Developers also noted several regulations that apply only to transit districts, which significantly drive up the cost of development in those priority locations.



Broadly, there are limited resources and few tailored financing products to support housing development, even in priority areas. Inconsistent and often lengthy development processes also inhibit new development.

The County has limited dedicated local financial resources to support development, compared to other jurisdictions throughout the region (see table below). Varied priorities, evaluation criteria, fees and timelines for accessing these resources add time, cost and uncertainty to the development process.

Jurisdiction	Total population	Total operating budget	Local housing trust fund	Local rental assistance
Prince George's County, MD	892,816	\$4.1 billion	\$5.1 million	N/A
Montgomery County, MD	1 million+	\$5.6 billion	\$42.8 million	\$14.7 million
Fairfax, VA	1 million+	\$8.0 billion	\$18 million	N/A
Arlington, VA	223,945	\$1.0 billion	\$14.3 million	\$8.7 million
District of Columbia	647,484	\$15.2 billion	\$100 million (production) \$10 million (preservation)	\$15.4 million

Notes: All amounts are for FY19. "Total operating budget" reflects total authorized expenditures. "Local housing trust fund" generally include a blend of local appropriations and/or dedicated revenue; developer contributions and repayments; and some level of federal funding, such as HOME. Local rent subsidy program does not include federally funded vouchers. Population estimates via 2011-2015 American Community Survey 5-Year Estimates.

The proposed new zoning code's greater simplicity and clarity may encourage denser development with a mix of units closer to that in the general plan. However, the code still contains provisions that may impede this development. For example, the "Election to Review" provision, which creates uncertainty in the project approval process by enabling additional discretionary review after the Planning Board has made a decision.



Expanding financing, establishing more consistency and transparency, and incorporating market-based perspectives in future policy-making will foster a more robust environment for development in the county.

Dedicating and increasing public resources that support housing development, like the Housing Investment Trust Fund (HITF), can provide financing to make more developments viable at lower price points. Standardizing processes for accessing these resources, and aligning those processes with other approval timelines, can help create more transparency and consistency for developers. Pursuing additional partnerships with local banks and institutions may also help further the impact of the County's existing resources.

Building on the progress made by the recent update to the zoning code, further revisions can be made to eliminate key uncertainties in the development review and approval process, as noted above. Creating a forum for regular dialogue between the County and the development community can ensure that market-based perspectives are incorporated in future policy-making and can provide more clarity to developers on County processes.

Perception issues



Prince George's County continues to have a perception problem, even as underlying conditions improve.

School quality, local government accountability, and neighborhood amenities were identified as key drivers of negative perceptions about the county.



Those negative perceptions were raised by a variety of groups, including non-resident in-commuters, developers, business leaders, seniors, and residents of market-rate housing.

Even though none of the key drivers are specifically related to housing, developers noted that this perception issue has made it challenging to attract investors to rental housing projects within the county. Business leaders also noted that negative perceptions, particularly of school quality, made it difficult to attract employees. They also noted limited awareness of existing County programs that would make it easier for their employees to find housing.

These perceptions also played out among non-resident in-commuters. About a quarter of surveyed in-commuters (22 percent) said they would consider moving into Prince George's County if school quality was improved. Other reasons given included better-quality health care, lower taxes, and better public safety.



Existing communications efforts tend to exist in silos.

Although housing, economic development, and schools are heavily intertwined, the County's communications around these issues tends to exist in silos. Those silos, combined with limited staffing capacity, can make it difficult to reach the kind of broad audience necessary to combat these widespread perception issues. The reorganization of Council's committees to integrate planning, housing, and economic development can support a more integrated approach to these issues moving forward.



To combat these negative perceptions, County communications efforts could be expanded through more inter-departmental coordination and external partnerships to reach a broader audience and cover a greater cross-section of topics.

The County can start by reviewing and updating its existing public communications around housing for clarity and consistency across departments, including identifying key intersections with non-housing-related communications efforts. The CHS Communications Toolkit provides a starting point from which the County can continue to hone its cross-sector messaging around housing issues.

From there, the County can focus on targeted outreach to key partners, building off existing communications infrastructure like the annual Housing Fair and the Common Ownership Commission. This outreach could focus on topics like marketing existing housing programs and resources, increasing awareness of key issues facing the county, and celebrating progress made on addressing those issues. Increased coordination across departments would also support this outreach.

Regional affordability as an asset



On the whole, the County is commanding lower rents and home values than its neighbors.

Compared to adjacent counties in Maryland and D.C., Prince George's County has the lowest median home value (\$254,700) and lowest median gross rent (\$1,294). Prince George's County also showed the lowest increase in median home values (30 percent) between 2000 and 2015, compared to adjacent counties—D.C. experienced a 128 percent increase and Montgomery County and Howard County each experienced a 59 percent increase.

As housing prices around the region have been sharply increasing, there has been growing demand among housing consumers for more affordable products. In this respect, Prince George's County has an advantage if it can continue growing its economy and housing stock, while preserving existing housing options that are more affordable than what is typically found in other areas of the region.



There is a disconnect between current residents' understanding of affordability as an asset and outside perceptions.

Almost half of the current residents that responded to the housing needs survey said they would purchase housing in the county again in the future and affordability was one of the most commonly cited reasons why they would. Another key reason was proximity to D.C., reflecting the comparative advantage of maintaining a level of affordability within the broader regional housing market. Other reasons included the overall community and diversity.

In focus groups, many participants thought that housing affordability and housing choice—including more affordable homeownership options in Prince George's County compared to other places—distinguished the county and was something that should be highlighted and valued, particularly when seeking to attract new residents and businesses.

When non-resident in-commuters were asked what would make them move to Prince George's County, the most common response was if he or she could find a home similar to the one he or she lives in currently at equal or lower cost (41.6 percent). Even though in-commuters noted the importance of lower cost housing as something to attract them to the county, they also (44.1 percent) indicated they did not believe the county had enough of homes at equal or lower cost than their current home. This reflects a key disconnect with both current residents' understanding and data about housing throughout the region.



The County tends not to market its relative affordability as part of economic development strategies and current programs do not emphasize preservation of that existing affordability.

As mentioned above, economic development and housing initiatives have historically been separated, but the County is increasingly integrating its approaches to these issues.

The County's current housing initiatives, tools and preferences emphasize new construction over preservation, limiting its ability to preserve the quality and affordability of its existing housing stock. Of the nine primary County housing programs, only two support preservation efforts—the Housing Rehabilitation Assistance Program (HRAP) and the Moderate Rehabilitation Program, which are designed to support small- and moderate-scale property rehabilitation, respectively. The Housing Investment Trust Fund (HITF) can be used to support both preservation and new production efforts. Aligning this resource with additional preservation tools can help the County preserve the affordability and quality of its existing housing.



The County can capitalize on this asset by updating existing programmatic, policy, and financing tools (or creating new tools) to include priorities around preservation of existing housing in addition to production of new housing.

These new tools can include creating a set-aside for preservation activities (like property acquisition or rehabilitation) within the HITF to ensure it is used to support both preservation and new production annually.

Recognizing that it is not possible or desirable to attempt preserving the current price point and quality of every property, it is important to establish clear geographic priorities and criteria for

the County's preservation activities. This can be systematized by identifying and codifying priority zones for preservation, where the County can coordinate with nonprofit and private sector partners to maintain a range of high-quality housing options at varied price points.

Ensuring the County and its partners are equipped with data on the areas that are priorities for preservation can also assist with preservation activities. For example, creating an inventory of priority properties that may be at risk of losing their affordability would make it easier for the County or a partner to proactively work with the owner of that property to preserve it, through additional resources or incentives.

CASE STUDY

Preservation ordinances support the preservation of existing affordable housing by designating areas where additional requirements are placed or where incentives are available for the preservation of affordable units. Requirements may range from notifying the local government at a certain time period before the expiration/refinancing/opt-out of existing affordability requirements to providing the same number of affordable units for any redevelopment. These programs help ensure affordable housing is not removed permanently from the housing stock and prevent the displacement of very low-, low-, and moderate-income households by preserving and promoting a diverse affordable housing supply.

Density PRESERVATION ORDINANCE in Arlington, VA

How is this strategy implemented or used?

Identifies "special affordable housing protection districts" to promote retention of affordable housing along the Metro.

- Allows **higher density** development than otherwise allowed by-right under current zoning.
- Requires **on-site preservation** or **one-for-one replacement** of affordable units (including matching bedroom sizes).

What local conditions is it addressing?

- Existing affordability & changing markets
- Local transit assets

What are the results?

Over 2,000 market-rate affordable units preserved and over 4,000 new affordable units produced.

Why is this an effective tool?

- **Prioritizes high opportunity areas**, particularly near transit
- Stems displacement by **proactively targeting** areas that have traditionally offered more affordable housing prices
- **Additional density** supports cost of preservation

RELEVANCE TO PRINCE GEORGE'S COUNTY

- › Aligns with goals of Plan 2035 & efforts of PLCC
- › Zoning re-write
- › Aging housing stock
- › Existing affordability
- › Limited preservation toolbox

NATIONAL BEST PRACTICES

- › Regular analysis of areas in need of affordability preservation
- › Offering developer choices in accommodating ordinance

CALL-OUT PAGE: REGIONAL COMPARISON

Prince George's County is in a dynamic region—a region poised to grow over the next decade. Placing Prince George's County in regional context is critical in understanding the impact of specific strategies in a connected, fluid housing market.

When using neighboring jurisdictions for comparison, Prince George's County's housing market conditions are not as robust in terms of median home value or rents. In 2015, Prince George's County had the lowest median home value (\$254,700) and rent (\$1,294) compared to adjacent counties and the District of Columbia (see figures below). Prince George's County showed the lowest increase in median home values (30 percent) between 2000 and 2015. It's important to note that this time period includes the Great Recession, which resulted in significant number of foreclosures within Prince George's County. These foreclosures resulted in loss of personal and household wealth and lower home values, which in turn created a wider gap for the county to close in terms of housing market recovery than its neighbors.

Median rent in Prince George's County increased by 29 percent between 2000 and 2015—an increase similar to neighboring jurisdictions like Montgomery and Howard counties. For comparison, over the same period median home value increased by 128 percent and median rent by 58 percent in the District of Columbia. In Montgomery County, median home values increased by 59 percent and median rent by 31 percent.

Comparing median home values and rents in Prince George's County to the District of Columbia and other counties in Maryland underscores the county's relative affordability within the region—something many long-time county residents viewed as an asset. Members of the public consistently elevated maintaining the county's affordability as a priority throughout the community engagement activities.

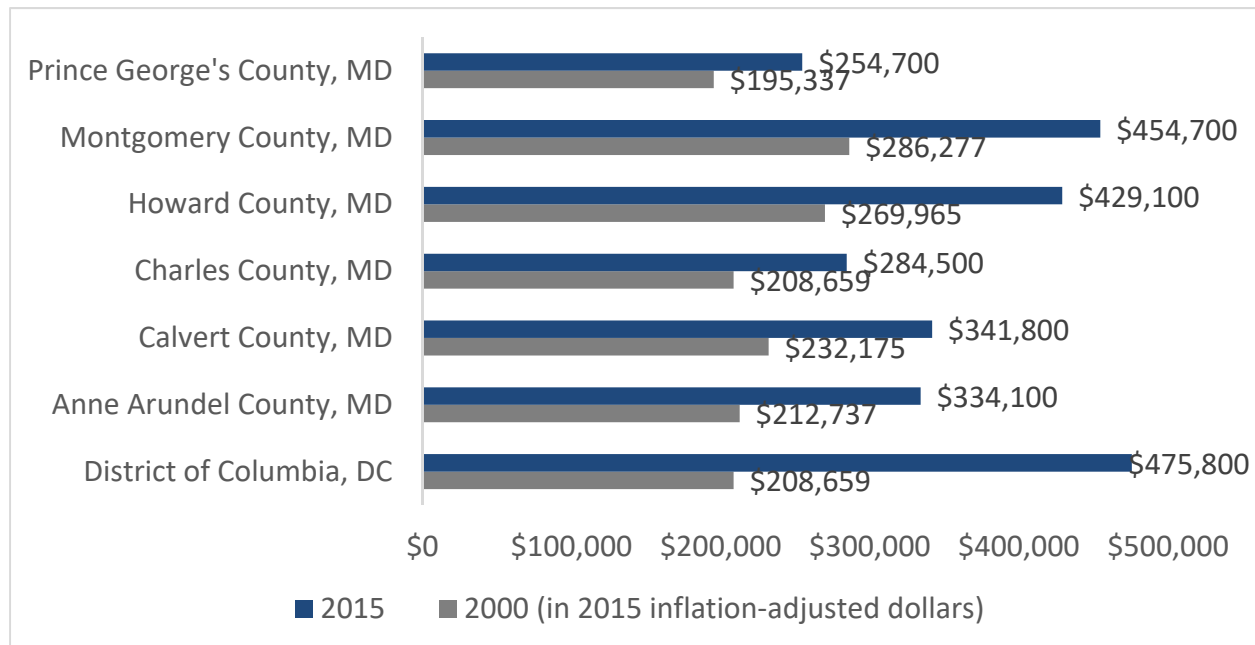
Perspectives gathered from community engagement conducted while developing the Comprehensive Housing Strategy (CHS) demonstrate some of the drawbacks of commanding lower rents and home values overall, particularly when neighboring jurisdictions have higher values. For instance, long-time residents noted that lower home values and rents within Prince George's County, coupled with higher-cost neighborhoods in the District of Columbia, have resulted in growth pressure along the county's border with the District. As one long-time resident put it, “The county is not going to remain affordable for very long. Rising home prices and rents in Deanwood mean more people are moving into Capitol Heights, hurting long-term homeowners.” At the same time, many county stakeholders noted difficulties in attracting residential development, particularly when more lucrative projects (due to higher rents) can be built in neighboring jurisdictions (often with real or perceived lower fees and greater consistency in the development process among developers).

Variation within Prince George's County's urban, suburban, and rural subareas suggest that lower median home values and rents are not necessarily consistent across the county. When comparing median home values and rents by subarea to neighboring jurisdictions, rural and suburban areas command median home values and rents similar to some Maryland counties. This comparison—between neighboring jurisdictions and subareas within Prince George's County—further stresses the

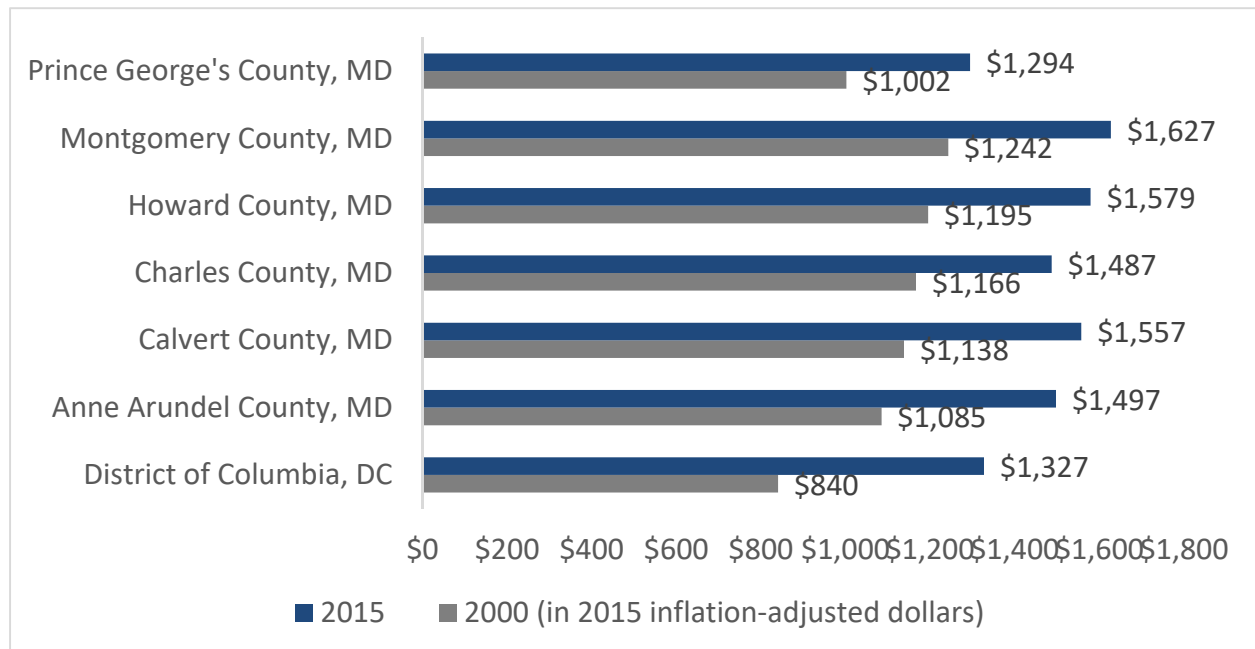


need to account for the unique character of the county and its varied housing submarket conditions as actions from the CHS are implemented over the next 10 years.

Median home value, Prince George's County, MD and surrounding jurisdictions (2000 & 2015)⁵



Median rent, Prince George's County, MD and surrounding jurisdictions (2000 & 2015)



Sources: 2000 U.S. Census and 2011-2015 American Community Survey 5-Year Estimates.

Key observations related to building on strategic investments and submarket conditions

CALL-OUT: STRATEGIC INVESTMENTS & SUBAREAS ANALYSIS

Recognizing the varied housing market conditions across Prince George's County, analysis for the CHS was conducted at three different spatial scales: 1) countywide; 2) by county subarea, which closely align to the tiers within *Plan 2035*; and 3) within one-half-mile radius around selected projects or assets. Each spatial scale provided important—sometimes conflicting—insight into how market conditions vary.

County subareas

Plan 2035 outlines a clear framework for Prince George's County to grow over time, directing much of that growth into areas served by existing infrastructure and seeking to preserve its rural and agricultural lands. This part of the analysis aimed to account for the unique urban, suburban, and rural character of Prince George's County and better understand how some of the broader issues affecting the county—changing demographics, housing type and cost—affect these areas. It also assisted in understanding how housing needs and market conditions align with other policy goals, namely maintaining the county's character and managing growth.

To define the physical character of the county for this analysis, the following boundaries were used:

- Urban areas – Areas of Prince George's County that lie inside the I-495 Beltway
- Suburban areas – Areas of Prince George's County that lie outside of the I-495 Beltway and within the 2035 General Plan growth boundary; and
- Rural areas – Areas of Prince George's County that lie outside the 2035 General Plan growth boundary.

Strategic investment areas

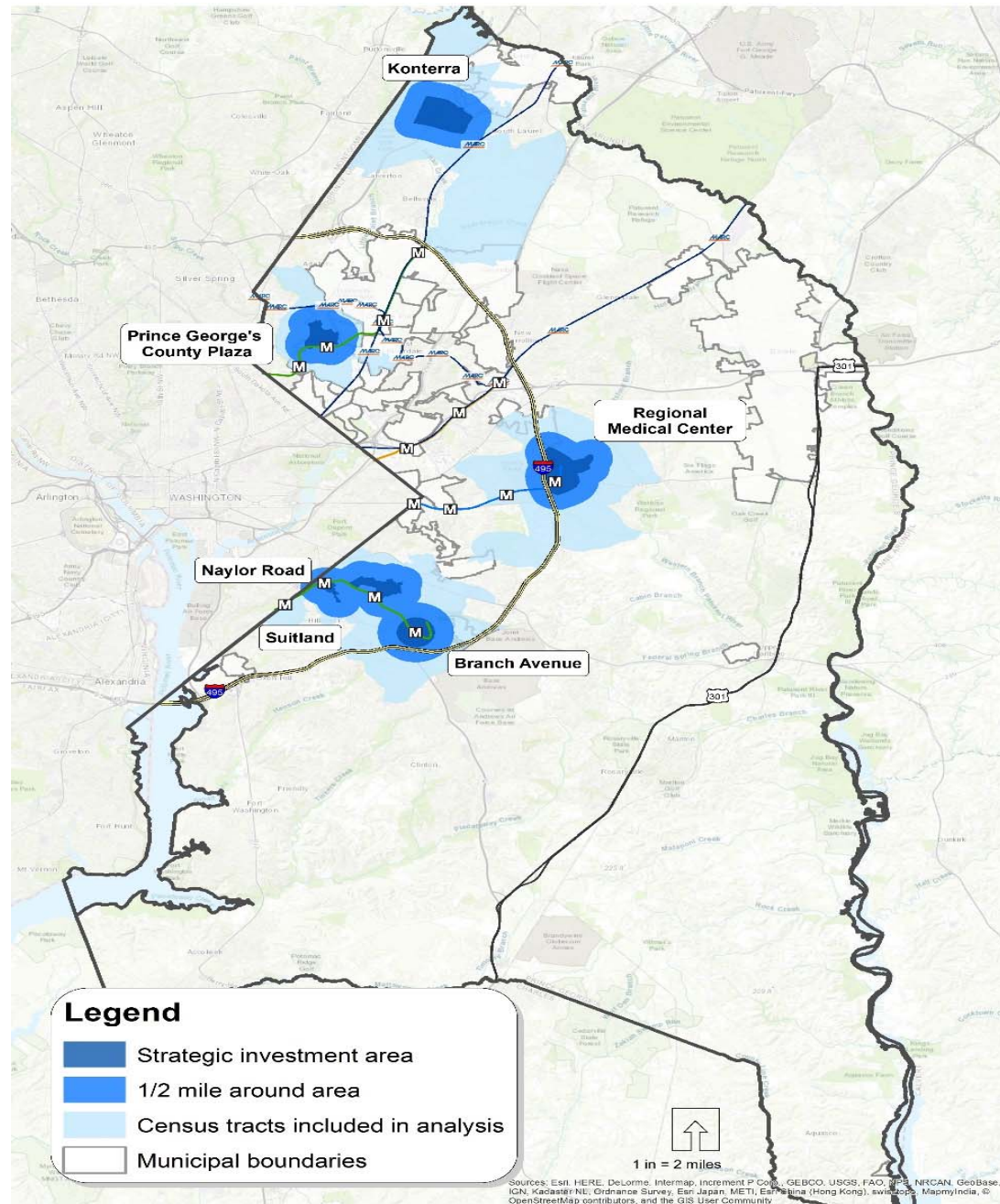
Prince George's County has made and continues to make significant investments in new development, including around Metro stations and major economic development projects, like Regional Medical Center. One part of developing the CHS was understanding how market conditions, housing supply, and demographics around selected strategic investments are changing. The strategic investments included in this analysis were 1) Konterra; 2) Prince George's County Plaza; 3) Branch Avenue; 4) Regional Medical Center; 5) Suitland; and 6) Naylor Road. For detailed descriptions of each project, see the Strategic Investment Summary Report. Analyzing these conditions helped identify current gaps in the housing

⁵ Compared with Prince George's County, median home values and rents in Virginia follow a similar pattern. Median rent is higher than the countywide median in Loudoun and Arlington counties and Alexandria. The one exception is Fairfax County, where rents are not as high as Prince George's County (\$928 compared with \$1,294). Home values also much higher in these three jurisdictions and Fairfax County, ranging from \$452,300 (Loudoun County) to \$607,700 (Arlington County). Homes values in these jurisdictions increased from 46 percent (Alexandria) to 70 percent (Arlington County) between 2000 and 2015, compared with 30 percent in Prince George's County. Median rent in neighboring counties and cities in Virginia experienced more comparable change to Prince George's County, where rents increased 29 percent over the same time period. Alexandria and Loudoun County experienced somewhat lower increases (25 percent and 22 percent, respectively), when compared with the county. The one exception was Fairfax County, which after adjusting for inflation, median fell by almost half (46%). Data is from the 2000 U.S. Census and 2011-2015 American Community Survey 5-Year Estimates.

supply in these areas (in terms of type, price point, etc.), and illuminated areas where it may be feasible to target market-based approaches for future housing.

The analysis for each strategic investment included all Census Tracts within one-half-mile radius of each investment. The number of tracts vary around each investment, ranging from 6 around Konterra to 12 around Regional Medical Center.

Strategic investment areas in the CHS, Prince George's County, MD



Submarket conditions



There is significant variation in both the housing supply and access to opportunity across the county's submarkets.

Home values and rents are highest in the suburban and rural subareas, but are generally lower in the urban subarea. The housing market is especially strong within the rural subarea, where rents and home values are both more than 20 percent higher than the countywide median (rents are 28 percent higher and home values are 23 percent higher). The rental market is strongest within the suburban subarea, commanding rents that are 34 percent higher than the countywide median, while home values are 9 percent higher than the countywide median. Within the urban subarea, rents are on par with the countywide median, but home values are 17 percent lower than the countywide median.

Median home value and rent by county subarea (2015)

Geography	Median Values	Percent of Tracts above County median home value
County	\$ 254,700	-
Subareas		
<i>Urban</i>	<i>\$ 211,507</i>	<i>16%</i>
<i>Suburban</i>	<i>\$ 276,378</i>	<i>63%</i>
<i>Rural</i>	<i>\$ 314,257</i>	<i>79%</i>

Geography	Median gross rent	Percent of Tracts above County median gross rent
County	\$ 1,294	-
Subareas		
<i>Urban</i>	<i>\$ 1,288</i>	<i>34%</i>
<i>Suburban</i>	<i>\$ 1,736</i>	<i>84%</i>
<i>Rural</i>	<i>\$ 1,655</i>	<i>83%</i>

Source: American Community Survey 5-Year Estimates, 2011-2015.

A supply gap is widespread across income levels in the suburban subarea, but more concentrated on the lowest and higher ends of the income spectrum in the urban and rural subareas. The suburban subarea lacks enough rental housing for households earning less than 30 percent area median income (~4,100 units); 31–50 percent area median income (~900 units); and 80 percent area median income or more (~4,500 units). The urban subarea has the largest shortage of rental housing for households earning less than 30 percent of area median income; this shortage was more than 12,000 units (as of 2015). It also has the largest shortage of rental housing for households earning 80 percent of area median income or more; this shortage was nearly 15,000 units (as of 2015).

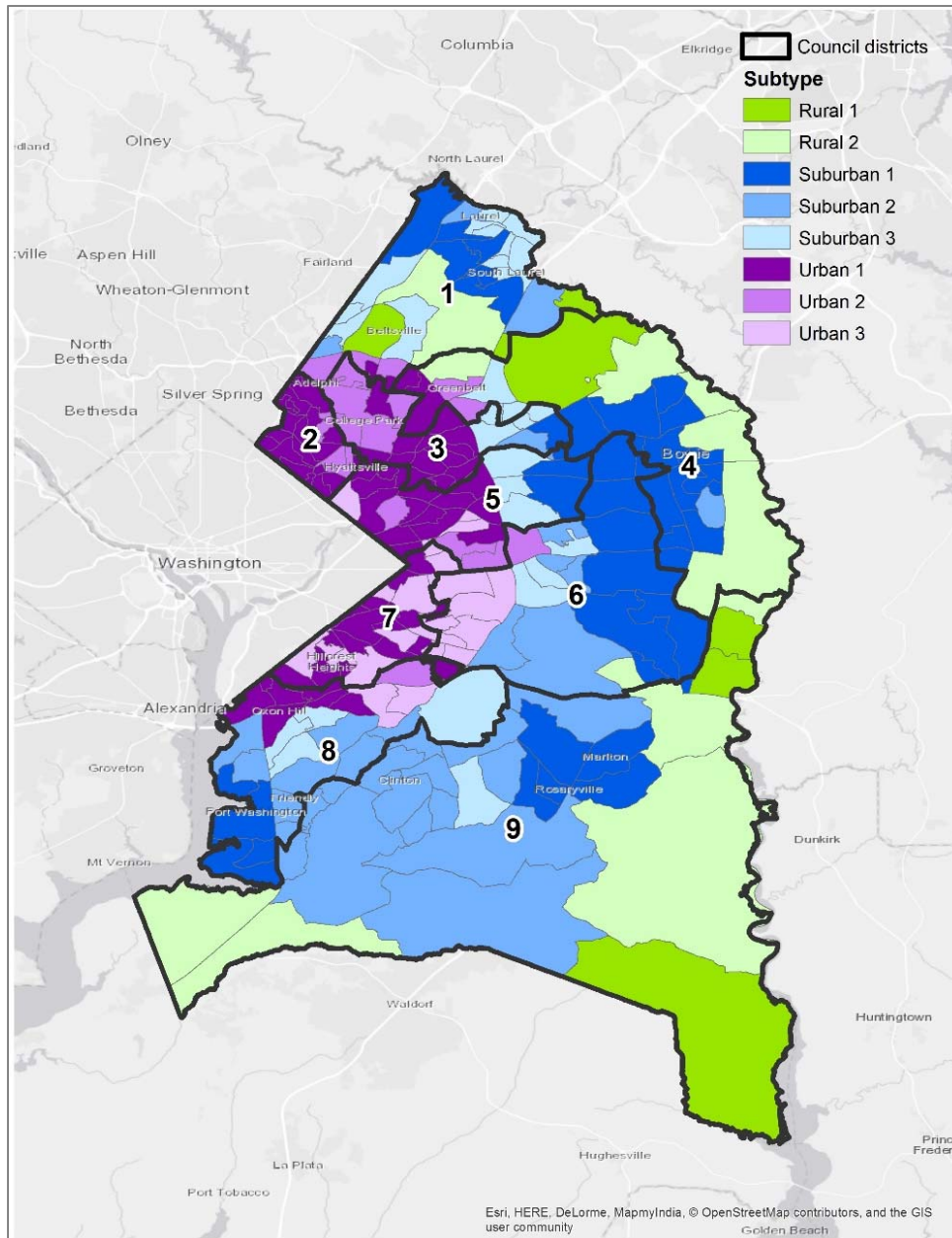


Pathways to opportunity vary greatly throughout the county – the closer you get to the District, the stronger access to jobs, goods, and services. Meanwhile, the more rural you get, the stronger the environmental quality. Social capital, cohesion, and quality of community institutions is strongest in the suburban subarea, followed by the rural subarea, and then the urban subarea.

MEASURING ACCESS TO OPPORTUNITY

Measuring access to opportunity allows the County to align and target its housing investments and strategies to maximize impact, both by building access to opportunity where it is weaker today and by expanding access to opportunity where it is already strong. The County has leveraged Enterprise Community Partners' Opportunity360 platform to measure conditions of opportunity throughout the county, as displayed in the map below.

SHARED CONDITIONS OF OPPORTUNITY ACROSS THE URBAN, SUBURBAN, AND RURAL AREAS IN PRINCE GEORGE'S COUNTY, MD



This map shows neighborhood “types,” or areas throughout the county that share similar pathways to opportunity and exhibit similar physical character (as defined by the urban, suburban, and rural designations established in *Plan 2035*). These types account for four key pathways to opportunity:

1. **Social capital & cohesion**, which helps measure pockets of affluence and poverty. Key indicators include: median income, educational attainment, persons living in poverty, and unemployment.

2. **Community institutions**, which helps measure control of institutional resources; schools are a key component of this pathway. Key indicators include: school quality score, graduation rate, district student-to-pupil ratio, and total district expenditures per pupil.
3. **Access to jobs, goods, & services**, which helps measure accessibility of the built environment. Key indicators include: Walk Score,⁶ Transit Score,⁷ number of jobs accessible within a 45-minute commute, and grocery store access.
4. **Environment**, which helps measure natural and man-made hazards that may affect a person's physical or mental health and well-being. Key indicators include: predicted crime rate, vacancy rate, traffic exposure score, and particulate matter concentration score.

In general, Rural types have the best environmental quality in the county, but have lower access to jobs, goods, and services than other areas. Rural types are almost entirely single-family homes (97%) and are predominantly owner-occupied. There are few people living in poverty in these areas and a high share of higher-income households (64% of households earn more than 100% AMI).

Suburban types have stronger access to jobs, goods, and services, but worse environmental quality, compared to rural areas. Suburban types also have much stronger social capital & cohesion than urban areas. Housing in suburban areas tends to be newer than in other areas of the county (average median year built across the suburban types is 1981) and units are mostly in single-family homes.

Urban types have the best access to jobs, goods, and services, but tend to have much lower social capital and worse performing institutions than other types. Environmental quality is also lower in urban areas than in other types, but is still not as low as some other areas in the region. Urban areas offer a larger share of multifamily housing than in other areas of the county (approximately one-third of units in urban areas are in multifamily buildings) and contain large shares of the county's affordable housing stock. Housing in urban areas is older than in other areas of the county (many units built in 1967 or earlier) and there are more overcrowded units than in other types.

For more detail on the methodology and data used to measure access to opportunity throughout the county, see the appendices.



Many of the County's housing programs are offered countywide, which creates flexibility but limits their impact, given the wide variation observed across different areas of the county.

Only one of the County's nine housing programs identifies geographic priorities—the Housing Production Program targets TOD areas and TNI areas when deciding among development

⁶ Walk Score is a measure of walkability of any address. For each address, Walk Score analyzes hundreds of walking routes to nearby amenities.

⁷ Transit Score is a measure of how well a location is served by public transit. Transit Score assesses nearby transit routes based on the frequency, type of route (rail, bus, etc.), and distance to the nearest stop on the route.

proposals to fund. The County's new Clean Energy Programs, which can be leveraged to support housing efforts (particularly preservation), also identify TNI areas as a priority.

Some of the County's existing development incentives have established geographic priorities—including the Density Bonus, parking waivers, and use of deferred land sale price—that can be expanded upon to emphasize access to opportunity, in alignment with future programmatic targeting.



Targeting and scaling existing programs and future policymaking to recognize this significant variation can increase the County's long-term impact.

For example, the Pathways to Purchase downpayment assistance program could identify geographic target areas that are aligned with priorities for neighborhood revitalization and accordingly offer a higher level of assistance in those areas as a heightened incentive for new homeowners. Or, the public land disposition process could be modified to prioritize disposition for housing developments in areas with strong access to opportunity. Successful targeting of any programs or processes requires regular monitoring and evaluation of housing market conditions to ensure the geographic priorities remain effective for the program's mission over time.

Understanding conditions of opportunity equips the County to prioritize different types of interventions to better support all neighborhoods. For example, areas where community institutions are strong are good candidates for public-private partnerships to advance housing goals. Areas with weaker environmental quality are strong candidates for coordinated housing rehabilitation and energy efficiency upgrades. Areas with strong access to jobs, goods, and services are important areas to focus the preservation of existing affordability in tandem with ongoing economic development initiatives. Building off this understanding of access to opportunity throughout the county, the Housing Opportunity for All: Community Housing Strategy identifies priority target areas for each action.

CASE STUDY

Employer-assisted housing programs are designed to meet the unique housing needs of the workforce by reducing cost of living near job centers, which has been proven to improve employee retention and strengthen long-term neighborhood investment. Such programs may be offered exclusively by the employer but are often offered in partnership between the local government and the employer.

EMPLOYER-ASSISTED HOUSING in Baltimore, MD

How is this strategy implemented or used?

A **public-private partnership** between participating employers and the City of Baltimore designed to encourage homeownership near places of employment.

- **Down-payment and closing cost assistance**
- **Employer matches** city's contribution (up to \$5,000)
- Employees can keep full amount **if they stay for five years**

What local conditions is it addressing?

- Barriers to entry in the homeownership market
- Limited affordability near jobs

What are the results?

Over 100 employers have signed on to participate

Why is this an effective tool?

- **Reduces cost of living** near job centers, which supports mixed-use communities & improves employee retention
- **Employers have flexibility** to define their participation or create additional program requirements or target areas
- Supports long-term **neighborhood investment**

RELEVANCE TO PRINCE GEORGE'S COUNTY

- › Leverages economic development in the County
- › Expands on existing targeted neighborhood investments
- › Cost-burden among homeowners

NATIONAL BEST PRACTICES

- › Pairing financial assistance with homeownership counseling
- › Multiple financing sources
- › Flexible standards to accommodate different types of employers

Strategic investment areas & TOD areas



Areas around strategic public investments, including TOD areas, throughout the county have seen uneven levels of private market activity.

While many strategic investment areas have the types of amenities residents want to live near, nearby housing market conditions have varied greatly. The strongest market conditions were around Konterra and Regional Medical Center. These areas tend to have a larger supply of homeownership options for household earning above the area median income and are experiencing population growth. Meanwhile, areas around the Naylor Road and Suitland Metro stations have experienced less robust market conditions, commanding lower rents and home values. Naylor Road has also experienced significant population decline since 1980.

While developers did see more potential for growth in the Urban/Developed Subarea – in line with County goals for development, as set in *Plan 2035* (albeit to a smaller extent than the plan calls for) – they saw limited potential for development in Regional Transit Districts, which is directly counter to the County's goals. The key reasons cited by developers were the Adequate Public Facilities Ordinance requirements within Regional Transit Districts and the overall age of infrastructure within the urban subarea of the county.



Residents value the types of amenities and resources that are around strategic public investments.

As mentioned earlier, when setting cost aside, survey respondents' top priority for choosing an area to live was proximity to amenities, followed by school quality. Proximity to job opportunities, health care services, and transit access also received over ten percent of responses.

This sentiment was echoed by many focus group participants, including Hispanic immigrants and seniors living in Prince George's County, who said they value the opportunity to live in housing that is close to transit, jobs, grocery stores and other shopping, and other services and amenities. Health care availability was a concern among participants in the seniors focus group. For many, the greatest concerns as they age were around having access to health care services, either in their home or in a facility, making strategic investment areas like the Regional Medical Center particularly appealing.

Market-rate housing residents and developers mentioned the value of higher-density, transit-accessible, and mixed-use development in the county, building off existing investments and TOD areas like New Carrollton, Suitland, and Prince George's County Plaza. Transit was also regularly cited as a key asset during public meetings.

Despite the strongly articulated priority around transit, the County's transit assets are underutilized. While public transportation was the second most common commute mode reported in the housing needs survey,⁸ it only constituted 10 percent of respondents' primary commute mode, which is fairly low for the region. For comparison, 16 percent of Montgomery County residents and 37 percent of D.C. residents use public transit as their primary commute mode.



The County has several programs and policies that prioritize TOD areas, but procedural inefficiencies may be limiting their impact and stymying more varied and mixed-income development in other priority areas.

The County's Housing Production Program, Density Bonus, and Public Safety and School Charge Exemptions policy all target TOD areas.

Historically, financing terms for the Housing Production Program have been decided on a case-by-case basis, reducing the program's consistency and transparency. The timing for application to this program has previously not been aligned with other key approvals or funding applications—like Project Based Vouchers, Low Income Housing Tax Credits and other state funding—which can make it difficult to assemble all the necessary financing for development, particularly mixed-income development.

⁸ Personal vehicle travel was the most common commute mode reported in the housing needs survey, representing 81 percent of respondents.

While the Density Bonus and Public Safety and School Charge Exemptions policies both offer priorities to developments around transit stations, developers noted that these incentives do not offset the higher costs associated with building in TODs due to other requirements (like the Adequate Public Facilities Ordinance and flood plain regulations).



In addition to expanding on existing targeted programs and improving associated procedures, the County can create stronger connections between existing housing programs and other available tools to capitalize on market trends.

For instance, if the County relaxes Adequate Public Facilities Ordinance requirements within Regional Transit Districts and provides upfront infrastructure investments, higher density development may be more viable around transit. And by coordinating these tools to support more housing (of different types and price points), these efforts may help increase the use of public transit as a primary commute mode in the long-run.

The County recently updated their underwriting guidelines for the Housing Production Program, which will improve transparency of this program. The County will need to coordinate all available financing, including financing for capital improvements and economic development, and build stronger alignment about how these tools are used, to encourage more developers to use it.

Data sources

2000 U.S. Census

2010-2014 Comprehensive Housing Affordability Strategy

2011-2015 American Community Survey Five-Year Estimates

Market-based housing projections prepared by University of Maryland (February 2018)

Enterprise Community Partners' Opportunity360 data platform⁹

Results of resident telephone survey (November-December 2017)

Results of focus groups and interviews (October 2017-May 2018)

Results of questionnaires completed by developers (December 2017-January 2018)

Results of programs and policy analysis (March 2018)

⁹ For more information, visit: <https://www.enterprisecommunity.org/opportunity360/measure>



PART 2: Strategy Roadmap



How do I read this roadmap?

The Strategy Roadmap outlines the strategies that will guide the County's housing investments over the next ten years, including the specific actions and steps it will take to implement them. It provides detailed descriptions of each action, including how each action addresses the findings described in the Community Assessment.

There are two types of actions: 1) actions that support cross-cutting capacity building ("cross-cutting actions") and 2) actions that support targeted interventions to address specific housing needs or market opportunities ("targeted actions"). Each action is accompanied by a description of what changes the action would require and why the County will be pursuing those changes. Recognizing the unique conditions and submarket variation across the county, the description of each action also indicates where those efforts will be concentrated or if the action will be implemented countywide. Then, each description notes who will need to be involved to successfully implement the action and what initial implementation steps they will take to do it. This information was developed to respond directly to the findings of the Community Assessment.

Supporting information about each action is included in the sidebars throughout the document:

- The core principles that guided development of the action.
- The estimated investment associated with the action. This provides an illustrative estimate of the direct investments the County may make when implementing the action. Exact future investment will depend on policy decisions made during implementation. Estimates are derived from existing spending information, as well as cost information from other jurisdictions that have implemented similar actions. Estimates from other jurisdictions were adjusted to local conditions, wherever possible. Actions are labeled as requiring indirect investment if those costs are not directly accountable to the action (e.g., administrative or personnel costs).
- The timeline on which the County plans to implement the action – either in the short- (1-3 years), medium- (4-7 years), or long- (8-10 years). This timeline is illustrated in more detail in the Implementation Plan.
- The primary beneficiaries that will be served by the action. Actions account for the unique needs among diverse groups and the specific tools that are required to better serve them. Ultimately, each of these actions benefits all County residents by building more sustainable, diverse, thriving communities that are connected to opportunity.

Prince George's County Comprehensive Housing Strategy



experience **COMMUNITY**
expand **OPPORTUNITY**
explore **CHOICE**

- The key supportive tools that will make it possible to implement the action. These include both existing and new tools that the County can employ.
- Whether the action requires approval from the County Executive's office (Executive), County Council (Legislative), or is under the authority of an existing County department (Departmental).

The Implementation Plan illustrates where the County will focus implementation efforts in the short-, medium-, and long-term. It is supported by a Year 1 Implementation Checklist that notes the key steps the County will take in Year 1 to stay on track with the Implementation Plan. This checklist will be evaluated at the end of the year and updated accordingly for the following year, pulling in new steps to be accomplished in Year 2 (and so on).

Overview of Strategies and Actions

Prince George's County features a strategic location, extensive transportation network, rural and agricultural lands, institutions of higher education and research, diverse and affordable housing stock, and emerging industries that could expand economic opportunities for County residents. Several current and planned high-value economic development initiatives like the Purple Line Corridor and MGM Grand at the National Harbor will affect housing supply and demand and shape the county's future. As *Plan2035* indicates, the county's future "depends on changing how and where we grow as a county! We must be strategic about where we promote development and invest public resources...we must think holistically and grow sustainably and equitably."

Housing Opportunity for All incorporates strategies and actions to address all housing needs, across all income levels, and incorporates neighborhood conditions to ensure the County's housing investments increase access to opportunity for all residents. A key component of *Housing Opportunity for All* is its focus on increasing the capacity of the County and its partners to respond to existing housing needs and future conditions. This increased capacity will help the County to implement targeted strategies and actions to address varying submarket conditions and provide quality and affordable housing for all residents. Together, these strategies and actions will help the County achieve its vision as a community of choice in the D.C. metropolitan region.

Housing Opportunity for All includes several new or expanded policies, programs, funding, and financing, many of which require executive and legislative leadership. One of the most important actions in *Housing Opportunity for All* is the expansion of Prince George's County Housing Investment Trust Fund. In addition to increasing the overall funding available through the Housing Investment Trust Fund, it will be used for a broader range of activities, like property rehabilitation and acquisition and services. The County will also seek to maximize its existing resources to meet the goals in *Housing Opportunity for All*. For instances, it will increase its use of project-based voucher allocation through its Moderate



Rehabilitation Program and its ability to serve aging residents and improve homes' quality and safety through its Housing Rehabilitation Assistance Program.

Other major policy initiatives aim to streamline development and diversify the county's housing supply. *Housing Opportunity for All* relies on its continued effort to modernize its zoning code to achieve many of its actions. It also proposes that the County pursue inclusionary zoning in a targeted way, allow accessory dwelling units a permitted use, and offer expedited permitting for mixed-income development as additional steps to make development easier and help achieve the County's broader growth management goals.

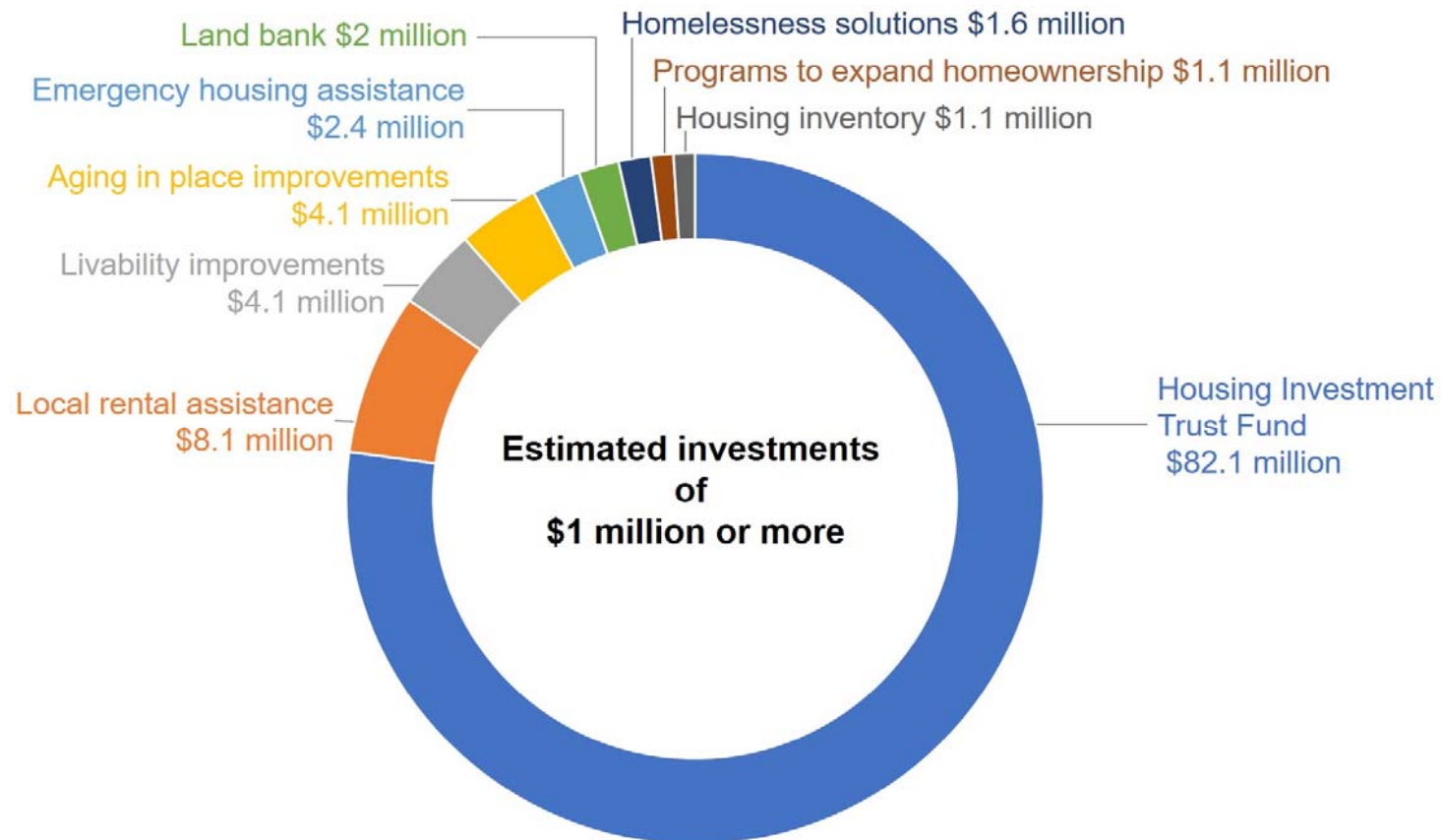
Housing Opportunity for All requires a significant commitment—both in terms of time and in terms of resources. Many of the new or expanded tools proposed within *Housing Opportunity for All* will require direct investment of new or expanded funding. The exhibit below provides an illustration of the larger investments that could be made through *Housing Opportunity for All*. As it demonstrates, the largest investment would be to increase the rental supply, among other activities, through an expanded Housing Investment Trust Fund. Other significant investments mirror the new or expanded actions in *Housing Opportunity for All*, including funding to provide livability improvements to home for seniors and emergency assistance for households experiencing a housing crisis, like unexpected lease termination or foreclosure.

Prince George's County Comprehensive Housing Strategy



experience *COMMUNITY*
expand *OPPORTUNITY*
explore *CHOICE*

Estimated investments for actions with direct costs (for illustration purposes)



Note: This exhibit is intended to illustrate potential investments associated with the proposed approach in Housing Opportunity for All. These estimates are intended to provide an illustration of how much each action could cost, depending on the approach. However, different approaches, based on policy decisions made during implementation, would result in various levels of investment, impact, or both.



Cross-cutting strategies and actions

Cross-cutting strategies and related actions directly respond to three key capacity limitations:

- 1) limited policy tools to promote development and support residents;
- 2) limited collaboration and coordination across departments and programs; and
- 3) limited funding and financing mechanisms to support implementation.

Cross-cutting Strategy #1

Enhance policies and incentives to promote housing development and preservation throughout the county. This strategy creates a more supportive environment for housing development and offers additional tools to help stabilize vulnerable residents.

Action 1.1 Modify public land disposition process to advance CHS goals

Action 1.2 Establish more flexible regulations to support adaptive reuse of properties (in coordination with zoning rewrite)

Action 1.3 Allow accessory dwelling units as a permitted use in designated zones

Action 1.4 Strengthen rights and responsibilities of tenants and landlords

Action 1.5 Establish stronger, market-informed inclusionary housing requirements

Action 1.6 Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income households

Action 1.7 Adopt a universal design policy

Action 1.8 Support green building standards (in coordination with zoning rewrite)



Cross-cutting Strategy #2

Increase collaboration, coordination and transparency.

This strategy expands partnerships, improves coordination, and increases transparency on priorities and process, which will put the County in a better position to respond to changing market conditions and resident needs.

Action 2.1 Improve cross-departmental coordination and communication on development projects

Action 2.2 Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various community stakeholders on a regular basis

Action 2.3 Create a centralized inventory of publicly-owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties

Action 2.4 Expand relationship between the Revenue Authority, Economic Development Corporation, and Department of Housing and Community Development to leverage parking revenue for housing development

Action 2.5 Work with nonprofit and faith-based institutions to evaluate opportunities for partnerships on new development, education and outreach, or programming

Action 2.6 Engage private financial institutions to create financial products that help achieve goals in the CHS

Action 2.7 Create more consistency within the County's development process

Action 2.8 Increase internal capacity to support implementation of CHS goals and strategies

Action 2.9 Build a fully culturally competent staff to serve the county's changing demographics

Action 2.9 Build a fully culturally competent staff to serve the county's changing demographics)

Action 2.11 Reduce barriers for residents trying to find or stay in income-restricted housing

Action 2.12 Monitor, evaluate, and report progress on implementation of the CHS



Cross-cutting Strategy #3

Expand funding and diversify financing mechanisms to increase development and other housing opportunities.

This strategy expands existing funding and financing to support additional housing development, attract a broader array of developers, protect and improve existing properties, and provide financial assistance. Additional resources will also allow the County to leverage private and philanthropic sectors in support of these housing strategies.

Action 3.1 Increase the County's Housing Investment Trust Fund (HITF)

Action 3.2 Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development

Action 3.3 Market available resources and programs to local and regional developers

Action 3.4 Establish consistent funding terms and align uses of key County resources (e.g., HTF, PILOTs, PACE, Section 108, and other financing tools, including any tailored financial products or incentives)

Action 3.5 Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources

Action 3.6 Collaborate with the State of Maryland to identify additional resources to support the County's housing initiatives



Targeted strategies and actions

Targeted strategies and related actions directly respond to three key housing market conditions:

- 1) **lack of diverse housing options;**
- 2) **ongoing need to preserve affordability and quality of housing in a rapidly changing regional market; and**
- 3) **need for comprehensive investment to spur economic opportunity in key areas.**

Targeted Strategy #1

Encourage new, context-sensitive development that expands housing types to serve the county's diverse population and distinct geographic character.

This strategy "right-sizes" housing investments to meet the needs of Prince George's County's diverse population, made up of seniors, families, and households of different races and ethnicities. It recognizes that a wider range of housing opportunities could be used to attract new residents, along with new employers or other business opportunities, to the county. It also accounts for the unique urban, suburban, and rural character of Prince George's County by ensuring that new housing opportunities complement the area in which they are built.

Action 1.1 Support proposed zoning changes that expand and encourage "missing middle" and other diverse housing types (e.g., duplexes, live/work units, one-level homes, etc.)

Action 1.2 Align County's HITF and other development solicitations for public funding to support CHS goals and actions

Action 1.3 Build more mixed-use and mixed-income developments

Action 1.4 Identify opportunities for new housing development on publicly owned land (including infill sites and brownfields)

Action 1.5 Target underused or obsolete properties for new housing production

Action 1.6 Create additional resources to make it easier for persons with disabilities to find and stay in a home

Action 1.7 Implement a comprehensive approach to support elderly households aging in place

Action 1.8 Explore innovative, low-cost housing solutions to serve persons experiencing homelessness



Targeted Strategy #2

Improve quality of the county's existing housing supply, including older homes and income-restricted properties, and help keep housing costs low to stabilize residents at-risk of displacement. This strategy helps keep county residents who are facing higher housing costs, especially seniors and those living near the Purple Line or other strategic investments, in their homes by lowering their housing costs or protecting income-restricted units. It also seeks to improve the quality of properties, particularly older homes, throughout the county to ensure they remain in good condition and residents can continue to live in them.

Action 2.1 Encourage developers to use PACE financing to make comprehensive energy efficiency upgrades to older properties

Action 2.2 Use value capture to reinvest in neighborhoods experiencing private investment

Action 2.3 Stabilize residents through anti-displacement programs

Action 2.4 Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.)

Action 2.5 Target resources, like code enforcement and funding for rehabilitation, to improve the livability of existing homes

Action 2.6 Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate (i.e., right-of-first refusal provisions)

Action 2.7 Build capacity (through processes, programs, and financing) to address condo vacancies



Targeted Strategy #3

Use new housing development and coordinated public investments to build stronger economic opportunity and revitalize neighborhoods.

This strategy will focus on leveraging housing development to provide additional neighborhood-level benefits. These investments may include improving educational and employment opportunities, upgrading infrastructure, and adding new health services, retail shopping, or parks, building on existing delivery models like the Transforming Neighborhood Initiative.

Action 3.1 Undertake or build on existing neighborhood planning efforts and other community-based processes to identify projects that directly address residents' interests'

Action 3.2 Create a land bank to support redevelopment of abandoned residential properties (or expand powers granted to RDA to provide same function)

Action 3.3 Engage major employers and anchor institutions to initiate place-based investments that increase access to opportunity

Action 3.4 Use local economic development funding to create economic opportunities in tandem with housing development, including supporting economic development projects that include housing

Action 3.5 Use placemaking to cultivate and celebrate neighborhood identity

Action 3.6 Coordinate targeted public investments with housing activities or other revitalization activities

Action 3.7 Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program



Cross-cutting Strategy #1. Enhance policies and incentives to promote housing development and preservation throughout the county.

Cross-cutting Action 1.1. Modify public land disposition process to advance CHS goals.

Why	The County's land and surplus property, while limited in supply, is a valuable resource. One study estimates land can make up 5 to 35 percent of total development costs within the region. ⁱ Using surplus property and land for new development or redevelopment helps lower overall project costs and can speed construction. It can also be used as an incentive to encourage diverse types of development, including a range of housing types on the same site or mixed-use projects. The County currently provides County-owned property for development that serves a public purpose, such as affordable housing, daycare centers, or recreation facilities through its Public Land Disposition Policy (Sec. 2-111.01). However, existing processes through which developers access the County's limited land resources can be difficult to navigate.
What	The County will make several improvements to its public land disposition policy and related land disposition process to better leverage public land to support housing development. These improvements include creating consistent standards for each use outlined in the policy; adding additional housing-related uses (e.g., facilities that serve persons experiencing homelessness or transitional housing) or other publicly-owned property to the policy (e.g., property owned by Prince George's County Public Schools); developing a public inventory of properties for residential or mixed-use development, which would enable more developers to use publicly-owned land for new development or redevelopment; removing highest bidder requirements when affordable housing is the proposed use; prioritizing disposition of property for affordable or mixed-income housing; and aligning the disposition process with timelines for other public funding decisions (e.g., the County's Housing Investment Trust Fund).
Who	Prince George's County Executive's Office; Prince George's County Council; Office of Central Services; Economic Development Corporation; Department of Housing and Community Development; Parks and Planning; Redevelopment Authority
Where	Areas with strong access to jobs, goods, and services (particularly TOD areas and Purple Line Corridor); areas with strong social capital; areas with strong community institutions

Core Principles
*Market-informed;
Asset-based; and
Coordinated &
transparent*

Estimated Investment
Indirect

Timeline
Short (years 1-3)

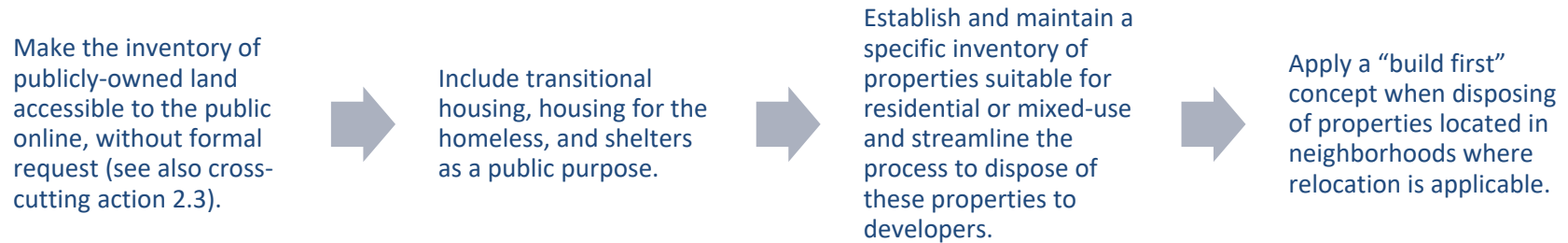
Beneficiaries
*Low-income &
workforce
households;
Local and regional
developers*

Key Supportive Tools
*Land disposition
policy; Publicly-owned
land*

Required Approval(s)
Executive; Legislative

Cross-cutting Action 1.1. Modify public land disposition process to advance CHS goals (CONTINUED).

Initial implementation steps





Cross-cutting Action 1.2. Establish more flexible regulations to support adaptive reuse of properties (in coordination with updated zoning code).

Why	Throughout Prince George's County, old shopping centers, office buildings, schools, and churches are sitting vacant. One stakeholder noted these properties as key redevelopment opportunities, particularly within the urban areas of the county. The County does not have an official count of such properties, but a 2015 study found that about 48 properties are competitive for higher-end retail tenants, while another 1.5 percent were vacant or outlived their original purpose. ⁱⁱ
What	This action targets older commercial and institutional properties for redevelopment as housing or mixed-use properties, by allowing by-right residential development in all commercial zones. Changes to the County's zoning code will help avoid the time-consuming rezoning process that often accompanies efforts to redevelop commercial properties into housing, as recounted by developers. Once in place, the County will develop an inventory of redevelopment opportunities in these zones and identify ways to spur their reuse, such as working with the property owner to transfer to a willing developer or facilitating acquisition of sites for redevelopment.
Who	Prince George's County Council; Office of Central Services; Economic Development Corporation; Department of Housing and Community Development; Parks and Planning; Redevelopment Authority
Where	Zones that allow commercial property

Initial implementation steps

Support proposed changes in the zoning rewrite that allow residential development in all commercial zones, so that any out-of-date commercial buildings can be redeveloped as housing.



Identify target parcels for redevelopment within these updated zones (see also cross-cutting action 2.3).



Identify ways to spur reuse, such as working with the property owner to transfer properties to a willing developer or facilitating acquisition of sites for redevelopment.

Core Principles

*Market-informed;
Asset-based*

Estimated Investment

Indirect

Timeline

Medium (years 4-7)

Beneficiaries

*Local and regional
developers; renters;
first-time homebuyers;
and large-scale
employers*

Key Supportive Tools

*Zoning rewrite;
Section 108*

Required Approval(s)

Legislative



Cross-cutting Action 1.3. Allow accessory dwelling units as a permitted use in designated zones.

Why	The County's updated zoning code encourages a broader range of housing types—an important step to address the county's changing demographics and limited range of housing products. While some residents develop accessory dwelling units (ADUs) without a permit, they are not a permitted, legal use within the county (as of August 2018). Fully-permitted ADUs would contribute to support of the county's aging population, which grew by 11 percent since 2000, and help cost-burdened homeowners (36 percent of all homeowners) offset higher housing costs. ⁱⁱⁱ
What	This action sets standards for ADUs in designated zones throughout the county (in coordination with the updated zoning code). It may also develop a formal process for property owners outside of designated zones to allow accessory dwelling units in their neighborhoods.
Who	Prince George's County Council; Parks and Planning; Department of Permitting, Inspections, and Enforcement
Where	Zones that support a greater mix of housing types; zones where property owners "opt-in;" areas with concentrations of cost-burdened homeowners

Initial implementation steps

Identify zones where ADUs could be a permitted use and develop draft legislative language to amend zoning accordingly.



Establish construction and design standards for ADUs.



Conduct public outreach and education to inform ADU policy development.



Identify a voluntary process through which property owners can petition to allow ADUs outside of designated zones.

Core Principles
*Comprehensive;
Inclusive*

Estimated Investment
Indirect

Timeline
Long (years 8-10)

Beneficiaries
*Seniors; caregivers;
and families in need of
supplemental income
(to offset housing
expenses)*

Key Supportive Tools
Zoning rewrite

Required Approval(s)
Legislative



Cross-cutting Action 1.4. Strengthen rights and responsibilities of tenants and landlords.

Why	The state of Maryland and Prince George's County provides tenants and landlords a range of rights, but public sentiment, especially among non-native English speakers, suggests that these rights are not enough to help members of the public withstand shocks in the county's housing market or systematically address code compliance issues. Much of the County's current efforts on these issues focus on Housing Authority residents, but broader outreach to all renters and landlords could improve these relationships. At the same time, rents have increased by 29 percent since 2000, and market conditions vary across Prince George's County, with higher rents in more suburban and rural subareas than the county as a whole. ^{iv} Members of the public consistently shared that increases in their rent, changes to their lease without advanced notice, and poor maintenance and management puts them in difficult situations.
What	This action expands local rights for tenants and landlords in Prince George's County. A taskforce will identify proposed changes to the existing policy, weighing the advantages and drawbacks of specific policy provisions, drawing on relevant best practices. Members of the public and other stakeholders were especially interested in provisions that would provide more time to plan for increases in rent or lease terminations or provide help during a housing crisis or in the event they must relocate. Other elements of a strong policy to consider are creating a common set of educational materials for tenants and landlords (e.g., tenants' rights handbooks or tenants' bill of rights, etc.); proactively inspecting licensed rental properties; and setting standards for early lease termination without penalty (e.g., seniors who can no longer live independently or survivors of domestic violence).
Who	Prince George's County Council; Department of Housing and Community Development; Department of Permitting, Inspections, and Enforcement; Human Rights Commission
Where	Countywide

Core Principles

*Inclusive; Coordinated
& transparent*

Estimated Investment

Indirect

Timeline

Medium (years 4-7)

Beneficiaries

*Renters; landlords;
immigrants; seniors;
and families or
individuals using rental
assistance (like Section
8)*

Key Supportive Tools

*Tenants'; landlords'
rights policy*

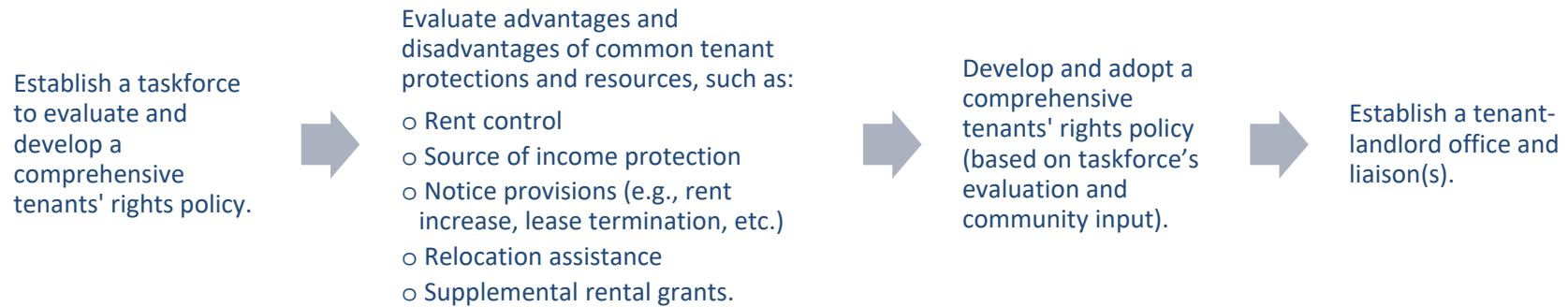
Required Approval(s)

Legislative



Cross-cutting Action 1.4. Strengthen rights and responsibilities of tenants and landlords (CONTINUED).

Initial implementation steps





Cross-cutting Action 1.5. Establish stronger, market-informed inclusionary housing requirements.

Why	The County previously offered increased density in exchange for below-market workforce or commercial units (for small businesses). The County's updated zoning code eliminated these housing incentives, creating an opportunity to understand how the market will respond to new regulations and where housing market conditions may support inclusionary housing requirements. Prince George's County can harness variations in the county's housing market to produce additional homes through an updated inclusionary housing policy. Some potential submarkets may be around strategic investment areas, like Konterra or Regional Medical Center; in TODs, like Prince George's Plaza; or near planned public investments, like the Purple Line (see Strategic Investment Areas Report for more detailed analysis).
What	This action establishes inclusionary housing requirements in targeted areas throughout Prince George's County. A key first step in this process will be to identify submarkets within Prince George's County that could support inclusionary housing requirements. Analysis completed for the CHS, along with experiences from other communities making large-scale investments in transit, suggest subareas experiencing growth or near transit may be good candidates to study in more detail. Based on conversations with local and regional developers, reduced parking requirements or reduced or waived fees would help offset the cost of providing income-restricted units (rather than offering increased development capacity, like density).
Who	Prince George's County Council; Parks and Planning; Department of Housing and Community Development; Department of Permitting, Inspections, and Enforcement; local and regional developers
Where	Areas with stronger housing market conditions; areas experiencing growth; TODs (like along the Purple Line)

Core Principles
*Market-informed;
Inclusive; and
Connected to
opportunity*

Estimated Investment
Indirect

Timeline
Short (years 1-3)

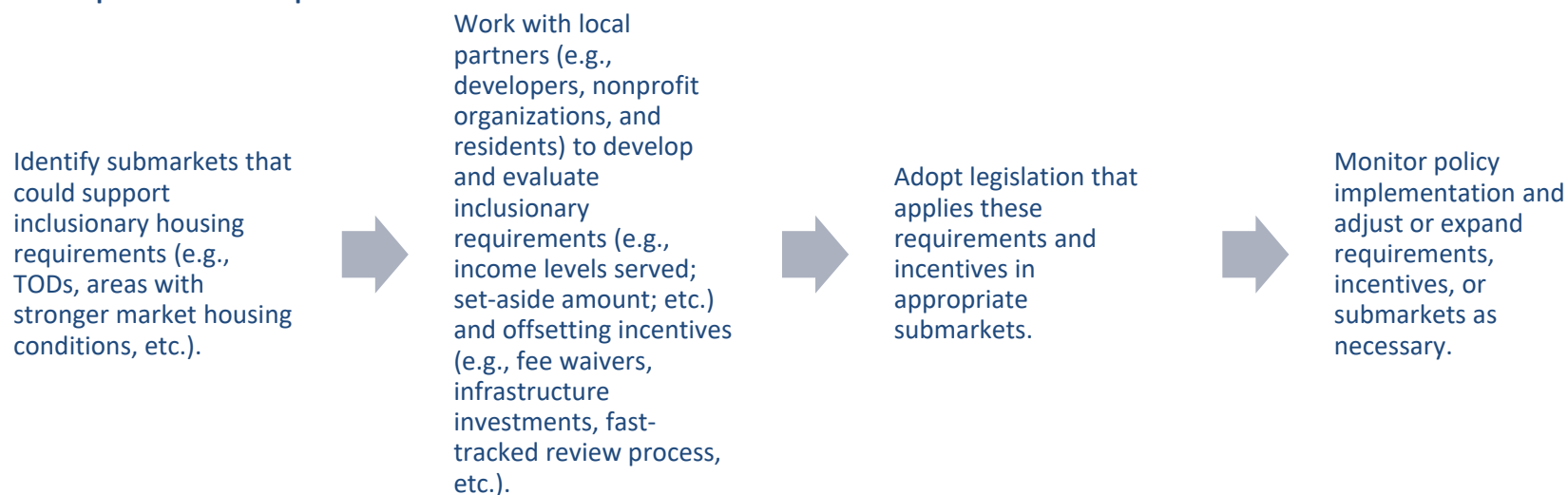
Beneficiaries
*County's workforce;
local and regional
developers; and large-
scale employers*

Key Supportive Tools
*Inclusionary housing
policy; Zoning rewrite*

Required Approval(s)
Legislative

Cross-cutting Action 1.5. Establish stronger, market-informed inclusionary housing requirements (CONTINUED).

Initial implementation steps





Cross-cutting Action 1.6. Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income households.

Why In 2013, Prince George's County created a new department, the Department of Permitting, Inspections, and Enforcement (DPIE), to streamline two key functions: 1) building inspections and code compliance; and 2) permitting. While DPIE has purview over the County's permitting process, the department isn't the only department involved in the development review and permitting process. Currently, the County lacks a consistent set of guidelines to identify projects that should be "fast-tracked" through a streamlined development review and permitting process. Developers shared how bottlenecks can occur during the review process, often resulting in costly delays. At times, DPIE has "fast-tracked" some projects, including affordable housing developments, on a case-by-case basis. To offer a different track for projects that meet a public goal (e.g., housing for low-income households), DPIE would need more staff or use a different review approach (e.g., administrative review).

What This action creates a standard to determine what projects qualify for a streamlined development and review process. For instance, Montgomery County offers an expedited process for new construction in its Enterprise Zones and residential or commercial properties with at least 20 percent of units reserved for households that meet the County's "moderately priced dwelling unit" income limits outside of these areas. It will also identify ways to ensure DPIE is well-equipped to expedite the review of projects with a share of units set-aside for low-income households (those earning 80 percent of area median income or below). To increase its ability to review projects that meet this standard, DPIE could create a project coordinator position to oversee these projects or expand use of administrative review. Additional steps to improve the overall development process can be found under cross-cutting action 2.7.

Who Prince George's County Executive's Office; Department of Permitting, Inspections, and Enforcement (DPIE); Department of Housing and Community Development (DHCD); Parks and Planning (MNCPPC); local and regional developers

Where Countywide

Core Principles

*Inclusive; Coordinated
& transparent*

Estimated Investment

Indirect

Timeline

Short (years 1-3)

Beneficiaries

*Local and regional
developers*

Key Supportive Tools

*Zoning rewrite;
Inclusionary housing
policy; and Target
areas for place-based
initiatives*

Required Approval(s)

Executive



Cross-cutting Action 1.6. Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income households (CONTINUED).

Initial implementation steps

Create a consistent set of eligibility criteria for projects with a share of units to set-aside for low-income households.



Expand use of administrative review for projects with a share of units to set-aside for low-income households.



Create a project coordinator position to support these projects during the development review process, including troubleshooting any issues.



Cross-cutting Action 1.7. Adopt a universal design policy.

Why	Accessibility needs to be a primary feature of homes within Prince George's County, both today and over time, but the County does not have a policy that actively encourages or requires that its units be built using universal design or other principles that support greater accessibility. Using universal design principles, which aim to create an environment that is accessible and convenient for everyone, is one way to consistently achieve accessibility in homes throughout Prince George's County. ^v Like much of the United States, the number of senior residents (those aged 65 years or older) increased in Prince George's County since 2000. ^{vi} Today, more than 61,000 seniors call Prince George's County home. ^{vii} The Joint Center for Housing Studies estimates that by 2035, more than 31 million senior households will have at least one person with a disability affecting their mobility and ability to care for themselves, or complete basic household activities. ^{viii} Members of the public and stakeholders also noted the importance of offering homes with accessible features for persons with disabilities, which represents about 9 percent of the county's total population. ^{ix} In one focus group conducted as part of the CHS, persons with disabilities experienced lack of accessible units (even when they are advertised) for them within the county, and when a unit is not accessible, some property owners are unwilling to make needed (and legally required) accommodations.
What	This action creates a common standard for using universal design principles in new or significantly rehabilitated residential projects and over time, integrate this standard into the County's zoning code (similar to its green building standards). This standard would be created and enforced in collaboration with persons with disabilities, seniors, developers, and service providers to ensure it meets a range of interests.
Who	Prince George's County Council; Parks and Planning; Department of Housing and Community Development; Department of Permitting, Inspections, and Enforcement; local and regional developers
Where	Countywide

Core Principles
*Comprehensive;
Inclusive; and
Coordinated &
transparent*

Estimated Investment
Indirect

Timeline
Long (years 8-10)

Beneficiaries
*Seniors; persons with
disabilities; caregivers
children and youth;
and all county
residents*

Key Supportive Tools
*Universal design
policy; HITF; HRAP;
CDBG*

Required Approval(s)
Legislative



Cross-cutting Action 1.7. Adopt a universal design policy (CONTINUED).

Initial implementation steps

Create menu of options for units to achieve universal design status, in exchange for inclusion on the County's inventory of accessible units (see targeted action 1.7).



Gather feedback on these standards from builders, developers, residents, and service providers.



Adopt legislation that codifies these accessibility standards.



In future zoning updates, identify target zones to incorporate requirements or incentives for accessible units in new development.

Cross-cutting Action 1.8. Support green building standards (in coordination with zoning rewrite).

Why	Prince George's County's updated zoning code includes green building standards and incentives as part of its development requirements. Green building helps lower energy and maintenance costs, conserves natural resources, and creates a healthier environment for occupants.
What	This action supports changes to the County's zoning code that would create green building standards for new development. It will also align existing or new funding available through clean energy programs to further support green building practices and help increase adoption of the County's standards.
Who	Prince George's County Council; Parks and Planning; Department of Housing and Community Development; Department of Permitting, Inspections, and Enforcement; local and regional developers
Where	Designated zones (per zoning code update)

Initial implementation steps

Support proposed changes in the zoning rewrite that mandate and incentivize the inclusion of green building features in new developments.



Leverage clean energy programs and funding to support application of this standard.

Core Principles
*Comprehensive;
Connected to
opportunity*

Estimated Investment
Indirect

Timeline
Medium (years 4-7)

Beneficiaries
*Residents living in units
built using these
standards; and all
county residents*

Key Supportive Tools
*Zoning rewrite; PACE;
and other clean energy
programs*

Required Approval(s)
Legislative

Cross-Cutting Strategy #2. Increase collaboration, coordination and transparency.

Cross-cutting Action 2.1. Improve cross-departmental coordination and communication on development projects.

Why Successful implementation of actions within the CHS relies on close partnerships within County government. Many programs and policies do not align with existing programs and policies across departments, missing opportunities to increase the impact of the County's public investments or creating fragmented decision-making processes. The recent reorganization of County Council committees, namely the formation of Planning, Housing and Economic Development, is a positive step to build alignment across departments and decision-making.

What This action creates the structure to improve coordination and communication across County departments and other key organizations (e.g., DHCD, RA, RDA, HAPGC, EDC, OCS, DPIE, MNCPPC, WMATA). The County will establish a cross-departmental team of senior-level staff tasked with reviewing new development proposals, impact of proposed policies, and identifying ways to leverage each department's respective resources, such as property, funding, or relaxed standards, for proposed projects. Additionally, members of this team may identify opportunities within their own programs and policies that build better alignment between existing programs or policies and actions within the CHS and advocating for these changes in their respective departments.

Who Prince George's County Executive's Office; Department of Housing and Community Development; Office of Central Services; Department of Health; Department of Social Services; Economic Development Corporation; Office of Finance; Parks and Planning; Department of Permitting, Inspections, and Enforcement; Redevelopment Authority; Revenue Authority; the Housing Authority

Where Countywide

Core Principles
*Comprehensive;
Coordinated &
transparent*

Estimated Investment
Indirect

Timeline
Short (years 1-3)

Beneficiaries
*Local and regional
developers; and all
county residents*

Key Supportive Tools
N/A

Required Approval(s)
Executive

Initial implementation steps

Establish a cross-departmental team (i.e., task force) consisting of senior-level staff from each department and task the team with implementation of the CHS strategies and actions.



Task the cross-departmental team with reviewing housing development proposals, evaluating the impact of policies, and leveraging cross-sector resources and tools.



Task the team with identifying opportunities to leverage land, funding, and resources to support housing development.



Cross-cutting Action 2.2. Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various community stakeholders on a regular basis.

Why	Building widespread support among Prince George County residents is a vital component of realizing the actions outlined in the CHS, especially those actions intended to serve specific groups. The CHS jumpstarted this process through its community engagement activities and Communications Toolkit (see www.princegeorgescountymd.gov/2803/Comprehensive-Housing-Strategy). Some feedback gathered through the in-commuter survey and focus groups suggests that negative public perceptions about Prince George's County persist—even as underlying conditions improve and pride is apparent among existing residents. For instance, some in-commuters—people who work in the county but do not reside in it—were not aware of the some of the County's assets. They felt that Prince George's County lacks affordable housing opportunities and housing in amenity-rich areas.
What	This action will create an education and outreach plan that supports implementation of the CHS. This plan may include developing a clear and compelling message for all the county's housing-related activities; establish regular stakeholder meetings to gather ongoing feedback on new or existing programs and policies; building new partnerships and expanding the reach of existing outreach structures, like the Common Ownership Commission and annual Housing Fair, to support broader education over time.
Who	Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Community Development; Economic Development Corporation; large-scale employers; faith-based institutions
Where	Countywide

Core Principles

*Comprehensive;
Inclusive; Asset-based;
and Coordinated &
transparent*

Estimated Investment

Indirect

Timeline

Short (years 1-3)

Beneficiaries

*County's workforce;
residents in need of
housing assistance;
business leaders; large
—scale employers; and
Prince George's County
Public Schools*

Key Supportive Tools

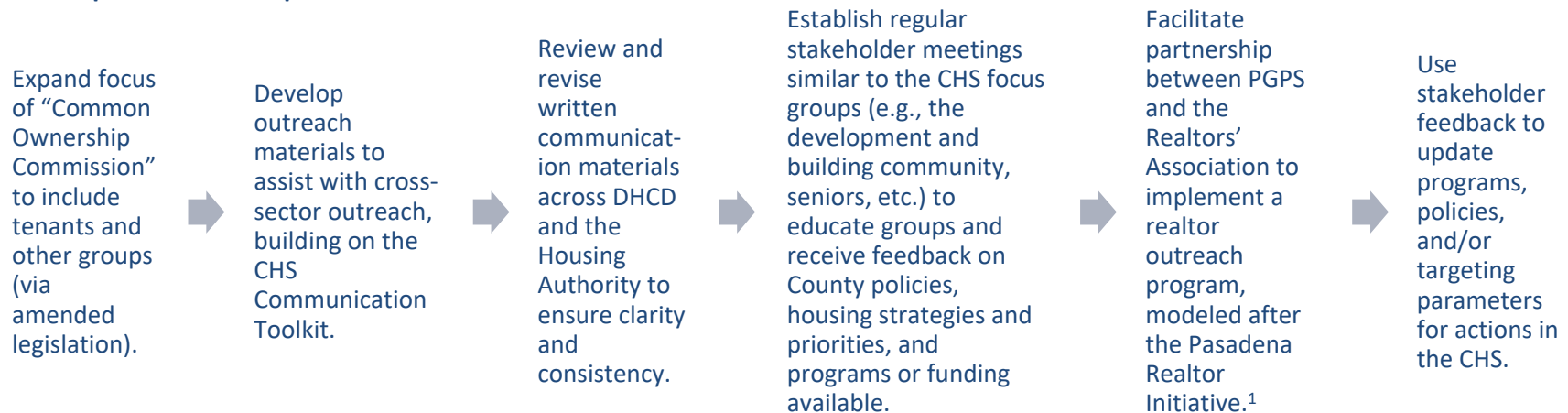
*Traditional and social
media; Common
Ownership
Commission; and
Housing Fair*

Required Approval(s)

Executive; Legislative

Cross-cutting Action 2.2. Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various community stakeholders on a regular basis (CONTINUED).

Initial implementation steps



¹The Pasadena Educational Foundation has sponsored a realtors' outreach initiative designed to dispel stereotypes associated with the local public schools by bringing realtors into the schools on a regular basis (through Principal-for-a-day programs, in-class volunteering, etc.). As a result of the program, realtors report projecting a much more realistic and positive view of the schools to potential homebuyers. More information: <http://www.scpr.org/news/2017/04/25/70900/pasadena-schools-turn-realtors-into-allies/>



Cross-cutting Action 2.3. Create a centralized inventory of publicly-owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties.

Why	As of 2017, more than 18,000 units within Prince George's County received a federal subsidy, and other properties offer affordable costs to residents without any public subsidy. Members of the public expressed concerns about the age and quality of these homes, a concern supported by generally older housing stock throughout the county.* Some of these properties are at risk of losing their affordability—due to expiring subsidies, age, or deteriorating quality—and some of these properties represent unrealized redevelopment opportunities for the county (like obsolete commercial properties or vacant school buildings). Having a centralized inventory will enable Prince George's County to work across departments to proactively address at-risk properties, stabilize residents living in them, and better advertise opportunities to developers (or have developers easily identify these opportunities themselves).
What	This action creates a centralized inventory that tracks publicly-owned land and surplus properties; subsidized housing and their features; naturally occurring affordable housing; and underutilized properties. It builds on work outlined in other actions (see cross-cutting action 1.2) and improves the County's ability to support both future development and existing residents through improved information about the County's land and property assets. This inventory will be available through an online portal, making it easy to access across departments and by the public. Once created, the County will conduct outreach to developers and nonprofits and use this centralized inventory to leverage public resources.
Who	Prince George's County Executive's Office; Department of Housing and Community Development; Redevelopment Authority; Parks and Planning; Office of Central Services
Where	Countywide

Core Principles

*Asset-based;
Coordinated &
transparent*

Estimated Investment

\$250,000 in start-up costs, plus \$80,000 in annual maintenance. Estimated investment will vary based on IT infrastructure.

Timeline

Short (years 1-3)

Beneficiaries

Local and regional developers; nonprofits; residents in need of housing assistance; and residents of properties at-risk of converting to market-rate rents

Key Supportive Tools

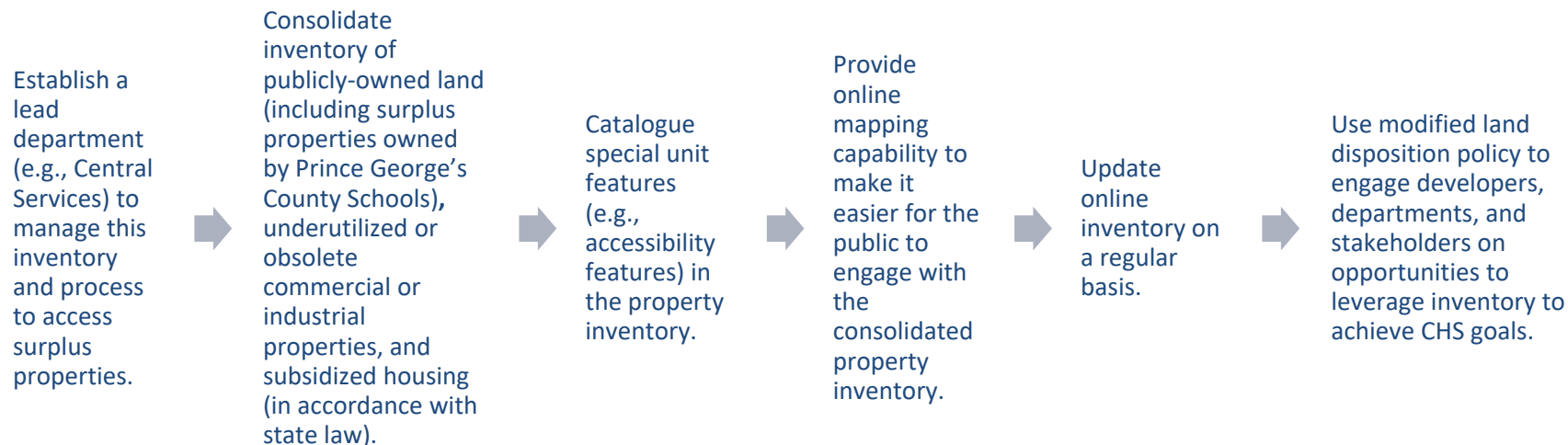
Zoning rewrite; Section 108; Community land trust; and HITF

Required Approval(s)

Executive

Cross-cutting Action 2.3. Create a centralized inventory of publicly-owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties (CONTINUED).

Initial implementation steps





Cross-cutting Action 2.4. Expand relationship between the Revenue Authority, Economic Development Corporation, and Department of Housing and Community Development to leverage parking revenue for housing development.

Why Prince George's County will need to identify new sources of funds to effectively meet the needs among County residents and realize the actions within the CHS. One potential source for housing-related activities is parking revenue. The Revenue Authority generated \$14 million in parking revenue in 2017, a portion of which could be devoted to housing-related activities in County-supported economic development projects. Parking revenue has already helped financed some projects within the county, such as Glenarden Apartments and Brentwood.

What To consistently fund development, the County will expand the existing relationship between the Revenue Authority, Economic Development Corporation, and Department of Housing and Community Development to use a portion of parking revenue for housing in economic development projects. It will also establish a special priority for economic development projects that include housing and additional priority for projects that include specific types of housing or housing for specific income groups when allocating parking revenue.

Who Prince George's County Executive's Office; Department of Housing and Community Development; Revenue Authority

Where Countywide

Initial implementation steps

Leverage parking revenue to create a financing tool to support broader use of 4% tax credits (i.e., as equity fund or PRI investment).



When allocating parking revenue to economic development projects, establish a special priority for projects that include a housing component (plus additional priority for projects that include housing that is affordable to low-income households).



Create a set-aside of parking revenue as a dedicated source for the Housing Investment Trust Fund.

Core Principles
*Connected to opportunity;
Coordinated & transparent*

Estimated Investment
Indirect

Timeline
Medium (years 4-7)

Beneficiaries
Residents in need of housing assistance; local and regional developers; and nonprofits

Key Supportive Tools
Parking revenue; HITF

Required Approval(s)
Executive

Cross-cutting Action 2.5. Work with nonprofit and faith-based institutions to evaluate opportunities for partnerships on new development, education and outreach, or programming

Why The faith-based community (FBC) in Prince George's County has a growing interest in assisting with housing-related activities. They can serve as a catalyst for new development and neighborhood revitalization. Faith-based institutions have land, capital, and a desire to serve their communities that can be used to support new development (either directly as a mission-driven developer or indirectly as a land owner or lender). As of 2018, the County does not have a formal way to engage faith-based institutions on new development projects; past efforts have been more on a case-by-case basis.

What This action will create a set of projects for the County and faith-based institutions to collaborate on over time, building off the work of the regional Faith-Based Development Initiative. As part of jumpstarting this action, the County and interested faith-based institutions will develop and assess an inventory of land and other property that could be used for development projects. The County may also identify ways to encourage these projects, such as aligning funding or pursuing re-zonings or other land use approvals (as needed).

Who Department of Housing and Community Development; Economic Development Corporation; Prince George's County Executive's Office; FSC First; Parks and Planning; faith-based institutions

Where Countywide

Initial implementation steps

Review existing inventory of faith-based community (FBC) owned and publicly-owned property and identify opportunities to support housing priorities.



Align funding to support FBC-led projects.



Provide capacity-building support for faith-based organizations with development interests, building off the work of the regional Faith-Based Development Initiative.

Core Principles

Comprehensive; Asset-based

Estimated Investment

Indirect

Timeline

Medium (years 4-7)

Beneficiaries

Residents interested in housing assistance; faith-based institutions; and long-time residents

Key Supportive Tools

Zoning rewrite; HITF Section 108; and HOME

Required Approval(s)

Departmental



Cross-cutting Action 2.6. Engage private financial institutions to create financial products that help achieve the goals in the CHS.

Why Some stakeholders suggested that negative perceptions about Prince George's County have prevented outside financial institutions from investing within the county. But recent partnerships, such one between the Redevelopment Authority and Eagle Bank, suggest stronger relationships are possible. The CHS outlines several actions that will require the active participation of private financial institutions, some of which require investments from private financial institutions.

What This action engages private financial institutions—for example, by convening a funders roundtable to discuss housing investment opportunities—to create new or expanded financial products that can actively support implementation of the CHS. Once created, the County will integrate these private-sector financial tools into their term sheets.

Who Prince George's County Executive's Office; Department of Housing and Community Development; Economic Development Corporation; Redevelopment Authority; FSC First; local, regional, and national financial institutions; local and regional developers

Where Countywide

Initial implementation steps

Convene a roundtable with financial institutions to discuss financing gaps and opportunities to support County investments.



Incorporate private sector financing mechanisms in funding term sheets.

Core Principles

*Comprehensive;
Market-informed; and
Coordinated &
transparent*

Estimated Investment

Indirect

Timeline

Long (years 8-10)

Beneficiaries

*County's workforce;
residents interested in
housing assistance;
and long-time
residents*

Key Supportive Tools

*HITF; EDI Fund; Section
108; PACE; and PILOT*

Required Approval(s)

Executive

Cross-cutting Action 2.7. Create more consistency within the County's development process.

Why While developing the CHS, local and regional developers emphasized the importance of creating a consistent environment for new development from start to finish. Stakeholders also shared that recent improvements to the process have been a welcome change, highlighting recent projects, like Glenarden Apartments, that have resulted from these improvements. Developers shared that it often takes time to learn the County's development approval process, but there's still a sense that these processes could change without notice and the lack of transparency contributes to the confusion. This uncertainty can drive new development to other parts of the region, where developers can expect a more reliable process.

What This action will create more consistency within the County's development process by addressing some of the key aspects of the development process that can generate uncertainty for developers. Based on feedback collected while developing the CHS, the County will focus on creating more consistent practices around Election to Review; its fee structure; and Adequate Public Facilities Ordinance requirements. It will also increase coordination between the Department of Permitting, Inspections, and Enforcement and Parks and Planning as way to support these practices. Addressing these aspects of the development process would help create a more predictable environment for development within Prince George's County.

Who Prince George's County Council; Department of Permitting, Inspections, and Enforcement; Parks and Planning

Where Countywide

Initial implementation steps



Core Principles
*Comprehensive;
Market-informed; and
Coordinated &
transparent*

Estimated Investment
Indirect

Timeline
Short (years 1-3)

Beneficiaries
*Local and regional
developers; all county
residents*

Key Supportive Tools
Zoning rewrite

Required Approval(s)
Legislative



Cross-cutting Action 2.8. Increase internal capacity to support implementation of CHS goals and strategies.

Why *Housing Opportunity for All* expands existing programs and policies or creates new ones over time. Many stakeholders noted a need for expanded staff capacity as a key component of realizing these actions. As a result, the County will need to ensure it actively builds the human capital to support successful implementation of expanded housing activities, particularly among County departments that have a large role in these activities today or will play a larger role in the future.

What This action will increase the internal capacity among County staff to support implementation of the CHS. It will assess the existing capacity within the Department of Housing and Community Development (DHCD), as well as among other departments if needed. This assessment will focus on whether additional expertise is needed and if the organizational structure within DHCD can support effective implementation. It will also identify ways to increase staff capacity, particularly within DHCD, the Housing Authority (HAPGC), and the Department of Permitting, Inspections, and Enforcement (DPIE).

Who Prince George's County Executive's Office; Department of Housing and Community Development; Office of Central Services; Department of Health; Department of Social Services; Economic Development Corporation; Office of Finance; Parks and Planning; Department of Permitting, Inspections, and Enforcement; Redevelopment Authority; Revenue Authority; Prince George's County Housing Authority

Where Countywide

Core Principles
*Coordinated &
transparent*

Estimated Investment
Indirect

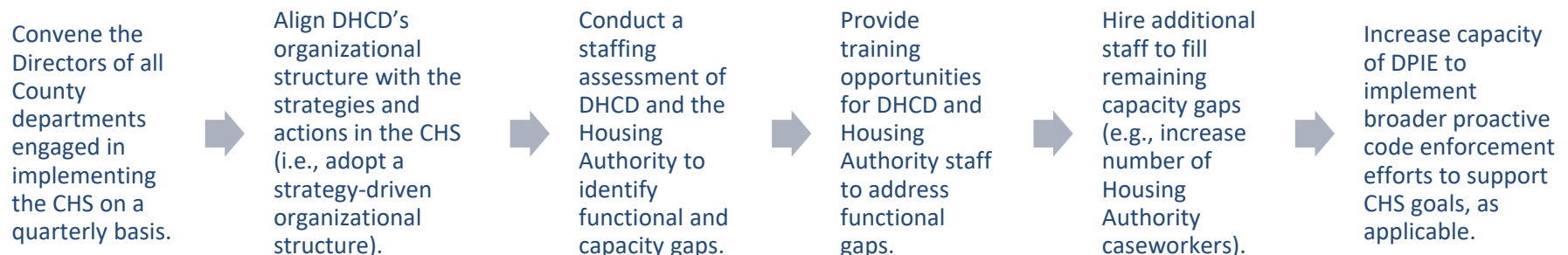
Timeline
Short (years 1-3)

Beneficiaries
All county residents

Key Supportive Tools
N/A

Required Approval(s)
Executive

Initial implementation steps





Cross-cutting Action 2.9. Build a fully culturally competent staff to serve the county's changing demographics.

Why	Prince George's County values its reputation as a welcoming place for residents with diverse ethnic and cultural backgrounds, experiences, and abilities. Over the last several decades, the county has become more racially and ethnically diverse, with Hispanics making up a large share of this growth. However, members of the public, particularly those among underrepresented groups like immigrants, persons experiencing homelessness, and persons with disabilities, felt that Prince George's County could improve the way in which County staff interact with them and administer programs or services intended to serve them. Having this cultural competence will be critical to meet the needs of the county's changing population.
What	This action will build cultural competence among its staff and staff at service providers or nonprofits receiving County funds. In the broadest sense, cultural competence refers to "a set of attitudes, perspectives, behaviors, and policies—both individually and organizationally—that promote positive and effective interactions with diverse cultures." The County has some emerging local models, like Housing Matters (a partnership between residents of Langley Park, representatives from CASA de Maryland, and staff from DPIE and the Human Relations Commission), that are building stronger relationships and cultural understanding among its staff and Hispanic and Latino residents living in the county. Cultural competence seeks to complement the subject-matter or "functional" expertise that many county staff members already bring to their positions (and that will be expanded as part of cross-cutting action 2.8).
Who	Prince George's County Executive's Office; Department of Housing and Community Development; Department of Health; Department of Social Services; Department of Permitting, Inspections, and Enforcement; Human Relations Commission; nonprofit organizations
Where	Countywide

Core Principles
*Comprehensive;
Market-informed;
Inclusive; and
Coordinated &
transparent*

Estimated Investment
*\$25,000 annual
training cost*

Timeline
Short (years 1-3)

Beneficiaries
*All county residents;
immigrants; persons
experiencing
homelessness; persons
with disabilities; and
survivors of domestic
violence*

Key Supportive Tools
N/A

Required Approval(s)



Cross-cutting Action 2.9. Build a fully culturally competent staff to serve the county's changing demographics (CONTINUED).

Initial implementation steps

Review and update staff training processes to focus on customer service – include cultural competency training, and functional expertise.



Prioritize hiring of bilingual staff, staff with experience serving persons with disabilities, and staff with experience using trauma-informed approaches.



Create more opportunities for County staff from various departments to engage with groups that are often under-represented in public processes, building on CASA's Housing Matters Campaign.



Cross-cutting Action 2.10. Increase capacity of external partners (e.g., non-profit developers).

Why Implementing the CHS requires active partnerships, particularly with private and nonprofit developers. Prince George's County already works closely with nonprofit organizations to realize new development opportunities and stabilize county residents, but the County will need to continue to grow the capacity of its nonprofit developers and support creation of new nonprofits to assist with implementation of the CHS.

What While Prince George's County aims to attract regional developers and nonprofits with more resources and tools, it also needs to focus on supporting its long-time development partners and building additional capacity among existing or new mission-driven organizations within the county. This action aims to increase the capacity of external groups to support implementation of actions within the CHS. The County will continue to support Community Housing Development Organizations (CHDOs) with its HOME funds and solicit for federal Section 4 technical assistance for nonprofit developers. It will also identify strategic opportunities to stand-up new nonprofits and support nonprofits that will carry out actions within the CHS, like establishing and operating a community land trust.¹¹

Who Prince George's County Council; Department of Housing and Community Development; Office of Finance

Where Countywide

Initial implementation steps

Support non-profit developers with capacity building technical assistance (i.e., CHDO TA or Section 4 funding).



Identify and support a non-profit to become a community land trust.

Core Principles

*Asset-based;
Coordinated &
transparent*

Estimated Investment

*Up to \$245,000
annually; investing in
start-up of a CLT may
incur an additional
\$600,000 as a one-
time cost*

Timeline

Medium (years 4-7)

Beneficiaries

*Local and regional
developers; nonprofits;
and faith-based
institutions*

Supportive Tools

*HOME; Section 4; and
Faith-Based
Development Initiative*

Required Approval(s)

Legislative

¹¹ A community land trust (or CLT) is a nonprofit that provides affordable housing opportunities by acquiring and managing land on which homes can be developed. CLTs sell the homes but retain ownership of the land to lower the purchase price and ensure continued affordability by restricting the price when the home is sold again. CLTs can serve as important community partners on issues of neighborhood stabilization, anti-displacement, and smart growth. More information about the CLT model and the role they serve in communities may be found here: <https://cdn.americanprogress.org/wp-content/uploads/2016/06/14141430/CommunityLandTrusts-report.pdf>

Cross-cutting Action 2.11. Reduce barriers for residents trying to find or stay in income-restricted housing.

Why	Members of the public, particularly those among underrepresented groups like residents of public housing, persons experiencing homelessness, and persons with disabilities shared difficult experiences trying to find or stay in income-restricted housing. They expressed frustration about the process to find an income-restricted unit. Specifically, they described the County's process to access this assistance as unnecessarily complicated and not transparent, suggesting a need to streamline this process.
What	This action reduces the barriers for residents trying to access income-restricted housing within the county or stay in their homes once they are living in income-restricted housing. It will examine ways to streamline the existing housing assistance processes. Potential changes could include gathering more specific information about residents' needs during the intake process; allowing households to recertify their incomes remotely (online or by mail); and maintaining a public inventory of subsidized properties (including inspected units with accessibility features).
Who	Prince George's County Executive's Office; Department of Housing and Community Development; Department of Social Services; Department of Permitting, Inspections, and Enforcement; local and regional nonprofit organizations; property owners and managers
Where	Countywide

Initial implementation steps

Review housing assistance processes for opportunities to streamline (e.g., reducing the burden of re-certifications, making it easier to apply online, gathering more specific information about applicants' housing needs).



Maintain an inventory and vacancy status of subsidized property on the County's website.

Core Principles

*Inclusive; Coordinated
& transparent*

Estimated Investment

*Indirect (cost of
inventory
creation/maintenance
is included in C 2.3)*

Timeline

Short (years 1-3)

Beneficiaries

*Persons with
disabilities; residents
of public housing;
persons experiencing
homelessness; and
low-income renters*

Key Supportive Tools

*Section 8 vouchers;
Housing Choice
Vouchers; HOPWA
vouchers; and Public
housing policies*

Required Approval(s)

Executive

Cross-cutting Action 2.12. Monitor, evaluate, and report progress on implementation of the CHS.

Why	To support long-term implementation, Prince George's County needs a process to continuously monitor, evaluate, and adapt actions within the CHS to changing housing market conditions or needs among residents over time. It also needs a process to measure and report implementation progress on actions within the CHS.
What	This action creates the process and tools to monitor, evaluate, and report progress on implementation of the CHS over time. The Department of Housing and Community Development will continue to report on its existing key performance metrics, such as positive market outcomes related to foreclosure counseling and the number of new low- and moderate-income homeowners, on Prince George's County Open Performance web portal (visit https://performance.princegeorgescountymd.gov/stat/goals/e2ar-bc66). It will also develop additional metrics for other actions within the CHS (as needed) and align federal reporting in its Consolidated Plan and Annual Action Plan with these metrics. It may also issue an annual "report card" that assesses its progress toward on a semi-regular basis to publicize recent accomplishments and identify areas where the County may need to adjust or accelerate implementation of the CHS.
Who	Department of Housing and Community Development; Office of Central Services; Department of Health; Department of Social Services; Economic Development Corporation; Office of Finance; Parks and Planning; Department of Permitting, Inspections, and Enforcement; Redevelopment Authority; Revenue Authority
Where	Countywide

Core Principles

*Comprehensive;
Market-informed; and
Coordinated &
transparent*

Estimated Investment

Indirect

Timeline

Short (years 1-3)

Beneficiaries

All County residents

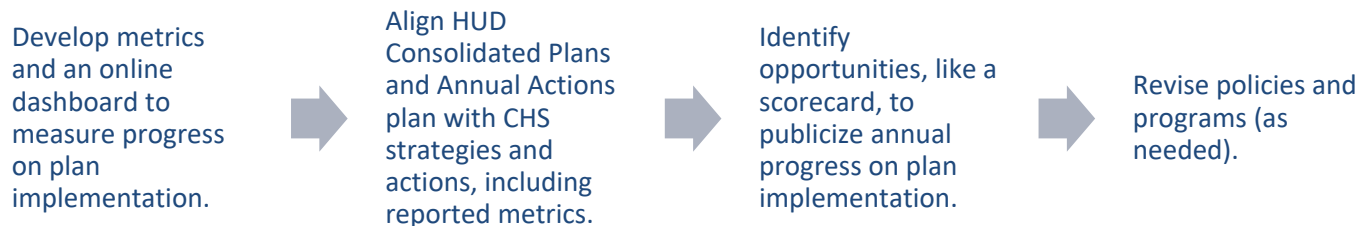
Key Supportive Tools

*Open Performance
portal; Consolidated
and Annual Action
Plans*

Required Approval(s)

Departmental

Initial implementation steps



Cross-Cutting Strategy #3. Expand funding & diversify financing mechanisms to increase development and other housing opportunities.

Cross-cutting Action 3.1. Increase the County's Housing Investment Trust Fund (HITF).

Why

The CHS outlines a range of new or expanded activities that will require a long-term public investment. Historically, Prince George's County has relied on a combination of state and federal funds to support its housing-related activities. With an infusion of local funding in the last budget cycle, Prince George's County was able to seed its local housing trust fund to provide more than \$5 million to support rental housing development and down payment assistance. An expanded trust fund, with a dedicated source of funding, would offer more flexibility and enable the County to better capitalize on market opportunities over time. As of 2018, the County's HITF focuses on serving its workforce, defined as those earning up to 120 percent of area median income (AMI). Much of the unmet need for rental housing in Prince George's County is among households earning 50 percent of AMI or less (a 27,000-unit gap today), and the county is projected to see demand grow at that income range by nearly 13,000 households before 2030.^{xi} In addition to this demand for new housing, the county is also at risk of losing nearly 4,800 of its existing subsidized units before 2028 due to risk of expiring LIHTC contracts. Additional investment may be needed to preserve these properties and avoid loss of existing affordability throughout the county.

What

This action increases the County's HITF, aligns HITF investments with unmet needs, and expands the range of activities it supports. If existing non-local financing (e.g., HOME, LIHTC, etc.) is only available for 150 units per year, those units would still require at least \$2.2 million in additional investment to be built.^{xii} To meet the current supply gap, it could take as much as \$51.7 million each year over the next ten years to capitalize enough units, plus an additional \$17 million annually to meet projected future demand for affordable and workforce housing. This total investment in new production translates to an annual investment of \$86 per capita.

Stakeholders on the CHS Advisory Group emphasized the importance of having a trust fund that can support production, preservation, acquisition, and services (rather than separate funds for these activities). Administering a larger, more comprehensive housing trust fund will factor into how the County increases its internal capacity (as part of cross-cutting action 2.8) to administer the fund and potential set-asides within the fund.

Core Principles

*Comprehensive;
Market-informed; and
Coordinated &
transparent*

Estimated Investment

*\$2.2 million to \$68.7
million in local subsidy
annually to support
new housing
production, depending
on availability of other
development
financing, and \$13.4
million for annual
preservation efforts to
prevent the expiration
of existing subsidized
units over the next ten
years*

Timeline

Short (years 1-3)

Beneficiaries

*Low-income and
workforce households;
persons experiencing
homelessness; seniors
and persons with
disabilities*

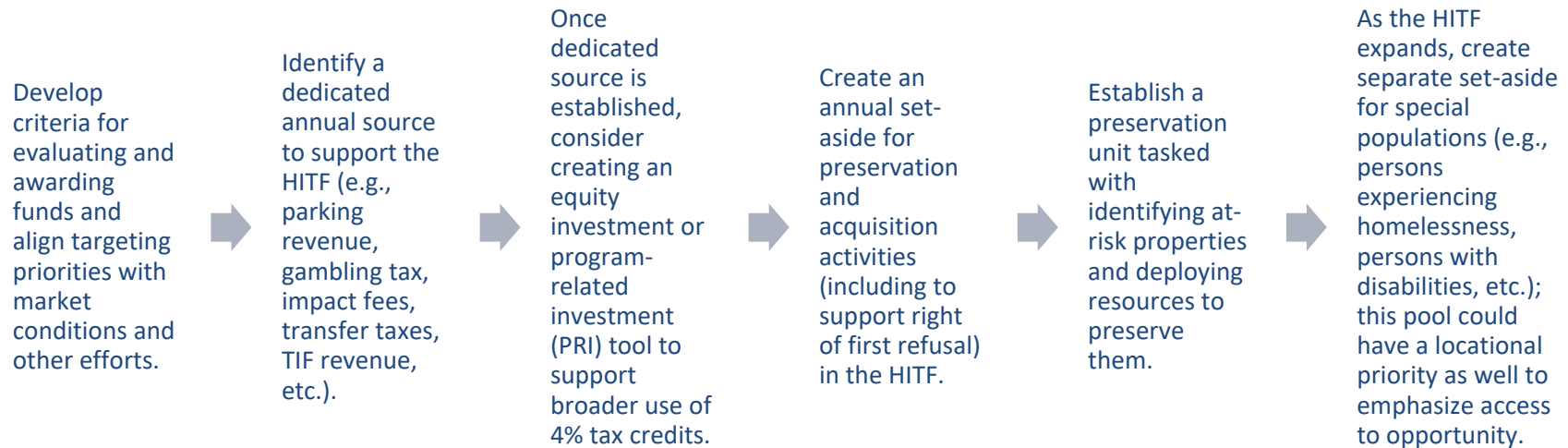
Cross-cutting Action 3.1. Increase the County's Housing Investment Trust Fund (HITF) (CONTINUED).

Who	Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Community Development; Revenue Authority
Where	Countywide. Place-based priorities, if created, should align with other local geographic priorities (e.g., TOD areas, Opportunity Zones, Transforming Neighborhood Initiatives areas, etc.).

Key Supportive Tools
Housing Production Program

Required Approval(s)
Executive; Legislative

Initial implementation steps



Local jurisdictions have dedicated a variety of revenue sources to sustain housing trust funds. The list below provides a snapshot of those currently in use, beginning with the most common sources:

Developer impact fees, inclusionary housing in-lieu fees, property tax levy, general fund, property tax, tax increment financing, bond revenue, transient occupancy tax, construction excise tax, sales tax, housing excise tax, housing impact fees, commercial linkage impact fee, linkage fee, multifamily rental conversion fee, finance corporation bonds, residential impact fees, surplus tax, casino revenue, union agreement, state capital budget, general Fund Reserves, and surplus funds.

More information is available from the Housing Trust Fund Project at the Center for Community Change:

<https://housingtrustfundproject.org/wp-content/uploads/2018/04/City-htfund-revenue-sources-2018.pdf>



Cross-cutting Action 3.2. Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development.

Why	Section 108 Loan Guarantee Funds represents an available resource to Prince George's County that is currently not being used. Section 108 funding offers local governments a source of flexible, lower-cost financing to pursue large-scale economic development, housing rehabilitation, and other development efforts. Section 108 funding is typically used for both catalytic housing and economic development activities ¹² . Prince George's County has nearly \$20.6 million in Section 108 borrowing capacity, which it could leverage to support more mixed-income and mixed-use development projects.
What	Under this action the County will apply to the U.S. Department of Housing and Urban Development (HUD) to use its Section 108 borrowing capacity. As part of seeking authorization, the County will need to identify eligible development activities and priorities within Prince George's County. Close alignment with other economic development projects will be considered when identifying how Section 108 may be used and what existing projects in the County's development pipeline it could support.
Who	Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Economic Development; Economic Development Corporation; local and regional financial institutions
Where	Countywide Place-based priorities, if created, should align with other local geographic priorities (like Established Communities (as defined by <i>Plan 2035</i>) Transforming Neighborhood Initiative areas, Opportunity Zones, etc.)

Core Principles

*Comprehensive;
Market-informed; and
Connected to
opportunity*

Estimated Investment

Indirect

Timeline

Short (years 1-3)

Beneficiaries

*Low- and moderate-
income renters and
homeowners; local and
regional developers;
local small-business
owners; and large-
scale employers*

Key Supportive Tools

*Section 108; EDI Fund;
and NRSA*

Required Approval(s)

Executive; Legislative

¹² Additional information on the types of mixed-use and mixed-income projects supported by Section 108 financing is available at: <https://www.hudexchange.info/onecpd/assets/File/2015-Section-108-Guaranteed-Loan-Program-Overview.pdf>



Cross-cutting Action 3.2. Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development (CONTINUED).

Initial implementation steps

Identify a partner to administer the fund and local financial institution to manage local account.



Identify programmatic priorities to help guide evaluation of eligible projects.



Engage a consultant to prepare a Section 108 application to HUD.



Upon approval, market the fund to support existing mixed-income or mixed-use pipeline projects or new projects.

Section 108 Project Spotlight – Crosstown Crossroads Memphis, TN

Summary: In 2015, the City of Memphis leveraged \$4 million in Section 108 financing to support the \$198.7 million Sears Crosstown Multi-Use Redevelopment project. Upon completion, this adaptive reuse project created a major economic anchor in northwest Memphis offering leasable space for office, retail uses, medical and related healthcare services, education and community-based arts organizations, and 260 residential units. Crosstown Arts, a non-profit arts organization, served as the developer for the project. Crosstown Arts used Section 108 financing as part of a larger loan to redevelop and rehabilitate a vacant ten-story, 1.5-million-foot former Sears Crosstown Redistribution Facility. In 2018, the Crosstown Concourse was announced as the world's largest building to receive the Leadership in Energy and Environmental Design (LEED) Platinum certification^{xiii}.

National objective: The City used the benefit to low- and moderate-income persons through the creation of jobs to comply with CDBG national objective requirements. The City estimated that the project will create over 850 full-time equivalent (FTE) jobs, of which at least 51% of the jobs created are held by or made available to low- and moderate-income persons.

Additional security: The City pledged non-ad valorem revenue as additional security for the 20-year loan term, subject to annual appropriations from its General Fund. At the end of the NMTC seven-year compliance period, the Crosstown ST Investment Fund will assign to the City a \$4 million Developer note secured by a third lien mortgage on real property (Developer's project property), in which the City will then collaterally assign to HUD its interest in the note secured by a third lien mortgage.



Cross-cutting Action 3.3. Market available resources and programs to local and regional developers.

Why	The CHS creates several new or expanded resources and programs to attract new residents, support existing residents, and build on strategic investments within Prince George's County. The County will need to actively market its new resources and tools to local and regional developers, especially to those developers that have not worked within Prince George's County before (or worked there on a limited basis).
What	This action markets new or expanded resources to local and regional developers as they become available over time. Tactics to reach developers include partnering with local and regional development organizations to advertise County programs; conducting semi-regular workshops on specific programs and resources as they are redesigned or become available; reviewing all resources and programs as part of pre-application meetings; and creating a dedicated staff person to work with developers using these resources (this could be a function of the project coordinator created through cross-cutting action 3.2). New or expanded resources will be integrated into the County's economic development programs, to offer a more comprehensive incentive packages for large-scale projects using those programs.
Who	Prince George's County Executive's Office; Department of Housing and Economic Development; Economic Development Corporation; Redevelopment Authority
Where	Countywide Place-based priorities could be created for areas with strong access to jobs, goods, and services (particularly TODs) and where growth is expected to occur

Initial implementation steps

Market existing, new, and expanded programs and financing to developers through updated term sheets, workshops, etc.



Market existing programs as an incentive to larger economic development projects and employers seeking to attract additional workforce to the county.

Core Principles
*Asset-based;
Coordinated &
transparent*

Estimated Investment
Indirect

Impact
Indirect

Timeline
Medium (years 4-7)

Beneficiaries
*Low- and moderate-
income renters and
homeowners; and local
and regional
developers*

Key Supportive Tools
N/A

Required Approval(s)
Executive



Cross-cutting Action 3.4. Establish consistent funding terms and align uses of key County resources (e.g., HITF, PILOTs, PACE, Section 108, and other financing tools, including any tailored financial products or incentives).

Why The CHS aims to build closer alignment across existing and new County resources to improve their efficiency and maximize their impact (like leveraging private-sector resources or other public programs). A review of the County's existing financing tools suggests that more transparency about priorities and evaluation criteria about its subsidies and incentives could create a more appealing environment for development in the county.

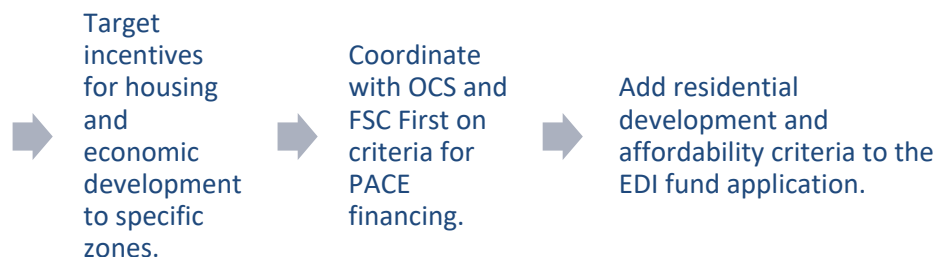
What This action aligns uses and funding terms of key housing-related resources (namely the County's Housing Investment Trust Fund, HOME, Payments In Lieu of Taxes (or PILOT), PACE, and federal Section 108 (which will be sought as part of cross-cutting action 3.2). Some key areas for alignment include incorporating housing affordability criteria into the Economic Development Incentive Fund; expanding the use of PILOTs to support projects with deeper levels of housing affordability (such as transitional or permanent supportive housing; and coordinating PACE financing with other financing available through FSC First, a community development financial institution (CDFI) serving the county.

Who Department of Housing and Community Development; Economic Development Corporation; Office of Central Services (OCS); Office of Finance; FSC First

Where Countywide | Place-based priorities should be aligned (based on existing or redesigned programs)

Initial implementation steps

Evaluate most effective purposes for each funding source and align uses and terms accordingly (e.g., using Section 108 to support mixed-use and mixed-income development, reserving use of PILOTs for projects with deeper levels of affordability or housing for the homeless, etc.).



Core Principles

*Comprehensive;
Market-informed;
Coordinated &
transparent*

Estimated Investment

Indirect

Impact

Indirect

Timeline

Short (years 1-3)

Beneficiaries

Low- and moderate-income renters and homeowners; persons experiencing homelessness or other housing crisis; and local and regional developers

Key Supportive Tools

HITF; PILOT; PACE; and Section 108

Required Approval(s)

Departmental

Cross-cutting Action 3.5. Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources.

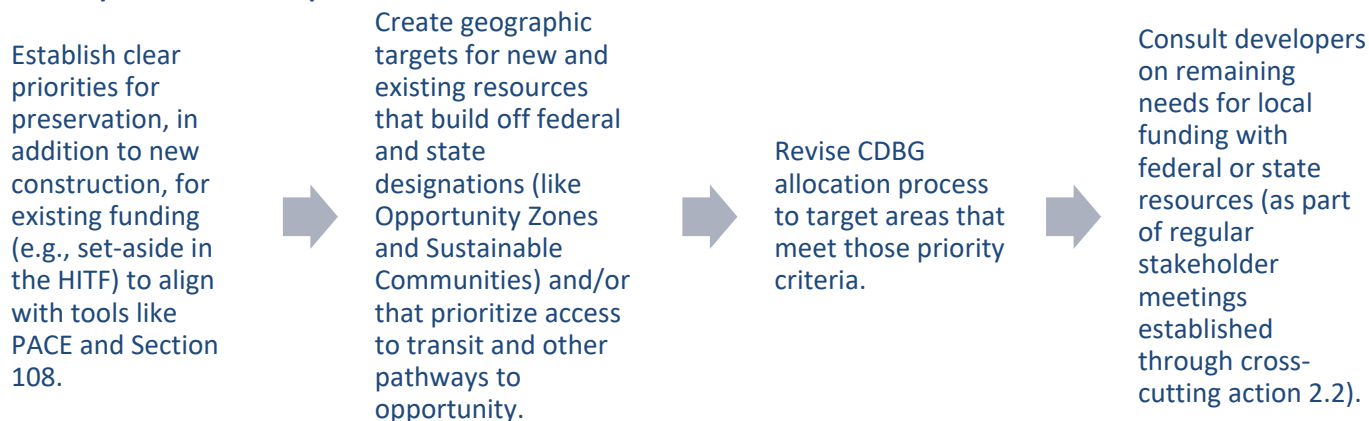
Why In the same way that Prince George's County will need to build closer alignment across its local programs, the County seeks to better leverage other public resources through closer alignment with federal and state programs.

What This action aligns local housing initiatives with federal and state resources and programs to increase the impact of County-led investments. Some areas for closer partnerships include prioritizing preservation activities, in addition to new construction, to align with tools like PACE and Section 108; creating local geographic targets that align with federal and state designations (e.g., Opportunity Zones and Sustainable Communities); revising the existing CDBG allocation process to more competitively target those priority areas; and, after initial implementation, consulting developers on any remaining disconnects between local application priorities or timelines and those for federal and state resources.

Who Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Community Development

Where Countywide | Place-based priorities should be aligned (based on existing or redesigned programs)

Initial implementation steps



Core Principles

*Comprehensive;
Connected to
opportunity; and
Coordinated &
transparent*

Estimated Investment

Indirect

Timeline

Short (years 1-3)

Beneficiaries

Low- and moderate-income renters and homeowners; persons experiencing homelessness or other housing crisis; and local and regional developers

Key Supportive Tools

PACE; Section 108; Opportunity Zones; Maryland Sustainable Communities; and USDA Rural Housing

Required Approval(s)

Executive; Legislative



Cross-cutting Action 3.6. Collaborate with the State of Maryland to identify additional resources to support the County's housing initiatives.

Why	Stakeholders within the county expressed a desire for closer relationships with state agencies, namely the Maryland Department of Housing and Community Development, and lawmakers to further advance the County's housing goals. Prince George's County currently works with the State of Maryland on several of housing and community development initiatives. As capacity within the County Department of Housing and Community Development has grown, it has been able to use and leverage state programs to advance local programs and new development. New federal initiatives like Opportunity Zones and changes to Low-Income Housing Tax Credit (LIHTC) requirements provide an opportunity to expand collaboration and discuss strategic opportunities to leverage State resources.
What	This action supports collaboration between Prince George's County and the state of Maryland on ways to directly support existing or new housing initiatives. Some areas for closer partnerships include working with the Maryland Department of Housing and Community Development to create a tax credit pool for projects in Prince George's County, to replicate state-sponsored community-focused programs (like Project C.O.R.E, which focuses on community revitalization in Baltimore), ¹³ or to use state funding to match local housing trust fund allocations. This also includes seeking additional TOD designations from the Maryland Department of Transportation. For instance, additional TOD designations would create greater access to state resources, like financing resources, technical assistance, and bonus points for LIHTC awards. The County will initially prioritize station areas around the Purple Line—where many residents expressed concerns about displacement pressure due to increasing housing costs—for this designation and assess eligibility of other station areas (including Metro and MARC) over time. ^{xiv}
Who	Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Community Development; Parks and Planning
Where	Countywide Place-based priorities should be aligned (based on existing or redesigned programs).

Core Principles
*Comprehensive;
Coordinated &
transparent*

Estimated Investment
Indirect

Impact
Indirect

Timeline
Medium (years 4-7)

Beneficiaries
Low- and moderate-income renters and homeowners; persons experiencing homelessness or other housing crisis; and local and regional developers

Key Supportive Tools
LIHTC; Maryland TOD designation

Required Approval(s)
Executive; Legislative

¹³ More information on Project C.O.R.E. is available at: <https://dhcd.maryland.gov/projectcore/pages/default.aspx>

Cross-cutting Action 3.6. Collaborate with the State of Maryland to identify additional resources to support the County's housing initiatives (CONTINUED).

Initial implementation steps

Collaborate with the State when identifying and marketing potential projects for Opportunity Zone investments (see targeted action 3.3) and identify opportunities where State resources (e.g. infrastructure investments) can be leveraged to increase the market appeal of those projects.



Advocate for set-asides of State resources:

- Create a set-aside of tax credits and/or development financing through the State's LIHTC and Housing Trust Fund allocations.
- Replicate Project C.O.R.E. for Prince George's County



Work with State to amend existing TOD site designations to support actions targeting the Purple Line Corridor.



Leverage additional available federal pass-throughs like USDA rural housing funding.



Targeted strategy #1. Encourage new, context-sensitive development that expands housing types to serve the county's diverse population and distinct geographic character.

Targeted Action 1.1. Support proposed zoning changes that expand and encourage “missing middle” and other diverse housing types (e.g., duplexes, live/work units, one-level homes, etc.).

Why “Missing middle housing types” are homes ranging from duplexes to live work units.^{xv} From 2000 to 2015, the county lost missing middle housing: The number of duplexes, triplexes, and fourplexes and small-scale apartments declined in the county.^{xvi} Developers noted that while demand for higher-density neighborhoods with amenities is on the rise, they see few opportunities to develop this kind of housing in the county.

What As the county continues to diversify, in terms of household size and demographics, providing greater variety of housing choices for existing and future residents is essential. Expanding availability of missing middle and diverse housing types can increase homeownership opportunities, provide additional options for seniors or smaller households, help preserve the unique character of Prince George's County neighborhoods, connect single-family and denser multifamily neighborhoods and better support commercial corridors and nodes. The County will support missing middle and other diverse housing types through proposed zoning changes and reduced restrictions on small and mid-scale housing types, offering financial incentives to support development of these products, and reducing requirements for this type of housing, as applicable.

Who Prince George's County Council; Parks and Planning; Department of Housing and Community Development; local and regional developers

Where TOD areas; Zones that support missing middle housing types (neighborhood/town activity centers)

Core Principles

*Comprehensive;
Market-informed; and
Inclusive*

Estimated Investment

*\$280,000 to provide
financing for 10 units
in smaller scale
housing products
annually*

Timeline

Medium (years 4-7)

Beneficiaries

*All county residents;
Local and regional
developers*

Key Supportive Tools

*Zoning rewrite; Public
Safety and School
Charge Exemption;
Pathways to Purchase;
HITF; HOME; and
PILOTS*



Targeted Action 1.1. Support proposed zoning changes that expand and encourage “missing middle” and other diverse housing types (e.g., duplexes, live/work units, one-level homes, etc.) (CONTINUED).

Required Approval(s)
Legislative

Initial implementation steps

Identify zones that encourage diverse types of housing in higher opportunity areas (e.g., proposed Neighborhood Activity Centers).



Incorporate incentives for specific types of housing products into designated zones.



Create financing tools to facilitate development of different housing products.



Create priorities for different housing types (e.g., small and mid-scale products) within programs and solicitations.



Targeted Action 1.2. Align County's HITF and other development solicitations for public funding to support CHS goals and actions.

Why The Housing Investment Trust Fund (HITF) was established in 2012 and was recently funded in 2018 to support development and preservation of affordable and workforce housing. The HITF's current priorities include preservation of existing affordable housing; targeting affordable and workforce housing projects serving 40- 80 percent of area median income; housing within TODs; housing within Prince George's County's Transforming Neighborhood Initiative (TNI) areas; housing that promotes greater access to opportunity, such as schools, transit and close proximity to job centers; housing priorities and guidance in the *Plan2035*; creation of new mixed-income quality affordable and workforce housing; and targeting affordable and workforce housing projects that include sustainable design, energy efficiency, and green design standards.

What Building off the above list of priorities and implementation steps outlined in cross-cutting action 3.1, the County should continue to leverage HITF to support actions outlined in the CHS, including the development of missing middle housing types and targeting future allocations on specific activities like preservation of existing affordable housing or in more targeted geographies like TOD areas. Through the annual notice of funding availability (NOFA) process the County can prioritize housing activities, and communicate funding terms and policy incentives, as well as preferences for certain housing types (size and amenities).

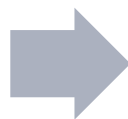
Who Prince George's County Council; Department of Housing and Community Development

Where Areas with higher than average rates of overcrowding; areas with strong community institutions; areas with higher than average rates of cost-burden

Initial implementation steps

Establish or expand priorities for the following in development solicitations:

- Small- and mid-scale housing products
- Preservation
- Specific income levels
- Accessibility/universal design
- CPTED principles



Update Section 27-419 of the County Code to increase the maximum share of units in new multifamily buildings that can be three bedrooms or more.

Core Principles
*Comprehensive;
Market-informed;
and Coordinated &
transparent*

Estimated Investment
Indirect

Timeline
Short (years 1-3)

Beneficiaries
*All county residents
Local and regional
developers*

Key Supportive Tools
*HITF; LIHTC; PILOTs;
HOME; CDBG;
Section 108; and
project-based
vouchers*

Required Approval(s)
Legislative



Targeted Action 1.3. Build more mixed-use and mixed-income developments.

Why	A mixed-income community includes households of varying income levels, with a range of owner- and renter-occupied housing set aside at various levels of affordability, usually supported with some form of public subsidy. Mixed-income projects allow teachers, police officers, firefighters, and other workers to live in the neighborhoods where they work. As the county continues to grow and diversify, in addition to adding more diverse housing types, the County will need to incorporate more mixed-income and mixed-use developments to increase access to opportunity for residents. The County's development pipeline currently includes about 17,000 lots, most of which are proposed as single-family detached units in the suburban tier.
What	This action leverages new development incentives (see cross-cutting action 1.6), flexible zoning for residential development in commercial zones (see cross-cutting action 1.2) and existing and new funding tools (see cross-cutting action 3.2) to develop more mixed-income and mixed-use projects. Section 108 financing is one resource to support this effort as it can support both housing and commercial components of mixed-use projects, and the requirement that low- to moderate-income households occupy at least 51 percent of the units financed by Section 108 helps facilitate mixed-income developments. While the County can develop a formal solicitation process for Section 108 financing, several mixed-use or larger multifamily projects already in pipeline may be suitable for this financing. The County will evaluate existing pipeline projects for suitability and need for Section 108 financing and develop formal application process as necessary.
Who	Department of Housing and Community Development (DHCD); Redevelopment Authority (RDA); Economic Development Corporation (EDC); local and regional financial institutions
Where	Areas with strong access to jobs, good and services (particularly TOD areas); Projected growth areas

Initial implementation steps

Identify projects in existing pipeline suitable for Section 108 financing.



Evaluate need for formal solicitation process.

Core Principles

*Comprehensive;
Market-informed; and
Connected to
opportunity*

Estimated Investment

*\$20.6 million from
Section 108 alone,
HITF and other
resources may also
support this action*

Timeline

Short (years 1-3)

Beneficiaries

*All county residents
Local and regional
developers*

Key Supportive Tools

*Inclusionary housing
policy; PILOTs; LIHTC;
Section 108; and Multi-
Family Housing Direct
Loan and Loan
Guarantee Program*

Required Approval(s)

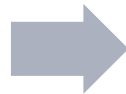
Departmental

Targeted Action 1.4. Identify opportunities for new housing development on publicly-owned land (including infill sites and brownfields).

Why	Public land is an asset the County can leverage to support housing development, but much of the County's existing land supply has restrictions or other limitations associated with it. Identifying publicly owned land suitable for housing or mixed-use development (see cross-cutting action 1.1) and making that land available for development through the modified disposition process will align interested developers with these properties. As noted, recent studies estimate land or acquisition costs can make up 5 to 35% of total development costs. Offering land as a subsidy in return for long-term affordable units will also help support mixed-income developments throughout the county.
What	This action leverages the modified public land disposition process under cross-cutting action 1.1 and inventory created under cross-cutting action 2.3 to identify specific properties suitable for housing development based on annual priorities and other strategic investments. The County can prioritize public land near transit stations and other investment areas for disposition. Once properties are identified, the County can coordinate disposition and development efforts based on annual priorities.
Who	Prince George's County Executive's Office; Office of Central Services; Department of Housing and Community Development; Redevelopment Authority; Housing Authority; Economic Development Corporation; local and regional developers
Where	Areas with higher than average rates of overcrowding; Areas with strong community institutions; Areas with higher than average rates of cost-burden

Initial implementation steps

Identify priority sites in existing inventory for housing development.



Establish process to offer sites for housing development (see cross-cutting action 1.1).

Core Principles
*Comprehensive;
Market-informed
Connected to
opportunity; and
Asset-based*

Estimated Investment
Indirect

Timeline
Short (years 1-3)

Beneficiaries
*Local and regional
developers; nonprofits;
and low-income and
workforce households*

Key Supportive Tools
*HITF; LIHTC; PILOTs;
Section 108; PACE; and
community land trust*

Required Approval(s)
Executive



Targeted Action 1.5. Target underused or obsolete properties for new housing production.

Why	The County's recent Retail Market Analysis suggests that older buildings throughout the county are available for renovation, and opportunities exist to leverage these properties to provide live-work opportunities for entrepreneurs or target smaller but obsolete industrial buildings for design studios, furniture makers, breweries. ^{xvii} Some retail centers likely have obsolete spaces that will need to be repurposed or redeveloped, as the original commercial purpose may no longer fit the needs of the neighborhood. Identifying and leveraging obsolete properties, particularly in denser more urban areas of the county, can also help attract new or existing residents to underserved markets.
What	Through this action the County will identify underused or obsolete properties for redevelopment and align funding and financing tools to support redevelopment as mixed-income and mixed-use properties. Engaging developers, faith-based institutions, community members (see cross-cutting action 2.2 and targeted action 3.1), and other partners will be an essential component of this action. The County may prioritize properties in underserved markets to leverage additional investment from potential Opportunity Funds (via federal Opportunity Zones) and related designations.
Who	Office of Central Services; Department of Housing and Community Development; Planning; Redevelopment Authority; Economic Development Corporation; local and regional financial institutions; local and regional developers; faith-based institutions
Where	Opportunity Zones; areas with strong access to jobs, goods, and services (particularly TOD areas); areas with strong social capital; areas with strong community institutions

Initial implementation steps

Update and maintain inventory of publicly-owned properties that are underused or obsolete, in conjunction with broader public land inventory (see cross-cutting action 2.3).



Integrate publicly-owned property inventory with DPIE's inventory of vacant, abandoned properties.



Identify which of these properties are within priority zones for new development and market their availability to developers (including details of available incentives within those zones).

Core Principles
*Comprehensive;
Market-informed;
Connected to
opportunity; and
Asset-based*

Estimated Investment
Indirect

Timeline
Long (years 8-10)

Beneficiaries
*All County residents;
Local small-business
owners/entrepreneurs*

Key Supportive Tools
*Land inventory;
Opportunity Zones;
TNI; Section 108; HITF;
LIHTC; community land
trust; and Sustainable
Communities
designation*

Required Approval(s)
Departmental



Targeted Action 1.6. Create additional resources to make it easier for persons with disabilities to find and stay in a home.

Why	Approximately 9 percent of County residents (or more than 77,000 individuals) live with a disability. Seniors represent the largest percentage of persons living with disability. Thirty (30) percent of adults aged 65 years and older report having a disability. ^{xviii} The Housing Authority of Prince George's County (HAPGC) currently serves approximately 3,000 disabled families and the Department of Health and Human Services provides numerous services to persons with disabilities. ^{xix} Despite these resources, while developing the CHS, members of the public noted challenges in finding units that are accessible to persons with certain disabilities, and although units may be advertised as accessible they often lack the adequate features for persons with disabilities.
What	This action leverages cross-cutting actions 1.8 and 2.3 to provide a specific online inventory of accessible units, increase the availability of accessible units, lower barriers for persons using rental assistance (like Section 8 or HOPWA vouchers), and provide additional HAPGC staff to support persons with disabilities. The online inventory of accessible units enables persons with disabilities to locate housing options that meet a minimum standard of accessibility defined by the County. By increasing the minimum number of accessible units required for projects funded with public resources (land and funding) the County can increase the supply of accessible units.
Who	Prince George's County Executive's Office; Department of Housing & Community Development; Housing Authority of Prince George's County; Department of Health; Department of Social Services; Maryland Department of Housing and Community Development; local and regional nonprofits; property owners and managers
Where	Areas with strong access to jobs, goods & services

Core Principles

Inclusive; Connected to opportunity; and Coordinated & transparent

Estimated Investment

Indirect (cost of accessible unit inventory included in C 2.3)

Timeline

Short (years 1-3)

Beneficiaries

Persons with Disabilities

Key Supportive Tools

Accessible unit inventory; universal design policy; HOPWA; and Section 8/HCV program

Required Approval(s)

Executive

Targeted Action 1.6. Create additional resources to make it easier for persons with disabilities to find and stay in a home (CONTINUED).

Initial implementation steps

Increase availability of accessible units by increasing accessible unit requirements in publicly subsidized projects (in collaboration with DSS and nonprofits).



Maintain an inventory of available and accessible units with details of their current accessibility modifications and asking rents (building off cross-cutting action 2.3).



Create a dedicated staff position within the Housing Authority to work with residents with disabilities (to provide support, act as a liaison to landlords, and help navigate County systems).



Lower barriers to persons using HOPWA to rent homes within the county.



Targeted Action 1.7. Implement a comprehensive approach to support elderly households aging in place.

Why	The older adult population in the county increased from approximately 37,000 in 2000 to more than 69,000 in 2015, and these senior households represent a large portion of cost-burdened households in the county. ^{xx} According to national research, seniors prefer to age in place, either staying in their current home or choosing from a range of affordable, age-appropriate housing options within their community. While several policy tools prioritize senior housing—land disposition and various housing programs—taking a more comprehensive approach to increase resources and tools will help the county’s growing senior population age in place. According to research from HUD, “planning for lifelong neighborhoods includes zoning that allows ADUs, cohousing models, and multifamily housing and would allow for more connected residential and commercial areas.” ^{xxi}
What	This action leverages increased tools and capacity from cross-cutting strategies and related actions to help seniors age-in-place. The 2018 relaunch of the Housing Rehabilitation Assistance Program (or HRAP) is a positive first step to support seniors in need of home improvements. As with modifications to owner-occupied housing, entire areas can be adapted to facilitate aging in place both through repurposing old buildings and smart growth design. Allowing more residential development by-right in all commercial zones could support integration of age-appropriate housing and services like medical facilities or retail. For example, suburban areas can be repurposed to meet the needs of aging residents—a vacant shopping center could become a mixed-use development anchored by a medical facility that enables a senior to live close to medical care.
Who	Department of Housing and Community Development; Redevelopment Authority; Department of Health; Department of Social Services; local and regional nonprofits
Where	Areas with strong access to jobs, goods and services; areas with higher-than-average shares of seniors

Core Principles

*Market-informed;
Inclusive; and
Connected to
opportunity*

Estimated Investment

*\$2 million to \$4 million
annually in rehab loans
for aging-in-place
modifications through
the HRAP program (to
serve approximately
70 to 135 households
each year)*

Timeline

Long (years 8-10)

Beneficiaries

Seniors

Key Supportive Tools

*HRAP; universal design
policy; ADU policy;
Clean Energy
Programs; and USDA
Rural Housing Funds*

Required Approval(s)

Departmental



Targeted Action 1.7. Implement a comprehensive approach to support elderly households aging in place (CONTINUED).

Initial implementation steps

Continue funding HRAP program to support aging-in-place modifications in owner-occupied housing.



Support property owners make aging-in-place improvements to existing homes (e.g., publish design guidelines, create a recommended contractor database, provide financial support).



Provide technical assistance for homeowners interested in developing accessory dwelling units as a source of supplemental income.



Targeted Action 1.8. Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.

Why	Prince George's County's 2018 Point-In-Time count identified 478 persons experiencing homelessness (85 unsheltered), reflecting a 10 percent decrease from 2017. ^{xxii} While the number of persons experiencing homelessness has declined since 2013, there are encampments throughout the county that may not have been captured during this count. The County's Continuum of Care system continues to emphasize expansion of rapid re-housing beds and new supportive housing for high-risk persons; this group represents the largest population of the county's known unsheltered, chronically homeless population.
What	This action amends the Community Benefit Agreement (CBA) law to include homelessness as an eligible community benefit and explores lower-cost housing options as an alternative for homeless encampments. Alternative housing solutions may include group homes, tiny homes, or lower cost housing products like shipping containers. Shipping containers can provide quality housing when retrofitted inside and out to provide lower-cost housing options that are easy to maintain. This lower-cost product can leverage demolished sites that have water, sewer and electricity lines intact, to help house persons experiencing homelessness and further rapid re-housing efforts.
Who	Prince George's County Council; Department of Health and Human Services; Prince George's County Continuum of Care; Homeless Services Partnership (HSP); Department of Housing and Community Development (DHCD); local and regional nonprofits
Where	Homelessness "hotspots" (per DSS PIT data); Areas with strong access to jobs, goods, and services; Areas with strong community institutions

Core Principles
*Comprehensive;
Inclusive; and
Connected to
opportunity*

Estimated Investment
*\$300,000 to \$1.6
million annually, based
on building type and
level of services
provided, to serve
approximately 10
households*

Timeline
Medium (years 4-7)

Beneficiaries
*Persons experiencing
homelessness or other
housing crisis*

Key Supportive Tools
*CBA; 1115 Waiver
Pilot; Pay-for-Success;
Medicaid Waiver
Program; and HITF*

Required Approval(s)
Legislative

Initial implementation steps

Incorporate homelessness in community benefit agreements (i.e., amend CBA law).



Explore development of group homes or tiny homes to provide alternative housing options for homeless encampments.



Assess high system utilizers for innovative housing and service solutions and adjust service delivery accordingly.



Targeted strategy #2. Improve quality of the county's existing housing supply, including older homes and income-restricted properties, and help keep housing costs low to stabilize residents at-risk of displacement.

Targeted Action 2.1. Encourage developers to use PACE financing to make comprehensive energy efficiency upgrades to older properties.

Why Rising rents, home values, land costs, and overall lack of quality affordable housing continue to restrict housing options for some residents. There are more than 18,000 assisted units in the county (five percent of the county's total housing units), and more than half of subsidized housing (6,000 assisted units) contracts expire by 2030. These expirations will largely impact inner-Beltway communities, which are already seeing increased market pressure. As existing income-restricted properties expire, and owners of market-rate affordable housing consider making investments to capitalize on higher rents, the County needs to expand tools to support preservation of existing affordable housing.

What PACE is a financing program that enables owners of commercial, industrial, and residential properties to obtain low-cost, long-term funds for 100 percent of the cost of energy upgrades and improvements. Improvements to these major systems can be a large portion of the rehabilitation costs for preservation projects. Such improvements typically result in lower operating costs for the owner and in turn can offer affordable rents to tenants. PACE assessments are paid through a property assessment voluntarily imposed on the property by its owner with the written consent of existing mortgage holders and secured by a senior lien. The County recently approved enabling local legislation to launch a local PACE program, administered by FSC First. In coordination with banks, other lenders, property owners, and developers, the County can harness this tool to support preservation of affordable housing.

Who Department of Housing and Community Development; FSC First

Where Transforming Neighborhood Initiative (TNI) areas; areas with weaker environmental conditions; areas with high rates of renter cost-burden; Areas with higher than average code violations; Areas with higher-than-average rates of older housing

Core Principles

*Comprehensive;
Market-informed; and
Connected to
opportunity*

Estimated Investment

Indirect

Timeline

Medium (years 4-7)

Beneficiaries

*All county residents;
Property owners; and
Low-income and
workforce households*

Key Supportive Tools

*PACE; TNI; code
enforcement;
Moderate
Rehabilitation
Program; PILOTs; and
HOME*

Required Approval(s)

Departmental



Targeted Action 2.1. Encourage developers to use PACE financing to make comprehensive energy efficiency upgrades to older properties (CONTINUED).

Initial implementation steps

Educate banks and other lenders on PACE financing and seek input to inform PACE financing terms.



Develop a list of lenders that will support PACE loans.



Incorporate PACE financing and related terms on the County's website and development solicitations.



Coordinate with OSC and FSC on priorities for PACE financing.



Targeted Action 2.2. Use value capture to reinvest in neighborhoods experiencing private investment.

Why	Federal, state and local resources to support housing development are scarce. As land values continue to rise, and Prince George's County continues to build economic vitality and related investments, this growth could provide a necessary resource to achieve the goals in the CHS. Public actions, such as investments in infrastructure, provision of public services, and planning and land use regulations, can affect the value of land and property. Value capture is a means to collect a portion increased public revenue to reinvest in the neighborhood where it was generated. Common forms of value capture tools—tax increment financing (TIF), impact fees, or business improvement districts—demonstrate how a portion of such increases in value can be harnessed for public benefit. TIF was instrumental in redeveloping National Harbor and recently supported development of the Town Square at Suitland Federal Center, which received the 2016 Council for Development Finance Agencies Excellence in Development Finance Project Award.
What	This action aims to harness the value of public and private investments in communities and direct a portion of that value toward housing development. Exploring opportunities to amend existing agreements to allow housing as an eligible use of future TIF revenue could help capture value from these recent developments and illustrate how other value capture mechanisms could support housing. Exploring minimum set-asides for TIF revenue for housing development would also yield additional revenue to support development of housing in TIF districts. Members of the Advisory Group noted the set-aside policy could exempt school taxes.
Who	Prince George's County Executive's Office; Prince George's County Council; Economic Development Corporation; Redevelopment Authority; Department of Housing and Community Development; Revenue Authority; Office of Finance
Where	Opportunity Zones; TOD areas, particularly the Purple Line Corridor; areas near large employers; and areas with rising rents and home values

Core Principles

*Market-informed;
Inclusive; and Asset-
based*

Estimated Investment

Indirect

Timeline

Long (years 8-10)

Beneficiaries

*Long-time residents;
Landlords; and Local
small-business owners*

Key Supportive Tools

*TIF; TNI designations;
Opportunity Zones;
CDBG; and tax
exemptions*

Required Approval(s)

Executive; Legislative

Targeted Action 2.2. Use value capture to reinvest in neighborhoods experiencing private investment (CONTINUED).

Initial implementation steps

Evaluate opportunities to amend existing TIF agreements to include housing as a use for future revenue.



Determine appropriate areas for potential TIF funding (i.e., TNIs, Opportunity Zones, areas around the Purple Line, etc.).



Align other tools and incentives to support development in these areas (i.e., infrastructure investments).



Develop set-aside policy specific to each identified TIF district and direct a share of TIF revenue for housing development in these areas (policy could exempt school taxes).



Targeted Action 2.3. Stabilize residents through anti-displacement programs.

Why	As the county's population continues to grow and diversify, it needs to find new ways to prevent displacement, maintain affordability and preserve the rich character and history of its diverse communities. While the County and state provide tenants and landlords a range of rights, along with programs and services to prevent displacement (e.g., foreclosure assistance, rental assistance, etc.), the County requires a comprehensive effort to mitigate displacement pressures and offer county residents broader support to stay in their communities.
What	This action builds on the County's existing efforts to mitigate displacement by conducting routine assessments of neighborhood conditions throughout the county, in order to identify areas vulnerable to displacement and to align funding to support these areas. Like the City of Philadelphia's Longtime Owner Occupants Program (LOOP), the County will also pursue tax abatements or relief for homeowners (particularly seniors and persons with disabilities, and low-income households) who have lived in their home for ten years or more and are struggling to maintain their home (because of increased maintenance, utility costs, or property taxes). Additionally, the County will work with community organizers by offering training, community space and other resources to support tenant organizing. The County will also continue to support programs that preserve affordable housing along the Purple Line Corridor, targeting preservation efforts in support of Purple Line Corridor Coalition (PLCC) initiatives.
Who	Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Community Development; Redevelopment Authority; Housing Authority of Prince George's County; Office of Finance; local and regional nonprofits; property owners and managers
Where	TOD areas, particularly the Purple Line Corridor; Areas with rising rents and home values; Areas with high rates of housing insecurity

Core Principles

*Market-informed;
Inclusive; and
Connected to
opportunity*

Estimated Investment

*\$1,000 tax grant for
each eligible
household, plus
potential additional
investment from HITF
preservation set-aside
(captured in cross-
cutting action 3.1)*

Timeline

Long (years 8-10)

Beneficiaries

*Seniors; low-income
and workforce
households; cost-
burdened households;
and persons with
disabilities*

Key Supportive Tools

*Tenant and landlords
rights policy; TBRA;
right-of-first-refusal;
and property tax relief*

Required Approval(s)

Executive; Legislative



Targeted Action 2.3. Stabilize residents through anti-displacement programs (CONTINUED).

Initial implementation steps

Regularly evaluate areas vulnerable to displacement and tailor anti-displacement programs to those areas.



Develop local property tax relief program for vulnerable populations (e.g., seniors, persons with disabilities, low-income households).



Support tenant organizing and other community organizing efforts (e.g., ensure community space is available, offer training or other resources to community leaders, publicize tenants' rights).



Invest in programs that expand on PLCC preservation and anti-displacement initiatives.



Targeted Action 2.4. Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.).

Why	While the county's median and home value increased by about 30 percent from 2000 to 2015, median household income fell slightly over that same time. As a result, many housing consumers have challenges finding housing that aligns with their earnings, resulting in a higher rate of cost-burdened households throughout the county. Higher rates of cost-burden indicate many households are living paycheck to paycheck, making it challenging to withstand any temporary loss of income or rise in housing costs. To mitigate these challenges the County will offer a range of resources for households experiencing a housing crisis.
What	This action creates a more robust toolkit of resources to support County residents experiencing a housing crisis. The County will coordinate with providers to develop a first violation diversion program to reduce housing turnover and coordinate with philanthropic and faith-based community partners to develop an impact assistance fund to provide short-term support. The County will increase resources for households at-risk of foreclosure and for local rental assistance to provide short-term housing vouchers for at-risk households.
Who	Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Community Development; Housing Authority of Prince George's County; local and regional nonprofits; property owners and managers
Where	Countywide

Initial implementation steps



Core Principles

*Market-informed;
Inclusive; and
Coordinated &
transparent*

Estimated Investment

*\$200,000 to \$2.4
million to serve 100
households annually
through emergency
and/or short-term
rental assistance*

Timeline

Short (years 1-3)

Beneficiaries

*Persons experiencing
homelessness or other
housing crisis;
Low-income and
workforce households;
Landlords*

Key Supportive Tools

*CDBG; tenants' and
landlords' rights policy;
and TBRA*

Required Approval(s)

Executive; Legislative



Targeted Action 2.5. Target resources, like code enforcement and funding for rehabilitation, to improve the livability of existing homes.

Why	Older housing units typically need extensive maintenance and repairs, which may include code enforcement activities, which can be costly to low- and moderate-income households. Code enforcement officers are currently focused on six challenged communities under the Transforming Neighborhoods Initiative (TNI) to improve the quality of life for residents of these communities. The county has over 25,000 vacant properties, 4,000 which are located in Transforming Neighborhood Initiative areas. While the County has several tools (vacant property registration legislation, liens, and foreclosure notices), to track these properties, it lacks enforcement tools to require property owners to maintain their vacant properties and limited resources to support property owners making necessary improvements.
What	This action expands existing code enforcement efforts to support broader code enforcement throughout the county. Upgrading the existing database or IT systems to support management and reporting of code enforcement efforts will increase coordination across departments and support a more proactive and systematic approach. To implement a more systematic and proactive approach throughout the County, DPIE requires additional resources to conduct more inspections and additional authority to enforce code violations. By leveraging HRAP to support existing homeowners and PACE financing to support rental property owners to make improvements to their properties and resolve code violations, inspectors can better connect owners and available resources.
Who	Prince George's County Executive's Office; Department of Permitting, Inspections and Enforcement; Department of Housing and Community Development; FSC First
Where	TNI areas; areas with higher-than-average code violations; areas with higher-than-average older housing

Core Principles

*Comprehensive;
Market-informed; and
Coordinated &
transparent*

Estimated Investment

*\$2 million to \$4 million
in rehab loans for
livability
improvements through
the HRAP program (to
serve approximately
70 to 135 households
annually)*

Timeline

Medium (years 4-7)

Beneficiaries

*Residents in areas with
higher-than-average
code violations and
older housing;
Renters; and Landlords*

Targeted Action 2.5. Target resources, like code enforcement and funding for rehabilitation, to improve the livability of existing homes (CONTINUED).

Initial implementation steps

Upgrade existing database or IT systems to better support management of code enforcement efforts and vacant and abandoned properties, and coordination with other departments.



Set-aside funding within HRAP to help property owners address code violations, targeting areas with vulnerable populations.



Leverage PACE financing to support rental property owners in making broader system improvements.



Increase code enforcement resources (e.g. staff, funding, authority) to support a proactive and systematic approach.



Implement a proactive approach to code enforcement, including increased targeting and more frequent inspections.

Key Supportive Tools

*Code enforcement;
HRAP; PACE; TNI;
vacant property
inventory; and
Moderate
Rehabilitation
Program*

Required Approval(s)

Executive



Targeted Action 2.6. Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate (i.e., right-of-first refusal provisions).

Why	Affordability restrictions for approximately 6,000 income-restricted units in the county will expire in the next ten years, a majority of which were financed using LIHTC. These expirations will primarily affect inner-Beltway communities providing an opportunity to preserve existing affordability and offer more mixed-income communities in these areas. The primary challenge in maintaining affordability of some or all these units is access to the resources necessary to acquire and preserve at-risk properties. While the County has several tools to maintain affordability, including a right-of-first refusal policy that applies to multifamily properties with twenty or more units, additional tools are needed to support the acquisition and preservation of these units.
What	This action will strengthen the ability of the County and its partners to acquire and preserve properties at risk of converting to market-rate housing. To support this action the County will amend the existing right-of-first refusal policy so that designated partners can exercise the option and increase capacity of DHCD to process requests to exercise this option. Tenant awareness and organizing is a critical tool to help preserve affordability and advocate for tenants' rights. The County will provide resources to support tenant organizing in affected communities. Leveraging the inventory of affordable properties developed under cross-cutting action 2.3, the County will monitor this inventory and target at-risk properties for acquisition and/or preservation.
Who	Prince George's County Council; Department of Housing and Community Development; Revenue Authority; Redevelopment Authority; Housing Authority of Prince George's County; Economic Development Corporation; local and regional nonprofits; property owners and managers
Where	Areas with rising rents/home values; Strong access to jobs, goods, and services (particularly TOD areas, including the Purple Line Corridor); Areas with strong social capital; Areas with strong community institutions

Core Principles

*Comprehensive;
Market-informed; and
Asset-based*

Estimated Investment

Indirect

Timeline

Long (years 8-10)

Beneficiaries

*Residents of areas with
high vacancy rates;
Landlords; Low-income
and workforce
households; and
First-time homebuyers*

Key Supportive Tools

*Pathway to Purchase;
HOME; CDBG; and
NRSA designation*

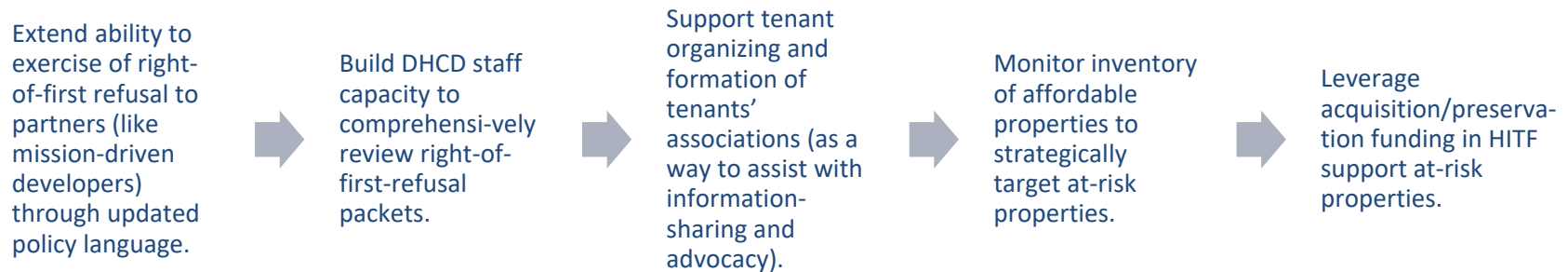
Required Approval(s)

Legislative



Targeted Action 2.6. Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate housing (i.e., right-of-first refusal provisions) (CONTINUED).

Initial implementation steps





Targeted Action 2.7. Build capacity (through processes, programs and financing) to address condo vacancies.

Why	The 2008 Recession and housing crisis significantly affected Prince George's County and caused thousands of foreclosures, displacing residents and resulting in lower property values that further affect development. Members of the business community noted a challenge with vacant condominiums in the County and their potential for homeownership opportunities. While the County does not have a database of vacant condominiums it is estimated that there are more than 1,000 vacancies in this inventory. Targeting this inventory could provide affordable homeownership opportunities for low-income households and workforce housing for higher-income households.
What	This action establishes an inventory of vacant condo units throughout the county and leverages the County's Pathways to Purchase down payment assistance program to help homebuyers access this inventory. Additionally, the County will work with financial institutions to develop additional financial products or incentives to support its efforts.
Who	Prince George's County Executive's Office; Department of Housing and Community Development; local and regional financial institutions
Where	Areas with higher-than-average condominium vacancy rates

Initial implementation steps



Core Principles

*Comprehensive;
Market-informed; and
Asset-based*

Estimated Investment

*\$100,000 for inventory
start-up costs
(maintenance costs
already covered as
part of C 2.3) and
\$420,000 to \$560,000
annually for down-
payment assistance,
providing \$15,000 to
\$20,000 per household*

Timeline

Long (years 8-10)

Beneficiaries

*Low income and
workforce households*

Key Supportive Tools

*Pathway to Purchase;
Employer Housing
Assistance funds;
HOME program;
CDBG program; and
NRSA*

Required Approval(s)

Executive



Targeted Action 2.8. Expand existing programs and financing tools to increase access to homeownership.

Why	There are limited for-sale housing options for households earning more than the area median income which creates greater competition for homes affordable to lower-income households. The County's for-sale housing stock consists primarily of single-family housing options priced for households earning below area median income. However, more than 70 percent of for-sale units affordable to low-income households are occupied by households with higher incomes, making it difficult for low-income households to find affordable homeownership options. Expanding homeownership opportunities for households with incomes greater than area median income can also increase homeownership opportunities for lower-income households.
What	This action enhances existing homeownership efforts and leverages additional capacity (see cross-cutting action 2.10) to increase homeownership opportunities for County residents. By expanding homeownership counseling efforts, the County can help build new pathways from existing rental programs into homeownership and create a steady pipeline for the Pathway to Purchase loan program. The County will enhance this program by applying resale restrictions or leveraging a community land trust to preserve longer-term affordability in stronger submarkets, and recapturing investments made in homeownership opportunities to stimulate investments in weaker submarkets. ¹⁴
Who	Department of Housing and Community Development; local nonprofit partners; local and regional financial institutions
Where	Projected growth areas; Areas with rising rents/home values; Areas with strong social capital; and Areas with strong community institutions

Core Principles
*Comprehensive;
Market-informed;
Asset-based; and
Connected to
opportunity*

Estimated Investment
Estimated Investment:
*\$420,000 to \$1.1
million annually for
down-payment
assistance, providing
\$15,000 to \$40,000 per
household and
between \$2,800 to
\$8,400 for homebuyer
counseling for each
household served*

Timeline
Medium (years 4-7)

Beneficiaries
*Low income and
workforce households*

¹⁴ Resale restrictions are a right in perpetuity or for a certain number of years, stated in the form of a restriction, covenant, or condition in any deed, mortgage or ground lease, agreement, or other instrument executed by or on behalf of the owner of the land. Subsidy recapture is the repayment of all or part of a subsidy if the home is sold or otherwise disposed of within a specified period.



Targeted Action 2.8. Expand existing programs and financing tools to increase access to homeownership (CONTINUED).

Initial implementation steps

Identify a local partner with capacity to perform CLT functions.



Align funding resources to support homeownership through the CLT.



In coordination with partners, offer guarantees for first mortgage loans to better leverage private mortgage financing.



Partner with banks to provide financial products to support the program.

Key Supportive Tools

Pathway to Purchase; Employer Housing Assistance funds; HOME program; CDBG program; NRSA; and Single Family Housing Direct Loan and Guaranteed Loan Program (Rural Development)

Required Approval(s)

Departmental



Targeted Action 3.1. Undertake or build on existing neighborhood planning efforts and other community-based processes to identify projects that directly address residents' interests.

Why	Neighborhood planning is essential to cultivating and generating community support for projects, services and priorities. They also present an opportunity to address and incorporate residents' interest and needs, from childcare facilities, grocery stores, services, bicycle facilities, or community centers.
What	This action supports neighborhood-level planning and other community-based processes that identify projects to address specific needs in the community. When developing sector plans, the County will incorporate measures of access to opportunity to ensure a cross-sector assessment and approach to addressing the community's needs. The County will also provide financing for community placemaking projects that are identified through this planning process.
Who	Prince George's County's Executive's Office; Parks and Planning; Department of Housing and Community Development; Redevelopment Authority; Economic Development Corporation
Where	Transforming Neighborhoods Initiative areas; areas with higher-than-average share of code violations; areas with higher-than-average older housing

Initial implementation steps

Incorporate measures of access to opportunity into the development of sector plans.



Incorporate a wider range of community projects, including community services, into sector plans.



Offer financing to support implementation of community projects and services.

Core Principles

*Comprehensive;
Inclusive; Connected to
opportunity;
Coordinated &
transparent*

Estimated Investment

*Up to \$12,500 in
grants annually to
support neighborhood
efforts (to provide a
\$2,500 matching grant
to 5 neighborhoods
each year)*

Timeline

Long (years 8-10)

Beneficiaries

All county residents

Key Supportive Tools

*Sector planning; CDBG;
Opportunity Zones;
TNI; and Sustainable
Communities
designation*

Required Approval(s)

Executive



Targeted Action 3.2. Create a land bank to support redevelopment of abandoned residential properties (or expand powers granted to RDA to provide same function).

Why	Given the number of vacant and abandoned property in the county, establishing a land bank to acquire and return these properties to productive use provides the County an effective tool to combat blight and vacancy. A land bank is a public entity that is focused on converting vacant or abandoned properties from liabilities into assets for a community and jurisdiction. Maryland's law allows a county or municipality, or two or more acting together, to create a land bank authority. The land bank can take ownership of property that has tax or water and sewer liens on it as an alternative to the traditional tax sale system. If the property is determined to be vacant or blighted, the taxing authority is authorized to forgive the tax liens, enabling the land bank to sell or otherwise transfer that property to a new owner.
What	This action establishes a land bank by granting additional authority to the Redevelopment Authority (RDA) to perform this function countywide. The County can leverage RDA's existing redevelopment capacity and focus on inner-Beltway communities to strategically acquire vacant and abandoned properties in support of redevelopment efforts and then expand focus to other targeted areas of the county in anticipation of future development. Engaging municipalities to support the land bank's efforts will help align local priorities with redevelopment. Establishing land banks are typically costly undertakings due to the staffing, systems, and resources required for launch. The County can reduce these barriers by providing initial operating and funding support to RDA.
Who	Prince George's County Executive's Office; Prince George's County Council; Department of Housing and Community Development; Redevelopment Authority; Office of Central Services; Housing Authority
Where	Transforming Neighborhoods Initiative areas; areas with large inventories of vacant and/or abandoned property; areas lower-than-average home values; areas with weaker social capital

Core Principles
*Comprehensive;
Market-informed;
Asset-based; and
Coordinated &
transparent*

Estimated Investment
*\$800,000 to \$2 million
to support start-up
(including land
acquisition & staffing)*

Timeline
Short (years 1-3)

Beneficiaries
*All county residents;
Residents of
neighborhoods with
large inventories of
vacant and/or
abandoned properties*

Key Supportive Tools
*CDBG; HOME; HITE;
code enforcement;
land inventory; and
parking revenue*

Required Approval(s)
Executive; Legislative

Targeted Action 3.2. Create a land bank to support redevelopment of abandoned residential properties (or expand powers granted to RDA to provide same function) (CONTINUED).

Initial implementation steps

Adopt legislation granting RDA, or other selected entity, the authorities of a land bank (namely property acquisition, management, and disposition, plus the ability to waive delinquent taxes at the time of property disposition).



Pursue interlocal agreement with municipalities, as necessary, to ensure land bank has full authorization across the county.



Allocate initial operating funding to the land bank entity.



Prioritize among DPIE's current inventory of abandoned properties and among OCS' inventory of excess properties for acquisition by the land bank.



Leverage Revenue Authority resources to support property acquisition.



Targeted Action 3.3. Engage major employers and anchor institutions to initiate place-based investments that increase access to opportunity.

Why	Opportunity Zones offer federal tax incentives designed to drive long-term private investment to distressed communities. Many of the County's Opportunity Zones are located inside the Beltway, proving an opportunity to improve communities and quality-of-life for residents. Leveraging these investments requires partnerships with developers, anchor institutions, employers, and other members of the philanthropic, public, and private sectors. Several employer-assisted housing programs can promote economic development, neighborhood revitalization, and smart growth as well as leverage new Opportunity Funds to increase opportunities.
What	This action facilitates a proactive approach to engage communities, employers, and developers to initiate place-based investments that expand access to opportunity in Opportunity Zones. The County will work with Opportunity Zone communities to develop a pipeline of projects to leverage Opportunity Funds. The County will also engage anchors and employers to offer incentives to employees to live in Opportunity Zone communities. Many employer-assisted housing programs are geographically targeted to the areas around the workplace to focus investment or to reduce commuting distances and encourage the use of alternative commuting modes. Some employer-assisted housing programs provide rental assistance to employees or facilitate housing development. Interested employers generally contract with an outside organization, such as a nonprofit or government agency, to administer their housing benefits programs. In areas where rental housing is available, but the cost is higher than employees can afford, employers may provide rent subsidies to employees, operating funds to property owners, or pay for security deposits. By taking this proactive approach, the County will work to maintain the character and affordability of housing and mitigate potential adverse effects that Opportunity Funds and related investments may have on distressed communities.
Who	Prince George's County Executive's Office; Prince George's County Council; Economic Development Corporation; Redevelopment Authority; Department of Housing and Community Development; large-scale employers; anchor institutions
Where	Areas around major employers; areas with strong access to jobs, goods, and services; areas with weaker social capital or community institutions; Opportunity Zones

Core Principles

*Comprehensive;
Connected to
opportunity; and
Asset-based*

Estimated Investment

Indirect

Timeline

Medium (years 4-7)

Beneficiaries

*Low-income and
workforce households;
Business leaders; and
Children and youth*

Key Supportive Tools

*Opportunity Zones;
Sustainable
Communities
designation; NRSA
designation;
Revitalization tax
credit; and Pathways
to purchase program*

Required Approval(s)

Executive; Legislative



Targeted Action 3.3. Engage major employers and anchor institutions to initiate place-based investments that increase access to opportunity (CONTINUED).

Initial implementation steps

Work with local communities to develop a pipeline of projects that could be funded within the county's Opportunity Zones.



Evaluate anchor institutions' and other employers' interest in cultivating Opportunity Funds.



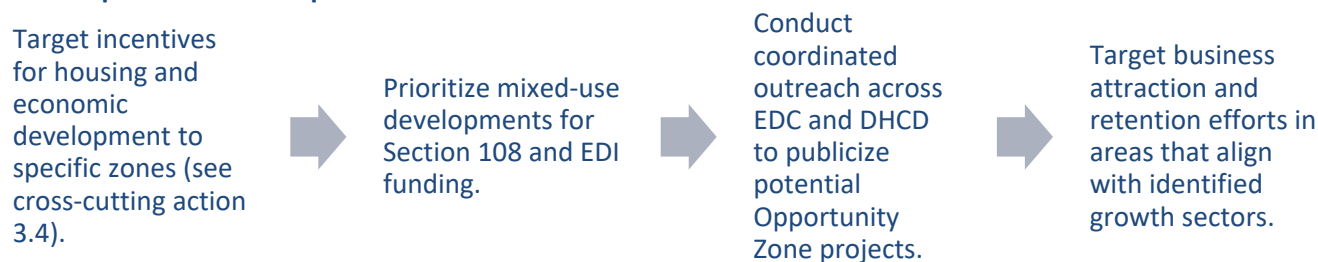
Develop or expand employer-assisted housing programs.



Targeted Action 3.4. Use local economic development funding to create economic opportunities in tandem with housing development, including supporting economic development projects that include housing.

Why	Several recent catalytic developments will help transform Prince George's County. Projects like National Harbor, the Town Square at Suitland Federal Center, Regional Medical Center in Largo, and redevelopment around the New Carrollton Metro combine economic and housing developments to create mixed-use communities that offer access to opportunity. To build off this momentum and facilitate additional mixed-use developments that offer affordable housing and economic opportunities, the County will need to increase cross-departmental coordination to target incentives; leverage financing; establish funding priorities and criteria for development projects; and integrate other community facilities and benefits in project-related agreements.
What	This action builds off cross-cutting action 2.1, to integrate housing (affordable and workforce) in economic development projects to expand economic opportunities for residents. Section 108 financing and funds from the County's Economic Development Initiative (EDI) can be used to pursue additional catalytic projects and PACE financing can help lower the operating costs for properties. Aligning these and other County resources for specific purposes will support leveraging across resources and integration of other public benefits in these catalytic projects.
Who	Prince George's County Executive's Office; Prince George's County Council; Economic Development Corporation; Revenue Authority; Department of Housing and Community Development; Redevelopment Authority; Office of Central Services
Where	Areas with weaker social capital; zones that allow mixed-use property

Initial implementation steps



Core Principles

*Market-informed;
Inclusive; Connected to
opportunity; and
Coordinated &
transparent*

Estimated Investment

Indirect

Timeline

Medium (years 4-7)

Beneficiaries

*All county residents;
local and regional
developers; Business
leaders; Local small-
business owners; and
Low-income and
workforce households*

Key Supportive Tools

*Zoning rewrite; Section
108; PACE; EDI;
PILOTs; public land;
TIF; NMTC; and
Opportunity Zones*

Required Approval(s)

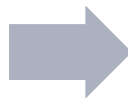
Executive; Legislative

Targeted Action 3.5. Use placemaking to cultivate and celebrate neighborhood identity.

Why	There are several placemaking efforts established or underway in the county. The Gateway Arts and Entertainment District established in 2001 is branded as a live-work-play community for artists, families, students, and professionals. The redevelopment of Largo Town Center as a regional medical center suggests an education and medical (“eds and meds”) branding that the County can leverage to target programs and resources to support this effort. The Town Square at Suitland Federal Center is a 1 million square-foot, mixed-use development that will include 900 apartments and single-family homes, 100,000 square feet of retail space, and 50,000 square-foot performing arts center. These projects will help transform these communities into vibrant destinations for existing and new residents.
What	This action builds on these existing placemaking efforts and forming of partnerships to build similar efforts in other targeted communities. The County will coordinate with neighborhood associations and other community-based groups to undertake placemaking efforts in tandem with other strategic investments.
Who	Local and regional developers; faith-based institutions; nonprofit organizations; Prince George’s County Executive’s Office; Prince George’s County Council; Department of Housing and Community Development
Where	Transforming Neighborhood Initiative areas; areas with large inventories of vacant and/or abandoned property; areas lower-than-average home values; areas with weaker social capital

Initial implementation steps

Leverage existing placemaking efforts to brand key areas and create destinations.



Work with neighborhood associations and other community-based groups to identify ways to build a sense of place.

Core Principles

Inclusive; Connected to opportunity; and Asset-based

Estimated Investment

Indirect

Timeline

Medium (years 4-7)

Beneficiaries

Long-time residents; Local small business owners; and Children and youth

Key Supportive Tools

CDBG; Section 4; and NRSA designation

Required Approval(s)

Departmental



Targeted Action 3.6. Coordinate targeted public investments with housing activities or other revitalization activities.

Why	The County's Transforming Neighborhood Initiative (TNI) focuses on uplifting neighborhoods that face significant economic, health, public safety, and educational challenges. Through this initiative, the County aims to improve the quality-of-life for residents, while identifying ways to improve service delivery for all residents. This cross-sector, outcome-driven approach to target investments in specific communities can be replicated to coordinate public investments with housing activities. For example, coordinating public infrastructure improvements with potential housing activities or targeting HRAP funding and public services to revitalize neighborhoods will help maximize the impact of these combined efforts.
What	This action leverages the cross-sector approach established by TNI to integrate housing and public infrastructure investments to revitalize communities. Leveraging a Neighborhood Revitalization Strategy Area (NRSA) designation from HUD will provide flexibility to target HRAP funding, CDBG-funded public services, projects financed with Section 108, while promoting more mixed-income communities.
Who	Prince George's County Council; Redevelopment Authority; Department of Housing and Community Development; Economic Development Corporation; local and regional developers; faith-based institutions; nonprofit organizations
Where	Areas around strategic investments; areas with higher-than-average older housing; NRSA; TNI areas

Core Principles
*Market-informed;
Connected to
opportunity; and
Coordinated &
transparent*

Estimated Investment
Indirect

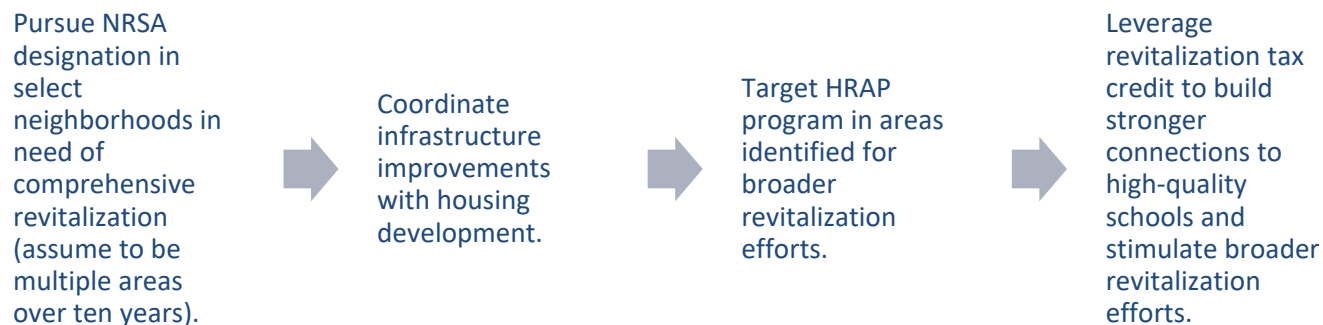
Timeline
Medium (years 4-7)

Beneficiaries
*Long-time residents;
Local small-business
owners; and Landlords*

Key Supportive Tools
*NRSA designation;
CDBG; HRAP; Pathway
to Purchase; NMTC;
LIHTC; Section 108;
Revitalization Tax
Credit; code
enforcement; TNI;
Opportunity Zones;
and Sustainable
Communities
designation*

Required Approval(s)
Legislative

Initial implementation steps





Targeted Action 3.7. Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program.

Why	About one-half of all renters are cost-burdened (paying more than 30 percent of their income on housing costs) and nearly 22 percent of all renter households in Prince George's County experience severe housing cost burdens (paying more than 50 percent of their income on housing costs). The majority of cost-burdened renters are low-income households. The Housing Authority of Prince George's County (HAPGC) provides resources and services to households in need of stable housing. HAPGC administers more than 5,800 Housing Choice Vouchers, providing rental assistance to residents to rent housing in the private market. HAPGC can designate up to 20 percent of its housing vouchers as project-based vouchers (PBVs), which enables them to keep costs stable at a property for at least five years.
What	This action leverages PBVs to support more mixed-income projects and expands the use of a tenant-based rental assistance to support cost-burdened households. HAPGC currently issues an RFP to allocate PBVs in support of eligible preservation and development projects. By targeting PBVs in TOD and other higher-opportunity areas, the County can support more mixed-income developments, diverse housing types, service delivery models, and better connect residents to opportunity. Expanding the use of local tenant-based rental assistance program could better support households earning at or below 50 percent AMI and other vulnerable populations.
Who	Prince George's County Executive's Office; Housing Authority of Prince George's County; Department of Housing and Community Development; property owners and managers
Where	Areas with stronger social capital; areas with strong community institutions; areas with strong access to jobs, goods, and services

Core Principles

Inclusive; Connected to opportunity; and Coordinated & transparent

Estimated Investment

\$5.6 million to \$8.1 million could provide rental assistance to 500 to 800 households annually

Timeline

Short (years 1-3)

Beneficiaries

Seniors; Low-income renters; Persons with disabilities; and Persons experiencing homelessness or other housing crisis

Required Approval(s)

Executive



Targeted Action 3.7. Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program.

Initial implementation steps



Key Supportive Tools
PILOT; PACE; HOME; Project-based vouchers; TBRA; 1115 Waiver Pilot Program; and Maryland Medicaid Waiver

Required Approval(s)
Departmental



Implementation Plan

Overview

This section outlines how Prince George's County will implement *Housing Opportunity for All* over the next ten years. Its Implementation Plan identifies which actions will be accomplished in the short- (1-3 years), medium- (4-7 years), and long-term (8-10 years), who is responsible for implementation and what partners can assist, key steps to complete each action, and estimated direct investment (where applicable). The exact future investment required for each action will depend on policy decisions made during implementation, but these estimates illustrate the general level of investment required.

This section also includes a Year 1 Implementation Checklist to guide immediate actions that Prince George's County will implement in the next 12 months. At the beginning of each subsequent year, the County will evaluate progress on the previous year's checklist and create a new checklist for the upcoming year, pulling from the implementation steps in this document. As the County reaches the end of the ten-year period, it will develop its next long-range housing strategy, building off the progress made through *Housing Opportunity for All*.

Each action is aligned with the key County departments and partners that will need to be involved for successful implementation. County departments are referred to by abbreviated name, as follows:

DHCD – Department of Housing & Community Development

DPIE – Department of Permitting, Inspections, & Enforcement

EDC – Economic Development Corporation

Finance – Office of Finance

HAPGC – Housing Authority of Prince George's County

HHS – Department of Health and Human Services

MNCPPC – Parks and Planning

OCS – Office of Central Services

RA – Revenue Authority

RDA – Redevelopment Authority

Implementation in Years 1-3

Actions in years 1, 2, and 3 will focus on:

- Strengthening the County's internal capacity and coordination
- Increasing and diversifying financing for housing development
- Leveraging available land for housing development
- Expanding supports for vulnerable residents
- Ensuring transparency and accountability throughout implementation of the CHS

Strengthening internal capacity and coordination

Action		Implementers	Implementation Steps	Estimated investment
C 1.6	Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income households.	Executive's Office; DPIE; DHCD; MNCPPC; local and regional developers	<ul style="list-style-type: none"> • Create a consistent set of eligibility criteria for projects with a share of units to set-aside for low-income households. • Expand use of administrative review for projects with a share of units to set-aside for low-income households. • Create a project coordinator position to support these projects during the development review process, including troubleshooting any issues. 	Indirect
C 2.1	Improve cross-departmental coordination and communication on development projects.	DHCD; OCS; HHS; EDC; Finance; MNCPPC; DPIE; RDA; RA	<ul style="list-style-type: none"> • Establish a cross-departmental team (i.e., task force) consisting of senior-level staff from each department and task the team with implementation of the CHS strategies and actions. • Task the cross-departmental team with reviewing housing development proposals, evaluating the impact of policies, and leveraging cross-sector resources and tools. • Task the team with identifying opportunities to leverage land, funding, and resources to support housing development. 	Indirect
C 2.7	Create more consistency within the County's development process.	County Council; DPIE; MNCPPC	<ul style="list-style-type: none"> • Map the current development review process and identify processes that impede development (in collaboration with developers). • Streamline these processes where feasible, including targeting streamlined processes to anticipated growth areas. • Expand use of administrative review. 	Indirect

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			<ul style="list-style-type: none"> Identify ways to build consistency in the County's fees (such as differentiating fees by building type, creating consistent impact fee schedules or reviewer fees). 	
C 2.8	Increase internal capacity to support implementation of CHS goals and strategies.	Executive's Office; DHCD; OCS; HHS; EDC; Finance; MNCPPC; DPIE; RDA; RA; HAPGC	<ul style="list-style-type: none"> Convene the Directors of all County departments engaged in implementing the CHS on a quarterly basis. Align DHCD's organizational structure with the strategies and actions in the CHS (i.e., adopt a strategy-driven organizational structure). Conduct a staffing assessment of DHCD and the Housing Authority to identify functional and capacity gaps. Provide training opportunities for DHCD and Housing Authority staff to address functional gaps. Hire additional staff to fill remaining capacity gaps (e.g., increase number of Housing Authority caseworkers). Increase capacity of DPIE to implement broader proactive code enforcement efforts to support CHS goals, as applicable. 	Indirect
C 2.9	Build a fully culturally competent staff to serve the county's changing demographics	Executive's Office; DHCD; HHS; DPIE; HRC; nonprofit organizations	<ul style="list-style-type: none"> Review and update staff training processes to focus on customer service – include cultural competency training, and functional expertise. Prioritize hiring of bilingual staff, staff with experience serving persons with disabilities, and staff with experience using trauma-informed approaches. Create more opportunities for County staff from various departments to engage with groups that are often under-represented in public processes, building on CASA's Housing Matters Campaign. 	\$25,000 annual training cost
T 1.2	Align County's HITF and other solicitation processes for public funding with county's changing demographics and unmet need.	DHCD	<ul style="list-style-type: none"> Establish or expand priorities for the following in development solicitations: <ul style="list-style-type: none"> Small- and mid-scale housing products Preservation Specific income levels Accessibility/universal design CPTED principles Update Section 27-419 of the County Code to increase the maximum share of units in new multifamily buildings that can be three bedrooms or more. 	Indirect



Increasing and diversifying financing for housing development

Action		Implementers	Implementation Steps	Estimated investment
C 3.1	Increase the County's Housing Investment Trust Fund.	Executive's Office; County Council; DHCD; RA	<ul style="list-style-type: none"> • Develop criteria for evaluating and awarding funds and align targeting priorities with market conditions and other efforts. • Identify a dedicated annual source to support the HITF (e.g., parking revenue, gambling tax, impact fees, transfer taxes, TIF revenue, etc.). • Once dedicated source is established, consider creating an equity investment or program-related investment (PRI) tool to support broader use of 4% tax credits. • Create an annual set-aside for preservation and acquisition activities (including to support right of first refusal) in the HITF. • Establish a preservation unit tasked with identifying at-risk properties and deploying resources to preserve them. • As the HITF expands, create separate set-aside for special populations (e.g., persons experiencing homelessness, persons with disabilities, etc.); this pool could have a locational priority as well to emphasize access to opportunity. 	\$2.2 million to \$68.7 million in local subsidy annually to support new housing production, depending on availability of other development financing, and \$13.4 million for annual preservation efforts to prevent the expiration of existing subsidized units over the next ten years



C 3.2	Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development.	Executive's Office; County Council; DHCD; EDC; local and regional financial institutions	<ul style="list-style-type: none"> Identify a partner to administer the fund and local financial institution to manage local account. Identify programmatic priorities to help guide evaluation of eligible projects. Engage a consultant to prepare a Section 108 application to HUD. Upon approval, market the fund to support existing mixed-income or mixed-use projects or new projects. 	Indirect
C 3.5	Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources.	Executive's Office; County Council; DHCD	<ul style="list-style-type: none"> Establish clear priorities for preservation, in addition to new construction, for existing funding (e.g., set-aside in the HITF) to align with tools like PACE and Section 108. Create geographic targets for new and existing resources that build off federal and state designations (like Opportunity Zones and Sustainable Communities) and/or that prioritize access to transit and other pathways to opportunity. Revise CDBG allocation process to target areas that meet priority criteria. Consult developers on remaining needs for local funding with federal or state resources (as part of regular stakeholder meetings established through cross-cutting action 2.2). 	Indirect
T 1.3	Build more mixed-use and mixed-income developments.	DHCD; RDA; EDC; local and regional financial institutions	<ul style="list-style-type: none"> Identify projects in existing pipeline suitable for Section 108 financing. Evaluate need for formal solicitation process. 	\$20.6 million from Section 108 alone, HITF and other resources may also support this action



Leveraging available land for housing development

Action		Implementers	Implementation Steps	Estimated investment
C 1.1	Modify public land disposition process to advance CHS goals.	Executive's Office; County Council; OCS; EDC; DHCD; MNCPPC; RDA	<ul style="list-style-type: none"> • Make the inventory of publicly owned land accessible to the public online, without formal request (see also cross-cutting action 2.3). • Include transitional housing, housing for persons experiencing homelessness, and shelters as a public purpose. • Establish and maintain a specific inventory of properties suitable for residential or mixed-use development and streamline the process to get these properties to developers. • Apply a "build first" concept when using publicly owned land located in neighborhoods where relocation is applicable. 	Indirect
C 2.3	Create a centralized inventory of publicly owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties.	DHCD; RDA; MNCPPC	<ul style="list-style-type: none"> • Establish a lead department (e.g., Central Services) to manage this inventory and process to access surplus properties. • Consolidate inventory of publicly owned land (including surplus properties owned by Prince George's County Schools), underutilized or obsolete commercial or industrial properties, and subsidized housing (in accordance with state law). • Catalogue special unit features (e.g., accessibility features) in the property inventory. • Provide online mapping capability to make it easier for the public to engage with the consolidated property inventory. • Update online inventory on a regular basis. • Use modified land disposition policy to engage developers, departments, and stakeholders on opportunities to leverage inventory to achieve CHS goals. 	\$250,000 in start-up costs, plus \$80,000 in annual maintenance. Estimated investment will vary based on IT infrastructure.
T 1.4	Identify opportunities for new housing development on publicly-owned land (including infill sites & brownfields).	Executive's Office; OCS; DHCD; RDA; EDC; local and regional developers	<ul style="list-style-type: none"> • Identify priority sites in existing inventory for housing development. • Establish process to offer sites for housing development (see cross-cutting action 1.1). 	Indirect
T 3.2	Create a land bank to support redevelopment of abandoned residential properties (or expand powers granted to RDA to provide same function).	Executive's Office; County Council; DHCD; RDA; OCS	<ul style="list-style-type: none"> • Adopt legislation granting RDA, or other selected entity, the authorities of a land bank (namely property acquisition, management, and disposition, plus the ability to waive delinquent taxes at the time of property disposition). 	\$800,000 to \$2 million to support start-up (including land acquisition and staffing)



			<ul style="list-style-type: none">• Pursue interlocal agreement with municipalities, as necessary, to ensure land bank has full authorization across the county.• Allocate initial operating funding to the land bank entity.• Prioritize among DPIE's current inventory of abandoned properties and among OCS' inventory of excess properties for acquisition by the land bank.• Leverage Revenue Authority resources to support property acquisition.	
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Expanding supports for vulnerable residents

Action		Implementers	Implementation Steps	Estimated Investment
C 1.5	Establish stronger, market-informed inclusionary housing requirements.	County Council; MNCPPC; DHCD; DPIE; local and regional developers	<ul style="list-style-type: none"> Identify submarkets that could support inclusionary housing requirements (e.g., TODs, areas with stronger market conditions, etc.). Work with local partners (e.g., developers, nonprofit organizations, and residents) to develop and evaluate inclusionary requirements (e.g., income levels served; set-aside amount; etc.) and offsetting incentives (e.g., fee waivers, infrastructure investments, fast-tracked review process, etc.). Adopt legislation that applies these requirements and incentives in appropriate submarkets. Monitor policy implementation and adjust or expand requirements, incentives, or submarkets as necessary. 	Indirect
C 2.11	Reduce barriers for residents trying to find or stay in income-restricted housing.	Executive's Office; DHCD; HHS; DPIE; local and regional nonprofit organizations; property owners and managers	<ul style="list-style-type: none"> Review housing assistance processes for opportunities to streamline (e.g., reducing the burden of re-certifications, making it easier to apply online, gathering more specific information about applicants' housing needs). Maintain an inventory and vacancy status of subsidized property on the County's website. 	Indirect (cost of inventory creation/maintenance is included in cross-cutting action 2.3)
T 1.6	Create additional resources to make it easier for persons with disabilities to find and stay in a home.	Executive's Office; DHCD; HAPGC; HHS; local and regional nonprofits; property owners and managers	<ul style="list-style-type: none"> Increase availability of accessible units by increasing accessible unit requirements in publicly subsidized projects (in collaboration with DSS and nonprofits). Maintain an inventory of available and accessible units with details of their current accessibility modifications and asking rents (building off cross-cutting action 2.3). Create a dedicated staff position within the Housing Authority to work with residents with disabilities (to provide support, act as a liaison to landlords, and help navigate County systems). Lower barriers to persons using HOPWA to rent homes within the county. 	Indirect (cost of accessible unit inventory included in C 2.3)

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T 2.4	Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.).	Executive's Office; County Council; DHCD; HAPGC; local and regional nonprofits; property owners and managers	<ul style="list-style-type: none"> • Create a robust toolkit to support tenants facing eviction (including a first violation diversion program) to reduce housing turnover. • Create a County impact assistance fund to offer short-term help. • Increase resources for households at-risk of foreclosure. • Increase resources for post-purchase counseling for low-income households. • Establish a locally sourced housing voucher program targeting at-risk households (via TBRA). 	\$200,000 to \$2.4 million to serve 100 households annually through emergency and/or short-term rental assistance
T 3.7	Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program.	Executive's Office; HAPGC; DHCD; property owners and managers	<ul style="list-style-type: none"> • Integrate RFP for PBVs into future HITF solicitations. • Offer PBVs to subsidize affordable units in development projects that prioritize low-income seniors, disabled persons, and low-income households with children. • Expand use of TBRA. • Include rental assistance in community benefit agreement discussions (e.g., ask investors to put money into a fund, like the HITF, that can support project-based vouchers and be incorporated into the County's existing solicitation process). • Explore opportunities to incorporate service delivery models (e.g., Villages model) into properties receiving project-based vouchers, building off existing 1115 waiver pilot program. 	\$5.6 million to \$8.1 million in rental assistance could serve 500 to 800 households annually



Ensuring transparency and accountability

Action		Implementers	Implementation Steps	Estimated Investment
C 2.2	Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various community stakeholders on a regular basis	Executive's Office; County Council; DHCD; EDC; large-scale employers; and faith-based institutions	<ul style="list-style-type: none"> Expand focus of "Common Ownership Commission" to include tenants and other groups (via amended legislation). Develop outreach materials to assist with cross-sector outreach, building on the CHS Communication Toolkit. Review and revise written communication materials across DHCD and the Housing Authority to ensure clarity and consistency. Establish regular stakeholder meetings similar to the CHS focus groups (e.g., the development and building community, seniors, etc.) to educate groups and receive feedback on County policies, housing strategies and priorities, and programs or funding available. Facilitate partnership between PGPS and the Realtors' Association to implement a realtor outreach program, modeled after the Pasadena Realtor Initiative.¹⁵ Use stakeholder feedback to update programs, policies, and/or targeting parameters for actions in the CHS. 	Indirect
C 2.12	Monitor, evaluate, and report progress on implementation of the CHS.	DHCD; OCS; HHS; EDC; Finance; MNCPPC; DPIE; RDA; RA	<ul style="list-style-type: none"> Develop metrics and an online dashboard to measure progress on plan implementation. Align HUD Consolidated Plans and Annual Actions plan with CHS strategies and actions, including reported metrics. Identify opportunities, like a scorecard, to publicize annual progress on plan implementation. Revise policies and programs (as needed). 	Indirect

¹⁵ The Pasadena Educational Foundation has sponsored a realtors' outreach initiative designed to dispel stereotypes associated with the local public schools by bringing realtors into the schools on a regular basis (through Principal-for-a-day programs, in-class volunteering, etc.). As a result of the program, realtors report projecting a much more realistic and positive view of the schools to potential homebuyers. More information: <http://www.scpr.org/news/2017/04/25/70900/pasadena-schools-turn-realtors-into-allies/>



C 3.4	Establish consistent funding terms and align uses of key County resources (e.g., HITF, PILOTs, PACE, Section 108, and other financing tools, including any tailored financial products or incentives).	DHCD; EDC; OCS; Finance; FSC First	<ul style="list-style-type: none"> Evaluate most effective purposes for each funding source and align uses and terms accordingly (e.g., using Section 108 to support mixed-use and mixed-income development, reserving use of PILOTs for projects with deeper levels of affordability or housing for the homeless, etc.). Target incentives for housing and economic development to specific zones. Coordinate with OCS and FSC First on criteria for PACE financing. Add residential development and affordability criteria to the EDI fund application. 	Indirect
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Implementation in Years 4 – 7

Actions in years 4 through 7 will focus on:

- Aligning housing priorities and land use regulations
- Strengthening and streamlining available development financing
- Expanding partnerships to support strategy implementation
- Targeting neighborhood revitalization and economic development efforts
- Continuing to expand supports for vulnerable residents

Aligning housing priorities and land use regulations

Action		Implementers	Implementation Steps	Estimated Investment
C 1.2	Establish more flexible regulations to support adaptive reuse of properties (in coordination with zoning rewrite).	County Council; OCS; EDC; DHCD; MNCPPC; RDA	<ul style="list-style-type: none"> • Support proposed changes in the zoning rewrite that allow residential development in all commercial zones, so that any out-of-date commercial buildings can be redeveloped as housing. • Identify target parcels for redevelopment within these updated zones (see also cross-cutting action 2.3). • Identify ways to spur reuse, such as working with the property owner to transfer properties to a willing developer or facilitating acquisition of sites for redevelopment. 	Indirect
C 1.8	Support green building standards (in coordination with zoning rewrite).	County Council; MNCPPC; DHCD; DPIE; local and regional developers	<ul style="list-style-type: none"> • Support proposed changes in the zoning rewrite that mandate and incentivize the inclusion of green building features in new development. • Leverage clean energy programs and funding to support application of this standard. 	Indirect
T 1.1	Support proposed zoning changes that expand smaller scale housing products (e.g., duplexes, live/work units, one-level homes etc.) and encourage diverse types of housing development.	County Council; MNCPPC; DHCD; local and regional developers	<ul style="list-style-type: none"> • Identify zones that encourage diverse types of housing in higher opportunity areas (e.g., proposed Neighborhood Activity Centers). • Incorporate incentives for specific types of housing products into designated zones. • Create financing tools to facilitate development of different housing products. • Create priorities for different housing types (e.g., small and mid-scale products) within programs and solicitations. 	\$280,000 to provide financing for 10 units in smaller scale housing products annually



Strengthening and streamlining available development financing

Action		Implementers	Implementation Steps	Estimated Investment
C 2.4	Expand relationship between the Revenue Authority, EDC, and DHCD to support housing development.	Executive's Office; DHCD; RA	<ul style="list-style-type: none"> Leverage parking revenue to create a financing tool to support broader use of 4% tax credits (i.e., as equity fund or PRI investment). When allocating parking revenue to economic development projects, establish a special priority for projects that include a housing component (plus additional priority for projects that include housing that is affordable to low-income households). Create a set-aside of parking revenue as a dedicated source for the Housing Investment Trust Fund. 	Indirect
C 3.6	Collaborate with the State to identify additional resources to support the County's housing initiatives.	Executive's Office; County Council; DHCD; MNCPPC	<ul style="list-style-type: none"> Collaborate with the State when identifying and marketing potential projects for Opportunity Zone investments (see targeted action 3.3) and identify opportunities where State resources (e.g. infrastructure investments) can be leveraged to increase the market appeal of those projects. Advocate for set-asides of State resources: <ul style="list-style-type: none"> Create a set-aside of tax credits and/or development financing through the State's LIHTC and Housing Trust Fund allocations. Replicate Project C.O.R.E. for Prince George's County. Work with State to amend existing TOD site designations to support actions targeting the Purple Line Corridor. Leverage additional available federal pass-throughs like USDA rural housing funding. 	Indirect
T 3.4	Use local economic development funding, like EDI and Section 108 funding, to create economic opportunities in tandem with housing development, including supporting economic development projects with housing in them.	Executive's Office; County Council; EDC; RA; DHCD; RDA; OCS	<ul style="list-style-type: none"> Target incentives for housing and economic development to specific zones (see cross-cutting action 3.4). Prioritize mixed-use developments for Section 108 and EDI funding. Conduct coordinated outreach across EDC and DHCD to publicize potential Opportunity Zone projects. Target business attraction and retention efforts in areas that align with identified growth sectors. 	Indirect



Expanding partnerships to support strategy implementation

Action		Implementers	Implementation Steps	Estimated Investment
C 2.5	Work with nonprofit and faith-based institutions to evaluate opportunities for partnerships on new development, education and outreach, or programming	DHCD; EDC; FSC First; MNCPPC; faith-based institutions	<ul style="list-style-type: none"> Review existing inventory of faith-based community (FBC) owned and publicly-owned property and identify opportunities to support housing priorities. Align funding to support FBC-led projects. Provide capacity-building support for faith-based organizations with development interests, building off the work of the regional Faith-Based Development Initiative. 	Indirect
C 2.10	Increase capacity of external partners (e.g., non-profit developers).	County Council; DHCD; Finance	<ul style="list-style-type: none"> Support non-profit developers with capacity building technical assistance (i.e., CHDO TA or Section 4 funding). Identify and support a non-profit to become a community land trust. 	Up to \$245,000 annually; investing in start-up of a CLT may incur an additional \$600,000 as a one-time cost
C 3.3	Market available resources and programs to local and regional developers.	Executive's Office; DHCD; EDC; RDA	<ul style="list-style-type: none"> Market existing, new, and expanded programs and financing to developers through updated term sheets, workshops, etc. Market existing programs as an incentive to larger economic development projects and employers seeking to attract additional workforce to the county. 	Indirect
T 2.1	Encourage developers to use PACE financing to make comprehensive energy efficiency upgrades to older properties.	DHCD; FSC First	<ul style="list-style-type: none"> Educate banks and other lenders on PACE financing and seek input to inform PACE financing terms. Develop a list of lenders that will support PACE loans. Incorporate PACE financing and related terms on the County's website and development solicitations. Coordinate with OCS and FSC First on priorities for PACE financing. 	Indirect



T 2.6	Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate (i.e., right-of-first refusal provisions).	County Council; DHCD; RA; RDA; HAPGC; EDC; local and regional nonprofits; property owners and managers	<ul style="list-style-type: none"> • Extend ability to exercise of right-of-first refusal to partners (like mission-driven developers) through updated policy language. • Build DHCD staff capacity to comprehensively review right-of-first-refusal packets. • Support tenant organizing and formation of tenants' associations (as a way to assist with information-sharing and advocacy). • Monitor inventory of affordable properties to strategically target at-risk properties. • Leverage acquisition/preservation funding in HITF support at-risk properties. 	Indirect
T 2.8	Expand existing programs and financing tools to increase access to homeownership.	DHCD; Community Land Trust; local and regional financial institutions	<ul style="list-style-type: none"> • Identify a local partner with capacity to perform CLT functions. • Align funding resources to support homeownership through the CLT. • In coordination with partners, offer guarantees for first mortgage loans to better leverage private mortgage financing. • Partner with banks to provide financial products to support the program. 	\$420,000 to \$1.1 million annually for down-payment assistance, providing \$15,000 to \$40,000 per household and between \$2,800 to \$8,400 for homebuyer counseling for each household served



Targeting neighborhood revitalization & economic development efforts

Action		Implementers	Implementation Steps	Estimated Investment
T 3.3	Engage major employers and anchor institutions to initiate place-based investments that increase access to opportunity.	Executive's Office; County Council; EDC; RDA; DHCD; large-scale employers; anchor institutions	<ul style="list-style-type: none"> • Work with local communities to develop a pipeline of projects that could be funded within the county's Opportunity Zones. • Evaluate anchor institutions' and other employers' interest in cultivating Opportunity Funds. • Develop or expand employer-assisted housing programs. 	Indirect
T 3.5	Use placemaking to cultivate and celebrate neighborhood identity.	Local and regional developers; faith-based institutions; nonprofit organizations; Executive's Office; County Council; DHCD	<ul style="list-style-type: none"> • Leverage existing placemaking efforts to brand key areas and create destinations. • Work with neighborhood associations and other community-based groups to identify ways to build a sense of place. 	Indirect
T 3.6	Coordinate targeted public investments with housing activities or other revitalization activities.	County Council; RDA; DHCD; EDC; local and regional developers; faith-based institutions; nonprofit organizations	<ul style="list-style-type: none"> • Pursue NRSA designation in select neighborhoods in need of comprehensive revitalization (assumed to be multiple areas over ten years). • Coordinate infrastructure improvements with housing development. • Target HRAP program in areas identified for broader revitalization efforts. • Leverage revitalization tax credit to build stronger connections to high-quality schools and stimulate broader revitalization efforts. 	Indirect



Continuing to expand support for vulnerable residents

Action		Implementers	Implementation Steps	Estimated Investment
C 1.4	Strengthen rights and responsibilities of tenants and landlords.	County Council; DHCD; DPIE; HRC	<ul style="list-style-type: none"> Establish a taskforce to evaluate and develop a comprehensive tenants' rights policy. Evaluate advantages and disadvantages of common tenant protections and resources, such as: <ul style="list-style-type: none"> Rent control Source of income protection Notice provisions (e.g., rent increase, lease termination, etc.) Relocation assistance Supplemental rental grants Develop and adopt a comprehensive tenants' rights policy (based on taskforce's evaluation and community input). Establish a tenant-landlord office and liaison(s). 	Indirect
T 1.8	Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.	HHS; Continuum of Care; Homeless Services Partnership; DHCD; local and regional nonprofits	<ul style="list-style-type: none"> Incorporate homelessness in community benefit agreements (i.e., amend CBA law). Explore development of group homes or tiny homes to provide alternative housing options for homeless encampments. Assess high system utilizers for innovative housing and service solutions and adjust service delivery accordingly. 	\$300,000 to \$1.6 million annually, based on building type and level of services provided, to serve approximately 10 households
T 2.5	Target resources - like code enforcement and funding for upgrades - to improve the livability of existing homes.	Executive's Office; DPIE; DHCD; FSC First	<ul style="list-style-type: none"> Upgrade existing database or IT systems to better support management of code enforcement efforts and vacant and abandoned properties and coordination with other departments. Set-aside funding within HRAP to help property owners address code violations, targeting areas with vulnerable populations. Leverage PACE financing to support rental property owners in making broader system improvements. Increase code enforcement resources (e.g. staff, funding, authority) to support a proactive and systematic approach. Implement proactive code enforcement, including increased targeting and more frequent inspections. 	\$2 million to \$4 million in rehab loans for livability improvements through the HRAP program (to serve approximately 70 to 135 households annually)



Implementation in Years 8 - 10

Actions in years 8, 9, and 10 will focus on:

- Creating new programs to support existing residents
- Leveraging vacant or underutilized properties
- Cultivating additional financing

Creating new programs to support existing residents

Action		Implementers	Implementation Steps	Estimated Investments
C 1.3	Allow accessory dwelling units as a permitted use in designated zones.	County Council; MNCPPC; DPIE	<ul style="list-style-type: none"> • Identify zones where ADUs could be a permitted use and develop draft legislative language to amend zoning accordingly. • Establish construction and design standards for ADUs. • Conduct public outreach and education to inform ADU policy development. • Identify a voluntary process through which property owners can petition to allow ADUs outside of designated zones. 	Indirect
C 1.7	Adopt a universal design policy.	Executive's Office; County Council; MNCPPC; DHCD; DPIE; local and regional developers	<ul style="list-style-type: none"> • Create menu of features that units can have to achieve universal design status to create consistent standard for inclusion in online inventory (see targeted action 1.7). • Gather feedback on these standards from builders, developers, residents, and service providers. • Adopt legislation that codifies these accessibility standards. • In future zoning updates, identify target zones to incorporate requirements or incentives for accessible units in new development. 	Indirect



T 1.7	Implement a comprehensive approach to support elderly households aging in place.	DHCD; HHS; local and regional nonprofits	<ul style="list-style-type: none"> Continue funding HRAP program to support aging-in-place modifications in owner-occupied housing. Support property owners make aging-in-place improvements to existing homes (e.g., publish design guidelines, create a recommended contractor database, provide financial support). Provide technical assistance for homeowners interested in developing accessory dwelling units as a source of supplemental income. Leverage underutilized properties and flexible zoning in commercial zones to adapt communities to support aging in place (i.e., ADUs, cohousing, and connected commercial and residential developments). 	\$2 million to \$4 million annually in rehab loans for aging-in-place modifications through the HRAP program (to serve approximately 70 to 135 households each year)
T 2.3	Stabilize residents through anti-displacement programs.	DHCD; RDA; HAPGC; Finance; local and regional nonprofits; property owners and managers	<ul style="list-style-type: none"> Regularly evaluate areas vulnerable to displacement and tailor anti-displacement programs to those areas. Develop local property tax relief program for vulnerable populations (e.g., seniors, persons with disabilities, low-income households). Support tenant organizing and other community organizing efforts (e.g., ensure community space is available, offer training or other resources to community leaders, publicize tenants' rights). Invest in programs that expand on PLCC preservation and anti-displacement initiatives. 	\$1,000 tax grant for each eligible household, plus potential additional investment from HITF preservation set-aside (captured in T 3.1)



T 3.1	Undertake or build on existing neighborhood planning efforts and other community-based processes to identify projects that directly address residents' interests.	Executive's Office; MNCPPC; DHCD; RDA; EDC	<ul style="list-style-type: none"> • Incorporate measures of access to opportunity into the development of sector plans. • Incorporate a wider range of community projects, including community services, into sector plans. • Offer financing to support implementation of community projects and services. 	Up to \$12,500 in grants annually to support neighborhood efforts (to provide a \$2,500 matching grant to 5 neighborhoods each year)
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Leveraging vacant or underutilized properties

Action		Implementers	Implementation Steps	Estimated Investment
T 1.5	Target underused or obsolete properties for new housing production.	OCS; DHCD; MNCPPC; DPIE; RDA; EDC; local and regional financial institutions; local and regional developers; faith-based institutions	<ul style="list-style-type: none"> Update and maintain inventory of publicly-owned properties that are underused or obsolete, in conjunction with broader public land inventory (see cross-cutting action 2.3). Integrate publicly-owned property inventory with DPIE's inventory of vacant, abandoned properties. Identify which of these properties are within priority zones for new development and market their availability to developers (including details of available incentives within those zones). 	Indirect
T 2.7	Build capacity (through processes, programs, and financing) to address condo vacancies.	Executive's Office; DHCD; local and regional financial institutions	<ul style="list-style-type: none"> Inventory vacant condominiums. Share management best practices with condo associations. Develop a down payment assistance program targeting this inventory. Partner with banks to provide financial products to support the program. 	\$100,000 to cover start-up costs of the inventory (inventory maintenance costs already covered as part of C 2.3) and \$420,000 to \$560,000 annually for down payment assistance, providing \$15,000 to \$20,000 per household



Cultivating additional financing

Action		Implementers	Implementation Steps	Estimated Investment
C 2.6	Engage private financial institutions to create financial products that help achieve the goals in the CHS.	DHCD; EDC; RDA; FSC First; local, regional, and national financial institutions; local and regional developers	<ul style="list-style-type: none"> Convene roundtable with financial institutions to discuss financing gaps and opportunities to support County investments. Incorporate private-sector financing mechanisms in funding term sheets. 	Indirect
T 2.2	Use value capture to reinvest in neighborhoods experiencing increased private investment.	EDC; RDA; DHCD; RA; Finance	<ul style="list-style-type: none"> Evaluate opportunities to amend existing TIF agreements to include housing as a use for future revenue. Determine appropriate areas for potential TIF funding (i.e., TNIs, Opportunity Zones, areas around the Purple Line, etc.). Align other tools and incentives to support development in these areas (i.e., infrastructure investments). Develop set-aside policy specific to each identified TIF district and direct a share of TIF revenue for housing development in these areas (policy could exempt school taxes). 	Indirect



Timeline for actions requiring executive approval

Actions requiring Executive approval in years 1 through 3

C 1.1	Modify public land disposition process to advance CHS goals.
C 1.6	Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income households.
C 2.1	Improve cross-departmental coordination and communication on development projects.
C 2.2	Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various community stakeholders on a regular basis
C 2.3	Create a centralized inventory of publicly-owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties.
C 2.8	Increase internal capacity to support implementation of CHS goals and strategies.
C 2.9	Build a fully culturally competent staff to serve the county's changing demographics
C 2.11	Reduce barriers for residents trying to find or stay in income-restricted housing.
C 3.1	Increase the County's Housing Investment Trust Fund.
C 3.2	Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development.
C 3.5	Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources.
T 1.4	Identify opportunities for new housing development on publicly-owned land (including infill sites & brownfields).
T 1.6	Create additional resources to make it easier for persons with disabilities to find and stay in a home.
T 2.4	Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.).
T 3.2	Create a land bank to support redevelopment of abandoned residential properties (or expand powers granted to RDA to provide same function).

Actions requiring Executive approval in years 4 through 7

C 2.4	Expand relationship between the Revenue Authority, EDC, and DHCD to support housing development.
C 3.3	Market available resources and programs to local and regional developers.
C 3.6	Collaborate with the State to identify additional resources to support the County's housing initiatives.
T 2.5	Target resources, like code enforcement and funding for upgrades, to improve the livability of existing homes.
T 3.3	Engage major employers and anchor institutions to initiate place-based investments that increase access to opportunity.
T 3.4	Use local economic development funding, like EDI and Section 108 funding, to create economic opportunities in tandem with housing development, including supporting economic development projects with housing in them.

Actions requiring Executive approval in years 8 through 10

C 2.6	Engage private financial institutions to create financial products that help achieve the goals in the CHS.
T 2.2	Use value capture to reinvest in neighborhoods experiencing increased private investment.
T 2.3	Stabilize residents through anti-displacement programs.
T 2.7	Build capacity (through processes, programs, and financing) to address condo vacancies.
T 3.1	Undertake or build on existing neighborhood planning efforts and other community-based processes to identify projects that directly address residents' interests.



Timeline for actions requiring legislative approval

Actions requiring Legislative approval in years 1 through 3

C 1.5	Establish stronger, market-informed inclusionary housing requirements.
C 2.2	Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various community stakeholders on a regular basis.
C 2.7	Create more consistency within the County's development process.
C 3.1	Increase the County's Housing Investment Trust Fund.
C 3.2	Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development.
C 3.5	Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources.
T 1.2	Align County's HITF and other solicitation processes for public funding with county's changing demographics and unmet need.
T 2.4	Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.).
T 3.2	Create a land bank to support redevelopment of abandoned residential properties (or expand powers granted to RDA to provide same function).

Actions requiring Legislative approval in years 4 through 7

C 1.2	Establish more flexible regulations to support adaptive reuse of properties (in coordination with zoning rewrite).
C 1.4	Strengthen rights and responsibilities of tenants and landlords.
C 1.8	Support green building standards (in coordination with zoning rewrite).
C 2.10	Increase capacity of external partners (e.g., non-profit developers).
C 3.6	Collaborate with the State to identify additional resources to support the County's housing initiatives.
T 1.1	Support proposed zoning changes that expand smaller scale housing products (e.g., duplexes, live/work units, one-level homes etc.) & encourage diverse types of housing development.
T 1.8	Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.
T 3.3	Engage major employers and anchor institutions to initiate place-based investments that increase access to opportunity.
T 3.4	Use local economic development funding, like EDI and Section 108 funding, to create economic opportunities in tandem with housing development, including supporting economic development projects with housing in them.
T 3.6	Coordinate targeted public investments with housing activities or other revitalization activities.

Actions requiring Legislative approval in years 8 through 10

C 1.3	Allow accessory dwelling units as a permitted use in designated zones.
C 1.7	Adopt a universal design policy.
T 2.2	Use value capture to reinvest in neighborhoods experiencing increased private investment.
T 2.3	Stabilize residents through anti-displacement programs.
T 2.6	Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate (i.e., right-of-first refusal provisions).



Timeline for actions under current departmental authority

Actions under current Departmental authority in years 1 through 3

C 2.12	Monitor, evaluate, and report progress on implementation of the CHS.
C 3.4	Establish consistent funding terms and align uses of key County resources (e.g., HITF, PILOTs, PACE, Section 108, and other financing tools, including any tailored financial products or incentives).
T 1.3	Build more mixed-use and mixed-income developments.
T 3.7	Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program.

Actions under current Departmental authority in years 4 through 7

C 2.5	Work with nonprofit and faith-based institutions to evaluate opportunities for partnerships on new development, education and outreach, or programming.
T 2.1	Encourage developers to use PACE financing to make comprehensive energy efficiency upgrades to older properties.
T 2.8	Expand existing programs and financing tools to increase access to homeownership.
T 3.5	Use placemaking to cultivate and celebrate neighborhood identity.

Actions under current Departmental authority in years 8 through 10

T 1.5	Target underused or obsolete properties for new housing production.
T 1.7	Implement a comprehensive approach to support elderly households aging in place.

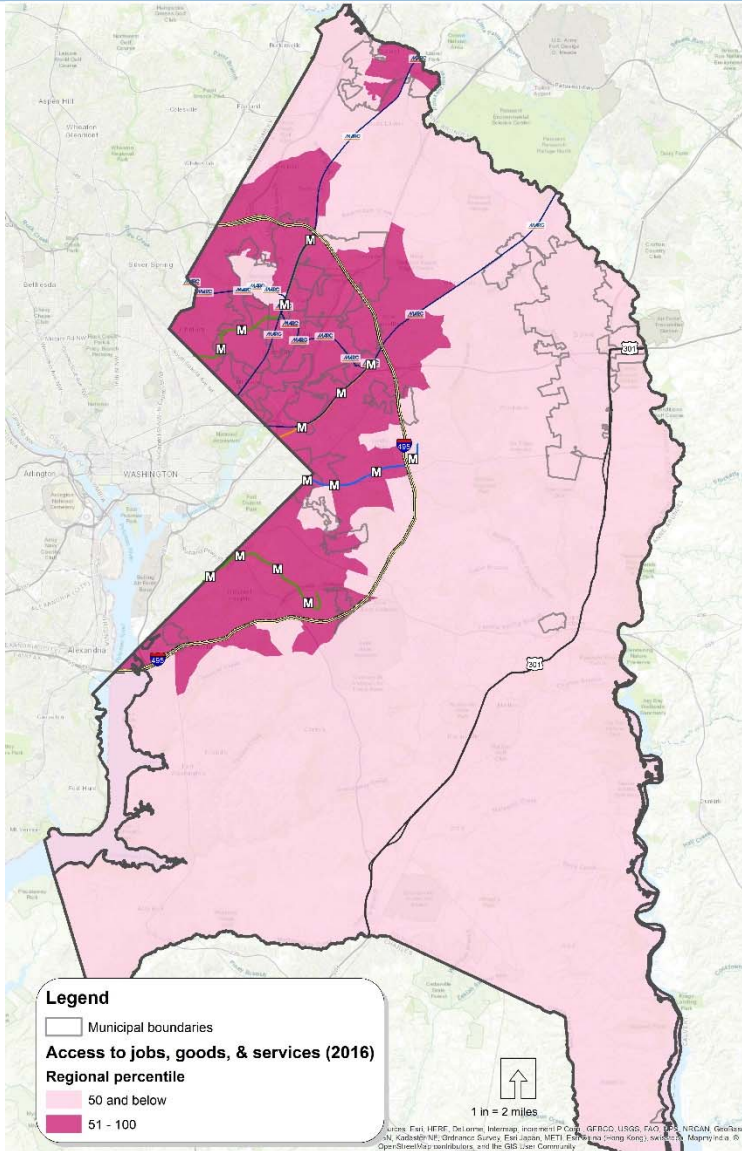


Actions by key geographies

Many of the actions in *Housing Opportunity for All* will be implemented countywide. In other instances, the County will align actions with specific housing market conditions or neighborhood-level conditions to maximize the impact of their housing investments and expand access to opportunity for county residents. Some of the common geographies, as well as the countywide actions, in *Housing Opportunity for All* are highlighted in the tables and maps below.

Countywide actions

C 1.4	Strengthen rights and responsibilities of tenants and landlords.
C 1.6	Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income households.
C 1.7	Adopt a universal design policy.
C 2.1	Improve cross-departmental coordination and communication on development projects.
C 2.10	Increase capacity of external partners (i.e., non-profit developers).
C 2.11	Reduce barriers for residents trying to find or stay in income-restricted housing.
C 2.12	Monitor, evaluate, and report progress on implementation of the CHS.
C 2.2	Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various groups on a regular basis.
C 2.3	Create a centralized inventory of publicly-owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties. Expand relationship between the Revenue Authority, Economic Development Corporation, and Department of Housing and Community
C 2.4	Development to leverage parking revenue for housing development.
C 2.5	Work with faith-based institutions to evaluate opportunities for partnerships on new development, education and outreach, or programming.
C 2.6	Engage private financial institutions to create financial products that help achieve the goals in the CHS.
C 2.7	Create more consistency within the County's development process.
C 2.8	Increase internal capacity to support implementation of CHS goals and strategies.
C 2.9	Build a culturally competent staff to serve the County's changing demographics.
C 3.1	Increase the County's Housing Investment Trust Fund (HITF).
C 3.2	Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development.
C 3.3	Market available resources and programs to local and regional developers. Establish consistent funding terms and align uses of key County resources (e.g., HITF, PILOTs, PACE, Section 108, and other financing tools, including
C 3.4	any tailored financial products or incentives).
C 3.5	Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources.
C 3.6	Collaborate with the State of Maryland to identify additional resources to support the County's housing initiatives.
T 2.4	Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.).

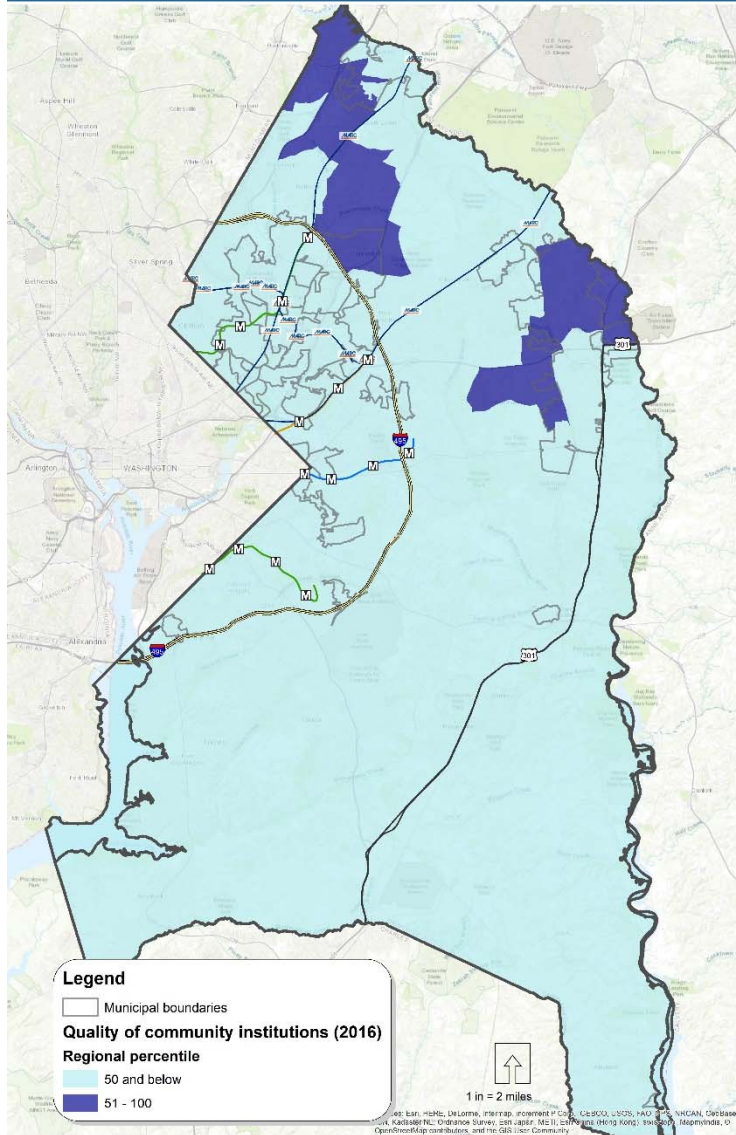


Actions in areas with stronger access to jobs, goods and services (see map)

- C 1.1 Modify public land disposition process to advance CHS goals.
- T 1.3 Build more mixed-use and mixed-income developments.
- T 1.5 Target underused or obsolete properties for new housing production.
- T 1.6 Create additional resources to make it easier for persons with disabilities to find and stay in a home.
- T 1.7 Implement a comprehensive approach to support elderly households aging in place.
- T 1.8 Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.
- T 2.6 Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate housing (i.e., right-of-first refusal provisions).
- T 3.3. Engage major employers and anchors to initiate place-based investments that increase access to opportunity.
- T 3.7 Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program.

"Stronger" corresponds to areas with scores above 50 relative to the rest of the Washington, DC metropolitan region. These areas are represented by darker colors in this map.

Analysis completed using Enterprise Community Partners' Opportunity 360 platform (see appendices for methods and a full list of data sources).



Actions in areas with stronger community institutions (see map)

- C 1.1 Modify public land disposition process to advance CHS goals.
- T 1.2 Align County's HITF and other development solicitations for public funding to support CHS goals and actions.
- T 1.4 Identify opportunities for new housing development on publicly-owned land (including infill sites and brownfields).
- T 1.5 Target underused or obsolete properties for new housing production.
- T 1.8 Explore innovative, low-cost housing solutions to serve persons e experiencing homelessness.
- T 2.6 Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate housing (i.e., right-of-first refusal provisions).
- T 2.8. Expand existing programs and financing tools to increase access to homeownership.
- T 3.7 Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program.

Actions in areas with weaker community institutions (see map)

- T 3.3 Engage major employers and anchors to initiate place-based investments that increase access to opportunity.

"Stronger" corresponds to areas with scores above 50 relative to the rest of the Washington, DC metropolitan region. These areas are represented by darker colors in this map.

Analysis completed using Enterprise Community Partners' Opportunity 360 platform (see appendices for methods and a full list of data sources).



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Actions by key beneficiaries

Actions in *Housing Opportunity for All* benefits all county residents by attracting new development, creating or improving homes, and continuing to maintain a high quality-of-life for county residents. Some actions, though, are designed to benefit specific groups. Some of the common beneficiaries of *Housing Opportunity for All* are highlighted in the table below.

Actions by select beneficiaries		Local and regional developers	Seniors	Persons experiencing homelessness	Persons with disabilities
C 1.1	Modify public land disposition process to advance CHS goals.	x			
C 1.2	Establish more flexible regulations to support adaptive reuse of properties (in coordination with updated zoning code).	x			
C 1.3	Allow accessory dwelling units as a permitted use in designated zones.		x		
C 1.4	Strengthen rights and responsibilities of tenants and landlords.		x		
C 1.5	Establish stronger, market-informed inclusionary housing requirements.	x			
C 1.6	Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income households.	x			
C 1.7	Adopt a universal design policy.		x		x
C 2.1	Improve cross-departmental coordination and communication on development projects.	x			
C 2.3	Create a centralized inventory of publicly-owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties.	x			



		Local and regional developers	Seniors	Persons experiencing homelessness	Persons with disabilities
Actions by select beneficiaries					
C 2.4	Expand relationship between the Revenue Authority, Economic Development Corporation, and Department of Housing and Community Development to leverage parking revenue for housing development.	x			
C 2.7	Create more consistency within the County's development process.	x			
C 2.9	Build a culturally competent staff to serve the County's changing demographics.			x	x
C 2.10	Increase capacity of external partners (i.e., non-profit developers).	x			
C 2.11	Reduce barriers for residents trying to find or stay in income-restricted housing.			x	x
C 3.1	Increase the County's Housing Investment Trust Fund (HITF).		x	x	x
C 3.2	Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development.	x			
C 3.3	Market available resources and programs to local and regional developers.	x			
C 3.4	Establish consistent funding terms and align uses of key County resources (e.g., HITF, PILOTs, PACE, Section 108, and other financing tools, including any tailored financial products or incentives).	x		x	
C 3.5	Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources.	x		x	



		Local and regional developers	Seniors	Persons experiencing homelessness	Persons with disabilities
Actions by select beneficiaries					
C 3.6	Collaborate with the State of Maryland to identify additional resources to support the County's housing initiatives.	x		x	
T 1.1	Support proposed zoning changes that expand and encourage "missing middle" and other diverse housing types	x			
T 1.2	Align County's HITF and other development solicitations for public funding to support CHS goals and actions.	x			
T 1.3	Build more mixed-use and mixed-income developments.	x			
T 1.4	Identify opportunities for new housing development on publicly-owned land (including infill sites and brownfields).	x			
T 1.6	Create additional resources to make it easier for persons with disabilities to find and stay in a home.				x
T 1.7	Implement a comprehensive approach to support elderly households aging in place.		x		
T 1.8	Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.			x	
T 2.3	Stabilize residents through anti-displacement programs.		x		x
T 2.4	Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.).			x	
T 3.4	Use local economic development funding to create economic opportunities in tandem with housing development.	x			

Implementation Checklist (Year 1)

The Year 1 Implementation Checklist outlines which of these steps will be taken at the start of implementing *Housing Opportunity for All*. At the beginning of each subsequent year, the County will evaluate progress on the previous year's checklist and create a new checklist for the upcoming year, pulling from the implementation steps in this document.

Action	Legislative	Executive	Departmental	Partners
Establish a cross-departmental team (i.e., task force) consisting of senior-level staff from key departments (i.e., DHCD, RA, RDA, EDC, OCS, DPIE, WMATA, MNCPPC) and task the team with implementation of the CHS strategies and actions.		X		
Develop metrics and an online dashboard to measure progress on plan implementation.			Cross-departmental team	CHS Advisory Group
Conduct a staffing assessment of DHCD and the Housing Authority to identify functional and capacity gaps.		X	DHCD & HAPGC	
Submit Section 108 application (identify a partner to administer Section 108 fund and local financial institution to manage local account, identify programmatic priorities to help guide evaluation of eligible projects, engage a consultant to prepare a Section 108 application to HUD).	X	X	DHCD, supported by cross-departmental team	Local financial institutions
Identify projects in existing pipeline suitable for Section 108 financing.			Cross-departmental team	
Update solicitation processes for existing funding (including HITF, HOME, and CDBG) to reflect priorities for preservation and geographic target areas.	X		DHCD	
Map the current development review process and identify processes that impede development (in collaboration with developers).	X		Cross-departmental team	Local & regional developers
Identify submarkets that could support inclusionary housing requirements (e.g., TODs, areas with stronger market conditions, etc.) & Work with local partners to develop and evaluate inclusionary requirements (e.g., income levels served; set-aside amount; etc.) and offsetting incentives (e.g., fee waivers, infrastructure investments, fast-tracked review process, etc.).	X		Cross-departmental team	Developers, nonprofits, community members



Action	Legislative	Executive	Departmental	Partners
Create a robust toolkit to support tenants facing eviction (including a first violation diversion program) to reduce housing turnover.	X		DHCD, DPIE, HRC	
Establish regular stakeholder meetings similar to the CHS focus groups (e.g., the development and building community, seniors, etc.) to educate groups and receive feedback on County policies, housing strategies and priorities, and programs or funding available.	X		Cross-departmental team	
Expand focus of "Common Ownership Commission" to include tenants and other groups (via amended legislation).	X			
Develop communication materials to assist with cross-sector outreach, building on the CHS Communication Toolkit.	X	X	Cross-departmental team	CHS Advisory Group
Coordinate with FSC First on criteria for PACE financing.			DHCD, EDC, OCS	FSC First
Add affordability criteria to the EDI fund application for housing projects.			DHCD, EDC	



Appendices

Public meetings: Overview and summary of feedback Prince George's County Comprehensive Housing Strategy

Overview

As part of developing the Comprehensive Housing Strategy (CHS), Prince George's County's Department of Housing and Community Development hosted four public meetings.

Two meetings were held in October and November 2017 during Phase 1 of the Comprehensive Housing Strategy. These public meetings focused on defining the value of housing among county residents and identifying key assets and challenges to help inform which strategies the County should take over the next 10 years.

Two meetings were held in April and May 2018 during Phase 2 of the Comprehensive Housing Strategy. These public meetings focused on gathering feedback on the strategies that the County planned to take as part of implementing the Comprehensive Housing Strategy.

Spanish-language and American Sign Language interpretation services were available for participants at all four meetings, and all printed meeting materials were provided in both English and Spanish.

This summary highlights key themes from feedback gathered through activities during all four public meetings. This summary is split into two parts. The first part of the summary focuses on themes from the first set of public meetings. The second part of the summary focuses on themes from the second set of public meetings. Because much of this summary focuses on how often a keyword or idea was observed in participants' open-ended responses, sentiment—such as whether they were shared in a positive or negative light—is captured in the discussion of each theme.

Overall, public meeting participants affirmed the widespread need for safe, clean, and affordable neighborhoods with access to transportation and amenities throughout Prince George's County. They suggested that the County prioritize a variety of different housing options and foster neighborhoods with mixed-use development to achieve these types of communities.

Attendance

In total, these in-person, public meetings collected input from nearly 200 residents and interested

stakeholders. It is important to note that while all participants were encouraged to complete all meeting activities and participate in small-group conversations, participation was voluntary.

Basic information, such as where participants live and work in the county, age, and housing situation, was collected from meeting attendees to gauge who attended in-person meetings (versus participated in other forms of outreach). Based on information collected during the public meetings, most attendees either live or work in the county, or both. Most participants were aged 35–49, followed by those aged 25–35. Most participants lived alone (single household) or were families with children aged six and older.

Activities

- **Housing values worksheet.** Using this worksheet, participants were asked to envision what housing in Prince George's County should be like in the future, using words, phrases, or drawings. The worksheet prompted participants to answer the following question, "I believe housing in Prince George County should be..." This worksheet was used at all four public meetings.
- **Access to opportunity mapping exercise.** To understand the connection between housing and other key conditions related to access to opportunity, participants were encouraged to write down "challenges" or "assets" and place a sticky note on the map to demonstrate where this asset existed or may be missing in Prince George's County. The maps asked about assets and challenges in the following four categories: 1) transportation and mobility; 2) education; 3) health and well-being; and 4) economic security. The goal of this activity was to connect a range of assets and challenges to housing, as well as understand what areas may benefit from these connections. This exercise was completed at the second public meeting in October 2017.
- **Strategy feedback forms.** The strategy feedback form collected feedback on the high-level strategies presented at public meetings. The strategy feedback forms asked members of the public to share if each strategy was "the most important strategy" or "may not be right" for Prince George's County. These forms also had space for additional comments for each proposed strategy and general comments. These forms were used at the second set of public meetings in April and May 2018.

Key themes from Phase 1

Four themes were cited most often during the first two public meetings in Phase 1: 1) accessibility to amenities; 2) external market factors; 3) property management and maintenance; and 4) the built environment. Each theme is summarized in more detail below.

What worries me and my family is the increase in rent each year.

— Public meeting participant

- **Accessibility to amenities.** Overall, in both the worksheet and map activities, participants highlighted two core themes: affordability and accessibility. Comments consistently included keywords such as "accessible," "affordable," "walkable neighborhoods," "access to transit," and

“grocery stores.” Most members of the public mentioned the need for accessibility in a positive light, highlighting the types of features they would like to see. The largest number of respondents used the word “affordable,” followed by the need for access to transportation and walkability, using the phrases or words such as “transit-access,” “accessible to metro,” or “walkable.” Many of these ideas were echoed in the mapping activity. For example, a participant listed “grocery stores” four times on a single note to emphasize the need for an all-purpose grocery store and the connection between the location of housing and health and well-being. Accessibility to a variety of affordable housing options were also noted under the connection to economic security. According to one participant, there are “very slim pickings [for housing] and [they] are normally in saturated areas.”

- **External market factors.** Members of the public noted a changing housing market within Prince George’s County. They typically brought up higher housing costs in a negative way, expressing that it is difficult for them or their loved ones to absorb increases in rent, property taxes, and utilities. Many meeting participants felt they could be displaced from their current home due to higher costs. They also shared specific ways to address the county’s changing housing market: a community land trust, rent caps, stronger rights for tenants and landlords, and increased assistance during housing crises and for home repairs or modifications. However, not all members of the public are in favor of these solutions. One member of the public did not support rent control, because it may affect property owners’ ability to generate enough income to maintain their properties. Members of the public also mentioned other factors—like higher utilities—and the possibility of using renewable energy or other energy efficiency measures in new development to help offset utility costs.
- **Property management and maintenance.** Comments among members of the public ranged from housing quality, code violations, and code enforcement. On the whole, these comments were typically expressed as concerns. Many members of the public cited the importance of better property maintenance; stronger oversight and accountability of property managers; and more comprehensive tenants’ rights.
- **Built environment.** Comments and ideas in this theme closely mirror those under “accessibility to amenities.” Many members of the public cited “outdoor recreation opportunities” and “great parks” as existing assets within Prince George’s County. Other reoccurring keywords in participants’ comments included “environmentally friendly” and “green space.” One member of the public drew a picture of a house that led to a set of trees with a bike trail connecting them, emphasizing how green amenities can build stronger connections to housing. Additionally, participants called for a “safe” and “diverse” environment, summed up by one participant as “integrated and diverse neighborhoods.”

Key themes from Phase 2

Members of the public ranked which strategies they thought were most important for Prince George’s County to pursue over the next 10 years, as well as those that may not be right for it to pursue. In addition to prioritized strategies, members of the public also provided open-ended comments on their feedback forms and in small-group discussions.

In their open-ended comments, members of the public echoed similar themes from Phase 1 during Phase 2: 1) affordability; 2) housing for different populations; and 3) property management and maintenance. Each theme is summarized in more detail below.

Priority strategies

Members of the public thought production of affordable housing to help cost-burdened residents was the most important strategy for Prince George's County to pursue over the next 10 years. This strategy consistently ranked as the highest priority among members of the public. Many participants saw inclusionary zoning as one way to provide affordable housing options, while other participants highlighted the importance of creating more homes throughout the county (as well as a wider variety of homes, a theme discussed in more detail below).

"I believe all [of these strategies] are vital to creating sustainable neighborhoods and necessary to promote growth. If one or more are ignored or shoved aside, you run the risk of toppling the whole house of cards."

— Public meeting participant

The strategy to increase neighborhood investments and improve quality-of-life was not ranked as a priority among public meeting participants—even though many of the open-ended comments in Phase 2 emphasized the importance of building stronger connections between amenities and homes. In fact, this strategy was ranked as a priority the fewest number of times among members of the public. This dynamic may be partially attributed to concerns about neighborhood investments increasing displacement pressure, which was expressed by several members of the public. Similarly, while brought up consistently in open-ended comments, the strategy to preserve housing affordability and improve the quality of existing properties was also not ranked consistently as a high priority among members of the public.

"Revitalization is good, as long as it is concurrent with preserving long-term affordability."

— Public meeting participant

Other themes

In addition to prioritizing strategies, meeting participants also shared comments during the small-group discussion and wrote additional open-ended comments on their feedback forms. Three themes—affordability (including preserving housing affordability); housing for different populations; and property maintenance and management—were cited with the highest frequency in participants' open-ended comments. Each theme is summarized in more detail below.

- **Affordability.** In participants' comments, affordability denotes the cost of housing (and in some responses, the cost of living more broadly). Many members of the public shared concerns about

higher housing costs, noting that these costs can result in displacement. Some members of the public shared ways to keep homes in Prince George's County affordable through rent control, a community land trust, and financial management services. Some residents also noted a need to rebrand "affordable housing," especially public housing, within Prince George's County to make the strategies within the *Comprehensive Housing Strategy* successful.

- **Housing for different populations.** This theme captures a need for a greater variety of homes, as well as accessible features in homes, to serve different populations. Members of the public shared that strategies need to focus on creating more accessible homes for seniors and persons with disabilities. Members of the public proposed building a greater diversity of homes, calling on the County to "increase the total housing supply at all levels—houses, apartments, granny flats, and townhouses." Another participant said the County should encourage more accessory dwelling units and single-room occupancy units" to diversify its housing supply, while others noted a need for larger, multifamily units to serve families.

We need more attention to apartments, because they [property owners] do not attend to them but increase the rent every year. For example, I have something, and I call, but they never come fix the problem. We need more inspections for homes.

— Public meeting participant

- **Property management and maintenance.** Strategies to address the upkeep of homes and encourage responsive management to requests for maintenance or other issues with a unit were commonly cited among members of the public. Responses included improving the overall quality of homes—with members of the public citing a need for improved sanitation, more responsive property owners when a problem exists, and greater accountability for code enforcement violations. One participant proposed "better inspections in all apartments because many people have many [problems that aren't fixed]."

Methods

Methods used to estimate future investment

Estimates of potential investment were derived for each action that would require a direct investment from Prince George's County. These estimates are intended to provide an illustration of how much each action could cost, depending on the approach. However, different approaches, based on policy decisions made during implementation, would result in different levels of investment, impact, or both.

Estimates were based on historic investment patterns, as well as cost information gathered from other jurisdictions that have implemented similar actions. Cost information from other jurisdictions was adjusted to local conditions wherever possible. More information about each action that requires a direct investment are explained in more detail below.

Cross-cutting Action 2.3. Create a centralized inventory of publicly owned land, subsidized housing, naturally occurring affordable housing, and underutilized properties.

Estimated Investment: \$250,000 in start-up costs, plus \$80,000 in annual maintenance. Estimated investment will vary based on IT infrastructure

This estimate is based on costs collected from two national examples operated at universities (Institute for Housing Studies Data Clearinghouse at DePaul University and Florida Data Clearinghouse at Florida State University). Costs include upfront start-up costs and ongoing annual maintenance (including staff time). Costs will vary based on existing technological infrastructure and access to real-estate datasets.

Cross-cutting Action 2.8. Increase internal capacity to support implementation of CHS goals and strategies.

Estimated Investment: \$25,000 annual training cost

This estimate is based on national estimates for cultural competency training.

Cross-cutting Action 2.10. Increase capacity of external partners (i.e., non-profit developers).

Estimated Investment: Up to \$245,000 annually; investing in start-up of a CLT may incur an additional \$600,000 as a one-time cost

This estimate includes the initial start-up costs associated with a community land trust (\$600,000) and annual support through the County's HOME set-aside for Community Housing Development Organizations. The initial start-up costs for the community land trust were based on a national example (Community Home Trust in Carrboro, NC). The costs associated with increased nonprofit development capacity were calculated as 15 percent of Prince George County's FY2018 HOME allocation (\$1.6 million via HUD Exchange).

Cross-cutting Action 3.1. Increase the County's Housing Investment Trust Fund (HITF).

Estimated Investment: \$2.2 million to \$68.7 million in local subsidy annually to support new housing production, depending on availability of other development financing, and \$13.4 million for annual preservation efforts to prevent the expiration of existing subsidized units over the next ten years

First, the County's current rental housing gaps were analyzed by comparing total households at various income levels to the prices of the existing rental supply, including both vacant and occupied units.

Current Housing Gaps

Household income level	Rental supply gap
Earning more than 80% AMI	-19,415 units
Earning more than 50%, up to 80% AMI	10,070 units
Earning more than 30%, up to 50% AMI	-7,975 units
Earning up to 30% AMI	-20,670 units

Source: Tabulations of 2010-2014 CHAS data conducted by the University of Maryland.

Note: Negative numbers suggest a supply gap; positive numbers suggest a surplus.

To derive how much direct investment from the HITF would be needed to meet current and future needs through production of new units, the following assumptions were used:

- Total investment is based on current gaps and future demand in the County's rental housing market, with a focus on those households earning 50% AMI or below. This focus reflects where the County may need to provide public funding to support new development, whereas the private market or other actions in the CHS target higher income groups.
- The surplus of housing priced for households earning between 50% and 80% of area median income could be absorbed by households earning more than 80% of area median income through better matching, which would be achieved through other actions in the CHS.
- New units in market-rate development would partially meet demand at 80% of area median income and above without subsidy from the HITF.
- Per unit development costs would mirror those of past publicly supported developments with units priced for households earning less than 80% of area median income. After analyzing several pro formas for subsidized housing developments in the County, \$244,883 was used as the estimate for total hard costs to produce one housing unit priced for households earning 60% to 80% of area median income.
- The total hard cost to produce a unit would increase by about \$10,000 for each 10 percent of area median income lower that a unit serves—e.g., units priced for households earning 50% of area median income would cost an additional \$10,000 from the base per unit estimate, units priced for households earning 40% of area median income would cost an additional \$20,000 from the base per unit estimate, and so on.
- HITF investment will continue to cover a similar share of a project's total capital stack (6.5%), based on the past several pro formas for subsidized housing developments in the County.
- Current need within each income group is distributed evenly (e.g., the gap for households earning between 30% and 50% of area median income is evenly divided among households earning 30 to 40% of area median income and households earning 40% to 50% of area median income).
- The County is also projected to grow significantly over the next ten years, bringing additional demand for affordable and workforce housing—projections estimate there will be more than 16,000 new residents earning 80% of area median income and below living in the county by 2030.¹⁶ This translates to 1,103 new low-income housing consumers annually. Assuming historic patterns of homeownership by income level, this could create annual demand for approximately 164 new rental units priced for households earning between 51% and 80% of area median

¹⁶ Projections data by income range is from regional projections completed by George Mason University, available at: http://cra.gmu.edu/pdfs/studies_reports_presentations/The_Regions_Future_Housing_Needs_2015.pdf

income, 388 new rental units priced for households earning between 31% and 50% of area median income, and 471 new rental units priced for households earning 30% of area median income and below.¹⁷

Using these assumptions, the total investment to create enough units for existing households earning 50% AMI or below would be nearly \$518 million—or \$51.8 million if divided evenly over the ten-year time horizon of the CHS. This estimate assumes all available non-local financing for housing production (e.g., HOME, Low-Income Housing Tax Credit) would be available at their current levels. This estimate does not constrain investment based on availability of non-local financing. If investment was constrained by availability of non-local financing, the HITF could support 150 units annually with an investment of \$2.2 million.

The total investment to create enough units for new (or projected) households earning 50% AMI or below would be an additional \$17 million annually. This estimate assumes all available non-local financing for housing production (e.g., HOME, Low-Income Housing Tax Credit) would be available at their current levels.

Based on current and future need, total annual investment could be as much as \$68.7 million annually for new housing production.

Actions within the CHS would also aim to devote HITF investments to preservation of units in properties with federal housing subsidies. According to the National Housing Preservation Database, there is a total of about 4,800 subsidized rental units at-risk of losing their affordability requirements between 2018 and 2028 in the county.¹⁸ The estimated investment to preserve these units assumes the following:

- The cost of preserving a unit represents stabilizing the rent at an affordable level only. It does not account for additional financing to rehabilitate or modernize the properties.
- All units in a federal subsidized property use Fair Market Rent standards to set rent levels.
- The rent per unit would need to be reduced by \$2,376 annually to maintain them at FY17 Fair Market Rent. Rent per unit was calculated based on the net present value of annual mortgage payments equal to \$2,376, based on a 30-year mortgage term at 7.5 percent interest rate. This initial investment is estimated to be \$28,061 annually per unit.
- Owners of properties with expiring federal subsidies are willing to extend affordability provisions, or there are other owners who would be willing to step in and maintain the affordability, with additional financing.

The annual investment per unit (\$28,061) was multiplied by the total number of units at risk of losing their affordability requirements over the next ten years. The product is the total investment to preserve every expiring unit through 2028: \$134.4 million. However, these at-risk properties will not all exit their affordability contracts in 2018—the necessary investments in these properties will be staggered over

¹⁷ According to the 2012-2016 American Community Survey, the average homeownership rate was 39.3%. While no data was available on the homeownership rate by income level, it was assumed that the homeownership rate was lower for households earning 51% to 80% of area median income. It was also assumed that households earning 50% of area median income and below were all renters.

¹⁸ Units at risk of losing their affordability requirements were identified by the earliest year current tax credit properties located in the county could exit their affordability contract, as reported by the National Housing Preservation Database in August 2018. The database may be accessed at: <https://preservationdatabase.org/>

the ten-year period, depending on the properties' initial operating dates. For illustration purposes, the annual estimated investment from the County in preservation could be as much as \$13.4 million.¹⁹

Targeted Action 1.1. Support proposed zoning changes that expand and encourage “missing middle” and other diverse housing types (e.g., duplexes, live/work units, one-level homes, etc.).

Estimated Investment: \$280,000 to provide financing for 10 units in smaller scale housing products annually

This cost is based on a program that would provide subsidized homes in smaller scale buildings (5+ units), modeled after the State of Massachusetts' Community Scale Housing Initiative. The per unit subsidy was adjusted for Prince George's County by calculating the difference between the FY17 Fair Market Rent for a two-bedroom unit in Prince George's County and market-rate rent from Zillow (as of June 2018). Note that in FY18, the region started using small area rents by zipcode; to get a representative understanding of the entire county, countywide rents from FY17 were used for this calculation.

Targeted Action 1.3. Build more mixed-use and mixed-income developments.

Estimated Investment: \$20.6 million from Section 108 alone, HITF and other resources may also support this action

This estimate represents the total amount of funding available to the County through the Section 108 Loan Guarantee program.

Targeted Action 1.7. Implement a comprehensive approach to support elderly households aging in place.

Estimated Investment: \$2 million to \$4 million annually in rehab loans for aging-in-place modifications through the HRAP program (to serve approximately 70 to 135 households each year)

The high estimate is based on the average use of Prince George's County in 2016 and 2017 (135 households served annually on average) multiplied by the total maximum loan amount allowed through the County's HRAP program (\$30,000). The low estimate is based on setting aside a portion of HRAP funding for more targeted implementation. It assumes that the County will provide 70 households of up to \$30,000 each through this approach (and the remaining 65-70 households served through coordination with code enforcement activities under Targeted Action 2.5).

Targeted Action 1.8. Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.

Estimated Investment: \$300,000 to \$1.6 million annually, based on building type and level of services provided, to serve approximately 10 households

The low estimate is based on national examples of tiny home village construction costs—approximately \$30,000 per unit in total development costs (assuming some materials, labor, or land are donated). The total level of investment will vary depending on the number of households served by this housing

¹⁹ This method to estimate the cost of preservation efforts was adapted from the City of South San Francisco's 2015 Housing Element, which is available at: <http://www.ssf.net/home/showdocument?id=476>.



product. The estimate cited assumes the County will serve 10 households annually, bringing total annual costs to \$300,000 to create a tiny home village or other similarly low-cost product.

The high estimate is based on construction cost (\$2,200) and annual city services and support services to site (from Othello Village in Seattle). This includes the annual cost to provide water and sanitation services to the site and on-site counseling to residents living there. These homes are considered short-term homes.²⁰

Targeted Action 2.3. Stabilize residents through anti-displacement programs.

Estimated Investment: \$1,000 tax grant for each eligible household, plus potential additional investment from HITF preservation set-aside (captured in cross-cutting action 3.1)

This estimate is based off the City of Philadelphia's long-time owner occupants program (LOOP), which provides tax abatements to low-income homeowners who have lived in their homes for ten years or more when their property assessment triples from one year to the next. This program serves approximately 18,000 homeowners who save an average of \$1,000 annually.²¹

Targeted Action 2.4. Create a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.).

Estimated Investment: \$200,000 to \$2.4 million to serve 100 households annually through emergency and/or short-term rental assistance

The low estimate is based off the District of Columbia's Emergency Rental Assistance Program, which provides one-time grants to households living below 125% of the federal poverty level when immediate action is needed to prevent an eviction, to re-establish a home, or to avoid homelessness. The maximum grant amount is \$4,250, unless applicants have a disability or more than six children (in which case the grant can be increased up to \$6,000). The most recently reported programmatic data indicates households typically receive about \$2,000 in assistance.²² Thus, if the County were to serve 100 households annually through this kind of emergency assistance program, the level of investment would be approximately \$200,000.

Since the action recommends a range of resources for households experiencing a housing crisis, the high estimate also accounts for other recommended resources that would require direct County investment—namely, a locally sourced voucher program targeting at-risk households. This estimate was based on the cost of developing a tenant-based rental assistance (TBRA) program with HOME funding. Annual cost per household was calculated using FY17 Fair Market Rent for a two-bedroom unit (\$1,746) multiplied by 12 months of assistance. Note that in FY18, the region started using small area rents by zipcode; to get a representative understanding of the entire county, countywide rents from FY17 were used for this calculation.

²⁰ See www.curbed.com/maps/tiny-houses-for-the-homeless-villages for sources for these estimates and more examples.

²¹ More information on this program and its outcomes is available at: <https://www.pewtrusts.org/~media/assets/2015/09/philadelphia-avi-update-brief.pdf>

²² More program information is at: <http://nlihc.org/rental-programs/catalog/emergency-rental-assistance-program-erap>

Targeted Action 2.5. Target resources, like code enforcement and funding for rehabilitation, to improve the livability of existing homes.

Estimated Investment: \$2 million to \$4 million in rehab loans for livability improvements through the HRAP program (to serve approximately 70 to 135 households annually)

The high estimate is based on the average use of Prince George's County in 2016 and 2017 (135 households served annually on average) multiplied by the total maximum loan amount allowed through the County's HRAP program (\$30,000). The low estimate is based on setting aside a portion of HRAP funding for more targeted implementation of the County's HRAP program in coordination with code enforcement activities. It assumes that the County will provide 70 households of up to \$30,000 each through this approach.

Targeted Action 2.7. Build capacity (through processes, programs and financing) to address condo vacancies.

Estimated Investment: \$100,000 to cover start-up costs of the inventory (inventory maintenance costs already covered as part of cross-cutting action 2.3) and \$420,000 to \$560,000 annually for downpayment assistance, providing \$15,000 to \$20,000 per household

Estimates for downpayment assistance is based on the average use of Prince George's County's Pathways to Purchase Program in 2016 and 2017 (28 households served annually on average) multiplied by the maximum loan amount under existing program (\$15,000 per household) and an increased loan amount (\$20,000 per household).

Targeted Action 2.8. Expand existing programs and financing tools to increase access to homeownership.

Estimated Investment: \$420,000 to \$1.1 million annually for down-payment assistance, providing \$15,000 to \$40,000 per household and between \$2,800 to \$8,400 for homebuyer counseling for each household served

Estimates for downpayment assistance are based on the average use of Prince George's County's Pathways to Purchase Program in 2016 and 2017 (28 households served annually on average) multiplied by the maximum loan amount under the existing program (\$15,000 per household) and an increased loan amount (\$40,000 per household). It also assumes every homebuyer using the Pathways to Purchase program will complete a homebuyer education course. The low estimate uses \$100 per household and the high estimate uses \$300 per household served to estimate an investment (based on national estimates for homebuyer education programs).

Targeted Action 3.1. Undertake or build on existing neighborhood planning efforts and other community-based processes to identify projects that directly address residents' interests.

Estimated Investment: Up to \$12,500 in grants annually to support neighborhood efforts (to provide a \$2,500 matching grant to 5 neighborhoods each year)

Estimate assumes \$2,500 matching grants for five neighborhoods annually, modeled on the Indiana's Housing and Community Development Authority program for Lighter Quicker Cheaper placemaking improvements.

Targeted Action 3.2. Create a land bank to support redevelopment of abandoned residential properties (or expand powers granted to RDA to provide same function).

Estimated Investment: \$800,000 to \$2 million to support start-up (including land acquisition & staffing)

Low and high estimates are from operating costs from land banks in St. Louis and Kansas City, MO, respectively.²³ Costs can vary based on volume and value of sales and size of land banks' inventory.

Targeted Action 3.7. Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program.

Estimated Investment: \$5.6 million to \$8.1 million could provide rental assistance to 500 to 800 households annually

Low estimate assumes use of project-based Section 8 vouchers will increase from 3 percent to 7 percent under the County's Moderate Rehabilitation Program. To derive an annual estimate, 7 percent of the County's existing voucher allocation (5,800 vouchers) was multiplied by the total annual cost per household (\$8,670, based on 2018 program costs). The high estimate assumes the use of project-based Section 8 vouchers will increase from 3 percent to 12 percent under the County's Moderate Rehabilitation Program. To derive an annual estimate, 12 percent of the County's existing voucher allocation (5,800 vouchers) was multiplied by the total annual cost per household (\$8,670, based on 2018 program costs). Investment may vary if the County's total voucher supply changes, among other factors.

Both the low and high estimates assume development of HOME-funded tenant-based rental assistance program. The estimate assumes 100 households would receive rental assistance for 12 months. Rents are based on FY17 Fair Market Rent for a two-bedroom unit (\$1,746). Note that in FY18, the region started using small area rents by zipcode; to get a representative understanding of the entire county, countywide rents from FY17 were used for this calculation.

Methods used to measure access to opportunity

The CHS outlines a set of targeted actions or targeted interventions to address specific housing needs or market opportunities. Many of the actions connect housing investments to other conditions that are associated with broader access to opportunity, like strong access to jobs, goods, and services and community institutions (including schools).

The CHS makes this connection by identifying the relative strength of various neighborhood conditions at the Census Tract-level and then proposing actions that may be appropriate for that part of the county. Access to opportunity was measured using indicators from Enterprise Community Partners' Opportunity360 platform. Indexed scores were calculated for four different neighborhood-level conditions that shape access to opportunity over a person's lifetime: 1) social capital; 2) community institutions; 3) environmental quality; and 4) access to jobs, goods, and services.

The table below summarizes the indicators and their respective data sources.

²³ For more information see www.epa.gov/sites/production/files/2017-04/documents/20170215_stllb_finalreport_web_sm.pdf



The relative strength of these dimensions is reported as index scores. A score of 50 means the tract is in the 50th percentile—half of the tracts in the Washington, DC metropolitan region have higher scores and half have lower scores. For the purposes of aligning targeted actions with different areas of the county, a score of 50 was also used as a breakpoint to describe “stronger” or “weaker” areas of the county (along these four dimensions only). For instance, if a tract has a score of 60 for environmental quality, it suggests that this area is in the 60th percentile for environmental quality relative to the entire Washington, DC region. The relative importance of these dimensions and their scores vary based on local priorities, and tradeoffs as stronger conditions in one dimension may be offset by stronger conditions or other strategic considerations for another dimension.

Variable (by index)	Source
<i>Social capital</i>	
Median household income	2011–2015 American Community Survey 5-Year Estimates
HUD Labor Market Engagement Index Score	2016 HUD Affirmatively Furthering Fair Housing (AFFH)
Share of people 25 years or older with a high school diploma or higher	2011–2015 American Community Survey 5-Year Estimates
Share of people 25 years or older with a Bachelor’s degree or higher	2011–2015 American Community Survey 5-Year Estimates
Unemployment rate	2011–2015 American Community Survey 5-Year Estimates
Percent of people in poverty	2011–2015 American Community Survey 5-Year Estimates
<i>Environmental quality</i>	
Diesel particulate matter level in air	2016 EPA EJSCREEN
Cancer risk from air toxics	2016 EPA EJSCREEN
Respiratory risk score	2016 EPA EJSCREEN
Traffic exposure score	2016 EPA EJSCREEN
Particulate matter concentration score	2016 EPA EJSCREEN
<i>Access to jobs, goods, & services</i>	
Walkscore	2016 Walkscore
TransitScore	2016 Walkscore
Jobs accessible via a 45-minute automobile commute	2014 EPA Smart Location Database
Jobs accessible via a 45-minute transit commute	2014 EPA Smart Location Database
<i>Community institutions</i>	
Standardized Test Score Rank (National Percentile)	2016 Location, Inc.
Percent of all students who are in poverty	2011–2015 American Community Survey 5-Year Estimates

Source: Enterprise Community Opportunity360 (www.enterprisecommunity.org/opportunity360).

ⁱ Hickey, Robert and Lisa Sturtevant. (2015). Public Land & Affordable Housing in the Washington D.C. Region: Best Practices and Recommendations. Center for Housing Policy and the National Housing Conference. Prepared for ULI Washington. Available at: http://washington.uli.org/wp-content/uploads/sites/56/2015/02/ULI_PublicLandReport_Final020615.pdf

ⁱⁱ Maryland-National Capital Park and Planning Commission. (2015). Prince George's County Retail Market Analysis. Prepared by RCLCO for M-NCPPC. Available at:

www.mnccppcapps.org/planning/Publications/PDFs/298/Prince%20George's%20County%20Retail%20Market%20Analysis%20Consumer%20Segmentation%20and%20Performance%20Outlook%20Report.pdf

ⁱⁱⁱ 2000 U.S. Census Bureau; 2011-2015 American Community Survey 5-Year Estimates.

^{iv} 2000 U.S. Census Bureau; 2011-2015 American Community Survey 5-Year Estimates; 2014 Comprehensive Housing Affordability Strategy from the U.S. Department of Housing and Urban Development.

^v U.S. General Services Administration. (2017). Universal Design: What is it? Available at:

<https://www.section508.gov/blog/Universal-Design-What-is-it>

^{vi} 2000 U.S. Census Bureau and 2011-2015 American Community Survey 5-Year Estimates

^{vii} 2011-2015 American Community Survey 5-Year Estimates

^{viii} U.S. Department of Housing and Urban Development. (2017). Meeting the Future Housing Needs of Seniors.

Available at: <https://www.huduser.gov/portal/pdr/pdr-edge-featd-article-112017.html>

^{ix} Prince George's County FY 2016-2020 Consolidated Plan. Available at:

<https://www.princegeorgescountymd.gov/DocumentCenter/View/3977/The-Consolidated-Plan-for-Fiscal-Year-2016---2020-PDF?bidId>

^x A majority (60%) of homes within Prince George's County were built prior to 1980. Data from 2011-2015 American Community Survey 5-Year Estimates.

^{xi} 2014 Comprehensive Housing Affordability Strategy (CHAS) from the U.S. Department of Housing and Urban Development. For more detailed discussion of needs and other housing characteristics within the county see Task 5 reports. Projections data by income range is from regional projections completed by George Mason University, available at:

http://cra.gmu.edu/pdfs/studies_reports_presentations/The_Regions_Future_Housing_Needs_2015.pdf

^{xii} Based on a total development cost derived from pro formas of existing rental projects in the county.

^{xiii} Bailey, Tom (2018). LRK: Concourse world's largest LEED Platinum building for adaptive reuse. *Commercial Appeal*. Available at: <https://www.commercialappeal.com/story/money/business/development/2018/01/08/lrk-concourse-worlds-largest-leed-platinum-building-historic-adaptive-reuse/1014833001/>

^{xiv} Maryland Department of Transportation. Maryland TOD Designation. Available at

www.mdot.maryland.gov/newMDOT/Planning/TOD/Old/TOD_Designation_New.html

^{xv} Opticos Design, Inc. Missing Middle Housing. Available at: <http://missingmiddlehousing.com/contact/>

^{xvi} 2000 U.S. Census Bureau; 2011-2015 American Community Survey 5-Year Estimates.

^{xvii} Maryland-National Capital Park and Planning Commission. (2015). Prince George's County Retail Market Analysis. Prepared by RCLCO for M-NCPPC. Available at:

<http://www.mnccppcapps.org/planning/Publications/PDFs/298/Prince%20George's%20County%20Retail%20Market%20Analysis%20Consumer%20Segmentation%20and%20Performance%20Outlook%20Report.pdf>

^{xviii} Prince George's County FY 2016-2020 Consolidated Plan. Available at:

<https://www.princegeorgescountymd.gov/DocumentCenter/View/3977/The-Consolidated-Plan-for-Fiscal-Year-2016---2020-PDF?bidId>

^{xix} Prince George's County FY 2016-2020 Consolidated Plan, Table 29 (Race of Public Housing Residents by Program Type). Available at: <https://www.princegeorgescountymd.gov/DocumentCenter/View/3977/The-Consolidated-Plan-for-Fiscal-Year-2016---2020-PDF?bidId>

^{xx} 2000 U.S. Census Bureau; 2011-2015 American Community Survey 5-Year Estimates; 2010-2014 Comprehensive Housing Affordability Strategy from the U.S. Department of Housing and Urban Development.

^{xxi} U.S. Department of Housing and Urban Development. (2013). Aging in Place: Facilitating Choice and Independence. Available at: www.huduser.gov/portal/periodicals/em/fall13/highlight1.html

^{xxii} Homeless Services Planning and Coordinating Committee. (2018). Homelessness in Metropolitan Washington: Results and Analysis from the Annual Point-in-Time (PIT) Count of Persons Experiencing Homelessness. Available at: <https://www.streetsensemedia.org/wp-content/uploads/2018/05/MWCOG-DC-MD-VA-2018-PIT-Count-Report.pdf>