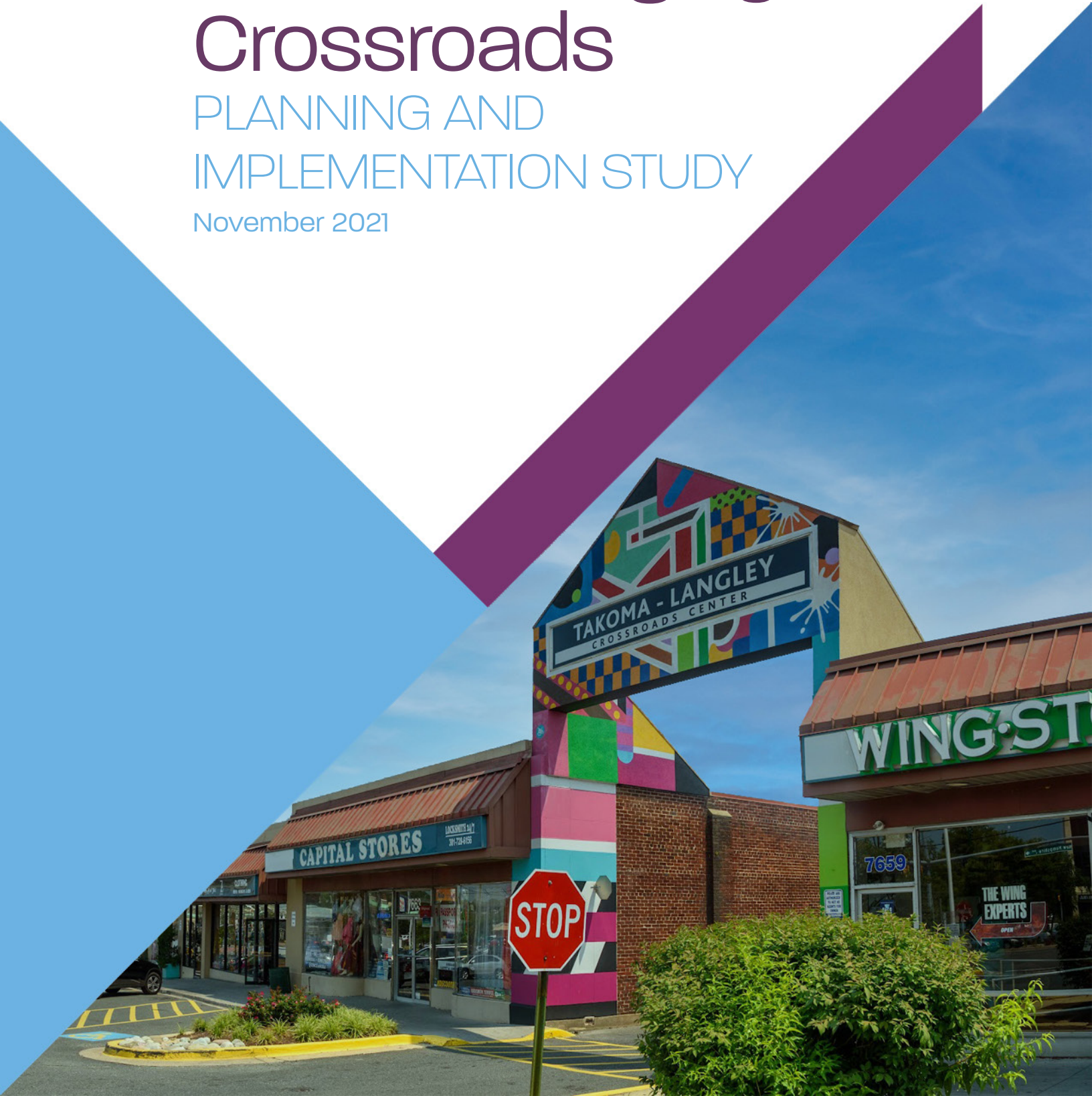


Takoma/Langley Crossroads

PLANNING AND IMPLEMENTATION STUDY

November 2021



Abstract

Date	November 2021
Title	Takoma/Langley Crossroads Planning and Implementation Study
Author	The Maryland-National Capital Park and Planning Commission
Subject	Review of existing conditions and strategies to support transit-oriented development
Source of copies	The Maryland-National Capital Park and Planning Commission 14741 Governor Oden Bowie Drive Upper Marlboro, MD 20772
Series number	226212306
Number of pages	72

The Maryland-National Capital Park and Planning Commission (M-NCPPC) engaged HR&A Advisors, Inc. and Toole Design to identify opportunities for transit-oriented development (TOD) in Takoma/Langley Crossroads. With the anticipated delivery of the Purple Line and the initiation of the Countywide Map Amendment process, M-NCPPC is interested in developing implementation tools and strategies to support denser, mixed-use, and walkable development in the study area, while also preserving the racial and ethnic diversity of the local community. The findings and recommendations within this study are not intended to be prescriptive; additional analysis is necessary to assess the financial feasibility and equity impacts of TOD in Takoma/Langley Crossroads.

Building upon past efforts including the 2009 Approved Takoma/Langley Crossroads Sector Plan, the consultant team comprehensively reviewed the existing conditions in the study area with a particular focus on retail uses and walkability. Findings from precedent studies, market research, site visits, and stakeholder interviews were used in a strength, weaknesses, opportunities, and threats (SWOT) analysis, which informed the approach to identifying and prioritizing actions to catalyze TOD in the study area. As part of this, the consultant team analyzed the impact of new zoning under the ongoing Countywide Map Amendment process and developed an action plan composed of place-specific financial and regulatory tools. The three priority sites for future TOD in the study area are Langley Park Shopping Center, Langley Park Plaza, and Tick Tock Liquor Store. The consultant team provided illustrative site development concepts and cost estimates for TOD at these three priority locations. Because these parcels are privately owned, future development will require coordination with current property owners.

Date: November 2021
Consultant names: HR&A Advisors, Inc.; Toole Design

The Maryland-National Capital Park and Planning Commission
Prince George's County Planning Department
14741 Governor Oden Bowie Drive
Upper Marlboro, MD 20772
www.pgplanning.org

Takoma/Langley Crossroads

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Prince George's County



Angela Alsobrooks
County Executive

County Council

The County Council has three main responsibilities in the planning process: (1) setting policy, (2) plan approval, and (3) plan implementation. Applicable policies are incorporated into area plans, functional plans, and the general plan. The Council, after holding a hearing on the plan adopted by the Planning Board, may approve the plan as adopted, approve the plan with amendments based on the public record, or disapprove the plan and return it to the Planning Board for revision. Implementation is primarily through adoption of the annual Capital Improvement Program, the annual Budget, the water and sewer plan, and adoption of zoning map amendments.

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The Maryland-National Capital Park and Planning Commission (M-NCPPC) is a bi-county agency, created by the General Assembly of Maryland in 1927. The Commission's geographic authority extends to the great majority of Montgomery and Prince George's Counties: the Maryland-Washington Regional District (M-NCPPC planning jurisdiction) comprises 1,001 square miles, while the Metropolitan District (parks) comprises 919 square miles, in the two counties.

The Commission has three major functions:

- The preparation, adoption, and, from time to time, amendment or extension of the General Plan for the physical development of the Maryland-Washington Regional District.
- The acquisition, development, operation, and maintenance of a public park system.
- In Prince George's County only, the operation of the entire county public recreation program.

The Commission operates in each county through a Planning Board appointed by and responsible to the County government. All local plans, recommendations on zoning amendments, administration of subdivision regulations, and general administration of parks are responsibilities of the Planning Boards.

The Prince George's County Planning Department:

- Our mission is to help preserve, protect and manage the County's resources by providing the highest quality planning services and growth management guidance and by facilitating effective intergovernmental and resident involvement through education and technical assistance.
- Our vision is to be a model planning department of responsive and respected staff who provide superior planning and technical services and work cooperatively with decision-makers, residents, and other agencies to continuously improve development quality and the environment and act as a catalyst for positive change.

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Existing Conditions

1. Introduction

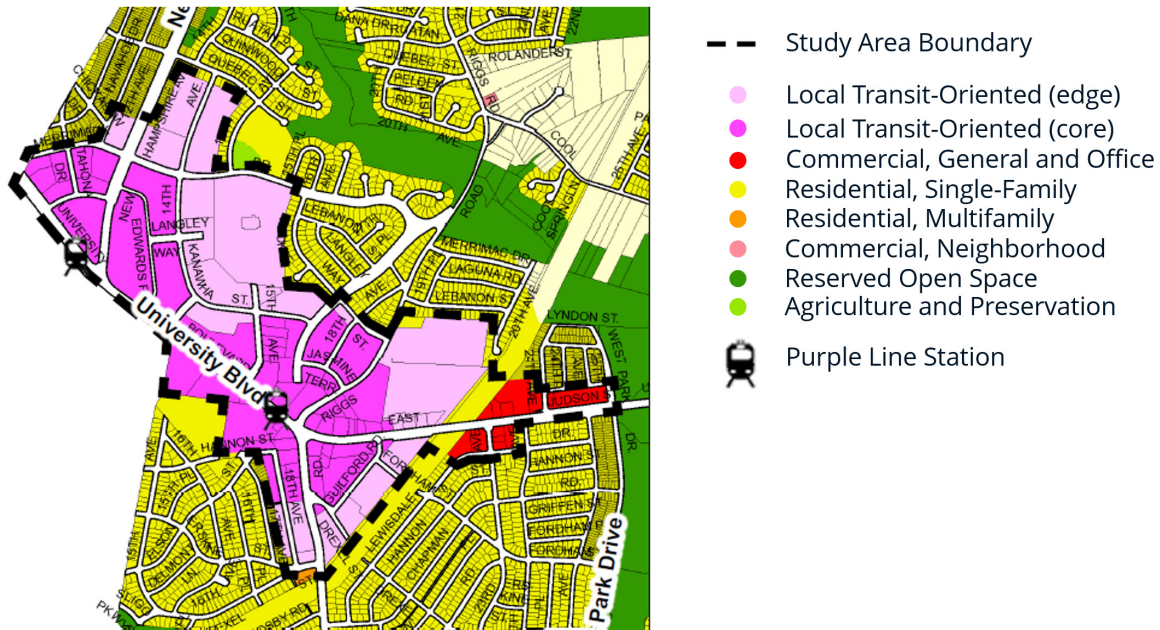
Takoma/Langley Crossroads (TLC) is a low- to mid-density area made up of socioeconomically and ethnically diverse residential communities and multicultural retail establishments. The area has been designated as a Local Center in Plan Prince George's 2035 Approved General Plan's Growth Policy Map. Centered around the commercial node and transit hub at the intersection of New Hampshire Avenue and University Boulevard, TLC extends across three jurisdictions: Prince George's County, the City of Takoma Park, and Montgomery County. The predominant development typology along the central corridor is single-story strip retail, with adjoining residential garden-style apartments to the north and single-family homes to the south. Across the various uses that exist in the area, TLC is defined by a majority-foreign-born population and a dense concentration of international and small businesses, hence its designation as Maryland's International Corridor.

As part of the construction of the Purple Line, a new light rail line extending from Bethesda to New Carrollton, two stations are planned within TLC along University Boulevard—one at the New Hampshire Avenue intersection and one at the Riggs Road intersection. On October 23, 2018, the Prince George's County Council adopted a new Zoning Ordinance that includes five Transit-Oriented/Activity Center zones designed to realize high-intensity, mixed-use development at transit stations, including Purple Line stations. On July 23, 2019, a Countywide Map Amendment (CMA) was initiated to apply the zones of the new Zoning Ordinance to land in Prince George's County so that the new Zoning Ordinance can take effect. Planning Department staff have prepared a proposed zoning map in accordance with the County Council's initiation of the CMA and simultaneous adoption of rezoning guidance contained in the 2019 Approved Guide to New Zones. The proposed rezoning for the TLC area includes existing commercial retail centers along New Hampshire Avenue and University Boulevard, mid-density apartment buildings north of University Boulevard, and office buildings at the eastern end of TLC (see Figure 1A). Through this proposed rezoning, the County hopes to enable denser, mixed-use development; promote economic activity; and improve walkability, while preserving the mix of cultures and incomes that exist in the area.

This section of the report provides an overview of existing conditions within the boundaries of the proposed rezoning area (see Figure 1B). The following analysis leverages demographic and market data to provide insight into current and future development opportunities and challenges within the study area. This review of existing conditions informed the identification of actions the County can take to support TOD as well as the analysis of specific parcels that represent the strongest opportunities for TOD in the area.

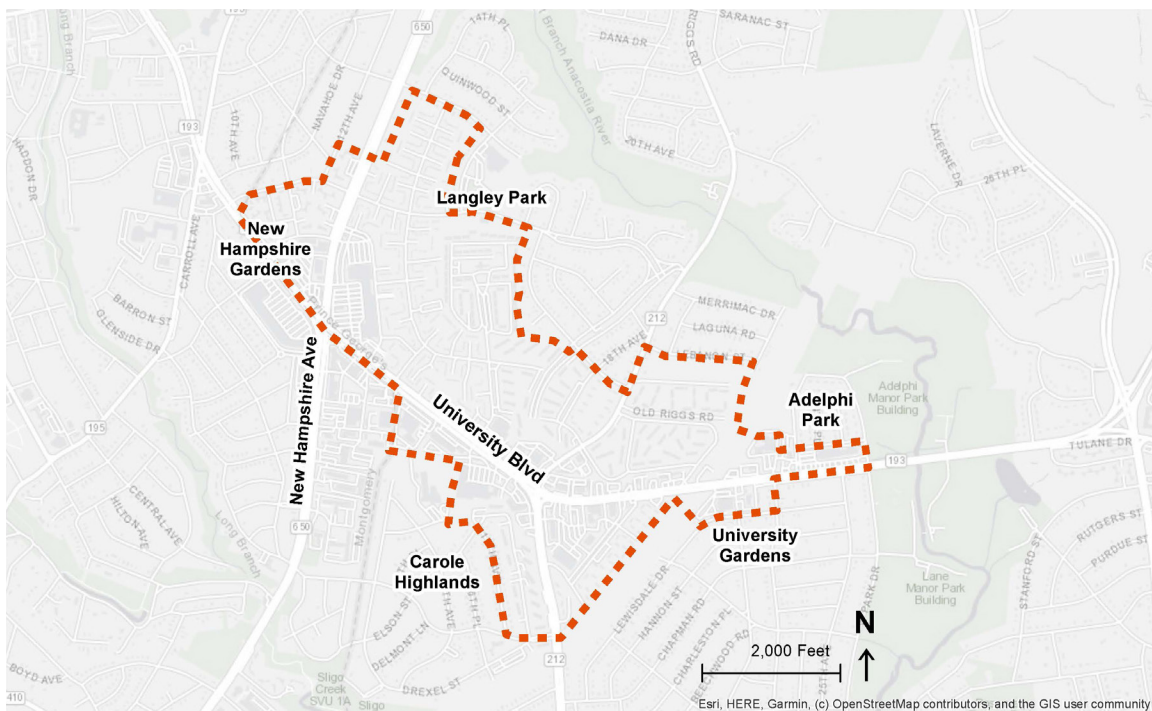
In preparing this section, HR&A and Toole Design reviewed existing multifamily and commercial development, with a particular focus on retail; connectivity and circulation across sites; and precedent TOD projects in the region that illustrate the types of mixed-use development that may be feasible in TLC.

Figure 1A: Proposed Zoning as of January 2021, Pursuant to Countywide Map Amendment



Source: Prince George's County GIS Data, HR&A Advisors, Inc.

Figure 1B: Study Area Boundaries



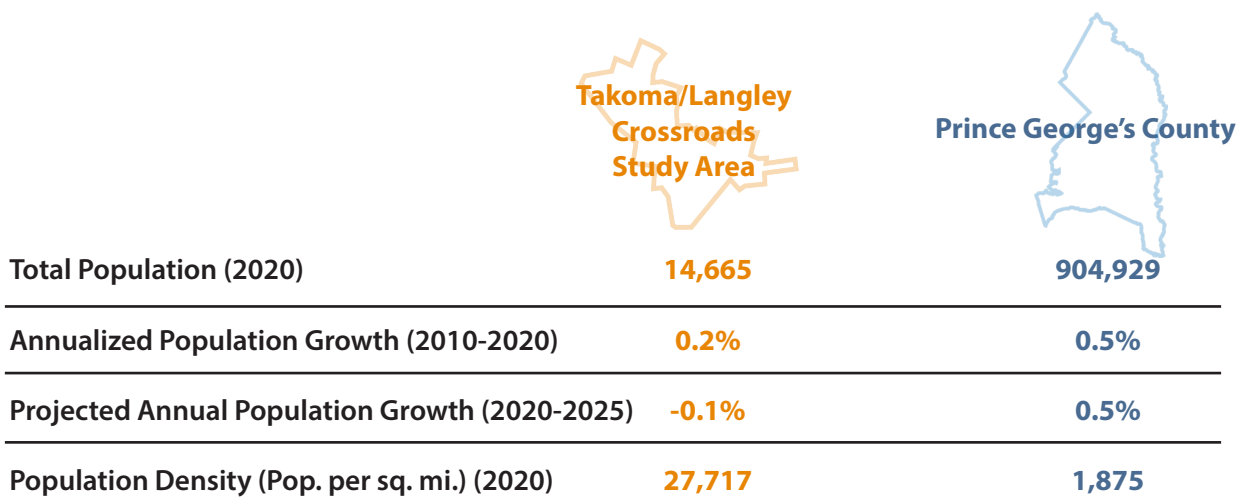
Source: M-NCPPC, Prince George's County GIS Data, HR&A Advisors, Inc.

2. Demographics Overview

Takoma/Langley Crossroads has a high proportion of foreign-born residents, making it a more racially and ethnically diverse area relative to Prince George's County as a whole. Despite having lower median incomes and rates of educational attainment compared to the County as a whole, the study area has a cultural vibrancy reflected in its local demographics and retail establishments. As is consistent with many low- to middle-income communities, tenure is skewed toward renter households. However, low, stable vacancy rates over the past decade indicate a strong residential market in the study area.

Since 2010, population growth in the study area has been low relative to the County overall. This trend is expected to continue over the next five years, as the study area is projected to experience a 0.1 percent annual decrease in population from 2020–2025, compared to a projected 0.5 percent and 0.6 percent annual growth rate in Prince George's County and Montgomery County respectively. According to the Metropolitan Washington Council of Governments 2018 projections, regional annual population growth is forecasted to increase by 0.1 percent over the same period. While TLC's population is not projected to grow, the study area is 15 times denser than the County because of the concentration of multifamily housing within TLC and the prevalence of low-density, single-family homes elsewhere in the County. New TOD in TLC would likely engender modest population growth and incremental increases in population density within the study area (see Figure 2A).

Figure 2A: Population Overview

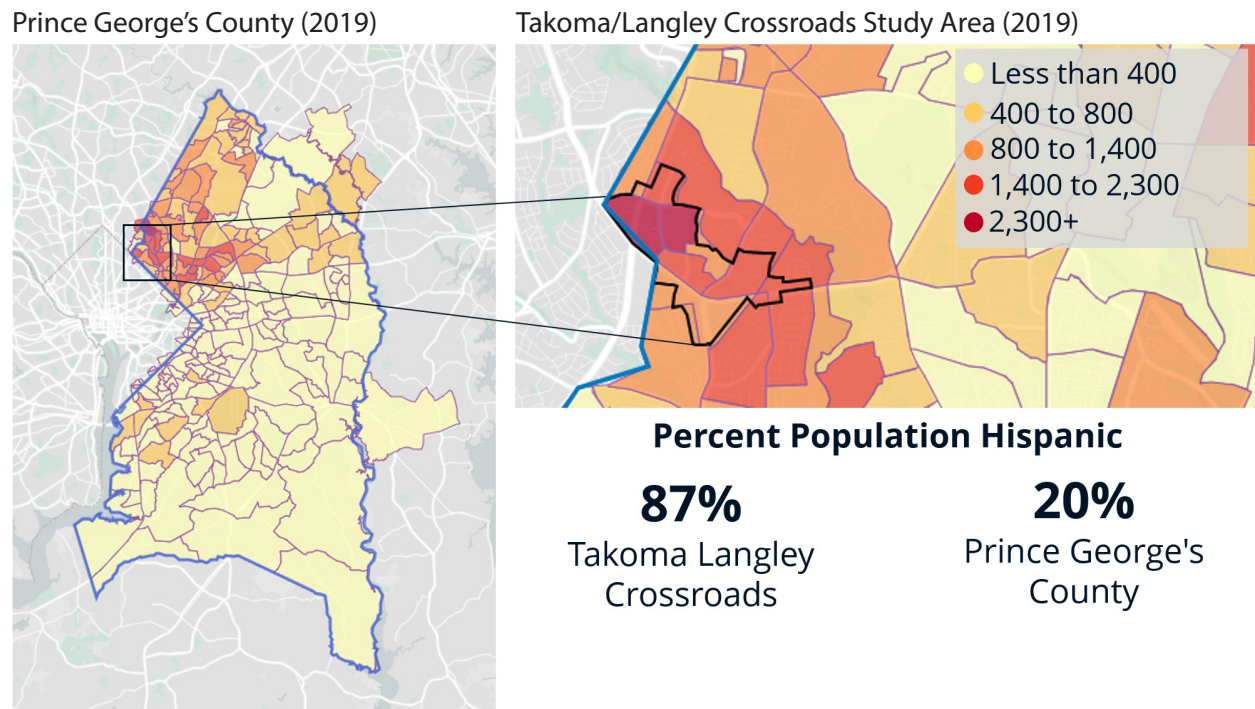


Source: Esri¹ proprietary data model, based on U.S. Census Bureau American Community Survey 5-Year Estimates and other data sources (see footnote); HR&A Advisors, Inc.

¹ See footnote on the following page for an explanation of Esri Business Analyst, one of the data sources used in this report. Esri data was used to supplement U.S. Census Bureau and American Community Survey data.

The Hispanic population in Prince George's County is concentrated to the northwest, where the County abuts Washington, D.C., Montgomery County, and the City of Takoma Park. Within the study area, the neighborhoods directly north of New Hampshire Avenue and University Boulevard have the highest concentration of Hispanic residents (see Figure 2B).

Figure 2B: Hispanic Population by Census Block Group



Source: Esri proprietary data model, based on U.S. Census Bureau American Community Survey 5-Year Estimates and other data sources; HR&A Advisors, Inc.

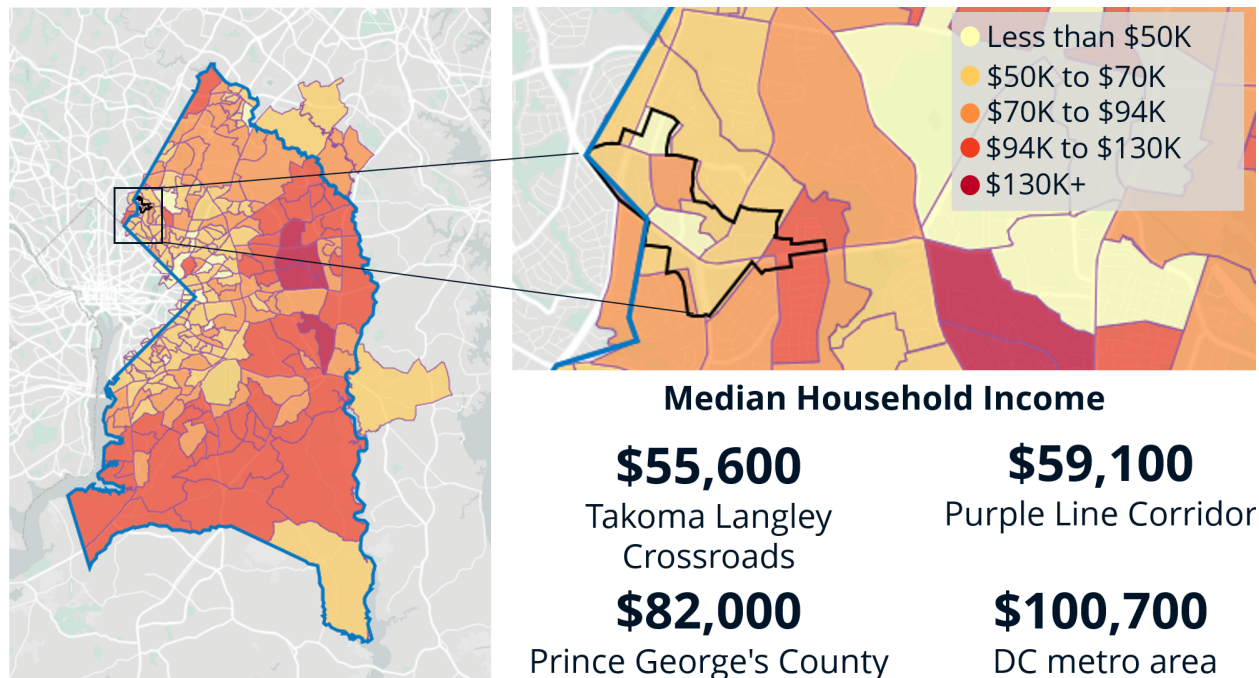
¹ Esri's ArcGIS Business Analyst platform provides current year and 5-year projected data on demographics, housing, employment, and other metrics. All estimates and projections are informed by a full time series of intercensal and vintage-based county estimates from the US Census Bureau, including the American Community Survey (ACS) five-year and one-year averages. Esri allows users to gather data from customizable geographies that go beyond Census tract boundaries, which was useful for gathering data based on the specific boundaries of the TLC study area. To model data for current and future years, Esri adjusts Census data using county-to-county migration data from the Internal Revenue Service; building permits and housing starts; residential postal delivery counts from US Postal Service; data on new and planned residential construction projects tracked by third-party sources; and local data published independently by municipalities. Ancillary data sources are tested against the 2010 Census and controlled to the most recent ACS estimates. In the context of COVID-19, Esri made additional adjustments to some demographic and socioeconomic datasets based on weekly state-level unemployment insurance claim data and forecasts by academic institutions and think tanks. More information about Esri estimates and projections methodology can be found at the following link: <https://doc.arcgis.com/en/esri-demographics/data/updated-demographics.htm>

Median household income in the Takoma/Langley Crossroads study area is 32 percent lower than median income in Prince George's County. However, the geographic distribution of median income by Census block group within the study area reveals a range from \$47,000 to \$107,000, with higher median incomes concentrated at the eastern edge of the study area, encompassing the Adelphi Park and University Gardens neighborhoods (see Figure 2C).

Figure 2C: Median Household Income by Census Block Group

Prince George's County (2019)

Takoma/Langley Crossroads Study Area (2019)



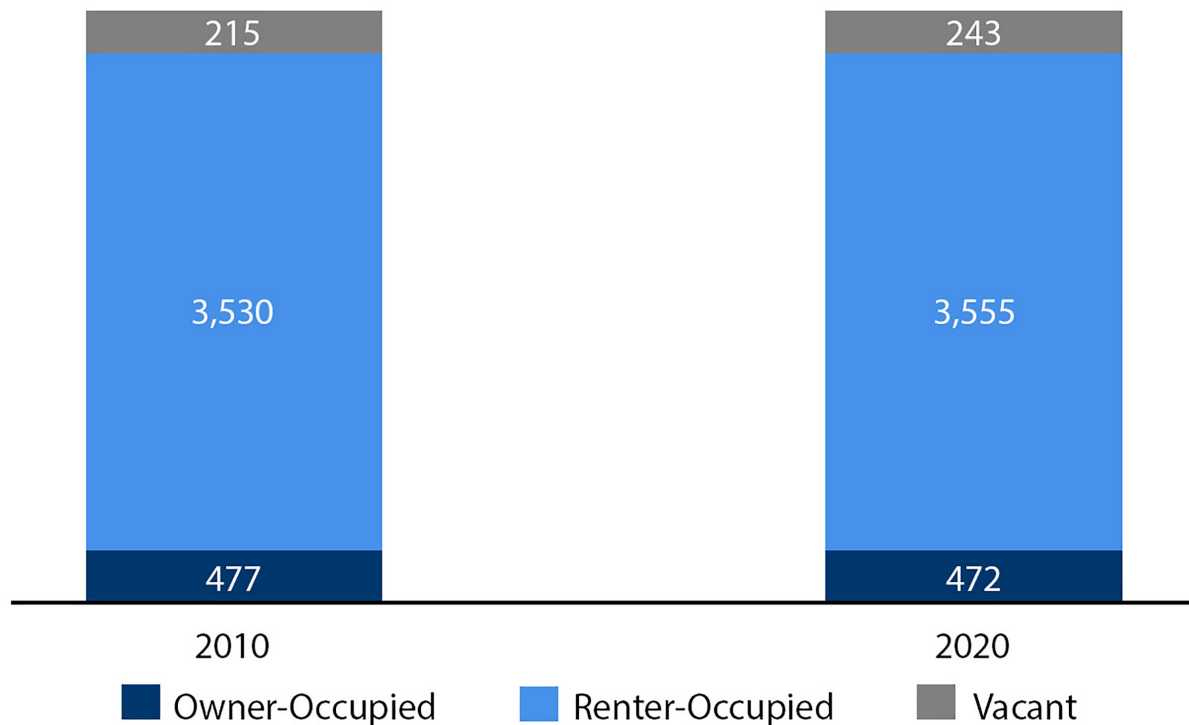
Source: Esri proprietary data model, based on U.S. Census Bureau American Community Survey 1-Year and 5-Year Estimates and Current Population Survey, Bureau of Economic Analysis local personal income series, the Bureau of Labor Statistics Consumer Price Index, and other data sources; HR&A Advisors, Inc.

**Median household income for all households within a half-mile of Purple Line stations in Prince George's County.*

Over the past decade, the housing market within the study area has remained relatively stable. There have been no significant deliveries or demolitions and the vacancy rate has remained between 5 and 6 percent (see Figure 2D). The high proportion of renter households within the study area, compared to that of the County, likely indicates a lack of affordable homeownership options (see Figure 2E).

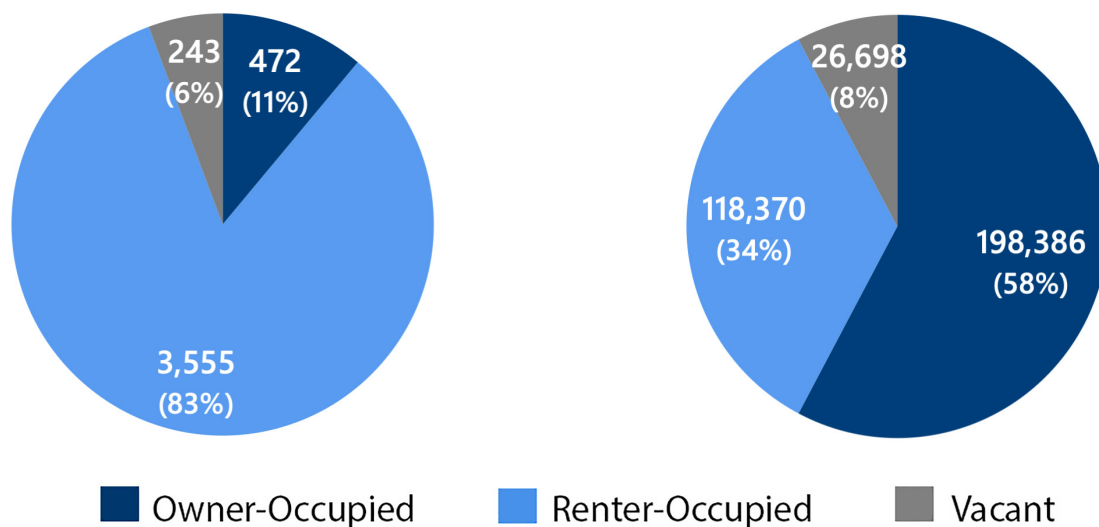
² As measured by the US Census, the median household income divides the income distribution of a specific geography into two equal parts—half of all households have an annual income above the median, and half fall below. Income includes the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.

Figure 2D: Change in Units by Tenure
Takoma/Langley Crossroads Study Area (2010-2020)



Source: Esri proprietary data model based on the U.S. Census Bureau Decennial Census (2010), American Community Survey 5-Year Estimates, Housing Vacancy Survey, and the Current Population Survey USPS residential lists, and other data sources; HR&A Advisors, Inc.

Figure 2E: Housing Units by Tenure
Takoma/Langley Crossroads Study Area (2020) Prince George's County (2020)

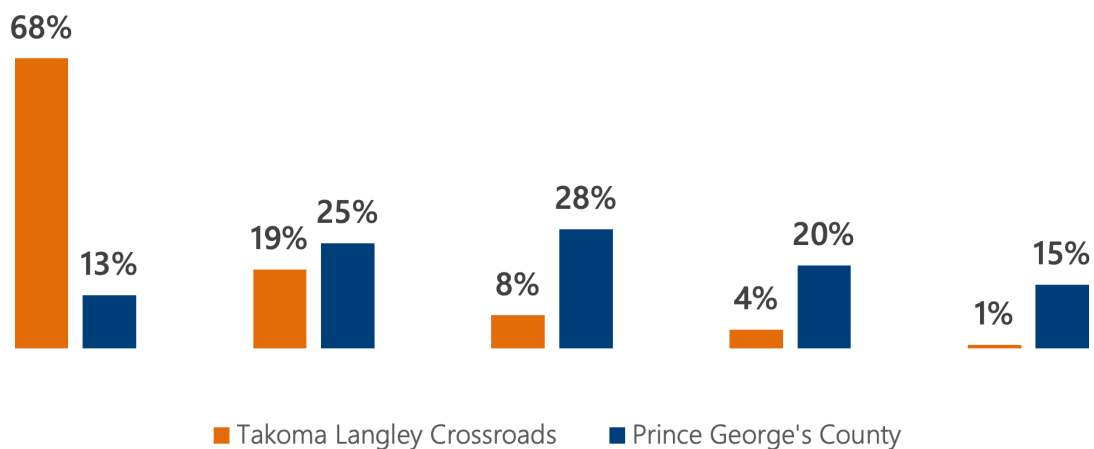


Source: Esri proprietary data model based on the U.S. Census Bureau Decennial Census (2010), American Community Survey 5-Year Estimates, Housing Vacancy Survey, and the Current Population Survey USPS residential lists, and other data sources; HR&A Advisors, Inc.

The high proportion of the population in TLC without a high school diploma (see Figure 2F) may be in part driven by a large foreign-born population that recently immigrated to the United States. Sixty percent of residents in the TLC area were born outside the United States, and more than a quarter of these residents are relatively recent arrivals who immigrated within the past 10 years. Most immigrants to the area—82 percent—come from Central America, led by immigrants from Guatemala and El Salvador.³

Because 68 percent of the study area population aged 25 or older does not have a high school diploma or comparable credential, an opportunity exists for the County to establish supplemental education or workforce development programs as part of its strategy to retain and grow businesses in the area.

Figure 2F: Educational Attainment
Share of Population Aged 25+ (2020)



Source: Esri proprietary data model, based on U.S. Census Bureau American Community Survey 5-Year Estimates and other data sources; HR&A Advisors, Inc.

³ Data on foreign-born residents based on US Census 2018 ACS 5-Year estimates. Data availability at the Census tract level means this data is based on a geographic area that slightly extends beyond the boundaries of the defined TLC Study Area.

3. Existing Conditions

The study area is comprised mostly of multifamily residential and retail uses. Residential uses occupy 3.5 times more square feet of space than retail uses (see Figure 3A). However, TLC is well-known for its local businesses, which draw consumers from across the region.

Although international retail establishments are concentrated in the study area, they vary significantly in size, number of employees (Figures 3B), and type of goods or service provided (Figure 3C). The most prevalent retail typology is a small business located within a one-story strip mall or commercial retail center with some standalone establishments, typically fast food or gas stations, as well as a few big box stores found along New Hampshire Avenue and University Boulevard. The majority of retail stores and service providers in TLC, including restaurants, barbers, check cashing stores, and nail salons, employ one to four people. The largest retail employers in the study area are McDonald's and Atlantic Supermarket, which each employ more than 50 people.

The area is home to a small office market with only five existing properties; however, the Purple Line could drive an increase in demand for new office space proximate to transit. While no TOD projects have been proposed in TLC, new developments are being planned near other Purple Line stations. Higher-than-average retail rents and a healthy retail vacancy rate⁵ indicate the success of existing businesses and suggest there may be demand for additional retail development (see Figure 3D). The construction of the Purple Line, and the area's proposed TOD zoning, can help enable denser, mixed-use development to diversify and densify the area's existing retail landscape of one-story strip retail and retail centers (see Figure 3E).

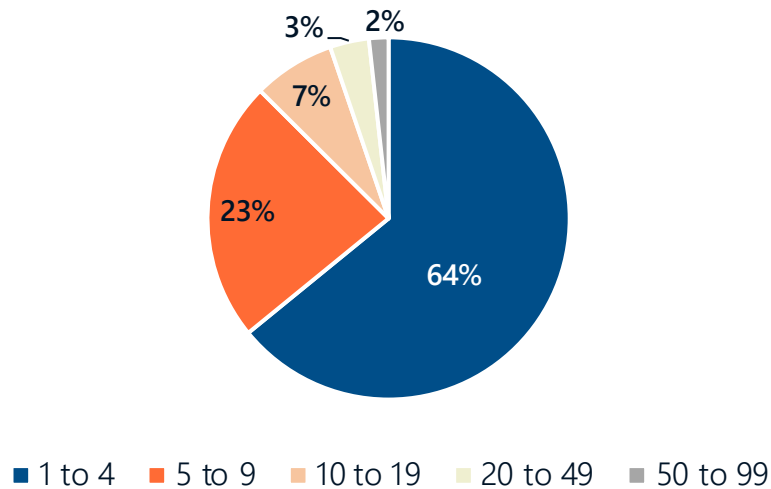
Figure 3A: Total Square Feet by Use
Takoma/Langley Crossroads Study Area (2020)



Source: Costar, HR&A Advisors, Inc.

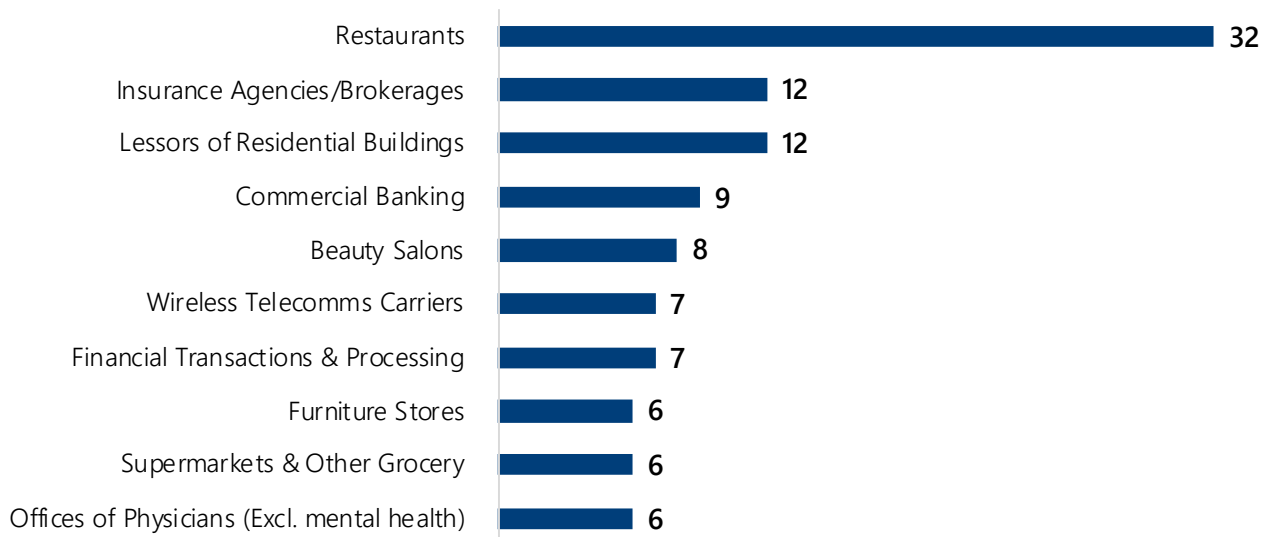
⁴ As stated in the 2009 Approved Takoma/Langley Crossroads Sector Plan. Regional visitation is in part enabled by local access to regional corridors. On average, more than 77,000 cars pass through intersection of New Hampshire Avenue and University Boulevard daily (2013 Washington ULI Mini Technical Assistance Panel TLC Presentation).

Figure 3B: Businesses by Total Employees
Takoma/Langley Crossroads Study Area (2020)



Source: ReferenceUSA, HR&A Advisors, Inc.

Figure 3C: Top 10 Most Common Retail Sectors
Takoma/Langley Crossroads Study Area (2020)



While the area has historically had a vibrant and well-performing retail sector, it is essential to acknowledge the ongoing COVID-19 pandemic and its negative impacts on businesses, particularly those in the food and beverage and hospitality sectors. Small businesses, especially those owned by immigrants, may be particularly susceptible to closures due to difficulties in accessing capital and resources through federal relief programs. Plans for new retail will have to consider the potential increase in vacancy due to the pandemic.

⁵ A retail vacancy rate between 5 percent and 10 percent is generally considered “healthy”. TLC’s retail vacancy of 8.7 percent falls below the national rate, which was 10.2 percent in Q4 2019 according to Moody’s Analytics.

Figure 3D: Rents and Vacancy (Office and Retail)

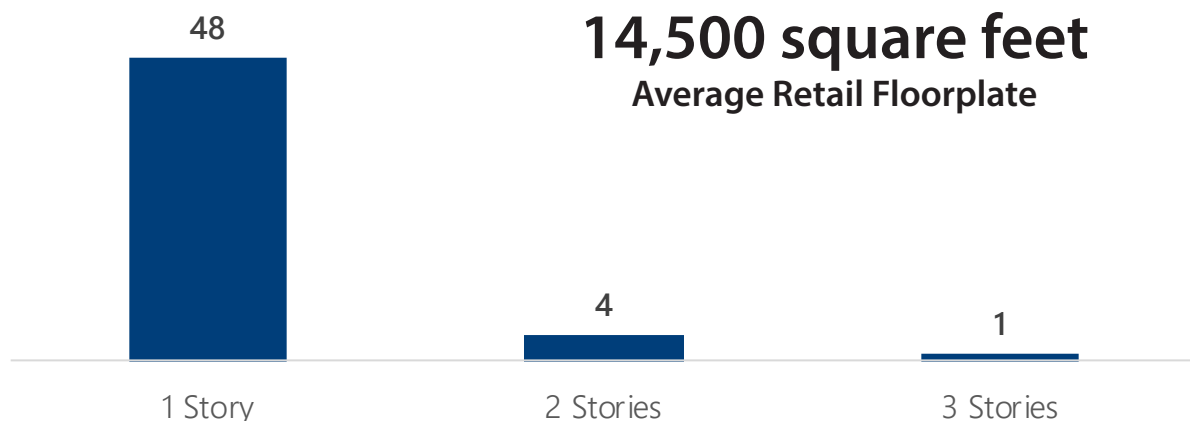
Takoma/Langley Crossroads Study Area (2019)			Prince George's County (2019)	
Use	Rent/SF	Vacancy Rate	Rent/SF	Vacancy Rate
Office	\$24.55/SF	26.7% ⁶	\$22.58/SF	13.4%
Retail	\$26.86/SF	8.7%	\$21.92/SF	4.3%

Source: Costar, HR&A Advisors, Inc.

While there are currently no known pipeline projects in the study area, several projects have been proposed or are under construction in proximity to other Purple Line stations. These developments are either located near Purple Line stations that are also existing Metro stations (such as The Stella and Atworth) or in stronger real estate submarkets relative to the study area (such as Chevy Chase Lake East, where there are higher median incomes and higher rents that facilitate new development), highlighting certain competitive advantages that developers look for in planning TOD projects in the region.

Figure 3E: Retail Building Size.

Takoma/Langley Crossroads Study Area (2020)



Source: Costar, HR&A Advisors, Inc.

⁶ This high office vacancy is not the norm for the area. From 2010-2018, the office vacancy rate averaged 6.5 percent. 2019's high vacancy is likely driven by ongoing leasing activity at 2045 University Boulevard E following its 2019 renovation. With just five office properties in the area, this one building is distorting the overall picture.

Figure 3F: Pipeline Development Near Purple Line



THE STELLA (anticipated to open 2021)
3950 Garden City Dr. Hyattsville, MD 20785

Status: Under Construction
Type: Mixed-Use
Residential Units: 282 (market-rate)
Stories: 15
Retail: 13,000 square feet
Distance to Purple Line: 0.2 miles (New Carrollton)

Part of a 34-acre master planned redevelopment surrounding the existing New Carrollton Metro Station. Due to its location in an Opportunity Zone, the project has access to statewide incentives and subsidies.



ATWORTH (anticipated to open 2022)
7201 River Rd. College Park, MD 20740

Status: Proposed
Type: Mixed-Use
Residential Units: 451 (market-rate)
Stories: 5
Retail: 12,000 square feet
Distance to Purple Line: 0.2 miles (College Park)

Joint development project between a private developer and Metro in proximity to the existing College Park Metro Station.



CHEVY CHASE LAKE EAST (Phase 1 anticipated to open 2021)
8531 Connecticut Ave. Chevy Chase, MD 20815

Status: Under Construction
Type: Mixed-Use
Residential Units: 534 (market-rate)
Stories: 7
Retail: 100,000 square feet
Distance to Purple Line: <0.1 miles (Connecticut Ave)

Phase 1 of this project includes 280 apartment units, 86,500 square feet of retail, and a 685-space parking garage.

Source: Costar, HR&A Advisors, Inc., M-NCPPC

Most retail centers and strip malls in the area have maintained a low vacancy rate and successful business operations despite being in aging building stock and oftentimes having severely limited pedestrian access. The highly active and vibrant retail establishments distinguish the study area from other neighborhoods with more stagnant suburban strip malls. Many establishments play music and hang colorful signs to attract customers, contributing to the area's vibrancy.

Sites with large surface parking lots and high vacancy present opportunities for denser and more walkable redevelopment.

Figure 3G: Retail Locations of Interest in the Study Area



TICK TOCK LIQUOR STORE (1988)

1820 University Boulevard E

Type: Strip Retail

Size: 15,966 square feet

Stories: 1

Vacancy: 49.1 percent

Distance to Purple Line: <0.1 miles (Riggs Road)



UNIVERSITY PLAZA (1987)

1835 University Plaza

Type: Mixed-Use (Office-Retail Center)

Size: 54,000 square feet

Stories: 3

Office Vacancy: 1.2 percent

Retail Vacancy: Data not available

Distance to Purple Line: <0.1 miles (Riggs Road)



ADELPHI PLAZA (1963)

2338 University Boulevard E

Type: Mixed Use (Office-Retail Center)

Size: 42,716 square feet

Stories: 2

Vacancy: Data not available

Distance to Purple Line: 0.5 miles (Riggs Road)



LANGLEY PARK SHOPPING CENTER (1952)

7900-8050 New Hampshire Avenue

Type: Retail Center

Size: 151,303 square feet

Stories: 2

Vacancy: 16.2 percent

Distance to Purple Line: 0.1 miles (Takoma-Langley)



LANGLEY PARK PLAZA (1954, redeveloped 1996 & 2007)

8001 New Hampshire Avenue

Type: Retail Center

Size: 220,466 square feet

Stories: 3

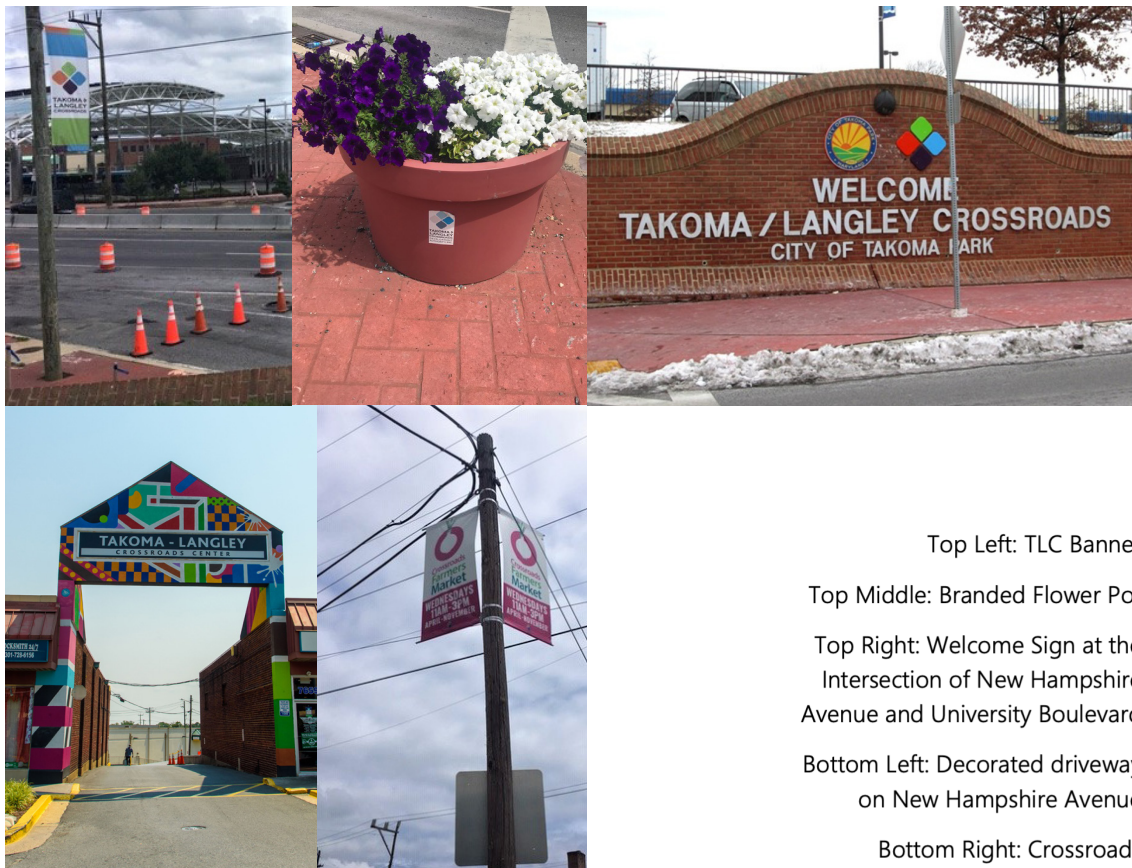
Vacancy: 3 percent

Distance to Purple Line: 0.15 miles (Takoma-Langley)

Source: CoStar, HR&A Advisors, Inc., M-NCPPC, Stakeholder Interviews

Placemaking and branding in Takoma/Langley Crossroads exists primarily in the part of TLC that falls under the jurisdiction of the City of Takoma Park. The Takoma/Langley Crossroads Development Authority (CDA), a nonprofit business association authorized by the City of Takoma Park, supports marketing, business assistance, and maintenance (see Figure 3H). In 2019, CDA distributed 180,000 branded shopping bags to retailers, hung 34 branded street banners along New Hampshire Avenue and University Boulevard, maintained 29 flower planters, and attracted more than 1,000 visitors through two street festivals. As TOD is implemented, Prince George's County should consider expanding similar placemaking and branding initiatives across jurisdictional boundaries to the study area. The Northern Gateway Community Development Corporation, which is active in the area, can be a partner to the County in leveraging resources to support implementation of placemaking and branding initiatives.

Figure 3H: Placemaking and Branding



Top Left: TLC Banner

Top Middle: Branded Flower Pot

Top Right: Welcome Sign at the Intersection of New Hampshire Avenue and University Boulevard

Bottom Left: Decorated driveway on New Hampshire Avenue

Bottom Right: Crossroads Farmers Market Banner

Connectivity Among Sites

Significant barriers to walkability and connectivity, identified in the 2009 Approved Takoma/Langley Crossroads Sector Plan, persist in the study area. In evaluating existing conditions, Toole Design observed the following challenges for pedestrian walkability and safety:

- The existing slip turn lanes at New Hampshire Avenue and Riggs Road lengthen the distance pedestrians must cross at the intersection and force them to cross the street in segments. If the signal changes before pedestrians make it across the intersection, they must wait on slip turn islands for minutes before the signal changes back again. It can be unsafe for pedestrians to cross accelerating traffic moving through the slip turn lanes.
- The connectivity from the neighborhoods to the sidewalks is circuitous, as the strip form of the shopping centers creates a barrier for direct routing. Many of the centers also have berms, walls, or fences to restrict walking across the parking lots, which inhibits movement from both directions. The pedestrian desire lines from the residential neighborhoods intersect with the existing retail developments.
- Retail driveways are numerous, excessively wide, and many are designed with multiple lanes in and out, which increases the possibility of collision between vehicles and pedestrians at crossings. Furthermore, the parking lots for various shopping centers are disconnected, which requires vehicles to rely on University Boulevard to travel between retail establishments.

Specific areas of concern along University Boulevard include:

- A. The south side of University Boulevard near the Riggs Road intersection has a five-foot-wide sidewalk adjacent to the right turn lane without buffer space. There are buffers between the sidewalk and the parking lot. A lack of trees, the presence of overhead utilities and poles, and narrow sidewalks are common conditions along the corridor.
- B. On the southside of University Boulevard, near the Wendy's, there is an elevated berm between the sidewalk and the parking lot that continues past 15th Street. Dedicated turn lanes at 15th Street and University Boulevard lengthen the distance of pedestrian crossing.
- C. West of 15th Street, the frontage lane on the north side has a narrow, five-foot-wide grass buffer between University Boulevard and the lane. The lane and buffer increases the crossing distance across University Boulevard. In addition, the transit stops are in the narrow buffer area, which is not wide enough for shelters or facilities. The south side of University Boulevard in this area has a narrow, three-foot-wide grass buffer between the curb and the sidewalk.
- D. In the segment of the La Union Mall, there is no grass buffer and the berm is much taller. The sidewalk abuts the curb and forces pedestrians uncomfortably close to the roadway. There is no sidewalk between the western entrance into La Union and the entrance into Pollo Campero; pedestrians walk through the grass/landscaping on a dirt path.
- E. West of 14th Street, the north side has the same narrow frontage lane condition as the area west of 15th Street. The south side has a five-foot-wide grass buffer between the curb and the five-foot-wide sidewalk.

- F. The signal/intersection at Langley Park Plaza is extremely wide on the north side of the street because it has a combined entrance with the Exxon Mobil station. The north side has a five-foot-wide grass buffer between the curb and the five-foot-wide sidewalk, but there is a fence between the parking lot and the sidewalk, so pedestrians must walk around to enter the plaza. The south side's sidewalk abuts the curb and has no buffer.
- G. The current crossing of University Boulevard and New Hampshire Avenue is more than 215 feet long. The slip lanes and the islands significantly extend the distance of pedestrian crossing.
- H. The south side of University Boulevard across from Langley Shopping Center has a two-foot-wide grass strip between the curb and the five-foot-wide sidewalk. The north side has a five-foot-wide grass buffer next to the five-foot-wide sidewalk.
- I. University Boulevard widens significantly northbound of the intersection with Lebanon Street because of the addition of service lanes on either side, creating a 155 feet long crossing for pedestrians across University Boulevard. There are no marked crosswalks and no refuge islands across University Boulevard at Lebanon Street and Merrimac Street.

Figure 3I: Connectivity Map

Takoma/Langley Crossroads Study Area (2020)



4. SWOT Analysis

Strengths

- Accessibility to major roadways (University Boulevard, New Hampshire Avenue, and Riggs Road) and connection to regional arterials (Capital Beltway, I-95) supports retail establishments within the study area.
- Significant recent investments in transit infrastructure such as the Takoma/Langley Crossroads Transit Center improved transit accessibility and promoted safe boarding/disembarking for residents, workers, and visitors.
- Local and regional support for further transit improvements, namely the implementation of the Purple Line in the study area, will enhance existing connectivity and allow for ease of travel from TLC throughout the region.
- Proximity to Silver Spring, White Oak, the University of Maryland, and Prince George's Plaza enables access to regional employment and entertainment centers.
- The socioeconomically and ethnically diverse residential population supports a concentration of small and international businesses.
- Takoma/Langley Crossroads is known throughout the region for its international, vibrant character, a reputation enhanced by the 2010 founding of CASA de Maryland's Multicultural Center in the study area, as well as the Takoma/Langley Crossroads Development Authority's (CDA) marketing, maintenance, technical assistance, and event planning efforts within the City of Takoma Park.

Weaknesses

- Educational attainment is low relative to the County overall, which contributes to lower household incomes.
- Major roadways (University Boulevard, New Hampshire Avenue, and Riggs Road) remain heavily congested at times, limiting the circulation of motorists and local connectivity.
- Wide, multilane streets, slip turn lanes, curb cuts, large parking lots (and setbacks), and physical barriers (berms, walls, fences) limit walkability and bikeability, especially along University Boulevard and New Hampshire Avenue.
- The lack of trees and planters, lighting, and signage further detracts from the pedestrian experience, especially along University Boulevard and New Hampshire Avenue. The County's SPACES Sidewalk and Streetscape Improvements project provides recommendations for street furniture and plantings within the available right of way to address some of these issues.
- The high percentage of renter households may indicate a lack of affordable homeownership opportunities.
- The high utilization of surface parking lots may limit opportunities for infill development.

Opportunities

- Support TOD and denser mixed-use development in coordination with the construction of the Purple Line to provide affordable housing and denser retail typologies different from the existing garden apartments and strip retail centers (as recommended in the 2009 Approved Takoma/Langley Crossroads Sector Plan).
- Encourage affordable housing and retail space development to preserve the mixed-income, multicultural character of the area (as recommended in the 2009 Approved Takoma/Langley Crossroads Sector Plan).
- Improve the pedestrian and bicycle experience in the study area, especially along major corridors such as University Boulevard, New Hampshire Avenue, and Riggs Road, to allow for multimodal access to retail establishments (as recommended in the 2009 Approved Takoma/Langley Crossroads Sector Plan). Consolidating driveways; creating an access management plan; removing slip turn lanes; improving signage and visibility; and increasing passageways through the creation of small alley streets, walkways, and urban frontage are all interventions that can help enhance pedestrian access and safety. The County's new grant from the Federal Transit Administration (FTA), managed by the Purple Line Corridor Coalition (PLCC), will enable more detailed accessibility analysis, which can support these types of accessibility improvements. Further, the County has two projects underway in the area designed to improve the pedestrian and bicycle experience: the SPACeS Sidewalk and Streetscape Improvements Project focused on the existing right of way along University Boulevard between the Takoma/Langley Transit Center and the planned Adelphi Road Purple Line stop; and the Northern Gateway Wayfinding and Signage Plan to help users navigate throughout the Northern Gateway community (which encompasses the study area of this project) to reach transit and other destinations.
- Develop a cohesive brand for the study area by coordinating with relevant parties in adjacent jurisdictions (Takoma/Langley Crossroads Development Authority, City of Takoma Park Planning, Montgomery County Planning) to expand marketing and programming initiatives and establish new ones (as recommended in the 2009 Approved Takoma/Langley Crossroads Sector Plan).
- Provide social services and community programs in partnership with Prince George's County Health Department and local organizations such as CASA de Maryland as part of new development, similar to the existing Prince George's County Health Department multiservice center location in La Union Mall.
- Redesign minor streets in the study area to allow for better internal circulation for local motorists (as recommended in the 2009 Approved Takoma/Langley Crossroads Sector Plan).
- Retain small businesses through local partnerships with nearby community development organizations, banks, brokers, and collegiate institutions.
- Redevelop underutilized spaces, especially surface parking lots and building facades, to provide amenities such as open plazas, common seating, shared signage, and cultural event programming to attract new businesses and support existing businesses. In the short-term, temporary adaptive reuse strategies such as pop-up retail and open space, farmers markets, and festivals may be feasible (as recommended in the 2013 ULI Mini Technical Assistance Panel TLC Presentation).
- Establish a formal space for existing street vendors to help them expand their business and promote an authentic, accessible experience for visitors to the area. Potential interventions could include a commercial kitchen with space for vending, an open-air food market, or kiosks.

Threats

- TOD around the new Purple Line could lead to gentrification and the loss of cultural identity in the study area. An influx of affluent residents and higher-end businesses may detract from the vibrant and diverse culture that exists in TLC (as noted in the 2009 Approved Takoma/Langley Crossroads Sector Plan).
- Existing foreign-born, low-income households and small, international businesses may be especially vulnerable to displacement as a result of Purple Line-related redevelopment pressures, which also may result in a loss of TLC's distinct mixed-use and multicultural character (as noted in the 2009 Approved Takoma/Langley Crossroads Sector Plan).
- New, denser development projects in the study area may increase traffic on already-congested streets.
- A lack of pedestrian and bicycle access along major corridors may impede connectivity within the study area and hinder safe access to public transit (as noted in the 2009 Approved Takoma/Langley Crossroads Sector Plan).
- TLC residents and businesses are especially vulnerable to the negative health and economic impacts of COVID-19, including poor access to health services, depressed consumer confidence, and increased unemployment.
- Lack of formal education and workforce and business development training may limit the ability of local residents and businesses to adjust to a changing neighborhood.

5. Examples of Existing TOD

There are several regional TOD projects that provide precedent for the type of development likely to be feasible in TLC.



TAKOMA CENTRAL (2014)

235 Carroll Street, Washington, DC 20012

Mixed-use, five-story building with 150 residential units and 9,000 square feet of ground floor retail. Retail tenants include local businesses that serve the community:

- Busboys & Poets (anchor), a community hub with a restaurant, café, bookstore, and event space.
- Yoga Heights, a local yoga studio
- S&A Beads, a local Jewelry store

Rent (1-Bedroom): \$1,613/Unit (\$2.72/SF)

Vacancy: 5.3 percent

Distance to nearest transit station: 0.1 mi. from Takoma Metro Station



THE HIGHLINE APARTMENTS (2019)

6445 America Blvd, Hyattsville, MD 20782

Mixed-use, 10-story redevelopment of an office building originally constructed in 1968. 338 residential units and 11,000 square feet of ground floor retail. Retail tenants include:

- A Place to Walk To, the first brick-and-mortar location for a local food truck
- Kickboxing studio (iLoveKickboxing)
- Nail and spa salon (Luxury Nail and Spa)
- Barber shop (Street Kutz)

Rent (1-Bedroom): \$1,668/Unit (\$2.35/SF)

Vacancy: 50.9 percent (still leasing)

Distance to nearest transit station: 0.3 mi. from Prince George's Plaza Metro Station



THE MODERN AT FORT TOTTEN (2017)
400 Galloway Street, Washington, DC 20011

Phase 1 of this project includes 100,000 square feet of retail and The Modern, a six-story, 520-unit apartment building. The existing and future retail mix emphasizes provision of community services (daycare, dentist, school), along with unique experiential and entertainment tenants (museums, event spaces), to drive visitation:

- T-Mobile
- ShiningStars Pediatric Dentistry
- Ramdass Pharmacy
- Love & Care Daycare
- Rocketship Public School charter school
- 24 Hour Fitness gym
- Aldi's grocery store (separate development)
- "Family Entertainment Zone," a flexible space for an artist collective, festivals, children's programming, music performances, and lectures (Phase 2)
- Food Hall (Phase 2)
- Explore! Children's Museum (Phase 2)
- Meow Wolf multimedia museum (Phase 2)

Rent (1-Bedroom): \$1,809/Unit (\$2.85/SF)

Vacancy: 6.0 percent

Distance to nearest transit station: 0.2 mi. from Fort Totten Metro Station

Zoning Analysis

6. Impacts of Zoning on the Potential for New TOD in the Takoma/Langley Study Area

Prince George's County can encourage and promote transit-oriented development (TOD) through zoning policies that enable the development or evolution of neighborhoods into places where people can live, work, go to school, recreate, shop, dine, and pursue civic and cultural engagement. TOD involves compact, mixed-use, moderate- to high-density development and limits automobile-centric uses, while promoting access to a range of mobility choices for users of all ages, abilities, and income levels.

The County is undergoing its Countywide Map Amendment process to implement the zones of the new Zoning Ordinance approved in 2018. Takoma/Langley Crossroads is a Local Center, which is a focal point of concentrated residential development and limited commercial activity serving established communities that is specifically zoned Local Transit Oriented (LTO). As specified in Plan 2035, the County's General Plan, Local Transit Centers will feature a mix of mid-rise and low-rise apartments and condos, along with townhomes, with an average housing density of 15–30 dwelling units per acre for new residential development. New commercial development within Local Transit Centers will have a permitted floor area ratio (FAR) of 1.5–3. Within the LTO designation, there are both Core (LTO-C) and Edge (LTO-E) areas. The Core area is generally about a quarter mile around the existing or proposed transit station/stop and has a high potential for intense, mixed-use, pedestrian-oriented, transit-supportive development.

Figure 6A: Summary of LTO Zone Intensity and Dimensional Standards Applicable to the Takoma/ Langley Study Area

Standard		Core	Edge	
		All Uses	Nonresidential & Mixed Use	Residential
Block Length, min. max. (ft)		200 600	400 800	400 800
Lot area, min. (sf)		1,500	3,000	5,000
Lot width, min. (ft)		20	30	50
Density, min. max. (du/ac of net lot area)		20.00 80.00	10.00 40.00	10.00 40.00
Floor area ratio (FAR), min. max.		0.5 3.0	0.25 2.0	No requirement
Lot coverage, min. max. (% of net lot area)		65 100	50 90	No requirement
Build-to-line, min. max. (ft)		15 27	11 31	11 31
Building width in build-to zone, min. (% of lot width)		70	50	50
Front yard depth, min. (ft)		0	0	10
Side yard depth, min. (ft)		0	0	5
Rear yard depth, min. (ft)		0	0	0
Building Facade Fenestration/ transparency, min. (% of street-level facade area)	Abutting or facing a street frontage or pedestrian way	50	40	No requirement
	Facing a public gathering space	45	35	No requirement
Principal structure height, min. max. (ft)		24 80	No requirement 70	No requirement 70

The FAR standards applicable to TLC under the proposed zoning encourage multistory, mixed-use development. Buildings in the Core must be at least 24 feet high (or two stories) and can be up to 80 feet, or approximately seven stories, in height. This height limit is conducive to supporting six- to seven-story buildings, where the ground floor would have a greater ceiling height to attract retail uses. This level of density would assist in creating vibrancy in the Core proximate to the area's transit nodes. Block length standards will further enhance the vibrancy of the TLC Core by requiring a denser, more urban street grid as part of TOD, which can help improve walkability and slow vehicular traffic along major arterials like University Boulevard and New Hampshire Avenue, which are unsafe and unpleasant to cross as a pedestrian. LTO-C zoning also allows for mixed-use development, including active street uses such as retail and restaurants. In TLC, ground-floor retail will be necessary to create an engaging pedestrian experience while maintaining the international character of the area and preserving space for existing businesses. Mixed-use TOD will be "by-right" under LTO-C zoning, making it easier for developers to pursue redevelopment projects in the area by removing the need for special permits or exemptions.

Moving away from the Core, the Edge area in TLC is still relatively dense, but less so, and would be easily and safely accessible by foot or bicycle. The Edge has slightly larger block length requirements, and while a mix of uses is encouraged, it is more residential in nature, with setbacks and slightly more undesignated green space (such as a small front or side yard). Buildings can range from a single story to about six stories (the maximum height is 70 feet). This step down in height enables a desirable secondary level of density, which helps provide a transition to the lower-density residential neighborhoods.

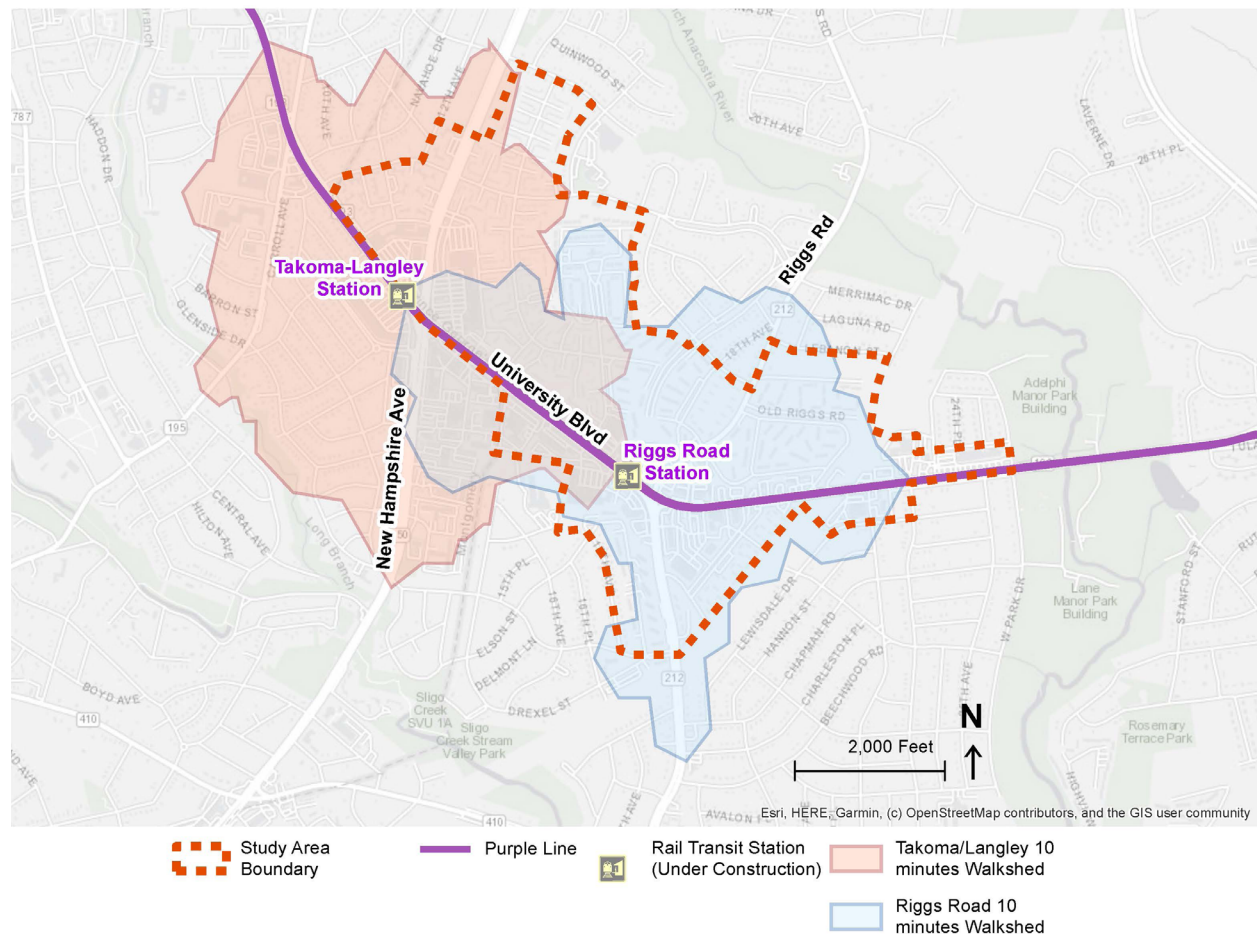
Enhancing Walkability

Walkable environments include proper wayfinding and enable safe pedestrian access to a dense mix of uses. The County has designed the proposed LTO zoning to promote transit and walkability, while simultaneously reducing automobile use on main corridors such as University Boulevard and New Hampshire Avenue, both of which experience significant congestion. Improving walkability as part of TOD can have benefits ranging from effectively increasing household wealth, reducing roadway operations and maintenance costs, and improving air quality and public health.

Most people have limits on how much time and effort they are willing to dedicate to travel to a transit stop or station. For a typical adult, this is generally about 10 minutes, or a half-mile from the station. Through the LTO-C zoning, Prince George's County is promoting density and intensity within a 10-minute walk of transit stations, including the Purple Line's Takoma-Langley and Riggs Road stations. In particular, block length standards will require large strip retail properties that predominate the area to be subdivided into smaller parcels if redeveloped. New streets/street extensions in combination with ground-floor retail, placemaking, and other public realm improvements (improved lighting, fewer curb cuts, more pedestrian crossings) will help contribute to a more vibrant and engaging pedestrian experience around transit nodes. Figure 6B shows the 10-minute walksheds for the Takoma-Langley and Riggs Road Purple Line stations. The orange and blue highlighted areas represent the walksheds for each station and indicate that most of the study area falls within a 10-minute walk of these anticipated transit facilities.

⁷ There are many reports and studies that document the benefits of TOD and improved walkability. See the American Planning Association Policy Guide on Smart Growth, TOD Reports from the Transit Oriented Development Institute, and Steps to a Walkable Community from Sam Schwartz Engineering and AmericaWalks.

Figure 6B: Takoma/Langley Crossroads 10-Minute Walkshed Around Anticipated Purple Line Stations



Source: Esri, HR&A Advisors, M-NCPPC

Tools and strategies to maximize walkability around the Takoma-Langley stations include:

- Create an interconnected network of accessible, appropriately sized sidewalks. A minimum of six feet in width is ideal to allow people to comfortably pass while traveling in opposite directions.
- Incorporate street trees for shade and visual interest, as well as pedestrian amenities such as benches, trash receptacles, bicycle racks, and wayfinding signage.
- Ensure station entrances directly connect to active pedestrian spaces.
- Design building frontages to promote the active, dynamic uses within.
- Encourage diverse uses.
- Maximize pedestrian connectivity with short blocks and frequent intersections.

The large size of existing parcels in the area, which prevent cross-connectivity, present a challenge to implementing some of these strategies. Fortunately, building continuous sidewalks and ADA-compliant ramps and intersection crossings have been a priority as improvement projects have been implemented and as part of ongoing Purple Line construction activities. Additional interventions to enhance walkability and transit use include seating, streetscape elements that buffer pedestrians from vehicular traffic, and shades or awnings that protect pedestrians from the elements.

Walkability in TLC can be improved by a variety of infrastructure projects, which range in costs and affect connectivity and safety to varying degrees. Large-scale improvements are generally more expensive and create opportunities for wholesale transformation of the pedestrian experience, while improvements with a lower cost estimate can still upgrade the environment to a better baseline standard for pedestrians (see Figure 6C).

At the baseline, infrastructure changes with a relatively low cost (\$0–\$100,000) improve safety and accessibility for users of all ages and abilities. Such baseline recommendations include curb ramps, crosswalk markings, lighting, or pedestrian refuge islands, some of which already exist in the TLC area. These are common elements used to establish a clear route and space for pedestrians traversing the area. When these facilities are installed consistently along main corridors in conjunction with sidewalks, a safer pedestrian network is established and connectivity is improved in the area.

Recommended infrastructure projects in the moderate cost range (\$100,000–\$250,000) include a signal warrant analysis and driveway access management. The signal warrant analysis would be to study the traffic impacts of longer/shorter pedestrian crossing distances, mid-block crossings and the desire or need for HAWK (pedestrian-activated traffic control devices) or intersection signals to support pedestrian safety. These investments enhance pedestrian safety and comfort at a larger scale. The recommendation with the highest estimated cost (\$250,000+) is an optimum scenario and creates an opportunity to reimagine walkability throughout the TLC area. In this scenario, a road diet will eliminate slip lanes to reduce University Boulevard from three lanes to two lanes in each direction, which will allow space for buffered sidewalks, street furniture, trees, other landscaping elements, and wayfinding signage. These elements create accessible, navigable, and aesthetically pleasing walking facilities. While the most expensive, investing in this type of transformative road diet impacts walkability in a long-lasting way. All of the recommendations will need further analysis from Maryland State Highway Administration (MD SHA) and the County to identify the feasibility and best approach for implementation.

Figure 6C: Spectrum of Walkability Improvements



Reducing Surface Parking

The TLC area is dominated by automobile traffic and large surface parking lots, which create an unfriendly environment for pedestrians—most of the area’s shopping center parking lots do not include designated spaces for people traveling on foot, who must walk across large lots to reach shops. The existing high volume of vehicular traffic and the associated parking necessary to support these vehicles degrade the dynamic, pedestrian-focused vision for TLC as a transit-oriented center. Limited street and surface parking can be better managed to support more use with less space by designating certain areas for loading and unloading goods and for people who are mobility impaired. M-NCPPC is currently undertaking a parking study of TLC, with a goal of better understanding the area’s parking needs and identifying opportunities for more efficient use of parking. To realize the vision for the area as a TOD center, it will be important to prioritize the development of active uses on land close to the Purple Line Stations. This transit-adjacent development will create opportunities for visitors, employees, and residents in the area to use transit and other active modes of transportation, as opposed to having to drive. This is particularly critical in the TLC study area, which is dominated by the large, car-oriented scale of University Boulevard and New Hampshire Avenue, and is in keeping with the County’s vision to concentrate activity and promote connectivity within the Core.

Within the LTO-C zone, the standard for lot coverage is 65–100 percent, meaning up to 35 percent of the net lot area may be dedicated to other uses like loading areas or parking. For most uses, there are no minimum off-street parking requirements in the Core. The maximum number of off-street parking spaces for development is 125 percent of the minimum requirements for the LTO-E (Edge) zoned areas. Structured parking spaces do not count toward the maximum; parking garages, or floors in mixed-use buildings dedicated to parking, can provide parking without negatively affecting the active uses desired at street level.

Generally, designated areas for drop off and pick up, ridesharing, and park-and-ride should be accommodated and easily accessible at transit stations. However, reserving space solely for those facilities on private parcels adjacent to the stations would be contradictory to the vision of LTO-C, which suggests higher-density development. Future development at these sites should prioritize pedestrian accessibility, bicycle facilities, and wayfinding. If parking is proposed for the development, spaces can be designated for park-and-ride or short-term pick up and drop off in conjunction with other uses. Strategies like these will ultimately depend on the willingness of private developers to redevelop their properties but can be achieved by incentivizing site plan approvals that incorporate new streets and connectivity improvements.

Placemaking

Public realm improvements can be used not only to enhance walkability, parking, and connectivity, but also to establish an authentic sense of place that reflects the cultural identity of the area. Creative placemaking with a cultural focus can be used to ensure that the Takoma/Langley Crossroads' racial and ethnic diversity is retained or even highlighted through future TOD. In the near-term, the County can promote low-cost and temporary uses to build a collective vision for placemaking among stakeholders, developers, and local community members. Underutilized surface parking lots can be repurposed to pilot cultural festivals, live music concerts, pop-up plazas, and potentially even a dedicated space for informal food workers who serve the area. There may also be opportunities to expand the Takoma/Langley Crossroads Development Authority's public art program, the Crossroads Farmers Market, and other existing placemaking efforts in the City of Takoma Park into the study area. These near-term placemaking strategies can be used to build collaborative relationships with the local community and demonstrate that preserving the international character of TLC is a priority for the County. For example, in 2019, Montgomery County worked with the Long Branch Business League and the Montgomery Housing Initiative to reimagine downtown Long Branch and celebrate the multiculturally diverse residential and retail populations in the neighborhood through a community festival. The week-long placemaking effort involved live music, food and retail stalls, arts and crafts, parklets, and the creation of a temporary civic green. Adopting a similar approach in TLC and prioritizing creative placemaking will be essential to ensuring the area's cultural fabric is retained and celebrated as TOD proceeds. The County's involvement and leadership in these types of placemaking interventions will help build needed relationships and trust within the community and ensure that future development reflects community vision.

The County can transition these low-cost, temporary strategies into more permanent placemaking efforts in the intermediate- and long-term by spearheading and supporting branding and marketing initiatives, signage, public art installations, recurring programming, and a community kitchen/facility for informal food business workers. Potential partners include Northern Gateway CDC, which is currently working with M-NCPPC through the International Corridor Strategic Placemaking through Arts and Cultural Education (SPACES) project.

Opportunity Site Assessment

7. Development Site Overview

The consultant team selected three potential development sites based upon their redevelopment potential, the ability to introduce new streets and improve connectivity, ideas shared by stakeholders, and the opportunity to phase development based on existing commercial leases and market conditions:

- North of the TLC Transit Center between University Boulevard, New Hampshire Avenue, and Lebanon Street
- Langley Park Plaza site to the east of the transit center
- The vacant Tick Tock Liquor site at the northwest corner of University Boulevard and Riggs Road

These three parcels are all privately owned, so the following site concepts are meant as illustrative examples of new TOD in line with the densities allowed by the proposed LTO-C zoning. Future redevelopment of these sites will be dependent on the actions of the existing property owners. M-NCPPC and the County should engage existing owners to gauge interest in redevelopment, and to begin discussions about how supportive public investment and incentives can enable transformation of existing low-density strip malls into mixed-use TOD.

Figure 7A: General Vicinity Map



8. Site 1: Langley Park Shopping Center

Existing Conditions

Parcel Information:

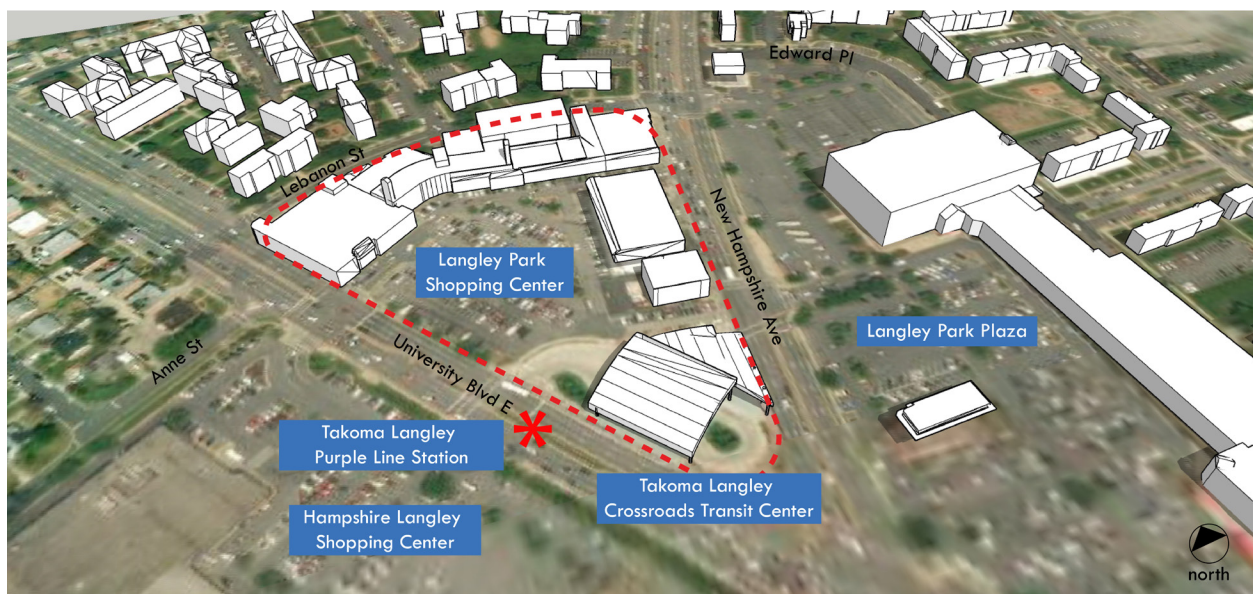
Parcel Size: 5.845 acres

Parcel Owner 1: Land Fair Properties (5.570 acres)

Parcel Owner 2: Montrose Associates (0.275 acres)

Due to its proximity to the Transit Center and the future Purple Line station, and thus large volumes of pedestrian activity, this wedge-shaped parcel offers immediate commercial retail redevelopment potential.

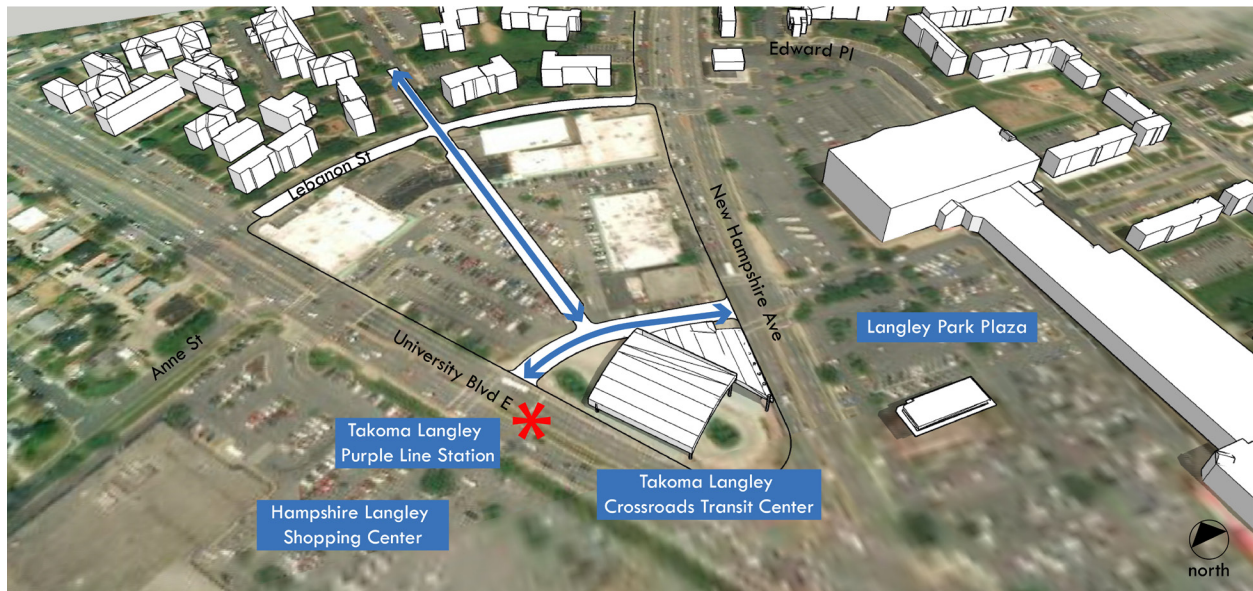
Figure 8A: Langley Park Shopping Center Existing Conditions Map



Improving Connectivity

New development can be supported by extending Tahona Drive to a new driveway alignment from the signals at University Boulevard and New Hampshire Avenue. This allows pedestrians to walk along the new street to the neighborhood to the north and allows vehicles to access these new sites without having to use University Boulevard and New Hampshire Avenue. This will help reduce the traffic demand on these busier arterials and promote cross connectivity to and through the sites.

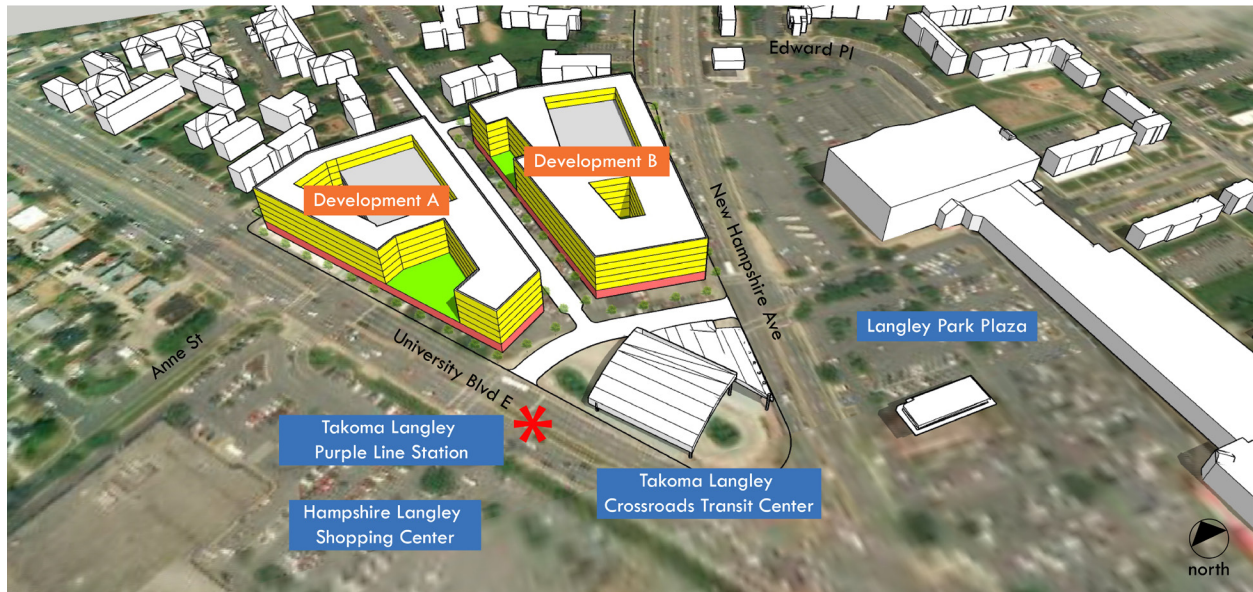
Figure 8B: Langley Park Shopping Center Connectivity Map



Potential for Mixed-Use Development

New development can take on many different forms; however, mixed-use development with ground-floor retail and residential units above will likely be popular given area market demand. Further market analysis will be needed to gauge depth of demand and determine appropriate phasing for new development at this site and within the TLC area overall. In this site concept, provision of onsite structured parking and short-term parallel parking along the Tahona extension ensures the new developments sustain their own parking needs (see Figure 10C below). The structured parking garage could also be used as public parking for commuters, alleviating some of the existing parking pressures in the surrounding residential neighborhoods.

Figure 8C: Langley Park Shopping Center Development Site Concept Map



Development A along University Boulevard

Residential: 208,000 square feet

Retail: 24,600 square feet

Structured Parking: 86,400 square feet (246 spaces)

Development B along New Hampshire Avenue

Residential: 300,000 square feet

Retail: 26,500 square feet

Structured Parking: 144,000 square feet (411 spaces)

9. Site 2: Langley Park Plaza

Existing Conditions

Parcel Information:

Parcel Size: 12.3 acres

Parcel Owner: Langley Park Plaza Inc.

Figure 9A: Langley Park Plaza Existing Conditions Map



The Langley Park Plaza is an attractive redevelopment site because of its size and prominent location across from the transit center. Based on stakeholder engagement, the consultant team understands that the property owner is pleased with current development of the site, as it is a profitable property with low vacancy. The property could potentially become more profitable if redeveloped at the densities permitted by the proposed TOD zoning and become more attuned to preferences for a walkable, mixed-use neighborhood. Redeveloping the site in phases could mitigate displacement of existing tenants by allowing them to be relocated onsite as new construction occurs over time.

Improving Connectivity

The first phase can occur on the north end of the site. The larger building to the north, which contains Regency Furniture and some of the Plaza Shops, would be demolished to allow the extension of Langley Way to New Hampshire Avenue. The new street would have short-term, on-street parallel parking and would act as a new “Main Street” gateway into the site. The new mixed-use development could be built up to the right-of-way along New Hampshire Avenue and contain structured parking and residential units. This is consistent with the County’s plan to support increased densities in this area. A new plaza or park space could be added at the intersection of Langley Way and Edwards Place. Once this development is constructed it can begin to take on some of the tenants from the phase 2 site to the south.

Figure 9B: Langley Park Plaza Connectivity and Phase I Development Site Concept Map (East View)



Development C (Phase 1)

Residential: 362,400 square feet

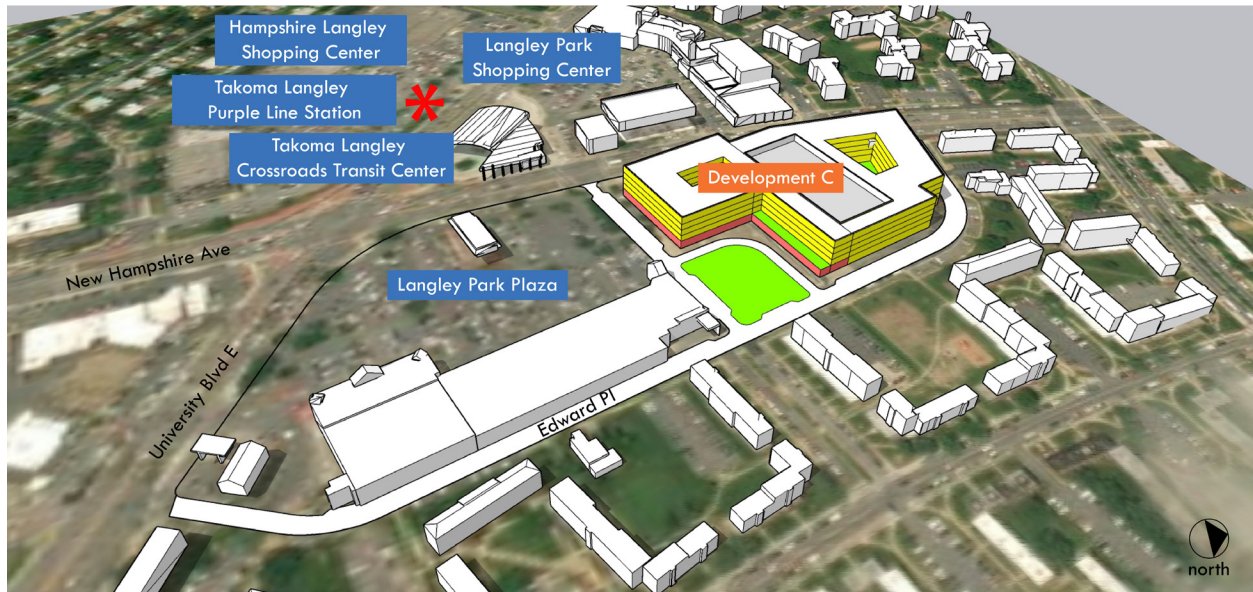
Retail: 41,200 square feet

Structured Parking: 124,000 square feet (354 spaces)

Potential for Mixed-Use Development – First Phase

The south side of the site can be another mixed-use development that focuses on retail along the University Boulevard and New Hampshire Avenue frontages. The structured parking can accommodate spaces for the residential tenants, retail customers, and, potentially, users of the transit center or Purple Line station. The County can consider funding the garage to incentivize private-led redevelopment. The appropriate type of public involvement and investment in redevelopment will need to be discussed as part of redevelopment conversations with property owners.

Figure 9C: Langley Park Plaza Phase I Development Site Concept Map (West View)



Potential for Mixed-Use Development – Second Phase

The south parcel also has space to provide additional development or open space accessible to the neighborhoods to the east. Appropriate phasing will be dependent on market performance and developer timelines.

Figure 9D: Langley Park Plaza Phase II Development Site Concept Map (East View)



Development D (Phase 2)

Residential: 542,000 square feet

Retail: 68,800 square feet

Structured Parking: 182,400 square feet (521 spaces)

Figure 9E: Langley Park Plaza Phase II Development Site Concept Map (West View)

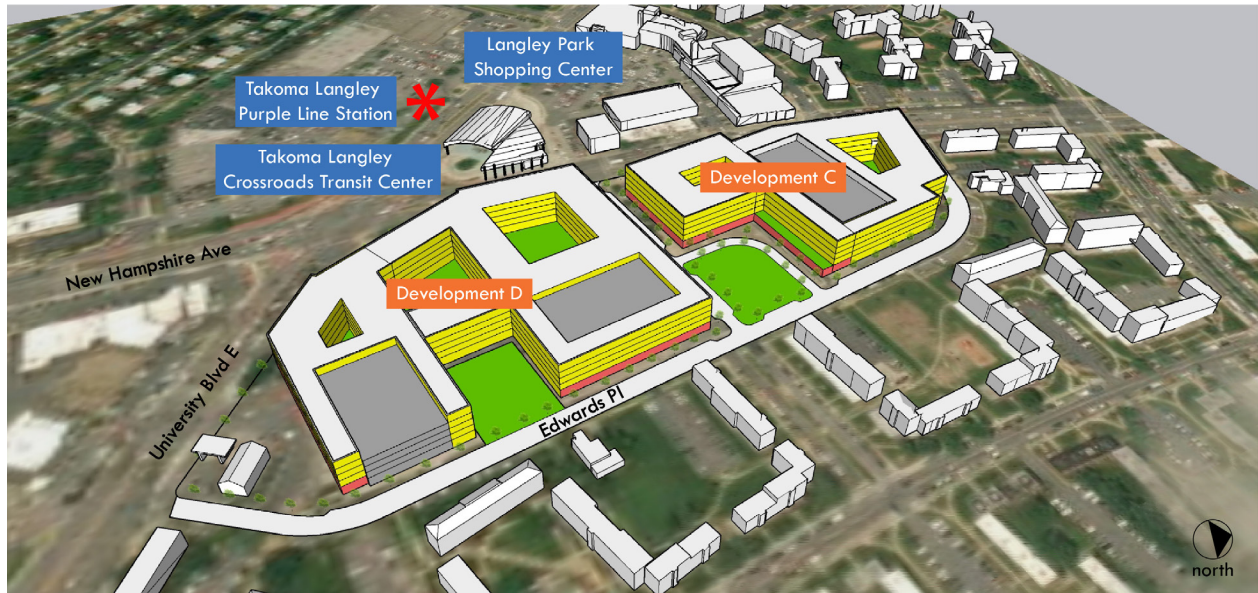


Figure 9F: Langley Park Plaza and Langley Park Shopping Center Development Site Concepts Map (West View)



10. Site 3: Tick Tock Liquor Site

Existing Conditions

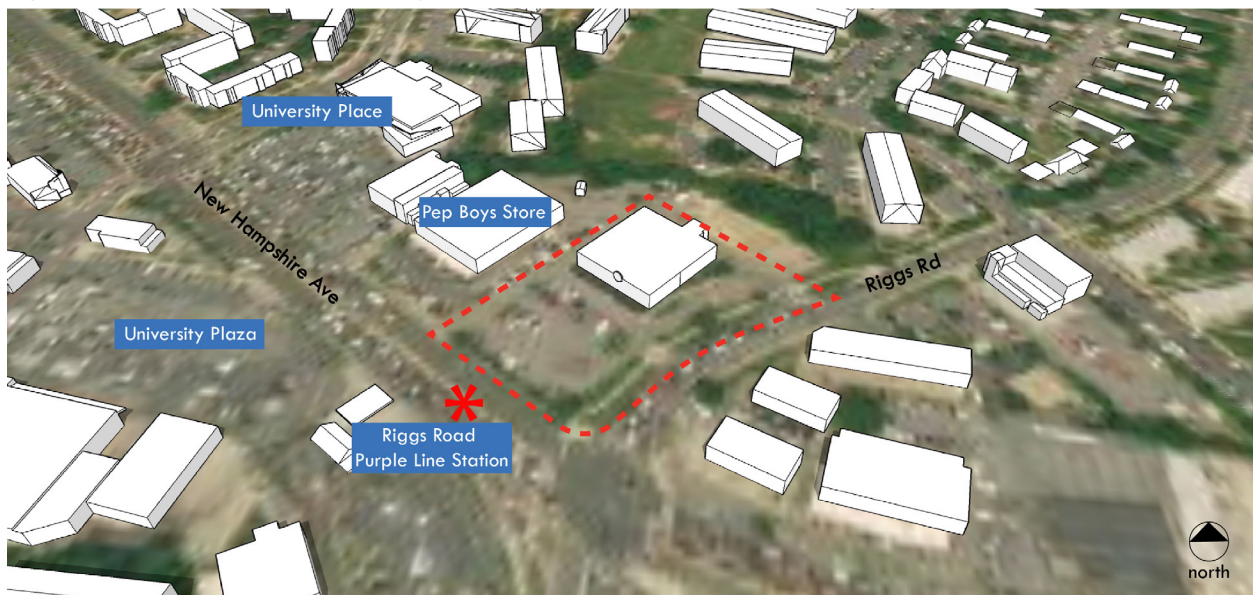
Parcel Information:

Parcel Size: 2.347 acres

Parcel Owner: Ravinder K. Melhi

The third site is at the University Boulevard and Riggs Road intersection and future Riggs Road Purple Line Station. The site's shape and size allow for direct access to University Boulevard and Riggs Road, and can accommodate a mixed-use development with structured parking.

Figure 10A: Tick Tock Liquor Existing Conditions Map



Improving Connectivity

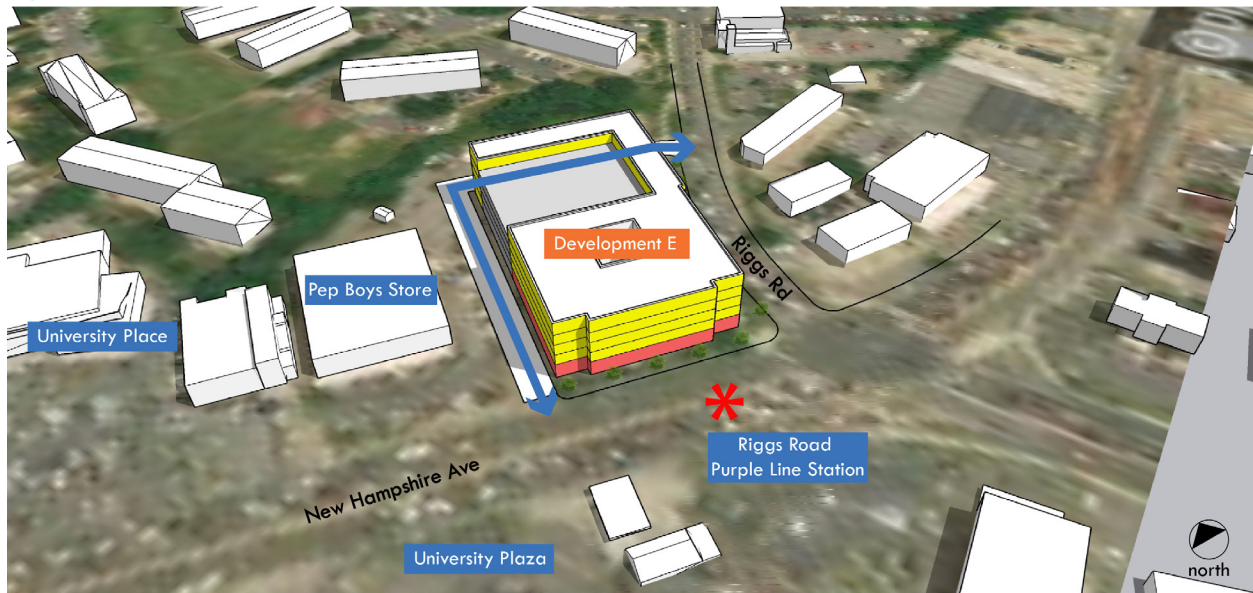
Figure 10B: Tick Tock Liquor Connectivity and Development Site Concept Map



Potential for Mixed-Use Development

The development can provide ground-floor retail fronting the corner of University Boulevard and Riggs Road, and the access drive between the existing Pep Boys store and the new development site can serve as the entrance to the new parking garage while also promoting connectivity between the sites. The open space to the rear of the site can be maintained for stormwater retention and could be improved to add a community playground or park elements.

Figure 10C: Tick Tock Liquor Development Site Concept Map



Development E

Residential: 137,500 square feet

Retail: 22,500 square feet

Structured Parking: 72,000 square feet (205 spaces)

Figure 10D: Development Site Concepts Summary

	Residential Square Footage	Retail Square Footage	Structured Parking Square Footage
Development A	208,000	24,600	86,400 (246 spaces)
Development B	300,000	26,500	144,000 (411 spaces)
Development C	362,400	41,200	124,000 (354 spaces)
Development D	542,000	68,800	182,400 (521 spaces)
Development E	137,000	22,500	72,000 (205 spaces)
Total	1,549,400	183,600	608,800 (1,737 spaces)

⁸ We assume a conservative average parking utilization rate of 350 square feet per parking space. Additional floors could be added to any of the proposed parking structures to accommodate residential and retail users, as needed.

11. County Tools to Incentivize Property Owners to Pursue TOD

The proposed LTO-C zoning is extremely flexible and designed to be conducive to TOD. Given this context, zoning is not a barrier to getting the types of high-density, mixed-use development the County wants to see around the Purple Line stations in the TLC area. The area's market context, namely low rents and a lack of recent real estate market activity, particularly when compared to other areas in the County that have more projects in the pipeline (College Park, Largo, and Prince George's Plaza), is the primary barrier inhibiting new, higher-density development. On top of this market reality, the existing low-density commercial properties in TLC are doing well. Retail tenants serve community needs and most of the shopping centers along key corridors have low vacancy and are profitable for their owners. As a result, without some kind of incentive, these owners have no reason to redevelop their properties or pursue new development on the large surface parking lots that surround their properties. While the new proposed zoning is effective at enabling high-density, mixed-use TOD type projects by-right, this alone will not move the needle in the TLC area in the near term.

The County will need to deploy a set of financial tools to incentivize existing property owners and developers to redevelop existing single-use retail strip centers or low-density residential sites into mixed-use development at a higher density, as allowed by the proposed LTO-C zoning. Because existing retail along the corridor is successful, property owners in the near- to intermediate-term are unlikely to accept the development risk and interim loss of cashflow to redevelop. Given that the bulk of property along the corridor is occupied by active uses, the neighborhood's transition into a denser, mixed-use environment will require redevelopment and reconfiguration of development on existing parcels. The primary actions the County should take to spur redevelopment and investment in the area include:

Invest in Infrastructure

The County can fund infrastructure and amenities in the TLC study area to attract private real estate investment and support the feasibility of higher-density development (the Appendix of this report includes an overview of potential funding sources to support desired higher-density development). Wider sidewalks for increased pedestrian mobility; outdoor seating areas, streetscaping, and plazas to enhance sense of place; and funding for a structured parking garage to be used by residents and visitors to the area would relieve existing parking pressures and enable new development to occur on some of the existing large-surface parking lots. To support infrastructure investments, the County can engage new and existing partners:

- M-NCPPC partnered with Northern Gateway CDC on the SPACeS project, a one-time study to identify opportunities along University Boulevard and New Hampshire Avenue where walkability, accessibility, and social and recreational space can be expanded. Insights from the study can inform the prioritization of future infrastructure investments in TLC.
- To finance major infrastructure improvements identified in the SPACeS project, the County Department of Public Works & Transportation may consider applying to the U.S. Department of Transportation's Better Utilizing Investments to Leverage Development (BUILD) transportation discretionary grant program (previously the TIGER grant program), which supports large-scale planning and capital investment in road, rail, and transit projects. Given that BUILD supports multi-modal, multi-jurisdictional projects, the County may seek funding to redesign regional transportation corridors (University Boulevard and New Hampshire Avenue). While no BUILD/ TIGER grants have been awarded in Prince George's County over the past decade, financing has been provided to several jurisdictions in the region, including a \$10 million grant to the District of Columbia Department of Transportation for the completion of bicycle and pedestrian paths on the Kenilworth Gardens Trail along the Anacostia Riverfront.

- Partnerships between the Prince George's County Revenue Authority and commercial property owners (who control parcels with large surface lots) can be established to coordinate the creation of parking facilities based on the needs identified in the ongoing TLC Parking Study. Both the Prince George's County Revenue Authority and Economic Development Corporation have the authority to issue bonds to finance the design and construction of parking garages. In 2020, the Revenue Authority issued a \$40 million bond to fund the construction of an 1,100-space parking structure as part of the Regional Medical Center Development in Largo Town Center. Montgomery County also has established partnerships with individual property owners to fund the construction of structured parking on private property. In Rockville, Montgomery County issued \$15.6 million in general obligation bonds, supplemented with \$13.3 million provided by the Revenue Authority to finance the planning, design, and construction of a 922-space parking garage, which will replace an existing 120-space surface lot on the Montgomery College Rockville Campus. In White Flint, Montgomery County recently allocated \$6.5 million to build a parking garage on private property owned by Gables Residential. The garage will produce revenue for the county as well as accommodate the parking needs of the future Gables development and the redevelopment of nearby Wall Park. While constructing a garage represents a significant upfront capital outlay, providing structured parking in TLC has the potential to move the needle in enabling higher density development. As noted in the existing conditions section of the report, and as illustrated in the site concepts, existing surface lots are the primary opportunity for TOD in the area. Accommodating development on surface lots necessitates replacement parking, and a County-financed garage that services transit users, as well as shoppers and visitors to the area, is likely needed to help enable density in the area.

While the proposed new zoning allows for higher density development, additional incentives will be needed to induce property owners to redevelop existing strip retail given that these commercial spaces along University Boulevard and New Hampshire Avenue are currently profitable. By subsidizing infrastructure improvements, the County can enhance connectivity, accessibility, utilization of the public realm, and consequently, land values, which will in turn expand the viability of higher density development within TLC. The Existing Conditions section of this report identifies five existing retail sites as primary opportunities for redevelopment, based on factors such as: proximity to future Purple Line stations; underutilized space, namely the presence of large surface parking lots; and (at least in case of the site of the former Tick Tock liquor store) vacant buildings.

Use Financial Incentives

Tools and incentives such as tax abatements and payment in lieu of taxes (PILOT) are commonly used to support TOD in Prince George's County, and often necessary to make denser development feasible. According to a study completed by HR&A Advisors in 2020 on behalf of the Prince George's County Department of Housing and Community Development that evaluated the feasibility of an inclusionary housing policy, even with the delivery of the Purple Line, denser market-rate construction in the County will require subsidy, likely through the use of PILOTs or Revitalization Tax Credits. Both of these tools have been used successfully to catalyze investment and development in areas proximate to transit facilities. For example, in 2018, for the Southern Gateway redevelopment project in College Park, the County issued a 60 percent PILOT over a period of 15 years to support a \$140 million mixed-use project containing 70,000 square feet of commercial space, 393 multifamily units, and structured parking. The City of College Park also awarded the project a Revitalization Tax Credit for 10 years to help further subsidize development. Developers leveraged these public financial incentives to attract \$50 million in equity from JP Morgan Asset Management as well as additional construction financing from Bank of America and PNC Financial Services.

⁹ Note that a minimum of 100 full-time jobs must be created as part of a PILOT, which makes it highly applicable to mixed-use development programs.

Create a Tax-Increment Financing (TIF) District

Given expectations that the Purple Line will increase surrounding property values, the County can establish a tax increment financing district (TIF) around the corridor to capture the increase in land values and channel the increment into needed infrastructure and public realm improvements in the area. The County could choose to create a TIF specific to the TLC area or create a larger district that encompasses the entire Purple Line corridor. A TIF functions by capturing incremental tax revenues on new and existing development over and above existing property tax collection, and then dedicates those incremental revenues to support specific investments and programs within the defined district. For example, as part of the development of the Capitol Riverfront, the District of Columbia created a TIF district, which provided \$1.8 billion in financing for the construction of the Nationals Ballpark, public infrastructure, and a community benefits fund for neighborhood revitalization initiatives. Since then, the area has attracted more than 12 million square feet of mixed-use development and more than \$8 billion in economic development investment.

In TLC, the County should first establish a TIF using 2020 property tax revenues as a baseline, to ensure that the value of near-term development projects along the corridor will be capturable by a TIF. TIF revenues can be used to finance infrastructure and other public improvements, including a parking garage, to facilitate new development.

Pursue Federal Tools

There are a variety of federal financing programs specific to supporting TOD that the County can pursue to help incentivize development within TLC.

- The Transportation Infrastructure Finance and Innovation Act Credit Program (TIFIA) is operated by the federal DOT to provide loans, loan guarantees, and lines of credit to help finance \$10+ million transportation infrastructure and TOD projects. TIFIA projects must be sponsored by a state government, local jurisdiction, private business entity, or other public entity. TIFIA could be a useful resource to help finance joint development that integrates publicly-funded transit projects, including pedestrian and bicycle infrastructure improvements and TOD public realm enhancements, with and non-transit, privately-funded residential or commercial projects in the area. The County may consider working with Maryland DHCD, Prince George's County Economic Development Corporation (EDC), or Prince George's County DHCD as a project sponsor in the TIFIA application process.
- The US Department of Housing and Urban Development's Community Development Block Grant (CDBG) program supports property acquisition; affordable housing preservation and development (see Section 8—Impacts of increased density on affordable housing), public facilities improvements, economic development, and job creation and retention for low- and moderate-income communities. While CDBG funds a broad array of public needs beyond TOD, County governments have successfully used the grant program to support higher density development around transit infrastructure. Nassau County, New York, was awarded \$1 million in CDBG funds to finance property acquisition, streetscape improvements, and redevelopment as part of a larger goal to integrate housing, transit, commercial centers, and recreational areas on Long Island. In Prince George's County, CDBG funds are administered by the Department of Housing and Community Development. If the County chooses to allocate a portion of its CDBG dollars to the TLC study area, this will likely necessitate consideration of affordable housing and commercial space as part of overall subsidy toward the creation of higher density TOD.

Most of the current USDOT and FTA grant programs are used to finance regional infrastructure projects rather than to support TOD, rendering them less applicable to the needs of TLC. The HUD-DOT-EPA Partnership for Sustainable Communities (which included both the DOT Livability Initiative and FTA's Livable and Sustainable Communities Initiative) was one of the only programs to provide direct financial support for TOD, but this partnership and its grant programs ended in 2016. Similar grant programs at the federal level may reemerge, though in the near- to intermediate-term, the majority of federal funds are likely to be targeted to COVID-19 recovery efforts.

The only federal program that directly supports the integration of land use with transit infrastructure is the FTA's Pilot Program for TOD Planning. This competitive grant program, which was initiated in 2015, only provides funding for regional TOD-related planning. The only recipient of the grant in Maryland is the Maryland Department of Transportation, which in 2018 received a \$2 million grant to support transportation planning around the anticipated Purple Line. The Purple Line Corridor Coalition (PLCC) is currently involved in the administration of these funds. M-NCPPC should coordinate with PLCC to allocate a portion of the FTA funding to support community engagement and transportation planning around the Takoma/Langley and Riggs Road Purple Line stations. As part of the planning process, M-NCPPC should work with CASA de Maryland and Northern Gateway CDC to facilitate stakeholder engagement and ensure that local residents and businesses are represented.

Mitigate Development Uncertainty

The development community has cited that one of the most significant barriers to development is the "call-up" review process. This is the process through which the County Council, acting as the District Council (the local zoning authority), can subject a development project that is applying for an exemption from the zoning code to additional review. Extended review procedures can lead to increased delays and uncertainty, which cost developers money and add risk to projects. TLC is anticipated to be under LTO zoning, which is designed to expand opportunities for by-right development and make sites eligible for "fast-track" regulatory approval, both of which may allow developers to avoid lengthy review processes. However, given the perception among some regional developers that Prince George's County can be a difficult place to engage in real estate development due to "call-up," the County should invest in marketing TLC as an area for "fast-track" development projects and work proactively with potential development partners and current property owners to support project feasibility.

12. Strategies to Deter Displacement and Preserve Affordable Housing

The higher density development permitted by the proposed zoning has the potential to cause unintended community impacts, such as displacement and reduced housing affordability. This was a concern expressed during stakeholder interviews. Displacement occurs when the owners of the existing low-density residential and commercial buildings pursue redevelopment and occupants are forced to move during construction, and once constructed, more people are drawn to the area, sparking an increase in demand for housing, goods, and services, which can drive up the price. While redevelopment and new construction of higher density TOD are in line with the County's goals for the proposed LTO-C zoning, the County needs to be cognizant of the unintended consequences and the potential risk of displacing existing residents and businesses.

This is particularly important given the demographics of the TLC area, which is home to a large population of immigrant, low-income communities of color and minority-owned small businesses—populations that are vulnerable to displacement if rents rise. It is crucial that new TOD help support and retain existing affordability so the area retains its vibrancy and cultural identity. Ensuring affordability in developments surrounding the stations will help low-income community members enjoy the benefits of the Purple Line and other neighborhood advantages of TOD. Additionally, residing in close proximity to transit may help reduce household expenditures since alternatives to car-based travel are usually less expensive on a monthly and annual basis than owning a private vehicle (considering the cost of the vehicle, fuel, insurance, and periodic repairs).

The PLCC is managing MDOT's FTA grant for planning activities along the Purple Line, including impacts on existing communities and ways to ensure development supports these residents. Continued coordination with this ongoing work will be an important part of supporting redevelopment in TLC that respects the needs of existing residents and businesses. Additional resources that the County can deploy or support to minimize displacement include:

- **Targeted Small Business Assistance.** Grants, forgivable or guaranteed loans, incentive, and technical assistance programs are commonly used to provide small, independent, and minority-owned businesses with the capital and resources to survive, especially in the face of new construction.
- **Direct rental assistance.** A County-level direct rental assistance program, in addition to federal HUD programs, that provides individual households with vouchers or financial support to cover monthly rental costs can support low- and moderate-income minority households that are most vulnerable to displacement.
- **Residential and Commercial Tenant's Bill of Rights + Lease Support.** A tenant's bill of rights and lease support program strengthens oversight and transparency in the lease negotiations process and protects residents and businesses against exploitative practices. The County can help preserve the quality of affordable housing and commercial space by providing foreign-born residents and minority business owners with legal support.
- **Legacy Business Designation Program** Using criteria based on tenure, community value, business size, and/or ownership status, a Legacy Business Designation Program can award financial assistance, legal protections, branding and marketing, and/or technical assistance to qualified businesses.

- **Homeownership and Financial Counsel.** Technical assistance around homeownership and financial planning helps households access more financing options, reduces the likelihood of mortgage defaults, and can expand pathways to homeownership among low- and moderate-income households.
- **Owner-Occupied Tax Relief.** An owner-occupied tax rebate program caps property tax increases for a qualified set of residents to mitigate displacement in rapidly appreciating areas. The County may consider preemptively implementing protections for low- and moderate-income owner-occupied households against rapid increases in property tax.
- **Right of First Refusal (ROFR).** The County currently requires owners of multifamily properties with more than 20 units to give Prince George's County Department of Housing and Community Development (DHCD) the ROFR (unless the buyer preserves a certain percentage of rental units over a specified period of years). Under ROFR, the County can exercise its right (or assign its right to a third-party entity) to purchase affordable rental apartments and small retail establishments to prevent their potential conversion into luxury rentals, condominiums, or big box retail.
- **Impact Fees/Funds.** Governments sometimes require or incentivize developers to contribute to an impact fund, which is used to offset the impact of new development on existing housing and commercial establishments. Money collected is often used to fund public facilities and infrastructural improvements but can also be used to support targeted financial assistance for small, independent, and minority-owned businesses. In TLC, the impact of proposed fees should be modeled on project feasibility to assess the right scale of developer contributions.
- **Targeted Financial Tools.** Local procurement agreements and government-guaranteed loans expand small business access to the capital and credit necessary to remain competitive in the business ecosystem. Expedited permitting processes allows small businesses to expend less time and money on the legal paperwork and licensing necessary to function as a business.
- **Down Payment and Closing Cost Assistance.** Expanding the scope of existing state- and County-wide homeownership assistance programs will help preserve pathways to homeownership within TLC. Prioritizing assistance for foreign-born and Hispanic residents may be impactful in preserving the multi-ethnic identity of the study area.
- **Tax Incentives.** Property tax credits and abatements are powerful tools that can be used to encourage property owners to maintain affordable rent levels in existing developments or incentivize developers to set aside a proportion of housing and/or commercial space for affordable use.
- **Direct Rental Assistance** that support low- and moderate-income minority households that are most vulnerable to displacement within the study area.

Redevelopment pressures on existing naturally occurring affordable housing and on manageable commercial rents will come once the Purple Line is in service and property values begin to rise. Now is the time for the County to deploy a suite of economic development tools to preserve the area's existing community fabric and proactively mitigate against displacement. Given the permissibility and flexibility of the LTO-C zone that renders development incentives like density bonuses obsolete, the County can explore other financial incentives and requirements to ensure that development along the Purple Line corridor retains affordability:

- ***Require preservation and replacement of affordable housing units,*** as multifamily rents rise or if low-density, naturally occurring affordable housing (NOAH) complexes are redeveloped into

market-rate, higher-density properties. Although a Countywide inclusionary zoning policy is not recommended, the County could pursue place-based policies to support the preservation and replacement of the area's existing NOAH that supports the low-income, minority households that dominate the study area. A localized inclusionary zoning policy included within an overlay zone may be an effective strategy to maintain a threshold of affordable units, assuming that some degree of subsidy is provided by the County through PILOT or some other tax abatement. The localized inclusionary zoning policy could enforce minimum affordability requirements to ensure that a certain amount of affordable housing is preserved or created through TOD delivered in TLC. This is a strategy the County's Housing Opportunities For All Work Group (HOFA) facilitated by the County's DHCD may review as part of their ongoing program.

- **Create an impact fund** supported by the County to offset the impact of new development on existing housing and commercial establishments. Although MDOT is pursuing mitigation planning for communities negatively impacted by the Purple Line, the County can establish its own program to provide more nuanced support that addresses the specific needs of residents and establishments in the study area. Montgomery County created a Small Business Impact Assistance Program that provides up to \$25,000 for small businesses within designated areas that are adversely affected by redevelopment projects on parcels owned or operated in-part by the County. The grant program has been used by immigrant-owned businesses in TOD areas such as Wheaton. Prince George's County DHCD and Economic Development Corporation (EDC) working in collaboration with the long-time County loan product provider, FSC First, could develop a similar program in the County in TLC.
- **Grant property tax credits and/or abatements** to existing landlords as an incentive to maintain affordable rent levels and preserve naturally occurring affordable housing that may be subject to pricing pressures as development occurs along the corridor.
- **Provide expanded assistance with homeownership costs**, to assist lower-income homeowners in retaining their properties as home values increase in the area. Prince George's County operates a Purchase Assistance Program through the Redevelopment Authority which provides loans, pending available funds, to first-time homebuyers to cover down payment, mortgage principal reduction, and closing costs. In addition, the Prince George's County Housing Authority administers the federal Housing Choice Voucher Homeownership Program, which provides a voucher for down payment and monthly homeowner expenses. The County may also seek to expand the local or regional allocation of homeowner assistance funds provided by the State of Maryland. The Maryland DHCD's Maryland Mortgage Program and Down Payment Assistance Program help low-income homeowners access capital and housing cost subsidies.

Prioritizing assistance for foreign-born and Hispanic residents may also be impactful in preserving the multi-ethnic identity of the study area, especially because homeownership rates tend to be lower among minority households. Working with Maryland DHCD, Prince George's County Redevelopment Authority, and Prince George's County Housing Authority will be necessary to identify ways in which assistance can be expanded and targeted for households in TLC. As part of the process of identifying and implementing resources and programs to assist homeowners, the County should work with community-based organizations such as CASA de Maryland, which are already closely engaged with residents who struggle with finding long-term affordable housing in the study area. The Funding Sources list below provides additional resources that the County, with community partners, can support to preserve housing affordability, deter displacement of existing businesses, and build community wealth within TLC.

13. Action Plan and Resource Matrix

With the construction of the Purple Line and the proposed rezoning of the study area, the TLC area has the potential to evolve from an automobile-oriented retail center to a denser, mixed-use, transit-oriented district. Prince George's County hopes to improve walkability, pedestrian safety, and economic activity in the area, while also preserving the existing ethnic and cultural diversity. To help the County achieve this vision, this matrix includes specific recommended actions to pursue in the near-term (within 5 years) and intermediate-term (5-10 years) to achieve the County's vision, and potential funding sources to implement recommended actions.

There are several local organizations that are engaged in economic development research and initiatives focused on the TLC study area, the broader Northern Gateway area, and the greater Purple Line Corridor. Organizations currently advancing initiatives relevant to TLC include: CASA de Maryland (environmental design and safety report; workforce development and training; tenant support), Northern Gateway CDC (SPACES placemaking, wayfinding, and walkability improvements; business development; food access program), and the Purple Line Corridor Coalition (comprehensive economic development strategy; development feasibility analysis; underutilized land inventory; business working group; placemaking strategies). The County should facilitate coordination across these various stakeholders, organizations, and agencies to maximize the effectiveness of TOD-supportive actions and avoid duplicative efforts. Given the study area's boundaries, which adjoin the City of Takoma Park and Montgomery County, Prince George's County should also engage agencies from these neighboring jurisdictions to ensure that TOD is cohesive and comprehensive across all TLC.

In compiling the matrix of actions and resources, HR&A and Toole Design referenced the following sources to inspire recommended actions: 2015 ULI Development Case Studies: Fruitvale Village Report; 2019 A Long Life for Long Branch: Tools to Preserve Independent Retailers, a UMD PALS Report; and 2017 Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, MD, a National Center for Smart Growth Research Report.

Overarching Strategies & Desired Outcomes

There are several overarching strategies that should inform the County's approach to encouraging new TOD in the TLC area:

Creative Financing - Use various funding sources across federal, state, and County agencies, especially leveraging grants that have already been awarded in support of the Purple Line, to build momentum and access and unlock additional sources of funding and investment.

Flexible Governance - Expedite policy changes, permitting processes, land transactions, and resource allocations that will enable equitable and impactful economic development.

Sustained Community Engagement - Initiate stakeholder engagement in the pre-approval process and reserve time and resources for regular and frequent collaboration throughout any planned redevelopment projects. Work to secure adequate funding early on to enable a cohesive and continuous community planning process that will ultimately enhance project outcomes.

Effective Partnerships - Identify partner organizations and agencies as well as dedicated stakeholders to ensure that redevelopment is impactful and inclusive. The success of TOD will be contingent upon having a coordinated partnership structure that efficiently distributes financial support, technical assistance, and other resources where it is most required.

Adopting an approach that embraces creative financing, flexible governance, and effective partnerships, and that is informed from the beginning by community engagement, will best prepare the County for accomplishing its desired outcomes for the area, which are primarily centered on:

Business Attraction and Retention - Support existing businesses, particularly those owned by minorities and foreign-born residents, while attracting additional commercial development to serve the needs of the community and generate economic activity.

Preserving Affordable Housing - Preserve existing affordable housing, support development of new affordable housing units, and ensure existing residents are not displaced due to rising prices associated with the Purple Line.

Improving Walkability and Placemaking - Improve pedestrian safety, walkability, and connectivity in the area, while implementing branding, marketing, and placemaking initiatives to enhance the area's existing vibrancy and build a distinct sense of place.

Recommended Actions

IMPROVING WALKABILITY AND PLACEMAKING			
Action	Description	Potential Partners	Time Frame
Establish a Business Improvement District	Creating a business improvement district (BID) establishes an area where property owners agree to pay a surcharge on top of their real property tax liability. The County would collect this extra assessment as part of usual tax collection activity, and then, typically, a nonprofit entity would manage disbursement of funds. Funds are used to provide enhanced services to the district, including programming public spaces, installing and maintaining public art and landscape, and ensuring cleanliness and safety. A BID for the TLC area could also coordinate marketing and branding efforts and develop programming to attract visitors to existing businesses. HR&A previously prepared a BID toolkit for Prince Georges County (2020 Prince George's County Business Improvement District Toolkit), which references funding for staffing and operational events as one of the primary barriers to establishing BIDs.	Prince George's County Economic Development Corporation, Latino Economic Development Center, Northern Gateway CDC	Intermediate-term
Develop Community Design Guidelines to further enhance the sense of place	Through a sustained stakeholder engagement process, the community should seek to develop design guidelines to establish a uniform aesthetic of the public realm elements. These guidelines should reflect the character of the neighborhood and include placemaking elements like lighting, street furniture, public art, storefront standards, and landscape, among others. Through the implementation of the guidelines, a neighborhood or district can create a business environment that is more favorable for retail growth and the preservation of small, independent businesses that complement the brand. The Prince George's County EDC can support existing small and minority-owned businesses in adhering to the guidelines, through a fund that supports façade and interior improvements. The Prince George's County EDC should leverage study area CDCs to identify needs and allocate design and construction services.	Takoma/Langley Crossroads Development Authority, Northern Gateway CDC, M-NCPPC Prince George's County Department of Parks and Recreation, Prince George's County Economic Development Corporation, Prince George's County Department of Planning	Near-term

IMPROVING WALKABILITY AND PLACEMAKING			
Action	Description	Potential Partners	Time Frame
Conduct a pedestrian safety and accessibility study to assess the safety and functionality of all sidewalks and pedestrian crossings in the TOD area. Include short-, intermediate-, and long-term actions to achieve optimum walkability	The County needs to address numerous deficiencies and safety issues in the project area, including damaged sidewalk panels and drainage issues for the sidewalks by La Union Mall on University Boulevard as well as the eastern sidewalk of New Hampshire Avenue between Lebanon Street and Holton Lane; the need for a pedestrian refuge islands at 14th and 15th Avenue; and ADA-compliance issues (the curb ramp by Walgreens/Exxon Mobile along University Boulevard between New Hampshire Avenue and 14th Avenue). Removing utility poles that narrow the sidewalk width (the south sidewalk, west of the Riggs Road intersection) will also improve walkability. For state roads, the County should coordinate with the MDOT SHA to obtain funding (through the MDOT Consolidated Transportation Program) to implement improvements. The County should advance the SPACEs project beyond 30% design to finalize the enhanced streetscape design along MD 193 (University Blvd).	Maryland Department of Transportation State Highway Administration, Prince George's County Department of Public Works and Transportation, Northern Gateway CDC	Near-term
Conduct a formal speed study	Given the high volume of traffic along University Boulevard and New Hampshire Avenue, the County may consider first conducting a formal follow-up speed study along the corridor to determine areas where prevailing speeds are inappropriate for existing conditions. Based on study findings, the County may consider partnering with local law enforcement to install dynamic speed signs at specific locations while preserving sidewalk widths. The County should continue the use and pursue MVA Highway Safety Office grants for targeted pedestrian enforcement along University Boulevard and New Hampshire Avenue.	Prince George's County Department of Public Works and Transportation, Law Enforcement	Near-term
Address streetlight outages along University Boulevard and New Hampshire Avenue		MDOT SHA	Near-term

IMPROVING WALKABILITY AND PLACEMAKING			
Action	Description	Potential Partners	Time Frame
Perform a photometric analysis of the corridor	This analysis is necessary to identify areas with low lighting levels based on standards for areas with high incidences of pedestrian crashes. As a second phase, the County may consider working with MDOT SHA and M-NCPPC Departments of Parks and Recreation, and the Planning Department to enhance visibility and placemaking in the area through the corridor-wide installation of pedestrian-scaled lighting.	MDOT SHA, M-NCPPC Prince George's County Department of Parks and Recreation, Northern Gateway CDC	Near-term
Conduct a signal warrant analysis	Traffic signal optimization, which would involve coordinating signals to provide progression when vehicles are driving at appropriate speeds, could improve traffic flow and reduce speeding along main corridors. The County may consider coordinating with MDOT SHA to leverage existing traffic signal warrant studies as part of Purple Line planning (along University Boulevard at 14th and 24th Avenues) and pursue new warrant studies (at the University Boulevard and Phelps Road intersection) to determine where the installation of new vehicular or pedestrian signals may improve safety. A new policy that sets a maximum distance between controlled crossing locations can also be used to improve the lack of pedestrian crossings in the study area. Narrowing excessively wide intersections, especially at the intersection of University Boulevard and Phelps Road, can further improve pedestrian safety. The County may also consider working with local utility companies to raise utility wires at the intersection of University Boulevard and 15th Avenue to improve the visibility of signal heads.	Maryland Department of Transportation – State Highway Administration, Local Utility Companies	Intermediate-term

IMPROVING WALKABILITY AND PLACEMAKING			
Action	Description	Potential Partners	Time Frame
Improve street markings	Crosswalk and stop bar pavement markings have faded at various intersections and driveways along University Boulevard and New Hampshire Avenue. The County should assess other locations that require repainting. Additional speed limit signs and no U-turn signs at 23rd Avenue and 24th Avenue can help reduce improper and unsafe vehicular usage along University Boulevard. Funding for such improvements is well aligned with Vision Zero Prince George's, the Countywide strategy to eliminate traffic-related serious injuries and deaths by 2040, which creates opportunities to access a variety of funding sources available through Vision Zero.	Maryland Department of Transportation State Highway Administration, Prince George's County Department of Public Works and Transportation	Intermediate-term
Improve bus stop conditions	With the construction of the Purple Line, TLC will be a major junction for bus and light rail transit. Despite the concentration of transit infrastructure, access can be limited by physical barriers and environmental conditions. The County should consider increasing the amount of room available to wait at bus stops (along University Boulevard at the median between 14th Avenue and 15th Avenue), addressing ADA-compliance issues (at the northwest corner of University Boulevard and 15th Avenue), and constructing bus shelters (at the northeast corner of University Boulevard and Riggs Road). The County may also consider adding bike storage near bus stops to expand transit access.	Prince George's County Department of Public Works and Transportation	Intermediate-term

Funding Sources

FUNDING SOURCES: TAX ABATEMENTS/CREDITS AND FUNDS			
Source	Potential Partners	Description	Applicability to TLC
Low-Income Housing Tax Credit (LIHTC)	Maryland Department of Housing and Community Development, Maryland Department of Transportation	LIHTC Program is a federal program that provides a dollar-for-dollar tax credit to support the acquisition, rehabilitation, or new construction of affordable rental housing. In Prince George's County, LIHTC distributes federal income tax credits to developers through Maryland DHCD. LIHTC allocations can be leveraged by developers to access other sources of funding including the Multifamily Bond Program and Rental Housing Works, both of which provide financial support LIHTC awardees in exchange for the creation of additional affordability, employment opportunities, and other community benefits.	Because of certain property acquisition stipulations that limit the usage of LIHTC based on ownership changes and renovation (10-year rule), this tax credit will probably be most effectively used to subsidize new construction (rather than the acquisition or rehabilitation of existing apartments). Langley Park's current designation as a Sustainable Community makes TLC eligible for certain state programs (see Community Legacy Program, Neighborhood BusinessWorks Program) as well as bonus weighting under LIHTC. Should TLC be designated as a TOD site through MDOT's TOD Program, affordable housing projects within designated boundaries will receive additional priority for LIHTC in addition to other financing tools. The possibility of leveraging LIHTC into additional sources of funding has been a key to success in precedent TODs, and the County may consider engaging with state agencies to make LIHTC more accessible to potential developers.

FUNDING SOURCES: TAX ABATEMENTS/CREDITS AND FUNDS			
Source	Potential Partners	Description	Applicability to TLC
New Markets Tax Credit (NMTC)	Prince George's County Community Capital Corporation	NMTC is a federal program administered through Prince George's County Community Capital Corporation. Investors receive a federal income tax credit in exchange for contributing to a fund used to finance projects in low-income communities. NMTC funds can be used to support a variety of projects including the acquisition or rehabilitation of retail, community facilities, and housing.	NMTC applications are diverse, but they are commonly used to support the development of mixed-use and community facilities. Given that TLC has a lower median income relative to the rest of the County and the region, the study area is well positioned to receive funding through this tax incentive program. The County may consider applying through Prince George's County Community Capital Corporation to access additional funding to facilitate the creation of community benefits.
Enterprise Zone Program	Prince George's County Economic Development Corporation	The Enterprise Zone Program provides businesses with real property and income tax credits to support the renovation or construction of commercial space, business expansion, and new job creation. Prince George's County EDC administers property tax credits based on the value of real property improvements and income tax credits based on the hiring of new employees (with bonuses for employing individuals who were below a certain income threshold in the six-month period prior to hiring). Business eligibility is contingent upon location within an Enterprise Zone (or Focus Area, where economic distress is greater and enhanced incentives are provided).	The study area is located within an Enterprise Zone, which makes TLC businesses eligible to apply to the program. Small, independent, and minority-owned businesses that lack access to capital and credit can use the Enterprise Zone program to finance business development. Renovation or expansion may be necessary for some small businesses to remain competitive as TOD expands in the study area. The Enterprise Zone Program can be used not only to retain and attract businesses, but also to support the full-time employment of individuals, especially those who are economically disadvantaged. Incentivizing new employment opportunities for low-income households in the study area is critical to ensuring that TOD progresses equitably.

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Revitalization Tax Credit	Prince George's County Economic Development Corporation	The Revitalization Tax Credit is a five-year program that offers a phased property tax abatement to incentivize new construction and redevelopment projects for all uses (though additional restrictions apply for residential uses). Eligibility is limited to census tracts inside the Beltway where the median income is less than that of the County.	The revitalization tax credit is an incentive the County can use to expand the financial feasibility of residential and commercial development projects. The effective usage of tax incentives such as the Revitalization Tax Credit may enable potential developers to provide additional community benefits that help preserve the affordability and character of the study area.
Tax Increment Financing (TIF)	Prince George's County Economic Development Corporation	TIF is a financing mechanism that allows the government to use anticipated future increases in tax revenues from private development activity to finance present-day improvements such as infrastructure. Increment financing can be used to capture value from new development to create or preserve affordable housing in areas experiencing significant new growth. These areas are designated as TIF districts and are authorized for up to 30 years.	Although the County has previously expressed a preference to use PILOT as a means of supporting development, several TIF districts have been established around TOD in Prince George's County. If significant infrastructural improvements are needed to enable development in TLC, the County may consider creating a TIF district around future Purple Line stations to reduce cost barriers to new construction.
Payment in Lieu of Taxes (PILOT)	Prince George's County Economic Development Corporation	In a PILOT agreement, the County negotiates a payment which is accepted instead of property tax revenue. PILOTs, which last for a maximum of 15 years under Maryland state law, are used to support development projects that generate employment. A minimum of 100 full-time jobs must be created for a development project to be eligible for PILOT.	Because TOD involves mixed-use development, projects in TLC that include retail/office space and attendant jobs, can be well-positioned to be eligible for PILOT. The savings that are achieved through PILOT can be applied to commercial space development that supports small and minority-owned business attraction and employment opportunities for low-income and unemployed residents.

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Affordable Housing Trust Fund	Maryland Department of Housing and Community Development, Prince George's County Redevelopment Authority	Local governments, nonprofits, and developers use affordable housing trust funds to preserve existing affordable housing or acquire land parcels for future residential development. These funds require a significant amount of public or philanthropic capital but can be highly effective in maintaining housing affordability in an area. Both the state of Maryland and Prince George's County currently have affordable housing trust funds, albeit the County's fund is relatively small.	Given TLC's low-income residents and housing needs, local entities may be able to receive priority access to financial support through state- and County-operated housing trust funds. The County also may consider expanding public allocations to the County's housing trust fund or encourage philanthropic contributions. In Montgomery County, Washington, D.C., and other jurisdictions around the country, housing trust funds have been instrumental in providing seed funding for affordable housing projects, especially those that were initiated by nonprofit developers and community groups hoping to take advantage of right of first refusal laws.
HOME Investments Partnerships Program (HOME)	Maryland Community Development Administration, Prince George's County Department of Housing and Community Development, Northern Gateway CDC, CASA de Maryland	The HOME Investment Partnerships Program gives federal block grants to participating local jurisdictions, which then use the funds to provide affordable rental and homeownership housing to low- and moderate-income families. HOME places affordability restrictions of five to 20 years on units depending on the amount of subsidy provided per unit. In Prince George's County, the Maryland Community Development Administration and Prince George's County DHCD administers HOME funding to applicable development projects.	HOME is a useful funding tool to encourage new housing development projects that will expand the affordable housing offerings in the context of TOD. The program can also be used to rehabilitate older apartment complexes in the neighborhood while preserving affordability and expanding homeownership opportunities for low-income and minority residents. The County may consider identifying partner community organizations because HOME invests in the capacity-building of community-based nonprofit housing groups through technical assistance and financial support for residential projects that preserve or create affordable units.

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Community Development Block Grant (CDBG)	Prince George's County Department of Housing and Community Development, Northern Gateway CDC, CASA de Maryland	CDBG is a federal program administered by Prince George's County DHCD that supports low- and moderate-income communities. Local government agencies, municipalities, and nonprofit organizations are eligible to apply for CDBG to fund property acquisition; affordable housing preservation and development; public facilities improvements; economic development; and job creation and retention. CDBG is one of the primary sources of funding for affordable housing and community development projects in the County.	Study area conditions, namely the large population of low- and moderate-income residents as well as the desire to create denser, mixed-use development, aligns well with the flexible applications of CDBG funds. In conjunction with other financing and policy tools, CDBG can be used to expand the capacity of partner organizations and developers to provide community benefits. The County may also consider using the HUD Section 108 Loan Guarantee Program to borrow up to five times its annual allocation to pursue large-scale community development projects.
US Department of Transportation/ Federal Transit Administration Grants	Purple Line Corridor Coalition, Northern Gateway CDC	The federal DOT and FTA provide financial assistance to states, municipalities, and other public sector agencies to support connection between transit infrastructure and communities. In particular, FTA's Livable and Sustainable Communities Initiative, which is part of the DOT's larger Livability Initiative, includes grant programs that support development around transit infrastructure. In 2018, the Maryland Department of Transportation received a \$2 million grant from the FTA through the Pilot Program for TOD to support infrastructure improvements. The Purple Line Corridor Coalition is currently involved in the application of these funds.	The County may consider working with local organizations such as Northern Gateway CDC to apply for federal funding through DOT/FTA grant programs. Funds can be used to subsidize the cost of community planning initiatives.

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Source	Potential Partners	Description	Applicability to TLC
HUD Enterprise Community Grants	Northern Gateway CDC	Enterprise is a national nonprofit that serves as an intermediary for HUD Section 4 grants. These grants are provided to expand the capacity of community development corporations and community housing development organizations to pursue affordable housing and community development projects that benefit low- and moderate-income households.	The County may consider building the capacity of a local CDC to lead TOD projects that benefit low- and moderate-income households. The amount of funding received can be augmented by pursuing a matching loan through the HUD Section 108 Loan Guarantee Program.
Transportation Infrastructure Finance and Innovation Act (TIFIA)	Maryland Department of Housing and Community Development, Prince George's County Economic Development Corporation, Prince George's County Department of Housing and Community Development	The Transportation Infrastructure Finance and Innovation Act Credit Program is operated by the federal DOT to provide loans, loan guarantees, and lines of credit that are used to help finance \$10+ million transportation infrastructure and TOD projects. TIFIA projects must be sponsored by a state government, local jurisdiction, private business entity, or other public entity.	As a fund devoted specifically to transportation-related projects, TIFIA could be a useful resource to help fund real estate development, pedestrian and bicycle infrastructure improvements, and public realm enhancements as part of TOD in the study area. The County may consider working with Maryland DHCD, Prince George's County EDC, or Prince George's County DHCD as a project sponsor in the TIFIA process.
Workforce Housing Gap Financing Program Fund	Prince George's County Department of Housing and Community Development	The Workforce Housing Gap Financing Program finances quality workforce housing development for households at certain income eligibility levels. The fund is used to support the creation of mixed-income residential communities.	Expected increases in housing and employment demand at various affordability levels is expected to increase with the construction of the Purple Line. The Workforce Housing Gap Financing Program can be used to help maintain a mix of incomes and expand the local workforce as TOD progresses.

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Community Legacy Program	Maryland Department of Housing and Community Development, Northern Gateway CDC	The Community Legacy Program is a funding program under Maryland DHCD's larger Sustainable Communities Program, which supports comprehensive community development, revitalization, and sustainability initiatives in designated geographies throughout the state. The Sustainable Community designation enables access the Community Legacy Program, which assists local governments and community development organizations with finances business attraction and retention, homeownership, and commercial revitalization projects.	Langley Park is designated as a Sustainable Community, which makes TLC eligible for the Community Legacy Program. To effectively use Community Legacy Program financing, the County may consider partnering with Northern Gateway CDC in supporting mixed-use real estate development, streetscape improvements, homeownership assistance, and business attraction and retention initiatives.
Economic Development Incentive (EDI) Fund	Prince George's County Economic Development Corporation	The Economic Development Incentive Fund is a revolving loan fund with \$7-\$11 million released per year to stimulate job growth, support business attraction and retention, and promote TOD. Eligible businesses can use loans to finance new development, expansion, relocation, or equipment purchases. EDI Fund priorities include inner-Beltway locations, strategic industries, TOD, and minority hiring.	Because TLC is the site of future TOD in a majority minority area located in the inner-Beltway, local businesses are well-positioned to become recipients of EDI Fund financing. The County may consider working with Prince George's County EDC to develop bilingual materials and other resources to expand awareness of the EDI Fund, especially among minority-owned businesses.

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FSC First Loans	FSC First	FSC First is a loan product provider, which through a public-private partnership with a consortium of banks, Prince George's County, and the state, provides loans to small and minority businesses throughout the County. FSC First manages and operates several funds in the County including the EDI Fund (see above) and the Small Business Growth Fund (SBGF), which is a revolving loan that supports small real estate acquisitions, leasehold improvements, equipment purchases, and capital expenditures/improvements.	FSC First loan programs are another tool that are well-suited to support the attraction and retention of small, independent, and minority businesses within the study area. The County may also consider working with FSC First to develop a program that addresses displacement and other challenges that retail establishments may face in the future with the construction of the Purple Line. FSC First manages specific loan funds for the City of Bowie and the City of New Carrollton, providing precedent for the TLC area.

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