



BOARD OF DIRECTORS

Wednesday, May 11, 2022
12:00 P.M. - 2:00 P.M.
Walter A. Scheiber Board Room

Virtual participation upon request; Public livestream on website

AGENDA

- 12:00 P.M.** **1. CALL TO ORDER**
Christian Dorsey, COG Board Chair
- 2. CHAIRMAN'S REPORT**
Christian Dorsey, COG Board Chair
- 12:05 P.M.** **3. EXECUTIVE DIRECTOR'S REPORT**
Chuck Bean, COG Executive Director
- 4. AMENDMENTS TO THE AGENDA**
Christian Dorsey, COG Board Chair
- 12:15 P.M.** **5. APPROVAL OF THE MINUTES FROM APRIL 13, 2022**
Christian Dorsey, COG Board Chair
Recommended Action: Approve minutes.
- 6. ADOPTION OF CONSENT AGENDA ITEMS**
Christian Dorsey, COG Board Chair
- A. Resolution R20-2022 – Resolution authorizing COG to procure and enter into a contract to replace end-of-life NCRnet core network routers and conduct advanced network traffic and intelligent cybersecurity monitoring.
- B. Resolution R21-2022 – Resolution authorizing COG to procure and enter into a contract to purchase Metrorail response kits.
- C. Resolution R22-2022 – Resolution authorizing COG to procure and enter into a contract to purchase new radiological/nuclear detection equipment for the region and provide maintenance on existing equipment.
- Recommended Action: Adopt Resolutions R20-2022 – R22-2022.**

- 12:20 P.M. 7. 2022 FOSTER PARENT APPRECIATION**
Christian Dorsey, COG Board Chair
- The board will recognize the 2022 foster parents of the year and view a video highlighting each family's fostering journey.
- Recommended Action: Receive briefing.**
- 12:25 P.M. 8. FISCAL YEAR 2022 THIRD QUARTER FINANCIAL REPORT**
Kate Stewart, COG Board Vice Chair
Julie Mussog, COG Chief Financial Officer
- The board will be briefed on the FY 2022 third quarter (July 2021 - March 2022) financial statements.
- Recommended Action: Receive briefing.**
- 12:30 P.M. 9. FISCAL YEAR 2023 WORK PROGRAM AND BUDGET**
Chuck Bean, COG Executive Director
Julie Mussog, COG Chief Financial Officer
- The board will be briefed on the proposed FY 2023 (July 1, 2022 to June 30, 2023) Work Program and Budget, which was reviewed and recommended for approval by the Budget and Finance Committee.
- Recommended Action: Receive briefing and adopt Resolution R23-2022.**
- 12:40 P.M. 10. 2022 REGIONAL HOMELESS ENUMERATION**
Elisabeth Young, Community Partnership for the Prevention of Homelessness Senior Analyst
Tom Barnett, Fairfax County Office to Prevent and End Homelessness Director
- COG Homeless Services Committee Co-Chairs will brief the board on the results of the Point in Time count, an annual enumeration of persons experiencing homelessness in the metropolitan Washington region.
- Recommended Action: Receive briefing.**
- 1:00 P.M. 11. WMATA'S JOINT DEVELOPMENT STRATEGIC PLAN**
Liz Price, Washington Metropolitan Area Transit Authority (WMATA) Vice President of Real Estate and Parking
- The board will be briefed on WMATA's new 10-year Strategic Plan for Joint Development that outlines its strategy for accelerating development on Metro-owned property.
- Recommended Action: Receive briefing.**

1:35 P.M. 12. EQUITY EMPHASIS AREAS IN ACTION

Jon Schermann, COG Transportation Planner
Leah Boggs, COG Senior Environmental Planner
Jennifer Schitter, COG Principal Health Planner

The board will be briefed on how Equity Emphasis Areas (EEAs) can be used to advance various programs and projects, tie equity goals to specific geographic areas, quantify key needs in our communities, and develop metrics to assess progress.

Recommended Action: Receive briefing.

1:55 P.M. 13. OTHER BUSINESS

2:00 P.M. 14. ADJOURN

The next COG Board Meeting will be virtual on Wednesday, June 8 from 12:00 – 2:00 P.M.

AGENDA ITEM #2

CHAIRMAN'S REPORT

AGENDA ITEM #3

EXECUTIVE DIRECTOR'S REPORT



MEMORANDUM

TO: COG Board of Directors
FROM: Chuck Bean, COG Executive Director
SUBJECT: Executive Director's Report – May 2022
DATE: May 4, 2022

POLICY BOARD & COMMITTEE UPDATES

National Capital Region Transportation Planning Board (TPB) – At its April meeting, the TPB approved 11 projects for Transportation Land-Use Connections (TLC) Program funding, heard an overview of updates to the long-range transportation plan, *Visualize 2045*, and received a report on results from a recent questionnaire on transportation sector climate change mitigation strategies and goals. The TPB also held a climate goals and strategies work session prior to the board meeting and plans to hold another work session in May.

Region Forward Coalition (RFC) – In April, RFC focused on accessibility and received briefings on “Improving Walk and Bike Access in Frederick and Georgetown” led by the City of Frederick and the Georgetown Business Improvement District (BID).

Food & Agriculture Regional Member Committee (FARM) – At its April meeting, FARM received briefings on federal support for school meals and Supplemental Nutrition Assistance Programs (SNAP) as well as Capital Area Food Bank's Northern Virginia facility capital campaign. Members also heard from a Charles County farmer about unpredictable weather and adapting to changes.

OUTREACH & PROGRAM HIGHLIGHTS

2030 Framework & Other Presentations – COG Executive Director Chuck Bean presented *Region United* to the City of Fairfax, the City of Gaithersburg, the City of Bowie, and the Arlington Planning Department. Bean, COG Board Chair Christian Dorsey, and other COG Board members spoke at a webinar for the Housing Association of Nonprofit Developers (HAND) and the launch of its 2022 Housing Indicator Tool (HIT), which provides information on housing production in the region. COG Community Planning Services Director Paul DesJardin briefed the National Capital Planning



STREET SMART CAMPAIGN PROTECTS BICYCLISTS AND PEDESTRIANS

Local government officials and law enforcement officers, including COG Board Chair Christian Dorsey, joined together to help launch COG's Street Smart safety campaign which combines public education with increased enforcement of traffic laws.

[Learn more about the campaign](#)

Commission on regional economic trends. Bean and DesJardin also participated in a National Association of Regional Councils (NARC) Major Metros webinar focused on forecasting future economic growth post-COVID.

Transportation Land-Use Connections (TLC) Program – In April, the TPB approved 11 planning and design projects totaling \$630,000 in technical assistance. The projects promote walkable, bikeable, and transit-oriented communities and prioritize key planning concepts such as equity and access to transit.

[Learn more about the awarded projects](#)

Outstanding Partner Award – COG's

Commuter Connections incenTrip team was selected for goDCgo's Outstanding Partner of the Year Award, which recognizes organizations and individuals who have made a significant contribution to the success of goDCgo, an initiative of the District Department of Transportation (DDOT) that encourages the use of sustainable transportation.

Transportation Resilience – COG's Department of Transportation Planning launched a four-part webinar series to help TPB member agencies build capacity in resiliency by understanding pressing climate challenges in the region and understanding their role in advancing resilience efforts both at their agency and at the regional scale.

Health Initiatives – As part of a Washington Regional Association of Grantmakers initiative, COG Health Programs Manager Jennifer Schitter convened funders and VCU on April 8 to plan an upcoming report, Deeply Rooted: History's Lessons for Equity in Northern Virginia, a study of the history of exclusion from freedom, homeownership, education, jobs, and civil liberties in the black community.

MEDIA HIGHLIGHTS

Equity Emphasis Areas - *Metro outlines 10-year plan to boost ridership, revenue with new development around its stations*

[Washington Business Journal](#) – Notes WMATA applied COG EEA planning concept to advance equity in development around transit stations.

Housing - *'Neighborhood Defenders' fight to maintain the status quo in Montgomery County*

[WAMU](#) – Quotes COG Housing Programs Manager Hilary Chapman.



PODCAST: PICTURING A POST-COVID REGION
Host Robert McCartney talks with two longtime COG planners about the future of the region's economy, transportation system, and more. This episode is the first of a three-part series.

[Listen to the episode or read the transcript](#)

AGENDA ITEM #4

AMENDMENTS TO THE AGENDA

AGENDA ITEM #5

APPROVAL OF THE MINUTES

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 North Capitol Street, NE
Washington, D.C. 20002

MINUTES
COG Board of Directors Meeting
April 13, 2022

BOARD MEMBERS AND ALTERNATES: See attached chart for attendance.

SPEAKERS:

Timothy Canan, COG Research and Data Program Director
Rodney Lusk, Fairfax County Supervisor
Sheila Somashekhar, Purple Line Corridor Coalition Director

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COG Board Chair Christian Dorsey called the meeting to order at 12:02 P.M. and led the Pledge of Allegiance.

2. CHAIRMAN'S REPORT

- A. Racial Equity Learning Series
- B. 2022 Leadership Retreat

3. EXECUTIVE DIRECTOR'S REPORT

COG Executive Director Chuck Bean briefed the board on recent activities related to the *Region United: Metropolitan Planning Framework for 2030* including presentations to the City of Bowie, City of Gaithersburg, City of Manassas, City of Manassas Park, and the City of Fairfax and a meeting with EPA Region II Administrator Adam Ortiz to discuss the EPA's priorities and how they intersect with the planning framework. Bean also briefed the board on a White House MPO Roundtable he and COG Deputy Executive Director of Metropolitan Planning Kanti Srikanth participated in with federal officials to discuss coordination and support of metropolitan regions. Lastly, Bean highlighted some of COG's recent news and media products including a new episode of the *Think Regionally* podcast featuring Marc Elrich and a news highlight featuring COG policy committees and their priorities for the year.

4. AMENDMENTS TO AGENDA

There were no amendments to the agenda.

5. APPROVAL OF MINUTES

The minutes from the March 9, 2022 board meeting were approved.

6. ADOPTION OF CONSENT AGENDA ITEMS

- A. Resolution R18-2022 – Resolution authorizing COG to procure and enter into a contract to receive and expend funds for Regional Food and Water Plan Implementation.

ACTION: Approved Resolution R18-2022.

7. AMENDMENT TO RULES OF PROCEDURE FOR COG BOARD MEETINGS

COG Board Chair Christian Dorsey briefed the board on an amendment to the COG Board Rules of Procedure (Section 4.02) to clarify electronic participation at in-person COG board meetings.

ACTION: Approved Resolution R19-2022.

8. TRANSIT ORIENTED COMMUNITIES IN METROPOLITAN WASHINGTON

COG Executive Director Chuck Bean and Research and Data Program Director Timothy Canan briefed the board on the rationale and implementation steps of Transit Oriented Communities (TOC) centered around the region's 225 High-Capacity Transit stations (HCTs).

ACTION: Received briefing.

9. REGIONAL EFFORTS TO OPTIMIZE LAND USE AND TRANSPORTATION SYSTEMS

Fairfax County Supervisor Rodney Lusk briefed the board on Fairfax County's Embark Richmond Highway and Purple Line Corridor Coalition Director Sheila Somashekhar provided a presentation on the Purple Line in Montgomery and Prince George's Counties. Both focused on the projects' nexus of mobility, economic development, and equity objectives.

ACTION: Received briefing.

10. DISCUSSION OF REGIONAL COMMITMENT ON CONNECTIVITY TO TRANSIT ORIENTED COMMUNITIES

COG Executive Director Chuck Bean briefed the board on opportunities for a collective commitment to local action that would improve accessibility to HCTs as well connectivity between HCTs, Regional Activity Centers, and Equity Emphasis Areas. Chair Dorsey led the board in interactive discussion of these opportunities and potential next steps.

ACTION: Received briefing.

11. OTHER BUSINESS

There was no other business.

12. ADJOURN

Upon motion duly made and seconded, the meeting was adjourned at 1:58 P.M.

April 13, 2022 Attendance

<u>Jurisdiction</u>	<u>Member</u>	<u>Y/N</u>	<u>Alternate</u>	<u>Y/N</u>
<i>District of Columbia</i>				
Executive	Hon. Muriel Bowser		Ms. Beverly Perry Mr. Wayne Turnage Ms. Lucinda Babers	Y
	Mr. Kevin Donahue		Eugene Kinlow	Y
Council	Hon. Phil Mendelson	Y		
	<i>Hon. Charles Allen</i>			
<i>Maryland</i>				
Bowie	Hon. Tim Adams	Y		
Charles County	Hon. Reuben Collins	Y	Thomasina Coates Gilbert Bowling	P
City of Frederick	Hon. Michael O'Connor	Y		
Frederick County	Hon. Jan Gardner		Ms. Joy Schaefer	Y
College Park	Hon. Denise Mitchell	Y	Hon. Patrick Wojahn	
Gaithersburg	Hon. Robert Wu		Hon. Neil Harris	
Greenbelt	Hon. Emmett Jordan	Y	Hon. Kristen Weaver	
Laurel	Hon. Craig Moe	Y	Hon. Keith Sydnor	
Montgomery County				
Executive	Hon. Marc Elrich	Y	Mr. Richard Madaleno Ms. Fariba Kassiri	
Council	Hon. Tom Hucker		Mr. Gene Smith	
	Hon. Nancy Navarro			
Prince George's County				
Executive	Hon. Angela Alsobrooks		Ms. Tara Jackson	Y
Council	Hon. Calvin Hawkins	Y		
	Hon. Sydney Harrison	Y		
Rockville	Hon. Bridget Donnell Newton	Y		
Takoma Park	<i>Hon. Kate Stewart</i>	Y	Hon. Peter Kovar	
Maryland General Assembly	Hon. Brian Feldman			
<i>Virginia</i>				
Alexandria	Hon. Justin Wilson		Hon. Kirk McPike	
Arlington County	<i>Hon. Christian Dorsey</i>	Y		
City of Fairfax	Hon. David Meyer	Y	Hon. Janice Miller	
Fairfax County	Hon. Jeff McKay		Hon. James Walkinshaw	
	Hon. Penelope Gross	Y	Hon. Daniel Storck	
	Hon. Rodney Lusk	Y	Hon. Walter Alcorn	
Falls Church	Hon. David Snyder	Y	Hon. David Tarter	
Loudoun County	Hon. Juli Briskman	Y		
Loudoun County	Hon. Phyllis Randall	Y		
Manassas	Hon. Mark Wolfe	Y		
Manassas Park	Hon. Darryl Moore	Y		
Prince William County	Hon. Ann Wheeler	Y		
	Hon. Andrea Bailey	Y		
Virginia General Assembly	Hon. George Barker			

Y = Present, voting

(P) = Present as Alternate in addition to Primary

AGENDA ITEM #6

ADOPTION OF CONSENT AGENDA ITEMS

ADOPTION OF CONSENT AGENDA ITEMS
May 2022

A. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO REPLACE END-OF-LIFE NCRNET CORE NETWORK ROUTERS AND CONDUCT ADVANCED NETWORK TRAFFIC AND INTELLIGENT CYBERSECURITY MONITORING.

The board will be asked to adopt Resolution R20-2022 authorizing the Executive Director, or his designee, to receive and expend \$2,663,500 over three years for the replacement of end-of-life NCRnet core network routers and advanced NCRnet traffic and intelligent cybersecurity monitoring. As the Secretariat for the Urban Area Security Initiative for the National Capital Region, COG has been requested by the District of Columbia Homeland Security and Emergency Management Agency to procure a contractor(s) and enter into a contract to replace 33 NCRnet core network routers reaching their end of life over three years and purchase advanced NCRnet traffic and intelligent cybersecurity monitoring for security threat prevention, detection, and intervention. Funding for this effort will be provided through a three subgrants over three years from the State Administrative Agent (SAA) for the National Capital Region. No COG matching funds are required.

RECOMMENDED ACTION: Adopt Resolution R20-2022.

B. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO PURCHASE METRORAIL RESPONSE KITS.

The board will be asked to adopt Resolution R21-2022 authorizing the Executive Director, or his designee, to receive and expend \$315,000 for the purchase of equipment to be used in response to Metro emergencies. As the Secretariat for the Urban Area Security Initiative for the National Capital Region, COG has been requested by the District of Columbia Homeland Security and Emergency Management Agency to procure a contractor(s) and enter into a contract to purchase 450 metro bags, 450 sets of wheel chocks, and 360 wheel wedges. Funding for this effort will be provided through a subgrant from the State Administrative Agent (SAA) for the National Capital Region. No COG matching funds are required.

RECOMMENDED ACTION: Adopt Resolution R21-2022.

C. RESOLUTION AUTHORIZING COG TO PROCURE AND ENTER INTO A CONTRACT TO PURCHASE NEW RADIOLOGICAL/NUCLEAR DETECTION EQUIPMENT FOR THE REGION AND PROVIDE MAINTENANCE ON EXISTING EQUIPMENT

The board will be asked to adopt Resolution R22-2022 authorizing the Executive Director, or his designee, to receive and expend \$6,882,972 to purchase radiological/nuclear detection equipment and supply maintenance for existing equipment as part of the National Capital Region (NCR) Securing the Cities program. As the Secretariat for the Urban Area Security Initiative for the NCR, COG has been requested by the District of Columbia Homeland Security and Emergency Management Agency to procure a contractor(s) to equip and train first responders throughout Virginia, Maryland, and the District of Columbia for radiological/nuclear incidents. Funding for this effort will be provided through a subgrant from the State Administrative Agent (SAA) for the National Capital Region OR a different entity. No COG matching funds are required.

RECOMMENDED ACTION: Adopt Resolution R22-2022.

AGENDA ITEM #7

2022 FOSTER PARENT APPRECIATION



2022 Foster Parents of the Year

Michaela and Spencer Granger City of Alexandria

Michaela and Spencer Granger agreed to foster an 18-year-old for a short-term placement in her time of need amongst their busy household with two infant and toddler aged foster children. The Grangers are equipped with a strong understanding of how trauma can appear in youth and have exhibited extraordinary efforts to care for and promote their teen's placement and successful transition to independence.

Nominating Social Worker: Daniela Sanzetenea

Jill Abbott Arlington County

Jill Abbott has been a foster parent with Arlington County for almost six years. With experience fostering transracially, Jill has shared with other foster families the importance of African American hair care and the importance of investment in a youth's identity. She shows up for other foster parents as respite provider, confidant, and friend and is a constant support system for the children and families of Arlington.

Nominating Social Worker: Paola Martinez and Chris Ehmann

Michele Deadwyler Charles County

Michele Deadwyler has been licensed as a resource parent with the Charles County Department of Social Services since 2019. Michele does exceptionally well with supporting the department's reunification efforts, meeting children's developmental needs, and supporting relationships between children and their families.

Nominating Social Worker: Tracey Higgins, LMSW

Kevin McGilly and John Corea District of Columbia

Kevin McGilly and John Corea have been licensed foster care providers since 2018. In 2020, they accepted a leadership role within the resource parent community by becoming Lead Parents with the BOND Program and exemplify what quality, compassion, and partnership should look like within the resource parent community.

Nominating Social Worker: ReNay Newman

Sue Christenson
Fairfax County

Sue Christenson is a retired psychiatric nurse who became a foster parent with Fairfax County in 2008. Her medical knowledge and selfless dedication have been invaluable in caring for medically fragile infants.

Nominating Social Worker: Priscilla Dameo

Autumn Myers and David Roloff
Frederick County

Autumn Myers and David Roloff were licensed as Frederick County foster parents in 2019 and since then have been deeply committed to fostering a sibling group. Their genuineness and non-judgmental attitude is inspirational to community partners as well as Department of Social Services staff.

Nominating Social Worker: Becky Rice

Richard and Ashley Harper
Loudoun County

Over the past seven years, Rich and Ashley Harper have served as exemplary foster parents and respite providers to thirteen children and adolescents in the Loudoun community. Their graceful demeanor has helped to create bridges between foster children and their biological families, which promotes growth and healing.

Nominating Social Worker: Nicole Semon

Chris and Jason Plummer
Montgomery County

Chris and Jason Plummer became licensed foster parents in October 2017 and over the past four years have provided a loving and supportive environment for over 40 youth placed with them. They have been instrumental in supporting six families achieve reunification and have also helped several young adults transition successfully to independence.

Nominating Social Worker: Sophie Hotch

Alvin and Nzinga Curry
Prince George's County

Alvin and Nzinga Curry embrace the children who join their family as if they were their own, modeling and teaching characteristics such as, love, humility, compassion, and gratitude.

They support the goal of reunification and are strong advocates for making sure the children have all the services and resources they need.

Nominating Social Worker: Adella Nuquay and Lisa Robertson

Dan and Jean Ruehle
Prince William County

Dan and Jean Ruehle have been fostering since October 2014, opening their hearts and their home to long term placements for several children ranging from school age to adults. They support the children's extracurricular activities, reunification efforts, and demonstrate outstanding love and devotion to the children in their care.

Nominating Social Worker: Marcy Capers

AGENDA ITEM #8

FISCAL YEAR 2022 THIRD QUARTER FINANCIAL REPORT



MEMORANDUM

TO: COG Board of Directors
FROM: Chuck Bean, COG Executive Director
Julie Mussog, COG Chief Financial Officer
SUBJECT: Fiscal Year 2022 Third Quarter Financial Report
DATE: May 4, 2022

We are providing the following interim financial reports to the Board of Directors for the nine months ended March 31, 2022:

- Statement of Revenue, Expense, and Change in Net Position for the period July 1, 2021 – March 31, 2022
- Comparative Statement of Net Position as of March 31, 2021 and March 31, 2022

SUMMARY AND HIGHLIGHTS

As of the first nine months of the fiscal year, the net surplus from operations is \$0.6 million. This surplus is primarily a timing issue where we have collected funds in advance of expenses being recognized. The Housing Affordability Planning Program (\$0.5 million grant from Amazon) and several Water and Air Programs are driving the increase in restricted project funds.

Operating revenue and expenses are tracking lower to the FY2022 budget but higher than third quarter totals for the prior year. Lower federal and state revenue to the budget is driven by lower spend in Transportation Planning Board Work Program and Commuter Connections. These are cost reimbursement projects, so the year-to-date expenses are also lower than budget. Commuter Connections spend on advertising is lower than budget but significantly higher than the prior year reflective of the current COVID-19 environment. Consulting costs have increased over the prior year mostly due to new projects such as Regional Housing, an additional MATOC program, the Advanced Transportation and Congestion Management Deployment, and the Department of Defense resiliency grant. COG revenue and expense is typically higher in the second half of the year and we expect that revenue will trend closer to budget by year end.

Subrecipient pass-through funds are at 33 percent of the amount budgeted. Enhanced Mobility subrecipient grants were budgeted at \$6.6 million but only \$1.4 million has been recognized in the first nine months of the year. \$2.7 million in pass-through funds for an Amtrak repower project budgeted have not been received yet, but the project was approved by the funding agency in December 2020 and we expect to receive the funds in the next fiscal year once a vendor is selected.

The Statement of Net Position as of March 31, 2022 shows an overall increase in net assets of \$2.0 million. The increase reflects the increase in restricted project funds in advance of program spend year over year as well as the increase in undesignated funds driven by savings in FY 2021 that will be used to fund the FARM program in FY 2022. Accounts receivable increase from the prior year is

attributable to the increase in year over year revenue as most COG's projects are cost reimbursable. Accrued payroll, leave & other liabilities increase is primarily due to timing and reflects an additional day of pay accrued versus the prior year, increase in the leave accrual and the increase in the indirect carryover.

Board-designated reserves, which include the operating and capital expenditures reserves remain 100 percent funded at \$10.4 million (\$5.2 operating reserve and \$5.2 capital reserve).

Metropolitan Washington Council of Governments
FY 2022 Statement of Revenue, Expense, and Change in Net Position
For the nine months ended March 31, 2022
With Comparisons to Approved Budget and Prior Year Results

Prepared on an accrual basis

	Fiscal YTD As of 3/31/2022	Budget FY2022	% of Budget	Prior FY As of 3/31/2021
Operations Revenue				
Federal and state revenue	16,097,100	27,296,400		13,613,100
Member dues	3,498,300	4,664,500		3,417,000
Regional funds	2,170,900	2,898,700		2,166,100
Building revenue	405,000	350,000		224,400
Other revenue*	2,043,100	3,493,400		1,449,000
Total Operations Revenue	24,214,400	38,703,000	63%	20,869,600
Operations Expense				
Salaries - Direct program	8,107,900	11,621,300		8,009,000
Other employee benefits	1,863,700	2,791,000		1,944,700
Consultants	5,612,500	11,087,700		3,378,900
Other direct program expense	1,497,900	5,157,000		810,500
Support services, rent and other allocated expense	6,483,300	8,645,600		5,953,100
Total Operations Expense	23,565,300	39,302,600	60%	20,096,200
Net Surplus (Deficit) - Operations	649,100	(599,600)		773,400
Increase (Decrease) in Designated Program Fund Balance	526,900	(686,000)		711,700
Change in Undesignated Fund Balance	122,200	86,400		61,700

*Other Revenue includes sponsorships, donations, fees for services, interest, unrealized gains and losses, and other miscellaneous revenue.

Revenue - All Sources	FY2022 YTD	FY2022 Budget	
Operations	24,214,400	38,703,000	63%
Special Revenue Funds	127,700	135,700	94%
Subrecipient Pass-Through	3,487,800	10,503,600	33%
Contributed Services			
Total Revenue - All Sources	27,829,900	49,342,300	

Metropolitan Washington Council of Governments
Comparative Statement of Net Position
As of March 31, 2021 and March 31, 2022

	FY2022 as of 3/31/2022	FY2021 as of 3/31/2021	Increase (Decrease)
Assets			
Cash & Investments	11,798,700	11,847,400	
Accounts receivable	9,694,500	6,584,400	
Prepaid expenses and other assets	176,200	92,100	
Capital assets, net of depreciation	2,241,700	2,132,600	
Total Assets	23,911,100	20,656,500	3,254,600
Liabilities			
Accounts payable	695,000	290,800	
Accrued payroll, leave & other liabilities	3,899,400	3,225,500	
Deferred revenue	1,676,900	1,548,200	
Total Liabilities	6,271,300	5,064,500	1,206,800
NET POSITION*			
Net investment in capital assets	2,241,700	2,132,600	109,100
Board designated reserves	10,409,400	10,518,400	(109,000)
Restricted project funds	4,116,700	2,614,400	1,502,300
Undesignated	872,000	326,600	545,400
Total Net Position	17,639,800	15,592,000	2,047,800
Total Liabilities and Net Assets	23,911,100	20,656,500	3,254,600

*Excludes Net Pension Asset of \$3,994,500 which is available only for pension plan benefits.

AGENDA ITEM #9

FISCAL YEAR 2023 WORK PROGRAM AND BUDGET

Full report link:

<https://www.mwcog.org/documents/2021/05/12/cog-work-program-and-budget-budget-and-finance-cog-board/>



MEMORANDUM

TO: COG Board of Directors
FROM: Chuck Bean, COG Executive Director
SUBJECT: Fiscal Year 2023 Work Program and Budget
DATE: May 4, 2022

I am pleased to submit the recommended Work Program and Budget of the Metropolitan Washington Council of Governments (COG) for Fiscal Year 2023. The work program and budget are transmitted through the Board's Budget and Finance Committee, for review and approval or modification by the Board of Directors.

TOTAL BUDGET

The proposed budget for FY 2023 totals \$54.2 million, which includes operating, subrecipient pass-through, and other non-operating funds. The budget serves as a fiscal guide for the operation of COG beginning July 1, 2022 through June 30, 2023. Of the total budget, 63 percent supports transportation planning and operations, 19 percent supports environmental programs, 14 percent supports homeland security and public safety, and the remaining 3 percent supports community services and planning, member services, public relations, and strategic initiatives.

OPERATING BUDGET

The operating portion of the budget for FY 2023 is \$41.1 million, which is approximately \$2.4 million more than the FY 2022 operating budget. This increase is primarily federal and state revenues for transportation planning, an Air Systems Planning Air Survey, and the new Food & Agriculture Regional Member (FARM) fund. There is a projected spend down of restricted project funds of \$0.4 million and a \$0.05 million increase in undesignated fund balance.

SUBRECIPIENT PASS-THROUGH AND OTHER NON-OPERATING FUNDS

Subrecipient pass-through and other non-operating funds total \$13.2 million. Subrecipient pass-through funds budgeted for FY 2023 is \$2.6 million higher than the amount budgeted in FY 2022 and is related to UASI funds budgeted in FY 2023 offset by lower Enhanced Mobility and Commuter Connections funds.

RESERVES

Board designated operating and capital reserves total at \$9.9 million or 100 percent of policy level. An updated capital expenditure plan for FY2023 – FY2027 will be presented to the Board of Directors in September.

PROPOSED WORK PROGRAM AND BUDGET

Fiscal Year 2023

Chuck Bean
COG Executive Director

Julie Mussog
COG Chief Financial Officer

COG Board of Directors
May 11, 2022

Agenda Item #9



Metropolitan Washington
Council of Governments

FY2023 Budget: Guiding Principles

- Balanced Budget
- Leverage general funds focused on COG's mission and top priorities:
 - Metropolitan Washington Planning Framework for 2030
 - Value for Member Jurisdictions
 - Transportation
 - Environment
 - Homeland Security & Public Safety
 - Housing & Public Health
- Promote a work environment that attracts top talent to ensure members and stakeholders have a great supporting staff team



Metropolitan Washington
Council of Governments

FY2023 Budget of \$54.2 Million

Operating Funds \$41.1 Million

Pass-Through Funds \$ 13.0 Million

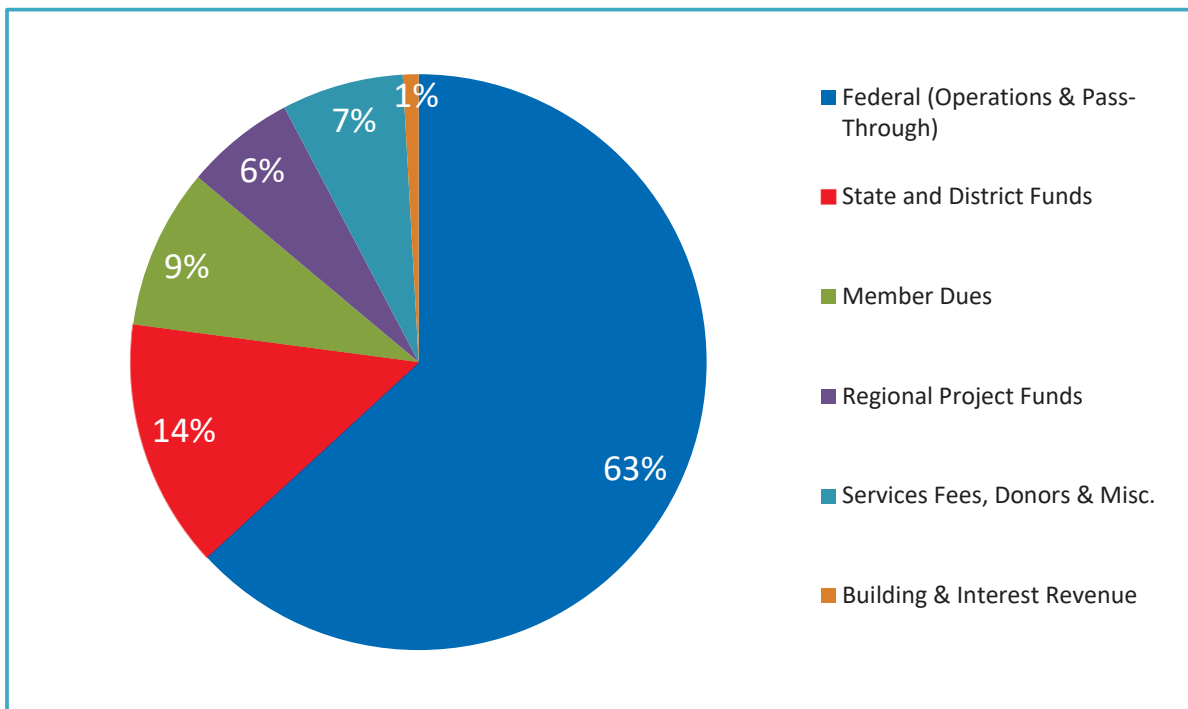
Other Funds \$.1 Million

Supporting COG's Region Forward, Region United

COG's budget supports the following programs:

- a) Transportation Planning - \$19.3 million
- b) Transportation Operations - \$14.7 million (operating & pass-through)
- c) Water Resources - \$4.6 million
- d) Environmental Resources - \$4.3 million (operating & pass-through)
- e) Air Quality - \$1.1 million
- f) Homeland Security & Public Safety - \$7.6 million (operating & pass-through)
- g) Strategic Initiatives and Member Services - \$1.6 million
- h) Community Planning & Services - \$1.0 million

FY2023 Revenue Sources



Metropolitan Washington
Council of Governments

Agenda Item #9: Proposed Work Program and Budget - FY2023
May 11, 2022

5

Highlights of the FY 2023 Work Program

Region United Planning Framework: Focus on advancing all areas of the framework for 2030, boosting members' efforts to accelerate action on equity, transit and land use, housing, and climate change goals.

Implementing Bipartisan Infrastructure Law (the IIJA): \$20B expected for the District, Maryland, Virginia – finding synergy in formula funds, identifying opportunity in competitive federal funding



Metropolitan Washington
Council of Governments

Agenda Item #9: Proposed Work Program and Budget - FY2023
May 11, 2022

6

Highlights of the FY 2023 Work Program

Transportation Planning: Finalize the 2022 update to *Visualize 2045*, the region's long-range transportation plan and help members implement the plan.

Fair Housing: Complete the *Regional Housing Equity Plan* for submission to HUD to ensure greater housing equity.

Homeland Security and Public Safety: Support regional public safety operations and efforts to identify emerging threats, coordinate operations, and defense physical and cyber based risks.

visualize
2045



Highlights of the FY2023 Work Program

Member Dues Rate Increase of \$0.02 from FY 2022 rate (decided in October 2021)

Operating Revenue Increase of \$2.4 million or 6% over FY 2022 Work Program

- Additional Funding for Existing Programs

Sub-recipient Pass-Through Increase of \$2.5 million or 24% over FY 2022 Work Program

- \$4.0 million UASI Projects offset by \$1.5 million less in Transportation Operations Enhanced Mobility grants and Commuter Connections

Reserves Fully Funded

Board-Designated Reserves

Forecast for the fiscal year ending June 30, 2023:

- Operating Reserve funded at \$5.2 million or 100% of policy target.
- Capital Expenditure Reserve will have a balance of \$4.7 million, available for leasehold improvements, IT maintenance and upgrades, and office equipment. The 5-Year rolling Capital Expenditure Plan for FY2023 – FY2027 will be presented to the board for consideration at the September 2022 meeting.

Budget Approval Process

- October:** Board of Directors approves the annual assessment of Member Dues and Regional Fees to be used in developing the Work Program and Budget.
- April:** Budget and Finance Committee reviews draft Work Program and Budget prepared by Management and recommends approval or modifications.
- May:** Board of Directors approves or modifies the proposed Work Program and Budget.
- July:** Work Program and Budget is implemented at the start of the new fiscal year.

Julie Mussog

COG Chief Financial Officer
(202) 962-3362
jmussog@mwkog.org

mwkog.org

777 North Capitol Street NE, Suite 300
Washington, DC 20002



Resolution R23-2022
May 11, 2022

**METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
777 NORTH CAPITOL STREET, NE
WASHINGTON, DC 20002-4239**

RESOLUTION ADOPTING THE FY 2023 WORK PROGRAM AND BUDGET

WHEREAS, the Metropolitan Washington Council of Governments (COG) has adopted *Region Forward* as its strategic plan guiding the development of its fiscal year work program and budget; and

WHEREAS, the COG Board of Directors' policy boards and committees, with support from the COG management staff, have developed their proposed work programs and budgets based on *Region Forward* and anticipated revenue sources; and

WHEREAS, COG bylaws require the Executive Director to submit a proposed budget of the corporation to the Board of Directors for approval or modification; and

WHEREAS, the Budget and Finance Committee comprised of the COG Board Executive Committee, chairs of the Transportation Planning Board and the Metropolitan Washington Air Quality Committee, and COG Secretary Treasurer, reviewed and recommended approval of the proposed FY 2023 Work Program and Budget,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS THAT:

The board approves the proposed FY 2023 Work Program and Budget.

AGENDA ITEM #10

2022 REGIONAL HOMELESS ENUMERATION

Executive Summary included in packet.

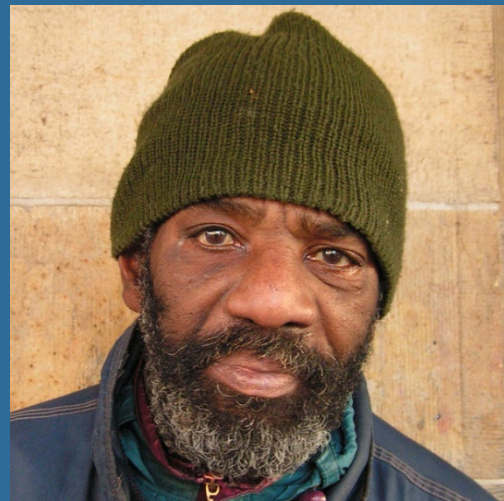
Full report link:

<https://www.mwcog.org/documents/2021/05/06/homelessness-in-metropolitan-washington-results-and-analysis-from-the-annual-point-in-time-pit-count-of-persons-experiencing-homelessness-featured-publications-homelessness/>

HOMELESSNESS IN METROPOLITAN WASHINGTON

Results and Analysis from the Annual Point-in-Time (PIT) Count of Persons Experiencing Homelessness

May 2022



Metropolitan Washington
Council of Governments

HOMELESSNESS IN METROPOLITAN WASHINGTON

Prepared by the Homeless Services Planning and Coordinating Committee

ABOUT COG

The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association that brings area leaders together to address major regional issues in the District of Columbia, suburban Maryland, and Northern Virginia. COG's membership is comprised of 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress.

CREDITS

Report Author: Hilary Chapman, COG Housing Program Manager

Assistance from: Megan Goodman, COG Communications Specialist and Greg Goodwin, COG Senior Regional Planner

Cover Photos: Point-in-Time Count in the District of Columbia; Point-in-Time Count in the District of Columbia (Pathways to Housing DC); Bas Bogers (Flickr).

ACCOMMODATIONS POLICY

Alternative formats of this document are available upon request. Visit www.mwcog.org/accommodations or call (202) 962-3300 or (202) 962-3213 (TDD).

TITLE VI NONDISCRIMINATION POLICY

The Metropolitan Washington Council of Governments (COG) operates its programs without regard to race, color, and national origin and fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations prohibiting discrimination in all programs and activities. For more information, to file a Title VI related complaint, or to obtain information in another language, visit www.mwcog.org/nondiscrimination or call (202) 962-3300.

El Consejo de Gobiernos del Área Metropolitana de Washington (COG) opera sus programas sin tener en cuenta la raza, el color, y el origen nacional y cumple con el Título VI de la Ley de Derechos Civiles de 1964 y los estatutos y reglamentos relacionados que prohíben la discriminación en todos los programas y actividades. Para más información, presentar una queja relacionada con el Título VI, u obtener información en otro idioma, visite www.mwcog.org/nondiscrimination o llame al (202) 962-3300.

EXECUTIVE SUMMARY

For the 22nd consecutive year, the Metropolitan Washington Council of Governments (COG) Homeless Services Planning and Coordinating Committee has conducted a regional Point-in-Time (PIT) enumeration of the area's residents experiencing homelessness.

This year's enumeration and survey occurred on January 26, 2022. The report provides a one-night "snapshot" of the region's residents experiencing homelessness within nine metropolitan Washington area jurisdictions. It is important to note that this "snapshot," by definition, provides only one perspective on the state of homelessness in the region on only one night, and the count may be influenced by numerous variables, such as weather and shelter bed availability by jurisdiction.

Impact of COVID-19

This is the second year that the region's Continua of Care (CoCs)¹ conducted the enumeration during the COVID-19 pandemic. Precautions for the 2022 enumeration mirrored the protocols used during the 2021 count, following guidance from the Centers for Disease Control and local health departments. Proceeding with the full sheltered and unsheltered count is just one example of the CoCs' ongoing efforts to holistically assess how the pandemic has impacted residents experiencing homelessness.

As in past years, the majority of the PIT count was enumerated electronically using the Homeless Management Information System (HIMIS), as 87 percent of people experiencing homelessness were sheltered on January 26, 2022.

For the unsheltered portion of the count, modifications to counting procedures included precautions such as the use of personal protective equipment, both for survey interviewers as well as for persons experiencing homelessness, health screenings for surveyors, and maintaining proper distancing. In some jurisdictions, the use of volunteers was reduced only to those with prior experience or eliminated completely, instead relying on trained outreach workers and other service providers to engage persons who were outside on the night of the PIT.

However, this report will not describe the myriad ways in which the region's homeless services system has had to respond to ensure that people experiencing a housing crisis were able to remain safe during the past year. The experience of the second year of the pandemic has again dramatically highlighted that foundational understanding that **housing is health care**.

¹ According to HUD, a Continuum of Care is "a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness." Definition accessed at <https://endhomelessness.org/resource/what-is-a-continuum-of-care/>

Findings, Highlights, and Trends from the 2022 Enumeration

LITERAL HOMELESSNESS COUNT

- The 2022 PIT enumeration resulted in a total count of **7,605 individuals experiencing homelessness**. **This is the lowest number of persons counted experiencing homelessness since the region began coordinating in 2001, and the fourth consecutive year in a row that the literally homeless total has been below 10,000 persons.**
- The region's number of persons experiencing homelessness **decreased by 704 persons from 2021, an eight percent decrease from the 2021 enumeration.**

This is a slightly smaller decrease from the 1,454 fewer persons counted regionally from 2020 to 2021 in last year's enumeration. Four of nine jurisdictions recorded decreases in the number of persons experiencing homelessness in 2022 from the 2021 count.

SHORT-TERM CHANGES, 2021 TO 2022

- The District of Columbia, for the third year in a row, had the greatest reduction in the number of persons experiencing homelessness from 2021 to 2022 (701 fewer persons), followed by Prince William County² (41 fewer persons).

LONGER TERM CHANGES, 2018 TO 2022

- **Seven of nine participating CoCs experienced a decline in the number of people experiencing homelessness between the 2018 and 2022 enumerations for the second year in a row.**
- During the period from 2018 to 2022, the District of Columbia experienced the greatest reduction in persons experiencing homelessness, counting 2,494 fewer individuals. The District of Columbia also had the largest proportion of the region's residents experiencing homelessness (58 percent). Montgomery County had the second largest reduction between 2018 to 2022, with 259 fewer persons experiencing homelessness counted, followed by Prince William County (133 fewer persons).
- The City of Alexandria reported the highest percentage reduction in its literally homeless count from 2018 to 2022 (47 percent).

VETERANS EXPERIENCING HOMELESSNESS

The region's count of veterans experiencing homelessness decreased significantly from 2021; there were 114 fewer veterans on the night of the count from the previous year's enumeration.

² Prince William County's enumeration includes the Cities of Manassas and Manassas Park.

- In 2022, the total number of veterans counted on the night of the PIT was 292.
- **The total number of veterans experiencing homelessness counted in 2022 is the lowest ever recorded in the region** and represents 192 fewer veterans counted since 2018, or a 40 percent decrease; seven of nine jurisdictions counted fewer veterans in 2022 than in 2021.
- The District of Columbia recorded the greatest reduction in the number of veterans between 2018 and 2022 (98 fewer veterans counted), followed by Prince George's County (21 fewer veterans), and Prince William County (13 fewer veterans).
- **All nine CoCs reduced the incidence of veteran homelessness since 2018, for a regional reduction of 40 percent.**

CHRONIC HOMELESSNESS

The number of persons experiencing chronic homelessness reversed the slight increase counted in the 2021 PIT during the 2022 enumeration, noting a decline of 17 percent in one year. Further, the region recorded a decrease of 16 percent between 2018 to 2022.

- Four of the nine participating jurisdictions experienced decreases in their counts of people experiencing chronic homelessness since 2018, and six CoCs recorded a decrease between the PIT counts of 2021 and 2022.
- The District of Columbia had the greatest reduction in the region in the number counted from 2018 to 2022 (329 fewer persons counted in 2022), followed by Montgomery County and the City of Alexandria, (84 and 39 fewer chronically homeless persons respectively).
- Two jurisdictions had the same greatest regional percentage reduction (68 percent) of single adults experiencing chronic homelessness since 2018: Montgomery County and the City of Alexandria.

PERMANENTLY HOUSED

The number of individuals who are in permanent housing and no longer experiencing homelessness was more than three times the number of people counted as literally homeless on the night of the annual enumeration. The region has increased the total number of persons who are permanently housed and no longer experiencing homelessness by 10 percent since 2018.

In addition, in 2022:

- 8,879 individuals were rapidly re-housed;
- 11,371 persons were served in permanent supportive housing; and
- 4,210 persons were served in other permanent housing.

This brings the regional total of persons previously experiencing homelessness in 2022 to 24,031 additional people housed than at this time last year. The significant number of people placed in permanent housing has constrained the incidence of homelessness in the region and helped prevent it from growing unchecked.

CONCLUSION

This is the second year in a row that the homeless enumeration took place during a pandemic, but the results provide further evidence that strategies the region's CoCs are implementing, when scaled up, are effective in preventing and ending homelessness. Strong coordinated federal, state, and local action on tenant protections such as eviction moratoriums and the significant provision of emergency housing assistance both reduces the number of people who enter the homeless services system as well as quickly assists people whose incidences of homelessness could not be prevented to stable housing. While these actions prevented a major increase in homelessness during the past year as observed during one day in January, data collected this year confirms that one of the most persistent barriers to ending homelessness in our communities is the insufficient number of affordable and available permanent housing opportunities for the lowest income households.

The 2022 report continues to highlight the fundamental nature of housing to protect human lives with several key, recurring themes:

1. The significant increase in the number of people formerly experiencing homelessness who have accessed permanent housing with the assistance of CoC housing interventions;
2. The positive impact of shelter diversion and homeless prevention programs; and
3. The critical need to increase the supply of housing affordable and appropriate supportive services to the lowest-income households.

Dedication to addressing the region's homelessness issues, particularly during the enormous challenges posed by the ongoing public health emergency, has resulted in steady, measurable progress in providing shelter and wrap-around services to individuals and families experiencing homelessness. The region should celebrate the achievements, dedication, and coordinated efforts of their communities to prevent people from entering the homeless system, to improve service delivery, and to increase permanent housing solutions. Reductions in homelessness reflect focused efforts to ensure that the experience of homelessness is *brief, rare, and one-time only*.

However, there remain significant challenges highlighted in this year's PIT efforts. The challenges laid bare by the global pandemic caused by COVID-19 have highlighted the lifesaving protections that housing provides.

The successes reflected in the numbers in the report demonstrate that effective strategies are in place, but a sustained commitment to creating and adequately funding viable housing solutions for the lowest-income individuals and families, continuously improving data tracking and interpretation, and providing service pathways to ensure housing is sustained are among the most critical components to making further significant reductions in the annual PIT count.³

³ The map on the following page represents those jurisdictions which are members of COG. However, Charles County is not included in this Point-in-Time report. Unlike the other jurisdictions, Charles County provides its homelessness data to the Baltimore HUD Field Office.

AGENDA ITEM #11

WMATA'S JOINT DEVELOPMENT STRATEGIC PLAN

10-Year Strategic Plan for Joint Development

May 2022



Office of Real Estate & Parking (LAND)

Metro owns 1,000+ acres of property across the DMV supporting

- **91 stations**
- **1 million commuters (pre-COVID)**

What is Joint Development?

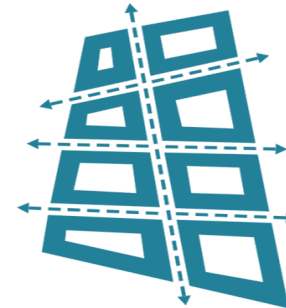
FTA term for real estate development on Metro-owned property that requires coordinated construction of public transit facilities with private development.



Asset Management



Parking



Station Area Planning



Joint Development

Strategic Plan

OBJECTIVES

Accelerate joint development that generates new ridership & revenue

Prioritize Metro planning efforts & investment

Align Metro & jurisdictional interests

Attract private sector investment

OUTCOMES

Support higher-density, mixed-use development

Secure infrastructure investments

Maximize economic development

Support transit operations

Strategic Plan for Joint Development

Metro has an ambitious goal to complete 20 new joint development agreements by 2032.



West Falls Church



Gallery Place



Grosvenor-Strathmore



New Carrollton

Importance of TOD to Jurisdictions

Catalyzes economic development, housing production & transit ridership

Since 2004:

- + 21 M SF
built / planned
- + \$168M taxes/yr
- + 20,800 daily trips
Pre-COVID

NoMa 2000

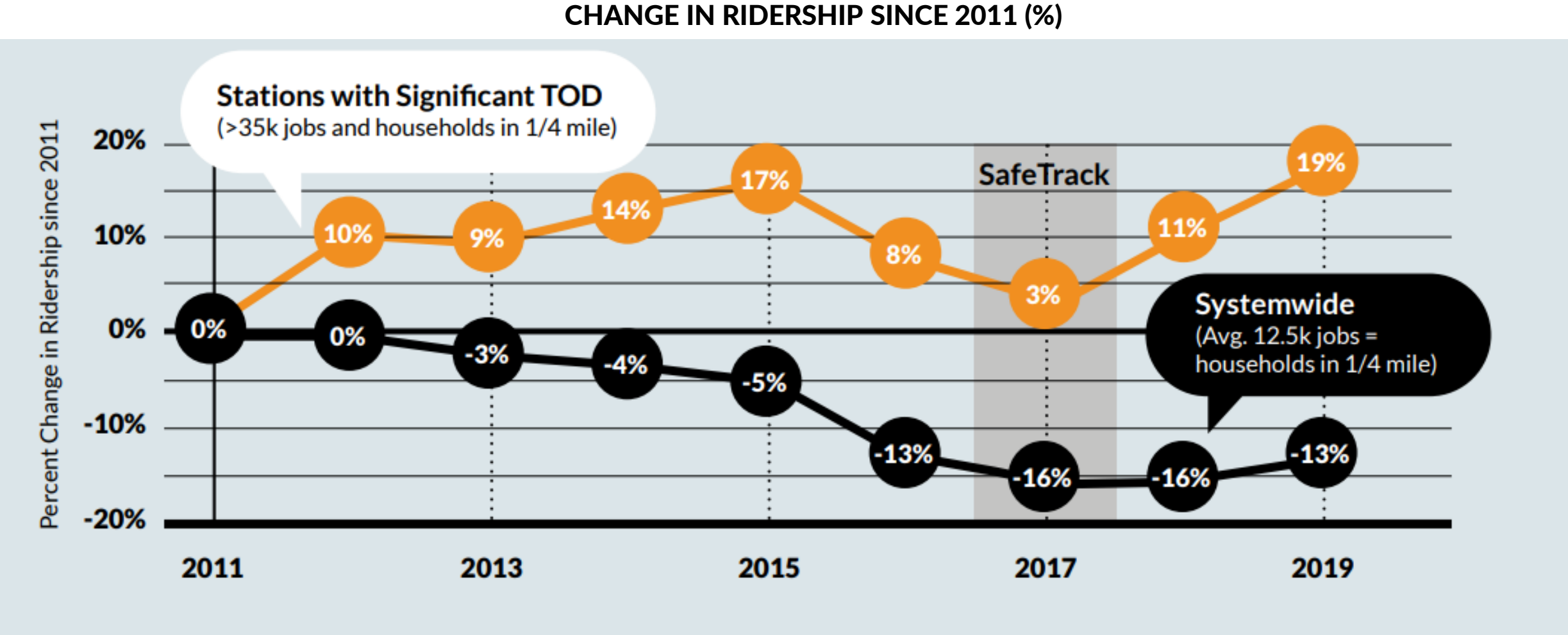


NoMa TODAY



Importance of TOD to Metro

Creates more stable Metro ridership



Importance of TOD to the Region

Congestion Mitigation



1 train = 2,000 riders

Climate



Reduces car usage
& emissions

Affordability



Produces housing
with low
transport costs

Economic Competitiveness



Increases access to
jobs, services
& amenities

National Leader in Joint Development

55 buildings completed at 30 stations

17 million sq. ft. of mixed-used development

\$194 million in annual local & state taxes

5 million annual Metro trips generated

\$29 million annual Metro fares



Impact of Joint Development



Insignia on M
Navy Yard - Ballpark



Bethesda Metro Center
Bethesda



Rhode Island Row
Rhode Island Avenue

Future Opportunity at 40 Stations

31 million sq. ft. of new mixed-use development

- **26,000** new housing units
- **5 million** sq. ft. commercial

\$340 million in new annual local & state taxes

9 million annual Metro trips generated

\$40 million new annual Metro fares

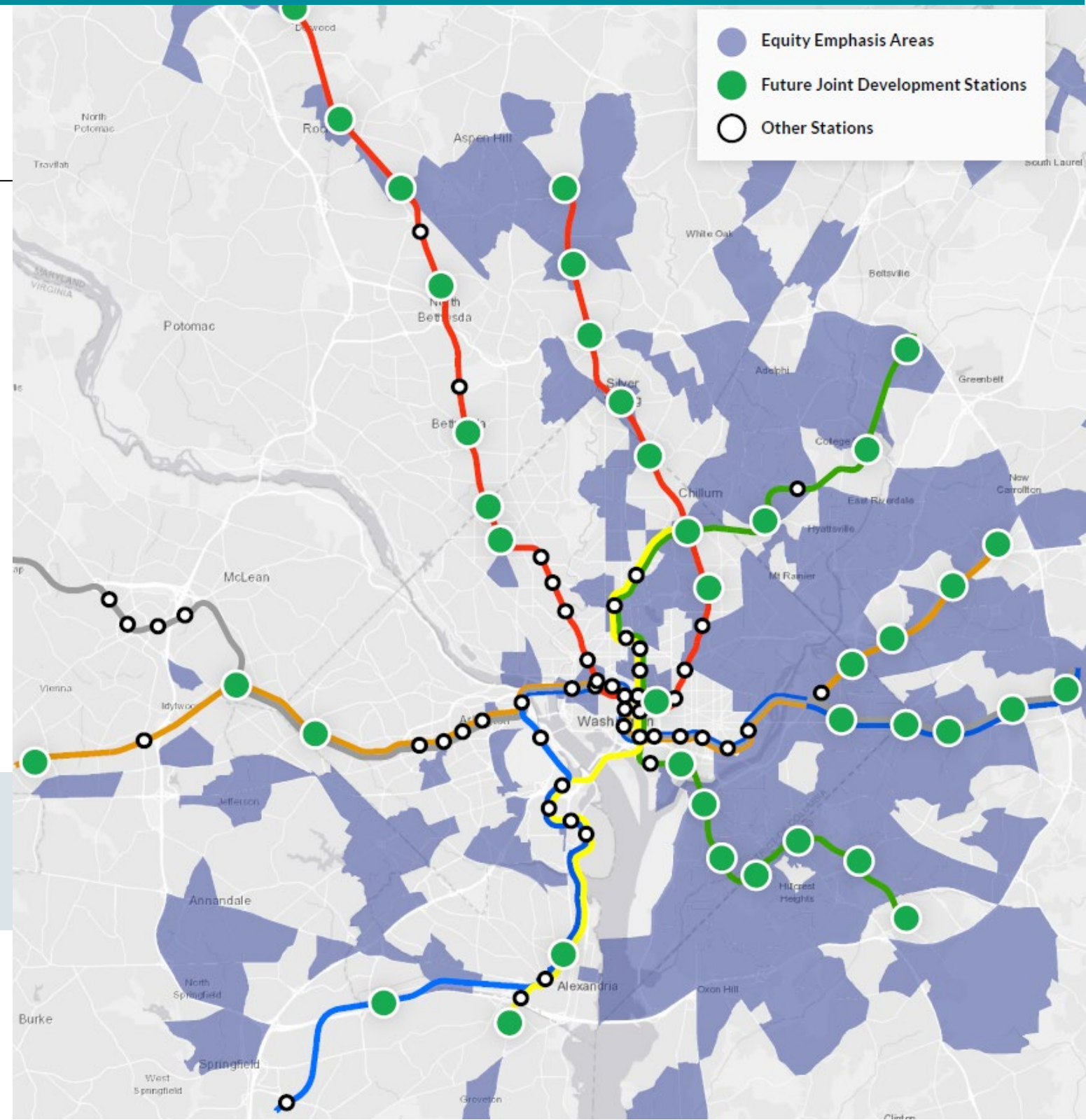


Future Opportunity

Further opportunities for equitable development

- Attracts investment to underserved communities
- Increases housing production & delivers new affordable housing in transit-accessible locations
- Supports access to critical services & amenities

70% of future JD sites are in Equity Emphasis Areas defined by MWCOG



Policy Requirements

Requires coordination with jurisdictional partners to:

- Maintain or enhance ridership
- Comply with local land use plans / regulations & FTA guidelines
- Replace transit facilities (where needed)
- **Generate a positive net fiscal impact for WMATA**

Shady Grove

- High infrastructure costs – that must be financed up-front
- Financial gaps for high-rise development desired by Comp Plan



Strategies to Accelerate Joint Development

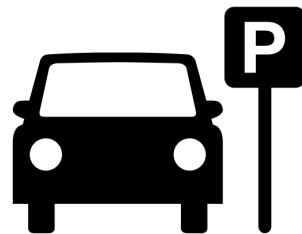
1.

**Partner with
Local
Jurisdictions**



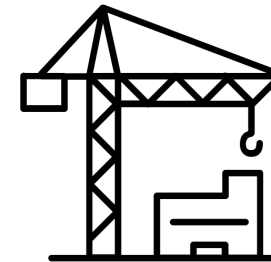
2.

**Right-Size
Transit
Facilities**



3.

**Increase
Development
Readiness**



4.

**Minimize
Implementation
Risks**



Actions

1. Partner with Local Jurisdictions

1. Coordinate Site Infrastructure Needs & Funding
2. Pursue Policies & Funding that Support Housing Goals
3. Leverage Local Economic Development Strategies

Rhode Island Ave-Brentwood

- Discounted land value to pay for replacement transit facilities
- Increased affordability with DC PILOT & New Market Tax Credits



Development

Transit Facilities

Actions

2. Right-Size Transit Facilities

1. Reduce Parking
2. Modernize Pick Up / Drop Off Locations
3. Optimize Bus Infrastructure

Grosvenor-Strathmore

- Consolidated & later reduced total parking capacity
- Benefited from efficient bus + K&R configuration



Development

Transit Facilities

Actions

3. Increase Development Readiness

1. Evaluate Site Conditions & Development Feasibility
2. Resolve Entitlements & Other Site Issues
3. Secure Gap Funding Commitments

West Falls Church

- Completed financial feasibility analysis pre-RFP (first station)
- Initiated Comp Plan amendment prior to solicitation



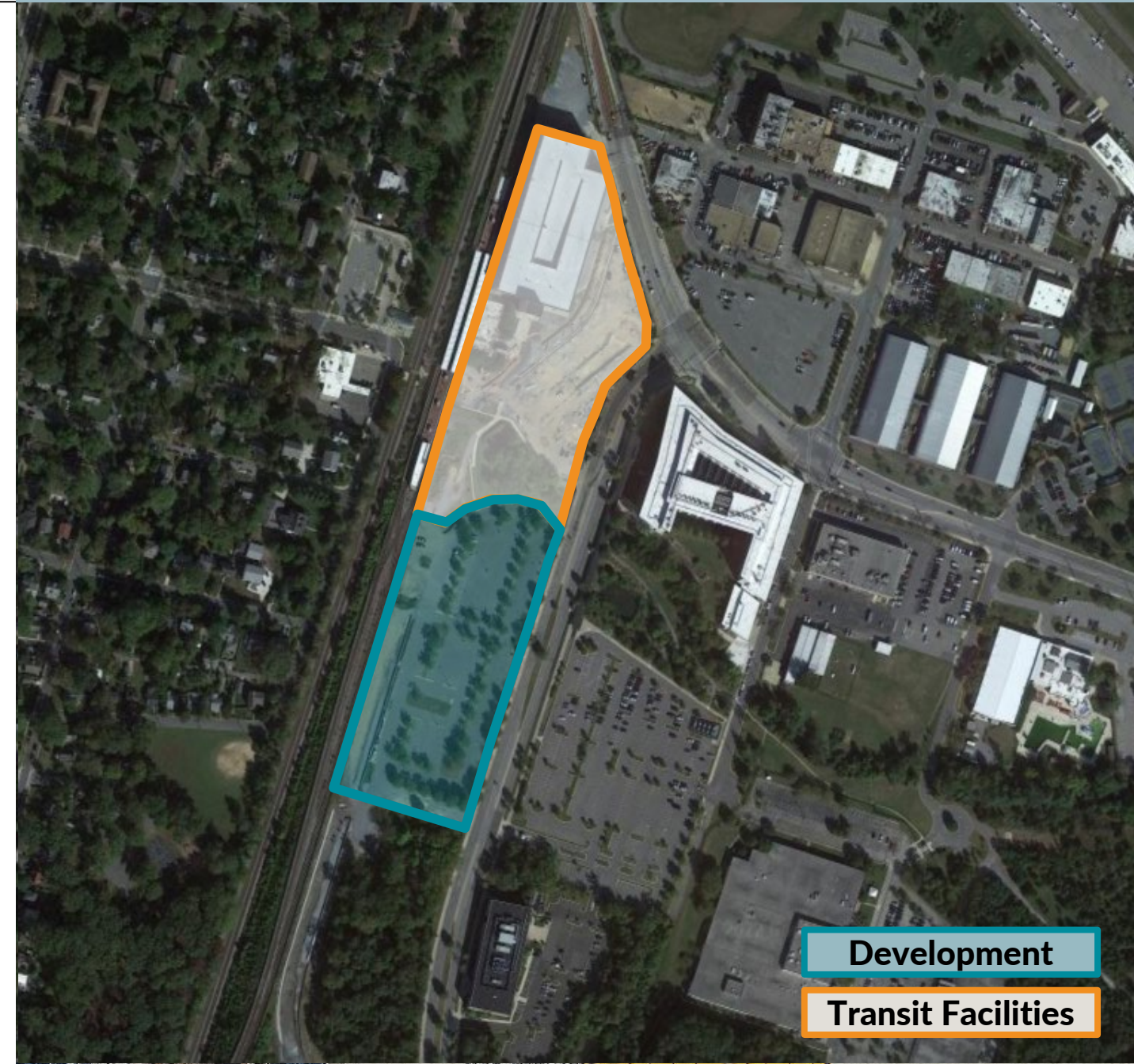
Actions

4. Minimize Implementation Risks

1. Complete Compact Public Hearings for Transit Facility Changes pre-RFP
2. Offer Smaller Parcels
3. Simplify Solicitations & Proposal Requirements

College Park

- Held compact hearing & built parking garage before 2nd RFP attempt
- Offered smaller parcel with no transit replacement requirements



Development

Transit Facilities

Station Evaluation

Metro applied three evaluation criteria for prioritizing the 40 remaining undeveloped stations.



Development Potential

What are the land use/zoning & physical site characteristics that inform what can be built?



Infrastructure Needs

Is there existing infrastructure that requires replacement to accommodate future transportation needs on site?



Market Readiness

What private development can be supported based on market factors such as rent, absorption, vacancy, etc.?

Station Prioritization

- Group 1** Existing Agreements
- Group 2** Next Solicitations
- Group 3** Future Solicitations
- Group 4** Additional Planning

GROUP 1 Existing Agreements

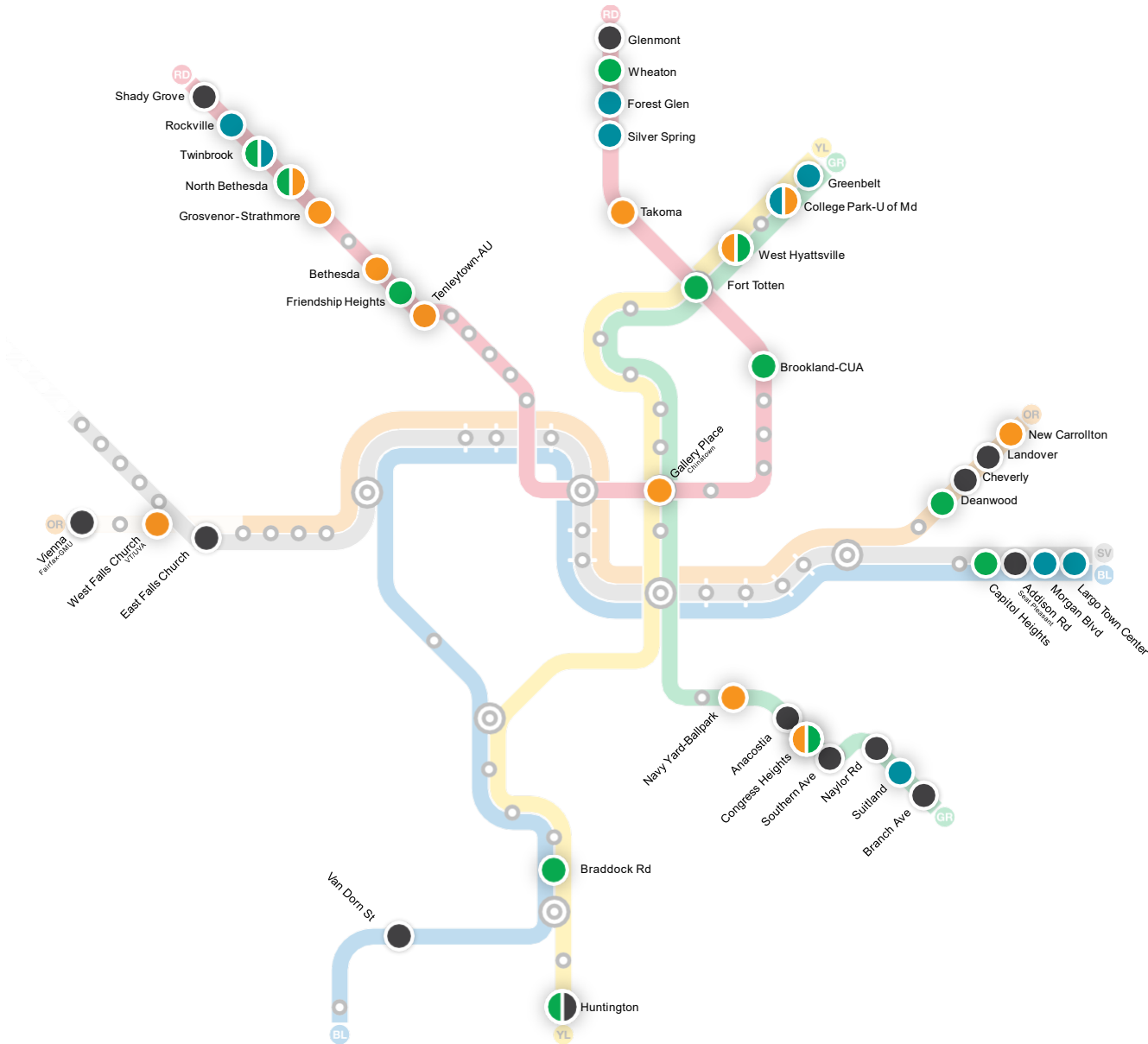
- Entitlements, financing, or construction underway

GROUPS 2 & 3 Next & Future Solicitations

- Transit replacement needs are generally understood
- Resolving feasibility gaps or other site challenges

GROUP 4 Additional Planning

- Not yet studied (transit replacement needs unknown)
- OR more significant challenges identified (larger feasibility gaps, unsupportive zoning, environmental issues, etc.)



Station Prioritization

Station prioritization may change over time as conditions change or funding commitments are made.

GROUP 1 Existing Agreements	GROUP 2 Next Solicitations	GROUP 3 Future Solicitations	GROUP 4 Additional Planning
College Park Congress Heights Gallery Place Grosvenor-Strathmore  Navy Yard-Ballpark  New Carrollton North Bethesda (Parcel H) Takoma Tenleytown West Falls Church (West) Hyattsville	Braddock Road Brookland Capitol Heights Deanwood Fort Totten Friendship Heights Huntington (South) North Bethesda Twinbrook (West) West Hyattsville (East)	College Park (West) Forest Glen Greenbelt Largo Town Center Morgan Boulevard Rockville Silver Spring Suitland Twinbrook (East) Wheaton	Addison Road Anacostia  Bethesda Branch Ave Cheverly  Congress Heights East Falls Church Glenmont Huntington (North) Landover Naylor Road  Shady Grove Southern Avenue  Van Dorn Street Vienna /Fairfax-GMU



Under Construction



Solar Installation

Next Steps

Strategic Plan Outreach

- ▶ Publish Strategic Plan report
- ▶ Conduct roundtables with jurisdictions
- ▶ Hold forums with developers & TOD advocates

Ongoing Engagement

- ▶ Produce annual progress report card
- ▶ Hold quarterly updates with jurisdictions
- ▶ Include projects on WMATA, Jurisdictional & MWCOC CIPs
- ▶ Board requests for compact hearings & JD solicitations

10-Year Strategic Plan for Joint Development





Modera at Avenir Place
Dunn Loring Station
Fairfax County, VA

APPENDIX

Joint Development Project Cycle

PRE-AGREEMENT ACTIONS



POST-AGREEMENT ACTIONS

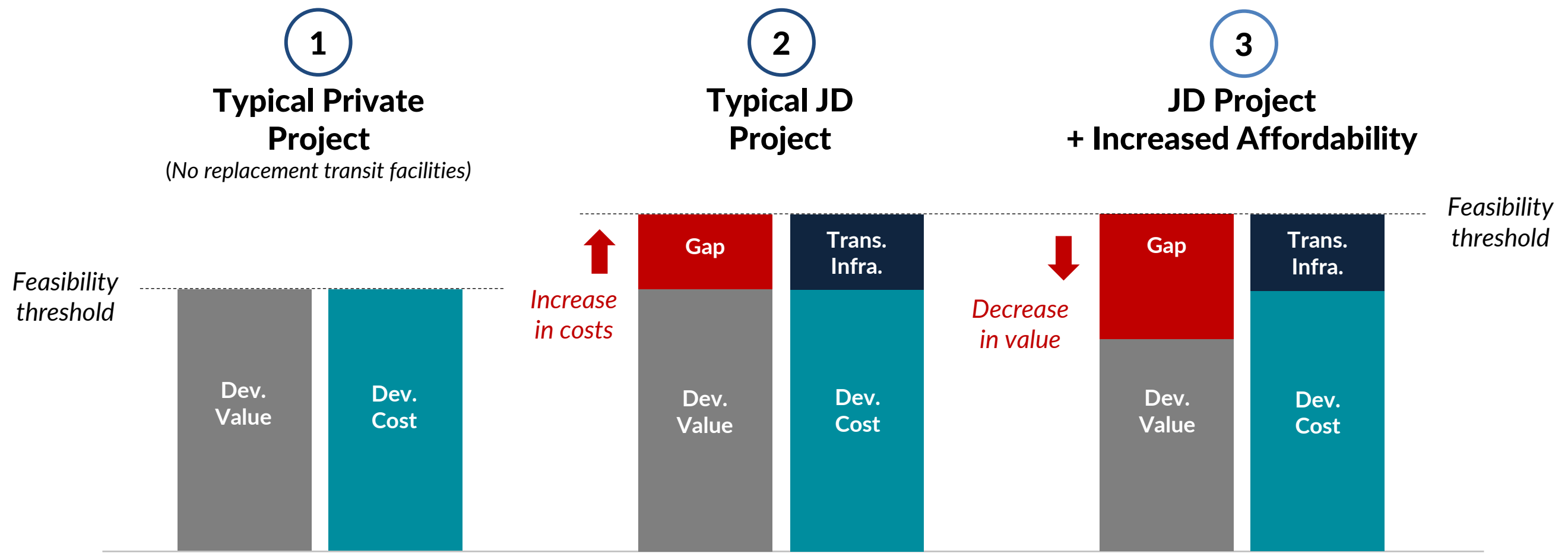


Responsible Party	 Metro	 Metro & Developer	 Developer
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Joint Development Financial Challenge

Realizing future JDs will require coordination with jurisdictional partners & developers to overcome obstacles.





Washington Metropolitan Area Transit Authority

10-Year Strategic Plan for Joint Development



“Transit-oriented development is a proud legacy of the Metro system, creating jobs, economic growth, and improving quality of life for the millions of people we serve.

Joint development has never been more important as we lay out our vision to help the region tackle congestion, housing availability, sustainability, and more, all while making our communities even more economically competitive.”

– Paul Wiedefeld, General Manager & Chief Executive Officer



The Insignia
Navy Yard-Ballpark Station
Washington, DC

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Cover: Gallery Place
Gallery Place-Chinatown Station
Washington, DC
Photo by Sam Kittner

JOINT DEVELOPMENT STRATEGIC PLAN	
What is Joint Development?	Real Estate development on Metro-owned property that requires coordinated construction of public transit facilities with private development.
Impact	Metro is a national leader in joint development, delivering: <ul style="list-style-type: none">▪ 55 new buildings at 30 stations▪ 17 million square feet of mixed-used development▪ 5 million new annual Metro trips▪ \$194 million in new annual state and local taxes
Future Opportunities	<ul style="list-style-type: none">▪ 550+ acres at 40 Metro stations▪ 31 million square feet of new mixed-use development▪ 26,000 new housing units▪ \$340 million in new annual taxes
Acceleration Strategies	<ol style="list-style-type: none">1 Partner with Local Jurisdictions2 Right-Size Transit Facilities3 Increase Development Readiness4 Minimize Implementation Risks
GOAL	
Complete 20 new joint development agreements by 2032	

I. Introduction

The National Capital region has one of the most extensive public transit systems in the country that serves as the backbone for regional growth and economic development. Transit investments often spur a type of development known as transit-oriented development (TOD) that creates compact, walkable communities centered around transit stations. TOD attracts new residents, workers, and visitors and increases transit ridership and economic activity in the surrounding neighborhood.

The Washington Metropolitan Area Transit Authority (WMATA or Metro) is a national leader in a type of TOD known as joint development – defined by the Federal Transit Administration (FTA) as the coordinated construction of public transit facilities with private development on transit-owned property. Joint development usually requires the consolidation of parking and/or bus facilities into smaller footprints to make land available for residential or commercial development.

Metro’s joint development program is critical to its mission to provide safe, reliable, and affordable transportation and delivers valuable benefits for Metro and the region by:

- Increasing Metro ridership from new residents, workers, and visitors
- Generating new revenue from fares and real estate proceeds that support Metro’s operations
- Fostering sustainable regional growth by creating new housing and business opportunities near transit
- Generating new state and local taxes on formerly undeveloped and tax-exempt land

History and Future Opportunities

Since 1975, Metro has completed 55 joint development projects totaling 17 million square feet at 30 of Metro’s 91 stations, including iconic buildings at stations such as Gallery Place, Farragut North, Metro Center, Bethesda, and Ballston. Together, these projects generate \$194 million in annual state and local tax revenue¹ and nearly 5 million additional Metro trips annually².

Metro has delivered more joint development projects than any other transit authority in the country, and opportunities still remain at another 40 stations totalling more than 500 acres. Development of this portfolio could multiply the program’s impact to date by producing :

- 31 million square feet of new development³
- 26,000 new housing units⁴
- 9 million new annual Metro trips⁵
- \$40 million in annual Metro fare revenue⁵
- \$50 million in annual lease revenue⁶
- \$340 million in new annual tax revenue⁷

While most early joint development sites were not encumbered by large transit facilities (e.g. commuter parking lots or bus loops), the majority of Metro’s remaining sites have much larger existing infrastructure that requires replacement. They also have more varied real estate market conditions and zoning allowances that impact their development potential. Addressing these challenges will be critical to unlocking the full potential of Metro’s real estate portfolio.



Sam Kittner

CASE STUDY
TOD at NoMa-Gallaudet U Metro Station⁸

The NoMa-Gallaudet U Metro Station is Metro’s first infill station and exemplifies how TOD can catalyze transit ridership and regional growth. Since the station opened in 2004, 158 acres of vacant land, railroad yards, warehouses, and other industrial uses have been transformed by more than 21 million square feet of mixed-use development built or planned within a ½-mile of the station. NoMa - Gallaudet U is now Metro’s 20th busiest station with more than 2.6 million trips annually. NoMa’s development has generated a 16-fold increase in tax revenue to the District, from \$11.3 million in 2006 to a projected \$179 million in 2021.

The station was funded through an innovative public-private partnership. Private property owners donated \$10 million in land and funded \$25 million through a special assessment, and the District and federal governments invested \$44 and \$25 million respectively. The District also increased the height and density allowable in the area and created a Business Improvement District (BID) to further stimulate economic development and ensure a strong return on the public’s investment. This combination of capital investment, development incentives, and governance have made the NoMa-Gallaudet U a TOD success story for Metro and the District.

Purpose of Strategic Plan

Given the importance of joint development to the financial health of Metro and the region, Metro developed its first Strategic Plan for Joint Development to achieve the following objectives:

- 1 Accelerate development that generates new Metro ridership and revenues
- 2 Prioritize Metro planning and investments
- 3 Align Metro and jurisdictional interests
- 4 Attract private sector investment

The Strategic Plan (i) identifies challenges and obstacles to advancing joint development, (ii) develops strategies to increase project feasibility and accelerate implementation, (iii) evaluates and prioritizes future station opportunities, and (iv) establishes an aggressive joint development goal for the next 10 years:

GOAL: Execute 20 new joint development agreements by 2032

Metro, however, cannot achieve this goal alone. It requires support, co-investment, and close coordination with local jurisdictional partners to:

- **Support Higher Density, Mixed-Use Development.** Local land-use policies and zoning establish the foundation for private uses on Metro property and should foster the critical mass needed for successful transit-oriented development. While many past joint

developments benefited from downtown or close-in locations that have traditionally stronger demand and higher rents, future opportunities are in softer markets that may need local incentives and support to attract higher density, mixed use development.

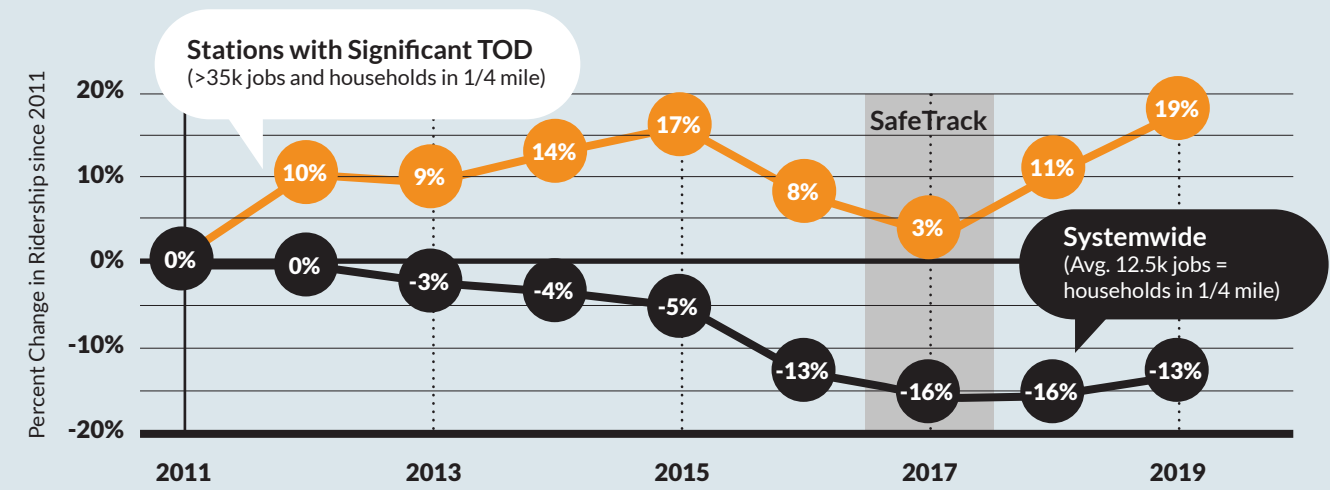
- **Secure Infrastructure Investments.** Joint development requires significant investment to unlock private development opportunities, including relocation of existing on-site Metro infrastructure such as parking lots and bus loops. In addition, these new communities need new roads, utilities, and stormwater facilities as well as parks and open space investments. Co-investment with local jurisdictions will be key to accelerating future projects.
- **Maximize Economic Development.** Prior to joint development, Metro properties do not generate any taxes. Joint development creates new property, sales, income, and other taxes. The net-new tax revenue that state and local governments receive from joint development is up to seven times greater than the revenue Metro receives from fares and real estate proceeds—demonstrating the mutual financial incentive for these projects to advance.
- **Support Transit Operations.** To protect the region's investment in Metro, Metro’s Board has established a policy that joint developments must have a positive net fiscal impact and contribute revenue that supports transit operations. Co-investment from local jurisdictions and others will be necessary to unlock the financial benefits of joint development.

COVID Recovery

While the long-term impact of the Covid pandemic on commuting patterns is not yet clear, the near-term impacts on the regional economy and Metro’s fiscal condition have been significant. Historic low ridership over two years has strained Metro's operating budget and required \$2 billion in federal assistance. As the public health threat of Covid wanes, Metro expects ridership to rebound. At more densely developed stations, ridership is already rebounding more quickly, which underscores the importance of accelerating joint development. With telework likely here to stay, advancing TOD is a crucial strategy that supports ridership recovery and generates valuable new revenue for Metro and our regional partners.

Stations With TOD Have More Stable Ridership⁹

Between 2011 and 2019, ridership grew at stations with significant TOD.



Importance of Joint Development for Metro

Joint development contributes to the financial health of Metro by growing transit ridership and generating new fare and real estate revenue. Residents, workers, and visitors to Metro’s completed joint developments generated nearly 5 million annual transit trips prior to Covid, which translates to more than \$29 million in annual fare revenue.² Future joint development opportunities could grow fare revenue by \$40 million annually⁵ while also generating \$50 million in ongoing annual lease revenue that helps fund Metro operations.⁶ Joint development also supports ridership and economic recovery after downturns, such as those experienced during Covid, as ridership is more resilient in transit-oriented locations (See chart).

Joint development also provides an opportunity to enhance the efficiency of Metrorail operations by balancing demand and capacity throughout the system. Prior to Covid, 85 percent of all morning peak hour trips traveled through the core of the Metro system,¹⁰ creating significant crowding issues on inbound trains while outbound trains were largely empty. Metro estimates that commercial development at six stations (Branch Avenue, Greenbelt, New Carrollton, Shady Grove, Suitland, and North Bethesda) could generate more than 5,000 daily trips for reverse commuters.¹¹ This change in commuting patterns would improve Metro’s cost recovery by serving more riders at current service levels without adding to peak-hour congestion in the system core.

BENEFIT TO

METRO

Completed Projects

55 Projects at 30 Stations
17M square feet of development

Future Joint Development

Full Build-Out at 40 Stations
31M square feet of development³

4.9M ANNUAL METRO TRIPS^{2*}

\$29M ANNUAL METRO FARES^{2*}

9M NEW ANNUAL METRO TRIPS^{5*}

\$40M NEW ANNUAL METRO FARES^{5*}

\$391M TOTAL LAND SALE REVENUE¹²

\$8-11M ANNUAL LEASE REVENUE¹²

\$50M NEW POTENTIAL ANNUAL LEASE REVENUE⁶

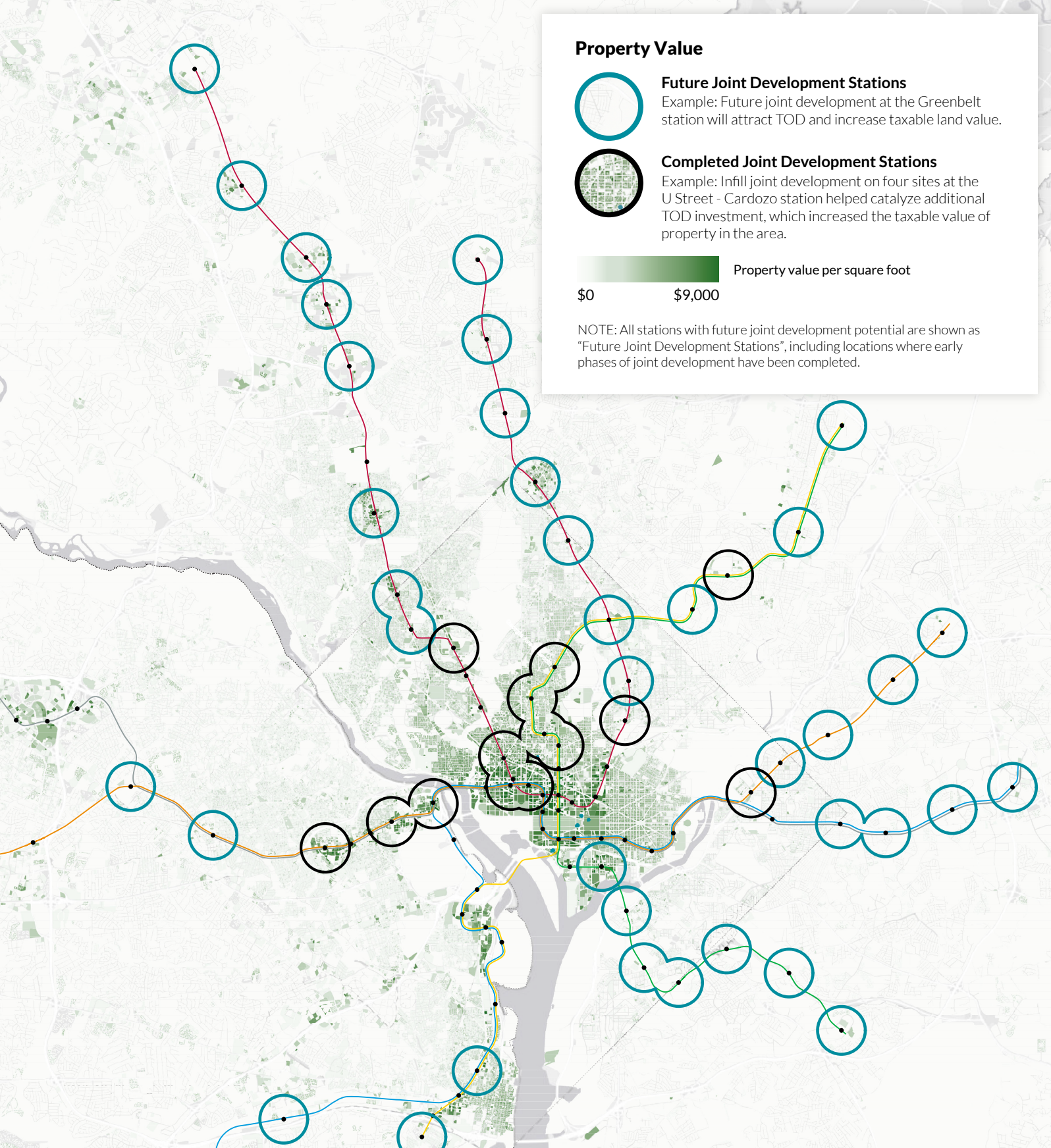
* Ridership estimates are based on Metro’s Station Walkshed Area Ridership Model (SWARM) and assume 100% ridership recovery post-Covid.



CASE STUDY
NEW CARROLLTON

New Carrollton Metro Station is one of the best-connected transportation hubs in the Washington region, with Metrorail, Metrobus, Amtrak, MARC, TheBus, Greyhound, and future Purple Line service. Urban Atlantic is Metro’s partner in developing 2.3 million square feet of mixed-use development, which is at the center of an additional 10 million square feet of development potential within a ½-mile of the station. Joint development at New Carrollton will generate more than \$20 million annually in new tax revenue for Prince Georges County and increase transit ridership and revenue for Metro.

TOD INCREASES PROPERTY VALUES AND TAX REVENUE: Throughout the region, land value is highest near Metro stations with TOD. Completed joint development and surrounding TOD (black circles) have increased the taxable value of surrounding property. Many stations with future joint development potential (blue circles) have seen limited development and present an opportunity to attract new investment that will increase tax revenue and further catalyze additional TOD in the surrounding area.



Regional Impact of Joint Development

Local jurisdictions are critical partners and primary beneficiaries of joint development, reaping financial returns multiple times greater than Metro. Completed joint developments generate more than \$194 million in annual state and local taxes on property that was previously tax-exempt. Metro's remaining future joint development pipeline would generate \$340 million in new property, income, and sales taxes once completed. Additionally, these future joint developments will generate \$8.6 billion in annual economic impact, a measure of the total economic activity, in the form of goods and services, generated by residents, employees, and visitors of the new development.

Joint development also supports regional economic growth and environmental sustainability. Over the past decade, most new development in the region has occurred in Metro-accessible locations. In 2019, two-thirds of new office construction and more than half of new multifamily residential construction was located within a ½-mile of Metro stations.¹³ Covid has accelerated this trend, with almost all new office starts in 2021 occurring in Metro station areas.¹⁸ Joint development supports the region's climate goals by bringing more jobs, residents, and services within walking distance of Metro. By reducing automobile dependency, TOD reduces congestion, carbon emissions, and the environmental impacts of growth. On average, households living within a ½-mile of Metro reduce their total vehicle miles traveled by 25-50% relative to households living outside of Metro-accessible areas.¹⁴

Joint development also supports regional housing goals by increasing total housing supply, including affordable units. Up to 31 million square feet of development potential remains on Metro properties, which could create more than 26,000 housing units in addition to new commercial office, retail, and hotel space.³ TOD also improves housing affordability by reducing household expenses associated with car ownership, providing families with more disposable income for housing.

BENEFIT TO THE REGION

Completed Projects	Future Joint Development
55 Projects at 30 Stations 17M square feet of development	Full Build-Out at 40 Stations 31M square feet of development
\$4.6B PROPERTY VALUE ¹⁵	\$8.9B FUTURE PROPERTY VALUE ¹⁶
\$12.2B ANNUAL ECONOMIC IMPACT ¹⁷	\$8.6B NEW POTENTIAL ANNUAL ECONOMIC IMPACT ^{7*}
\$194M ANNUAL TAXES ¹⁷	\$340M NEW ANNUAL POTENTIAL TAXES ^{7*}

*Economic impact measures the total value of goods and services created at joint development projects (i.e., wages, sales, etc.). Tax impact measures the total revenues generated for local and state governments, inclusive of all associated property, personal income, sales, business, and hotel taxes.

Other Factors Influencing Joint Development

As part of joint development feasibility studies, Metro consults with jurisdictional partners to identify equity and sustainability goals for each station area. Some may be achievable without increasing the overall project cost, while others may require external funding support.

Sustainability

Joint development and TOD are examples of smart growth and support regional land use plans and transportation demand management policies adopted by the Metropolitan Washington Council of Governments (MWCOCG) and local jurisdictions that aim to reduce energy consumption and carbon emissions and improve water quality. Joint development can help achieve these mandates by:

- Providing opportunities for households to live or work near transit, which leads to 25 to 50% lower rates of vehicle miles traveled and carbon emissions than non-TOD communities.¹⁴
- Creating more pedestrian- and bicycle-friendly station areas that improve station access, increase transit usage, and further reduce vehicle trips.
- Providing a mix of uses and amenities—such as retail, entertainment, and civic facilities—that are transit accessible or within walking distance.
- Adding renewable energy capacity through rooftop solar on parking garages or buildings.
- Reducing impervious surfaces and stormwater runoff.

Metro’s updated Sustainability policy, adopted in 2021, reinforces these goals. WMATA now is preparing a Sustainability Action Plan that will further develop the business case for joint development and green growth investments.

Equity

Metro’s new Transit Equity Framework, adopted in 2021, identifies new goals for the Authority focused on transit service operations and fares. Equitable development has also become a growing priority regionally and nationwide given the high cost of housing in urban areas and historic underinvestment in low-income and minority communities. Joint development can foster equity by:

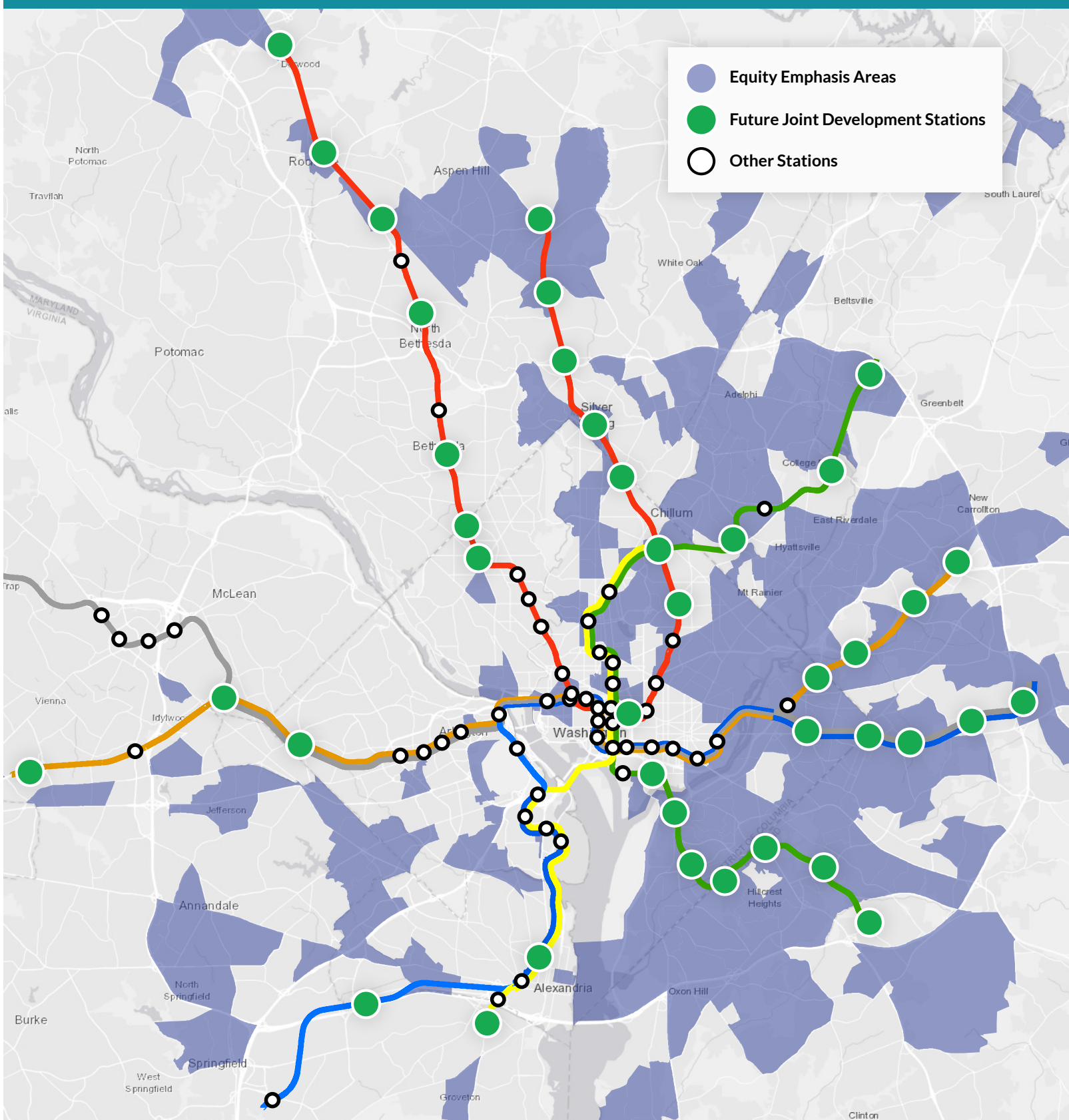
- Attracting public and private investment, new businesses, and jobs to historically overlooked neighborhoods. Seventy percent of future joint developments are in or near Equity Emphasis Areas (See map).
- Increasing overall housing production that can help address the supply issues identified in MWCOCG’s 2019 “The Future of Housing in Greater Washington” report.
- Delivering new income-restricted affordable housing units where no previous housing existed.
- Providing housing in desired transit-accessible locations where car ownership or dependency is not required.
- Supporting access to other services and amenities such as grocery stores, libraries, and open spaces.
- Providing small businesses and minority- and women-owned firms contracting and development opportunities.

Maximizing Housing Production and Affordability

Metro’s 2018 Joint Development Policy states that projects must comply with local affordable housing requirements, which vary throughout the region. Completed joint developments have produced 10,400 residential units, including approximately 1,000 affordable units. Metro’s 40 station portfolio could yield up to 26,000 new units and thousands of income-restricted affordable units. In partnership with jurisdictions, Metro explores opportunities to increase affordability by leveraging local, community, and corporate financing sources. Two recent examples include:

- **Amazon’s Housing Equity Fund**, which provides \$125 million in low-rate financing that funds increased affordability at Metro joint development sites.
- **Montgomery County’s More Housing at Metrorail Stations Act**, which provides a tax abatement that funds the high-rise construction cost gap and increases the production of both market-rate and affordable housing units; additionally, the certainty of this financial resource helps expedite development.

EQUITY EMPHASIS AREAS: In 2019, the Metropolitan Washington Council of Governments published a map of Equity Emphasis Areas (EEAs) that identifies census tracts with higher concentrations of low-income and/or minority populations. Within Metro’s portfolio, 70% of the future joint development stations are within or directly adjacent to (less than ½-mile) these communities. Joint development provides opportunities to increase investment in these locations and enable more households and employees to reap the benefits of transit. As a result, these areas have 20-40% lower rates of car ownership and and reduced transportation costs,¹⁷ which increases the disposable incomes that can be spent on housing and other needs.



CASE STUDY

Rhode Island Ave-Brentwood Metro Station

In the early 2000s Metro identified an opportunity for joint development at the Rhode Island Ave-Brentwood Station to increase transit ridership, upgrade transit infrastructure, and catalyze additional neighborhood investment. Following the release of an RFP, Metro selected A&R Development and Urban Atlantic and executed a Joint Development Agreement in 2004.

The developer secured entitlements and financing and began construction in 2008. In addition to 274 residential units, including 55 affordable units, and 70,000 square feet of ground-floor retail, the developer constructed a new Metro commuter garage. Financing comprised both public and private sources, including the District’s payment in lieu of taxes program (PILOT), a Federal Housing Administration loan, and New Market Tax Credits. Since opening in 2011, 2.4 million square feet of development has been built or is planned within a ½-mile of the station.



Sam Kittner

Joint Development Policies

Metro manages its joint development program in accordance with [Federal Transit Administration \(FTA\) guidelines](#), and [Joint Development program policies](#) set by the Metro Board. Joint development requires FTA and Metro Board approval. Projects are evaluated according to the following criteria:

- Creates a net fiscal positive outcome for Metro
- Enhances transit ridership, safety, and station access
- Enhances transit operations and maintenance
- Aligns with local land use and economic development plans

Joint Development Project Cycle

Metro’s Office of Real Estate and Parking leads the early stages of the joint development process, which includes evaluating the project needs and feasibility, assessing a site’s development potential and value, and identifying financial, technical, and other challenges. A key step in the process is confirming the future public transit facility needs. Metro policies allow for a net reduction in facilities such as parking or bus bays, subject to Metro Board approval following a public hearing (Compact Public Hearing). Any approved changes are reflected in an amendment to the Mass Transit Plan.

Metro engages the private sector in joint development through a public solicitation process. A Joint Development Solicitation request for proposals (RFP) details the opportunity, site information and infrastructure requirements for prospective development partners. Upon selection of a development partner, Metro and the developer negotiate and execute a Joint Development Agreement (JDA) that is approved by the Metro Board and FTA. The development partner leads entitlement, financing, and construction of the project in accordance with the requirements of the JDA.

PRE-AGREEMENT ACTIONS



POST-AGREEMENT ACTIONS



RESPONSIBLE PARTY	Metro	Metro and Developer	Developer
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WEST FALLS CHURCH: EYA, Hoffman & Associates, and Rushmark are planning a three million square foot mixed-use development that combines three adjacent properties owned by Metro, Virginia Tech, and the City of Falls Church, within a ½-mile of the station. Metro’s property will include one million square feet of multifamily housing, townhomes, retail, and office uses.



II. Acceleration Strategies

Metro has set an ambitious goal of completing 20 new joint development agreements in the next 10 years. To achieve this objective, Metro will need to coordinate with local jurisdictions and continually improve internal processes.

STRATEGY		ACTION
1. Partner with Local Jurisdictions		1.1 Coordinate Site Infrastructure Needs and Funding 1.2 Pursue Policies and Funding that Support Housing Goals 1.3 Leverage Local Economic Development Strategies
2. Right-Size Transit Facilities		2.1 Reduce Parking 2.2 Modernize Pick Up/Drop Off Zones 2.3 Optimize Bus Infrastructure
3. Increase Development Readiness		3.1 Evaluate Site Conditions and Development Feasibility 3.2 Resolve Entitlements and Other Site Issues 3.3 Secure Gap Funding Commitments
4. Minimize Implementation Risks		4.1 Complete Compact Public Hearings for Transit Facility Changes pre-RFP 4.2 Simplify Solicitations and Proposal Requirements 4.3 Offer Smaller Parcels

1

STRATEGY
Partner with Local Jurisdictions

Delivering high-quality joint development that maximizes density and community benefits requires partnership with local jurisdictions. Metro must focus its funding on transit operations and will work with regional jurisdictional partners to align projects with local housing and economic development priorities and address financial gaps.

ACTION 1.1: Coordinate Site Infrastructure Needs and Funding

Metro will partner with local jurisdictions to identify site infrastructure needs and funding that unlocks development at Metro sites while also benefitting other nearby properties and catalyzing development beyond the station. Local financial support for infrastructure is critical because local and state governments receive up to seven times more revenue from joint development than Metro. Joint development transforms formerly tax-exempt land into economic engines that generate new sales, property, income, and other taxes.

ACTION 1.2: Pursue Policies and Funding that Support Housing Goals

Joint development will make a significant contribution to the region's housing production and affordability goals. Metro's Joint Development Policies require projects to be net fiscally positive and do not allow Metro to subsidize affordable housing above a jurisdiction's minimum requirements. To maximize housing affordability, Metro will collaborate with local jurisdictions to identify funding and financing tools that support local housing priorities (e.g., grants, tax abatements, payments in-lieu of taxes, lower-rate debt sources, etc.). Read more about recent housing partnerships on page 12.

ACTION 1.3: Leverage Local Economic Development Strategies

Metro retains some of the largest tracts of land in the region with direct transit and highway access. These strategic assets could be marketed to national and global businesses as new commercial centers, corporate campuses, or innovation districts and could help balance capacity limitations in the system's core by growing reverse-commute ridership. To take advantage of these opportunities, Metro will engage with local and state governments to identify stations that align with their economic development and jobs creation strategies.

2

STRATEGY
Right-Size Transit Facilities

The feasibility of joint development is often driven by the extraordinary cost of replacing existing transit facilities and improving them to meet future service demands. Metro will continue to evaluate solutions to minimize these costs and gain land-use efficiencies by right-sizing transit facilities and responding to new commuting and teleworking trends.

ACTION 2.1: Reduce Parking

The cost of replacing parking is often the most significant obstacle to joint development. To determine its long-term parking needs at all stations, Metro has commissioned a Parking Master Plan. The Plan will evaluate opportunities to minimize replacement by shifting parking demand to other stations or modes and consider the impact of prolonged teleworking trends due to Covid.

ACTION 2.2: Modernize Pick Up/Drop Off Zones

Pick-up/drop-off volumes have increased at many stations with the advent of ridesharing services such as Uber or Lyft, but most vehicles dwell for only a few minutes. This higher turnover has led to excess parking capacity. The traditional off-street design (e.g., closed loop or lot) additionally creates barriers to station area connectivity and permeability. Metro will update its *Station Area Planning Guide* to include an adjusted formula for determining short term parking and design guidelines that support mixed-use development and allow for on-street pick up/drop off where volumes justify.

ACTION 2.3: Optimize Bus Infrastructure

Reconstructing bus facilities also presents a major cost for joint development, and the design requirements can vary significantly depending on the service providers and type of routes at each station. There are also ongoing efforts to transform and re-design bus networks to maximize ridership and access, which will change needs over time. Given the complexity of decision-making, Metro will evaluate opportunities to expand its *Station Area Planning Guide* criteria for bus facilities and consider a wider range of design configurations that takes advantage of street grids and improved access created by joint development.

3

STRATEGY

Increase Development Readiness

Given the complexities of delivering joint development projects, Metro should make strategic pre-solicitation investments to address potential project challenges that maximize value to the Authority and its jurisdictional partners and to accelerate the delivery of those benefits.

ACTION 3.1: Evaluate Site Conditions and Development Feasibility

Metro will compile land surveys (ALTAs) and as-builts drawings of existing infrastructure & utilities and produce Phase 1 Environmental Site Assessments to understand any unique site conditions that may reduce the developable area or increase development costs; analyze zoning and real estate market conditions to determine the potential for commercial and residential development and the financial feasibility of different construction types and densities; and create concept plans (or “test-fits”) illustrating how transit facilities can be reconfigured and integrated with private development.

ACTION 3.2: Resolve Entitlements and Other Site Issues

Metro will coordinate with local governments’ comprehensive planning efforts to update land use goals and proposed transportation improvements to enable transit-oriented development; pursue zoning clarifications, rezonings, or conceptual site plan amendments where needed to achieve jurisdictional priorities and support development feasibility; and identify and address legal or environmental issues that may be barriers to development, such as title errors, split property ownership, unvacated easements or covenants, traffic impacts exceeding level of service (LOS) thresholds, and authorizations for new vehicular access points.

ACTION 3.3: Secure Gap Funding Commitments

Metro’s Joint Development Policies require that all projects have a net positive fiscal impact to Metro. Stations with development costs that exceed that threshold based on the project’s direct revenues may not advance. In these cases, Metro will work with its jurisdictional partners to identify and pursue external funding sources that can support these costs and present a feasible project for Board approval. These options could include pursuing opportunities to (a) increase project revenues by leveraging development incentives and pursuing grants or (b) reduce project costs by seeking below market rate financing in collaboration with local/state/federal government, private investment banks, or philanthropic partners.

4

STRATEGY

Minimize Implementation Risks

While Metro has limited control over factors such as market conditions, staff can improve internal processes to minimize risk associated with joint development. The following actions can increase developer interest and reduce the joint development solicitation process, from issuance to contract execution.

ACTION 4.1: Complete Compact Public Hearings for Transit Facility Changes pre-RFP

Any changes to the capacity or configuration of station multi-modal infrastructure requires Metro to gather community feedback at Compact Public Hearing, and seek Board approval to amend the Mass Transit Plan. The process can take six to 12 months and is critical to confirm the land available for development. Completing this step prior to joint development solicitations will reduce uncertainty about the site’s development potential and value for prospective bidders and streamline Joint Development Agreement negotiations.

ACTION 4.2: Simplify Solicitations and Proposal Requirements

Metro will update its Joint Development Solicitation template to be more user-friendly, clarify the development opportunity and constraints, refine decision-making criteria pre- and post-agreement, and reduce the complexity and length of proposal requirements. These efforts are intended to increase the number of prospective bidders and value generated by joint development offerings.

ACTION 4.3: Offer Smaller Parcels

When possible, Metro will offer smaller parcels with few or no infrastructure requirements. This will help create development momentum and increase interest and participation by a wider group of developers, especially smaller firms that may not have the resources to navigate the multi-year process to secure public infrastructure funding or multi-phase site plan approvals.

GROSVENOR-STRATHMORE: Fivesquares Development is planning a 1.9 million square foot housing, retail, and performance project adjacent to Strathmore Music Center. “The green stop on the Red line” provides unique access to public parks and open space within a ½-mile of the station.



III. Station Evaluation

There are 40 Metro stations with property available for future joint development, which can accommodate up to 31 million square feet of new uses. To prioritize the remaining stations, Metro applied a series of evaluation criteria to determine the stations most viable to support joint development. These criteria include development potential, infrastructure needs, and market readiness. Specific conditions may change over the next 10 years as markets evolve or zoning changes, and Metro will adjust station priorities accordingly.



Development Potential

The greater the scale of development, the greater the benefits for Metro, surrounding communities, and local jurisdictions. The scale of a development is derived from the site’s size and zoning. Given that the size of Metro’s joint development sites are generally fixed, Metro will work with local jurisdictions to ensure allowable zoning heights, densities, and land uses are supportive of TOD.



Infrastructure Needs

Most joint development projects require replacement of transit facilities such as bus facilities or parking, as well as other site improvements. Higher infrastructure costs can make a project economically infeasible. This Plan identifies projected infrastructure replacement costs and outlines strategies and actions that Metro and jurisdictional partners can take to mitigate these costs.



Market Readiness

Real estate market conditions impact whether a site will attract private investment. The strength of the real estate market depends on factors such as rents, vacancy, and absorption rates, which influence a developer’s ability to attain financing and support the cost of new construction. While there is little that Metro can independently do to influence market conditions, it will work with local jurisdictions to identify resources to help advance development in softer markets.



Development Potential

Numerous studies have found that residents and employees near transit have the highest rates of ridership and lowest car ownership rates. That is, residents and employees within ¼-mile of Metro are likely to use transit more regularly than those within ½-mile of Metro, who in turn are more likely to use transit than those who live or work outside of the TOD area. Metro’s joint development sites have the highest potential for ridership capture, which is why Metro advocates for higher density at its stations.

Determining the development capacity of a joint development site depends on various physical and regulatory factors including the buildable area and allowable land uses. While some of Metro’s larger land holdings have greater development capacity, they are not necessarily more valuable to develop at this time. Often, smaller sites in more dense environments present important infill opportunities that can create a more cohesive neighborhoods around stations, leading to higher ridership from adjacent properties.

Physical Factors

Joint development sites vary significantly in size and configuration, but their environmental conditions can also impact or limit the sites from achieving their maximum development allowances. Examples of this include:

- Steep slopes and major grade changes across the site
- Poor soil quality and bearing capacity
- Designated wetlands and floodplains
- Limited points for site access—particularly for stations surrounded by highways, tracks, railyards, industrial sites, or forests

Regulatory Factors

Metro reviews land use plans and zoning for each station to understand the scale and type of development permitted. Metro will work with local jurisdictions to ensure local regulations are supportive of new joint development regarding factors such as:

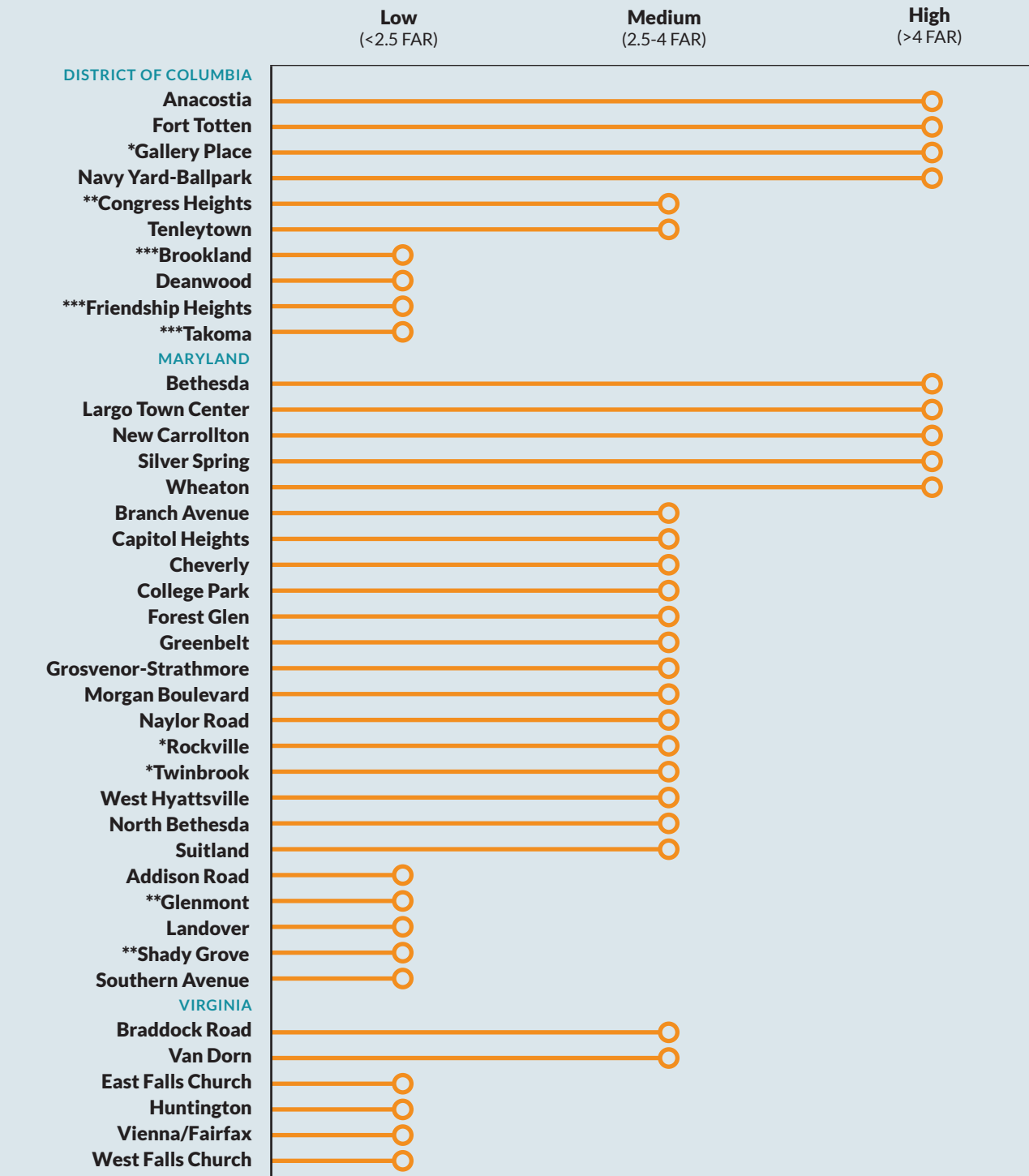
- Permitted uses (e.g. residential, office, hotel, retail)
- Density
- Height
- Setbacks
- Parking requirements

Supporting Ridership and Transit Resiliency Through Density

The most important regulatory criteria for evaluating joint development potential is the permitted density, typically determined by the permitted floor area ratio (FAR) for a site. FAR is measured by dividing the total building floor area by the total area of the lot on which the building stands. **The FTA’s guidelines on transit-supportive zoning for stations within a central business district (CBD) is a FAR greater than 10.0. For stations outside of a CBD, it recommends a FAR greater than 2.5.** Within the Washington region, FARs for joint development sites range between 0.9 to 8.0, with some sites significantly below the FTA’s guidelines. Achieving these recommended density levels is important in order to grow transit ridership and reduce the subsidy required to pay for infrastructure.

Development Density

Based on allowable Floor Area Ratio (FAR) of current zoning



* Site does not have a designated FAR under current zoning. Development potential of site is designated based on height allowances and other zoning parameters. ** Metro property at the station falls under more than one zoning district. For the purposes of this analysis, the property with the lowest FAR potential is shown. *** Future land use has been updated to accommodate additional density above the current site zoning. Note: Total developable space for the property at each station may vary by use and may be subject to other restrictions such as height or setbacks.



Infrastructure Needs

Almost all of Metro’s remaining joint development sites have significant transit facilities, which require relocation and replacement to make land available for private development. The most common types of infrastructure needs include:

- Conversion of surface parking lots into parking garages
- Relocation and/or reconfiguration of bus bays and/or Kiss & Ride spaces
- A new street grid for vehicular, bus, bike, and pedestrian movement
- Addressing stormwater management
- Working within Metro’s “zone of influence” and accommodating Metro’s continuous operations

Determining Transit Facility Needs

During the scoping of joint development project feasibility, Metro analyzes existing station usage, job and household growth projections within the catchment area of each station, rail ridership forecasts, bus service expansion plans, and station access mode split data. This information provides insights on future facility needs for the station. Metro also tracks changes in commuting patterns (including telework) and mobility trends, such as rideshare, bikeshare, and scooters. Metro policies allow for a net reduction in facilities such as parking or bus bays with Board approval.

Overcoming Cost Hurdles

The land value Metro receives from joint development is used to support Metro’s core mission as a transit service provider. When Metro requires developers to replace or improve transit infrastructure, it is typically paid for as a deduct to land value. In some cases these public infrastructure costs can be so extraordinary that they exceed the land value. These projects are not feasible without external financial assistance. For stations and projects that cannot meet this threshold but are critical to a jurisdiction’s economic development, housing, or transportation goals, Metro collaborates with local, state, and federal governments to identify gap financing.

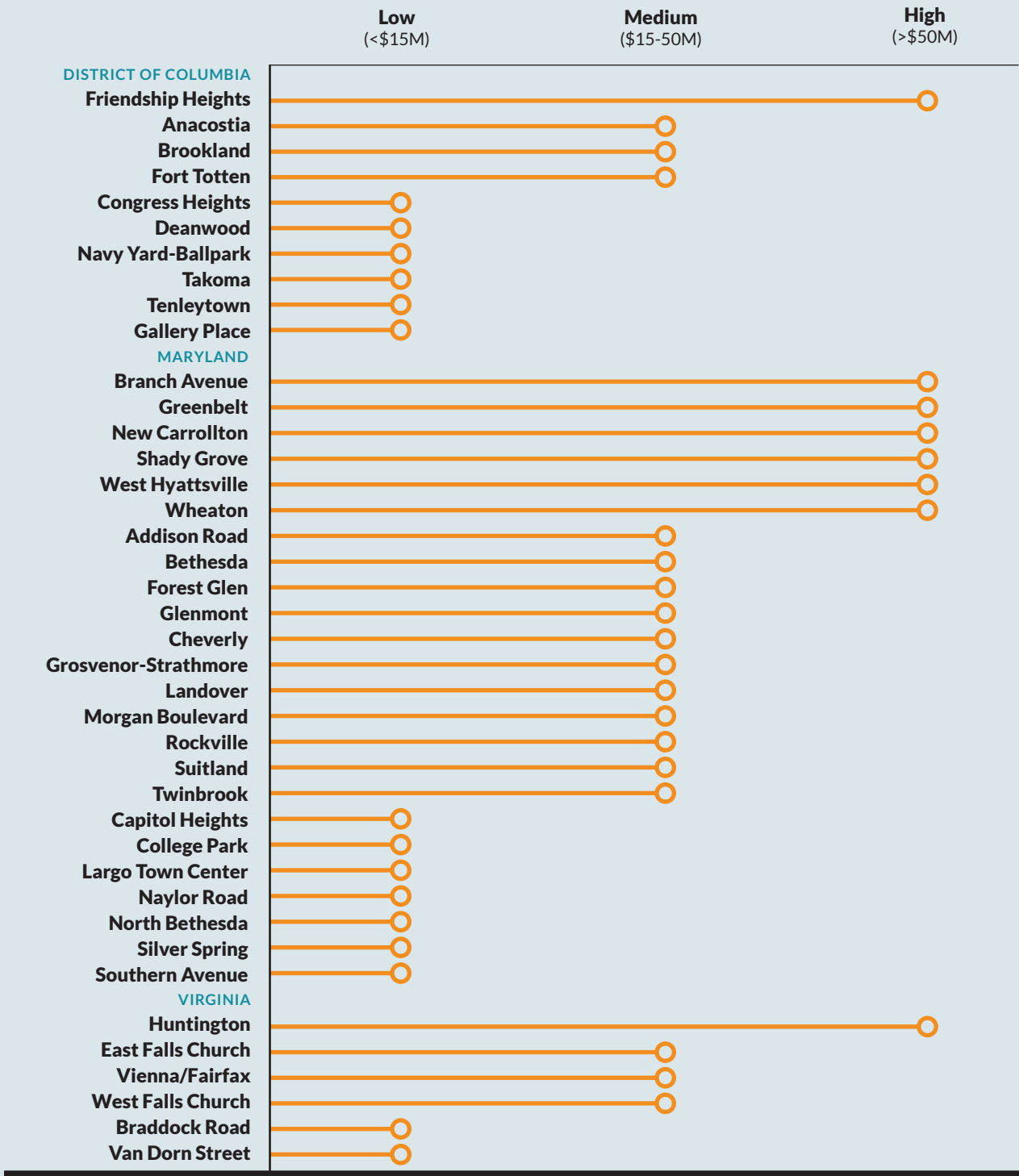
CASE STUDY Twinbrook

At the Twinbrook station, Metro and its development partner, the JBG Companies, constructed 485 apartment units, 33,000 square feet of retail, and a new parking garage to replace and consolidate the existing surface commuter lot. In doing so, Metro maintained commuter parking capacity while making land available for joint development, generating additional ridership, and enhancing walkability of the station area. Future phases offer additional opportunities to consolidate parking and bus facilities and deliver more residential or commercial space.



Estimated Public Infrastructure Costs

Based on one-for-one replacement of existing transit facility capacity





Market Readiness

Real estate market conditions drive the types of development, both in terms of uses and density, that can be supported in Metro station areas. As a result of rising construction costs, market conditions that support building high-rise buildings (8 stories or more) exist only at a few future joint development stations. Achieving mid-rise development (5-7 stories) can also pose challenges in some locations without real estate incentives or economic development programs.

The metrics used to evaluate real estate market conditions include area rents, land value, absorption rate, and the pipeline of planned development. While this Strategic Plan assesses current market conditions, Metro recognizes that these will change over the 10-year period of the Plan. Additionally, it is important to note that this Plan is being published during an unprecedented pandemic that has introduced significant uncertainty about future demand. As a result, Metro will continue to monitor submarket conditions to determine how they may impact station priorities and density goals.

Multifamily Residential

While the effects of Covid have impacted the multifamily residential market, the residential sector has not faced the same challenges as other uses. As of 2021, average rents in the region surpassed their pre-Covid levels and new multifamily construction starts in 2021 were 27% higher than in 2019. Prior to the pandemic, more than 63% of new multifamily units were being constructed in Metro station areas. That figure has increased slightly post-Covid to 65%, reinforcing a long-term trend of strong multifamily demand at Metro-accessible locations. In fact, new development at future joint development stations almost doubled. Still, the market feasibility of multifamily development at a given station is highly dependent on its local market context. Spatial analysis demonstrates that development activity varies greatly by location. A map provided by MWCOG in Appendix C illustrates the geographic distribution of recent development.

Office

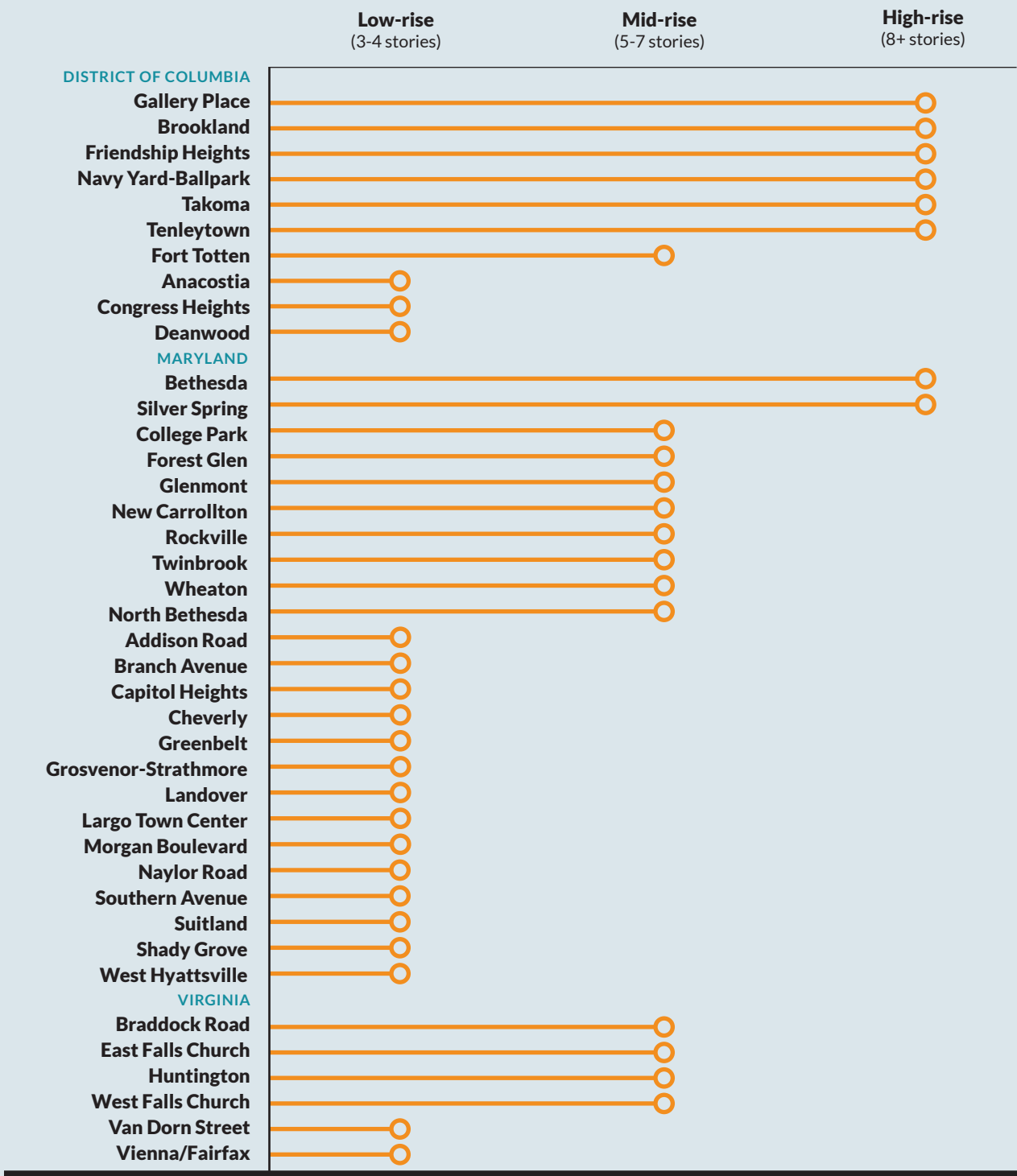
The ongoing impacts of Covid and prolonged teleworking have created uncertainty in the regional office market, driving up vacancy in existing office buildings to 15 percent regionally and decreasing new construction activity. New office construction in the region fell by 31% from 2019 to 2021. However, Metro station areas have remained resilient in new office construction starts. Prior to the pandemic, more than 66% of new office development was being constructed in Metro station areas. The trend toward Metro-accessible offices has accelerated dramatically during the pandemic, with almost all new office construction in 2021 occurring there. Total office construction in Metro station areas has remained consistent, but with a large shift in activity towards future joint development stations. Appendix C illustrates the geographic distribution of recent development.

2019 Pre-Covid	2021 Post-Covid	NEW CONSTRUCTION STARTS	2019 Pre-Covid	2021 Post-Covid
8,245 Units	10,853 Units		3.0 M SF	3.0 M SE
3,575 Units	6,310 Units		0.4 M SF	1.4 M SE
4,799 Units	5,734 Units		1.5 M SF	0.1 M SF
13,044 Units	16,587 Units	Regional Total	4.5 M SF	3.1 M SF

* Metro station areas include areas within a 1/2-mile of Metro stations.
** Future station areas represent the subset of Metro stations areas with future joint development opportunities, and data is a subset of Metro station area data.

Development Feasibility

Construction types supported based on current market rents





GALLERY PLACE: Metro’s headquarters building (the Jackson Graham Building) has been located at 600 5th St. NW, near the Gallery Place-Chinatown station, for more than 40 years. The building will be redeveloped by Rockefeller-Stonebridge into a 434,000 square foot office building.



IV. Station Prioritization

This chapter categorizes all of Metro’s remaining joint development projects into four groups:

- **GROUP 1:** Existing joint development agreements
- **GROUP 2:** First 10 stations to be offered for joint development
- **GROUP 3:** Next 10 stations to be offered for joint development
- **GROUP 4:** Stations requiring more planning and investment before being offered for joint development

These groupings aim to help Metro manage its internal resources and set expectations for the sites that require a deeper level of coordination before they can be developed. Station priorities and groupings may evolve over the coming years, based on changing market dynamics or site conditions.

GROUP 1: EXISTING JOINT DEVELOPMENT AGREEMENTS

WMATA has executed Joint Development Agreements for each of these stations and will work with its development partners to accelerate closing and construction, which will deliver significant revenue and other benefits to Metro and its regional partners.

Station	Developer	Development Potential (SF)	Ridership Potential
College Park	Gilbane Development	466,000	142,381
Congress Heights (South)	Trammell Crow / NHT	464,000	244,679
Gallery Place	Rockefeller-Stonebridge	434,000	785,622
Grosvenor-Strathmore	Fivesquares Development	1,900,000	915,263
Navy Yard-Ballpark	MRP Realty	128,000	112,134
New Carrollton	Urban Atlantic / Brookfield	3,320,000	754,883
North Bethesda (Parcel H)	LCOR	343,000	79,369
Takoma	EYA Development	208,000	116,028
Tenleytown	Georgetown Day School	28,000	17,444
West Falls Church	EYA / Hoffman / Rushmark	987,000	291,315
West Hyattsville (West)	Gilbane Development	783,000	310,694
TOTAL		9,061,000	3,769,812

20 Station Sites Targeted to Be Under Contract within 10 Years

Stations are listed alphabetically and are not ordered based on an anticipated solicitation schedule. Metro has developed a work plan for each station, provided in Appendix A that identifies actions required to advance the project toward a joint development solicitation. Given the fluidity of market conditions, resources, and entitlements, Metro will periodically re-evaluate the prioritization for joint development and may make updates during the course of this 10-year Strategic Plan.

GROUP 2: NEXT SOLICITATIONS

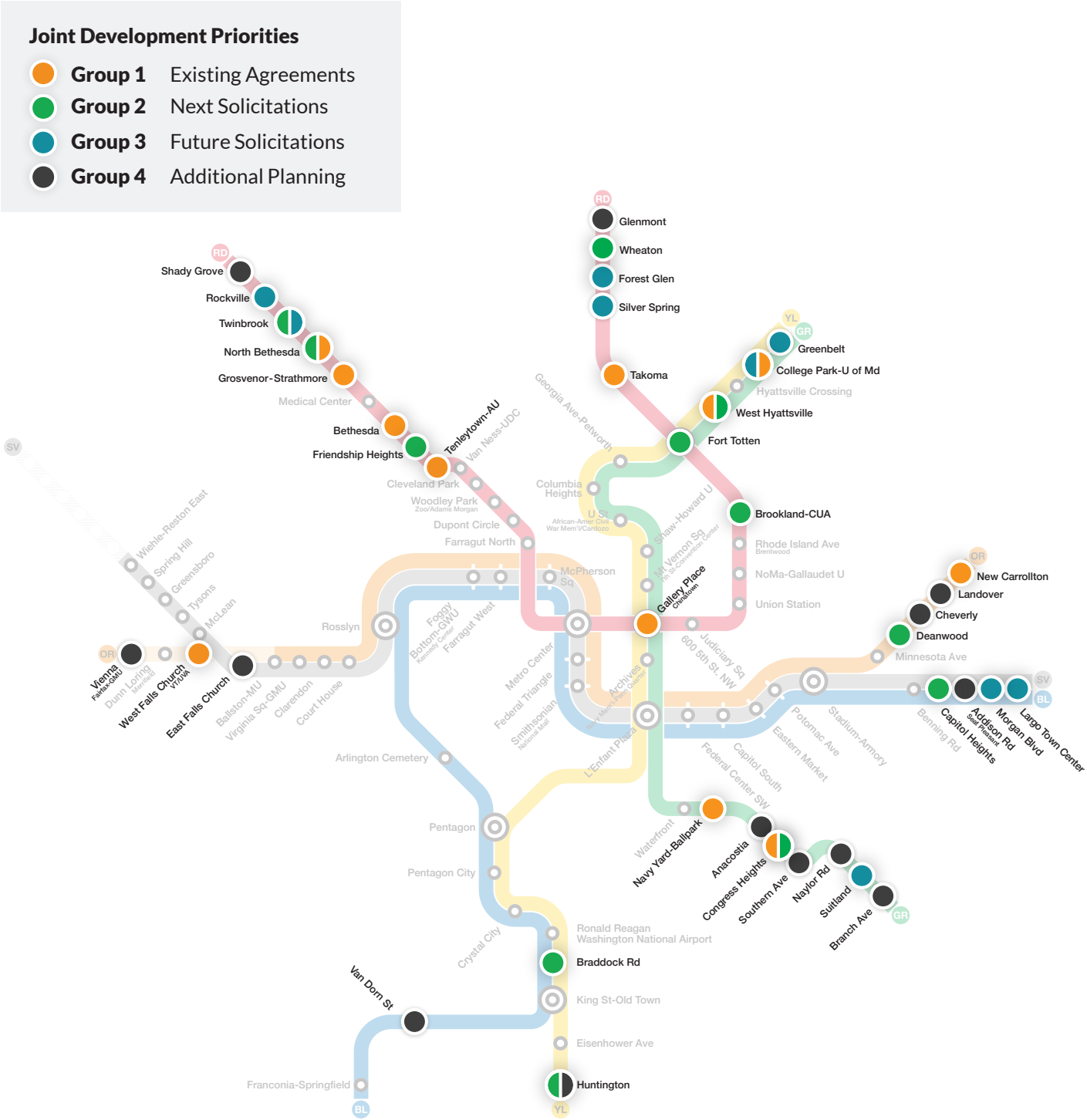
	Station Name	Jurisdiction	Development Potential (SF)	Ridership Potential
1	Braddock Road	City of Alexandria, VA	291,000	147,856
2	Brookland	District of Columbia	483,000	319,618
3	Capitol Heights	Prince George's County, MD	204,000	68,112
4	Deanwood	District of Columbia	148,000	53,093
5	Fort Totten	District of Columbia	680,000	428,176
6	Friendship Heights	District of Columbia	1,200,000	564,637
7	Huntington (South)	Fairfax County, VA	864,000	223,453
8	North Bethesda	Montgomery County, MD	2,500,000	662,870
9	Twinbrook (West)	City of Rockville, MD	736,000	165,411
10	West Hyattsville (East)	Prince George's County, MD	1,300,000	513,707
	TOTAL		8,406,000	3,146,933

GROUP 3: FUTURE SOLICITATIONS

	Station Name	Jurisdiction	Development Potential (SF)	Ridership Potential
11	College Park (West)	Prince George's County, MD	55,000	17,364
12	Forest Glen	Montgomery County, MD	340,000	97,460
13	Greenbelt	Prince George's County, MD	4,470,000	1,111,350
14	Largo Town Center	Prince George's County, MD	231,000	61,067
15	Morgan Boulevard	Prince George's County, MD	700,000	119,567
16	Rockville	City of Rockville, MD	770,000	204,250
17	Silver Spring	Montgomery County, MD	TBD	TBD
18	Suitland	Prince George's County, MD	TBD	TBD
19	Twinbrook (East)	Montgomery County, MD	555,000	139,799
20	Wheaton	Montgomery County, MD	1,450,000	147,600
	TOTAL		8,571,000	1,898,457

System Map of Anticipated Joint Developments

The system map below identifies stations with existing joint development agreements in place (Group 1), stations where joint development solicitations are anticipated in the next 10 years (Group 2 and Group 3), and stations that require additional long-term planning (Group 4).



SHADY GROVE: Shady Grove Metro Station is a major multi-modal hub with 5,745 commuter parking spaces and nearby access to I-270 and the Intercounty Connector. It also has an extensive bus network with 33 lines serving the 200,000+ residents of Germantown, Gaithersburg, and northern Rockville and its growing life sciences industry. Metro has identified the potential for 2.4 million square feet of mixed-use development and is actively working with local governments to coordinate the public infrastructure needs for the 50+ acre site.



15 Station Sites Requiring Additional Planning
The final grouping of stations are those that have site constraints or additional coordination needed prior to being able to offer for development. Metro will continue working with jurisdictional partners to advance these projects in the next 10 years. As with all of the remaining stations, individual sites may move up or down in the prioritization list based on market conditions or remediation of site constraints.

GROUP 4

Station	Site Context and Coordination Priorities
Addison Road	Development requires reconstruction of the parking garage, which still has 10-20 years of useful life remaining and could serve displaced demand from Capitol Heights and Morgan Blvd.
Anacostia (South)	Development would require the construction of a podium over the bus loop and station, which may be cost prohibitive and not technically feasible given the shallow depth of the tracks.
Anacostia (North)	The demand for parking will dictate the joint development opportunity of the parking garage site in the future.
Bethesda	Development over the bus loop and plaza could move forward in the next 10 years if the high costs of constructing a podium can be addressed.
Branch Avenue	Development at this station could move forward within the next ten years with an economic development strategy that can resolve the high costs of replacing the transit facilities.
Cheverly	This property is subject to a 25-year solar lease.
Congress Heights (North)	Construction of the 13th St SE extension as part of the St. Elizabeth's Hospital east campus redevelopment presents an opportunity for development at the bus loop and Kiss & Ride site.
East Falls Church	Development hinges on future VDOT plans to expand I-66 and supportive zoning.
Glenmont	Development requires reconstruction of the parking garage, which still has 10-20 years of useful life remaining.
Huntington (North)	Development requires reconstruction of the parking garage, which still has 10-20 years of useful life remaining.
Landover	The surrounding area is currently heavily industrial, but the station will provide attractive longer-term joint development opportunities.
Naylor Road	This property is subject to a 25-year solar lease.
Shady Grove	Development at this station could move forward within the next ten years with an economic development strategy that can resolve the high costs of replacing the transit facilities.
Southern Avenue	This property is subject to a 25-year solar lease.
Vienna/ Fairfax-GMU	Property ownership is split between Metro, Fairfax County, and VDOT. The parties would need to reach an agreement before joint development could advance.
Van Dorn Street	Development at this station could move forward within the next 10 years with an economic development strategy that can resolve the high costs of replacing the transit facilities.



Central Place
Rosslyn Station
Arlington, VA

Appendix A: Station-Specific Actions

The following tables are near-term work plans for each individual station, including projects in Group 1 already under an existing joint development agreement. These near-term work plans will be updated regularly to track target actions for each station and updates will be included in Metro’s annual report on joint development. These groupings do not preclude Metro from pursuing opportunities not included in the tables below, such as redevelopments of existing joint development sites.

STATION-SPECIFIC ACTIONS FOR GROUP 1

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
College Park (East)	(1) Close on ground lease. (2) Residential construction.	
Congress Heights	(1) Support developer’s planning & entitlement activities; approve plans. (2) Residential construction.	(3) Office construction.
Gallery Place	(1) Support developer’s planning & entitlement activities; approve plans. (2) Metro vacates building. (3) Close on ground lease.	(4) Office construction.
Grosvenor-Strathmore	(1) Complete Bike & Ride facility. (2) Support developer’s planning & entitlement activities; approve plans. (3) Close on Phase 1 ground leases. (4) Phase 1 residential construction.	(5) Close on Phase 2 ground leases. (6) Phase 2 residential construction.
Navy Yard (Chiller)	(1) Residential construction.	
New Carrollton	(1) Complete and open Metro office building. (2) Start construction of replacement parking garage & bus facilities. (3) Support developer’s planning & entitlement activities; approve plans. (4) Close on Phase 2 and 3 residential ground leases. (5) Phase 2 and 3 residential construction. (6) Coordinate with Prince George’s County on infrastructure and funding needs to modernize the station, enhance amenities, and catalyze TOD opportunities in the station area.	(7) Complete replacement parking garage & bus facilities. (8) Close on Phase 4 residential ground lease. (9) Phase 4 residential construction. (10) Complete Purple line station. (11) Complete station improvements (pending funding commitments). (12) Revisit concept plans for development of the north side of the station.
North Bethesda (Parcel H)	(1) Execute amendment to Joint Development Agreement. (2) Support developer’s planning & entitlement activities; approve plans. (3) Close on ground lease.	(4) Construction.

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Takoma	(1) Execute amendment to Joint Development Agreement. (2) Conduct Compact Public Hearing to change the configuration of the bus facilities and reduce parking. (3) Support developer’s planning & entitlement activities; approve plans.	(4) Close on property sale. (5) Residential construction.
Tenleytown (Chiller)	(1) Close on property sale. (2) Support developer’s planning & entitlement activities; approve plans.	(3) Development construction.
West Falls Church-VT-UVA	(1) Support developer’s planning & entitlement activities; approve plans. (2) Conduct the Compact Public Hearing to Amend the Mass Transit Plan. (3) Close on property sale and Phase 1 ground leases.	(4) Construction of Townhouses and Phase 1 residential. (5) Close on Phase 2 ground lease.
West Hyattsville (West)	(1) Support developer’s planning & entitlement activities; approve plans. (2) Execute project construction agreement for pedestrian improvements on Metro property.	(3) Construction.

Ballston Metro Center
Ballston Station
Arlington, VA



STATION-SPECIFIC ACTIONS FOR GROUP 2

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Braddock Road	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with the City of Alexandria to (a) amend the comprehensive plan and/or rezoning the site to support the desired uses and (b) address funding needs to support reconfiguration of the bus facilities and parking and bicycle/pedestrian improvements.</p> <p>(3) Complete due diligence & scoping materials.</p> <p>(4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(5) Secure funding for changes to transit facilities.</p>	<p>(6) Issue Joint Development Solicitation.</p> <p>(7) Execute Joint Development Agreement.</p> <p>(8) Support developer’s planning & entitlement activities; approve plans.</p>
Brookland-CUA	<p>(1) Coordinate with the District of Columbia on (a) rezoning the site to support the desired uses, (b) integration of Brooks Mansion within the site plan, and (c) funding needs for the reconfiguration of the bus facilities and parking.</p> <p>(2) Complete due diligence & scoping materials.</p> <p>(3) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(4) Secure funding for changes to transit facilities.</p> <p>(5) Issue Joint Development Solicitation.</p>	<p>(6) Execute Joint Development Agreement.</p> <p>(7) Support developer’s planning & entitlement activities; approve plans.</p>
Capitol Heights	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with Prince George's County & Town of Capitol Heights on (a) economic development strategy for the site and (b) funding needs for the reconfiguration of the bus facilities.</p> <p>(3) Resolve technical barriers (i.e. jurisdictional boundaries, easements, Davey Street ownership, and Central Ave vehicular access).</p> <p>(4) Complete due diligence & scoping materials.</p> <p>(5) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(6) Secure funding for changes to transit facilities.</p> <p>(7) Issue Joint Development Solicitation.</p>	<p>(8) Execute Joint Development Agreement.</p> <p>(9) Support developer’s planning & entitlement activities; approve plans.</p>
Deanwood	<p>(1) Complete feasibility study.</p> <p>(2) Coordinate with District of Columbia on (a) economic development strategy for the site and (b) funding needs to support mid-rise residential construction near/over the Traction Power Sub-station (TPSS) located below the parking lot, and bicycle/pedestrian improvements.</p> <p>(3) Complete due diligence & scoping package.</p> <p>(4) Issue Joint Development Solicitation.</p>	<p>(5) Execute Joint Development Agreement.</p> <p>(6) Support developer’s planning & entitlement activities; approve plans.</p>

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Fort Totten	<p>(1) Complete feasibility study.</p> <p>(2) Coordinate with District of Columbia on funding needs for a parking garage, MTPD precinct, and bicycle/ pedestrian improvements.</p> <p>(3) Resolve technical barriers (i.e. 1st Place NE ownership).</p> <p>(4) Complete due diligence & scoping materials.</p> <p>(5) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(6) Secure funding for changes to transit facilities.</p> <p>(7) Issue Joint Development Solicitation.</p>	<p>(8) Execute Joint Development Agreement.</p> <p>(9) Support developer’s planning & entitlement activities; approve plans.</p>
Friendship Heights	<p>(1) Complete feasibility study.</p> <p>(2) Coordinate with District of Columbia on (a) rezoning the site to support the desired uses and (b) funding needs for the Western Bus Garage reconstruction.</p> <p>(3) Complete due diligence & scoping materials.</p> <p>(4) Secure funding for changes to transit facilities.</p>	<p>(5) Issue Joint Development Solicitation.</p> <p>(6) Execute Joint Development Agreement</p>
Huntington (South)	<p>(1) Coordinate with Fairfax County on (a) amendments to the comprehensive plan and/or rezoning the site to support the desired uses and (b) funding needs for reconfiguration of the bus & parking facilities and bicycle/pedestrian improvements.</p> <p>(2) Complete due diligence & scoping materials.</p> <p>(3) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(4) Securing funding for replacement transit facilities.</p> <p>(5) Issue Joint Development Solicitation.</p>	<p>(6) Execute Joint Development Agreement.</p> <p>(7) Support developer’s planning & entitlement activities; approve plans.</p> <p>(8) Complete replacement bus & parking facilities.</p>
North Bethesda	<p>(1) Coordinate with Montgomery County on (a) an economic development strategy for the site focused on the life sciences industry and (b) a financing strategy for on-site infrastructure.</p> <p>(2) Complete due diligence & scoping materials.</p> <p>(3) Secure funding for changes to transit facilities and street grid.</p> <p>(4) Issue Joint Development Solicitation.</p>	<p>(5) Execute Joint Development Agreement.</p> <p>(6) Conduct the Compact Public Hearing to Amend the Mass Transit Plan, if needed.</p> <p>(7) Support developer’s planning & entitlement activities; approve plans.</p>

STATION-SPECIFIC ACTIONS FOR GROUP 2

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Twinbrook (West - Parking Lots & Bus Loop)	<p>(1) Coordinate with City of Rockville on (a) rezoning the site to support the desired uses and (b) funding needs for the reconfiguration of the bus & parking facilities and new station plaza.</p> <p>(2) Complete due diligence & scoping materials.</p> <p>(3) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(4) Secure funding for changes to transit facilities and the new plaza.</p>	<p>(5) Issue Joint Development Solicitation.</p> <p>(6) Execute Joint Development Agreement.</p> <p>(7) Support developer's planning & entitlement activities; approve plans.</p>
Twinbrook (West - Stormwater Pond)	<p>(1) Execute Joint Development Agreement.</p> <p>(2) Support developer's planning & entitlement activities; approve plans.</p>	<p>(3) Residential construction.</p>
West Hyattsville (East)	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with Prince George's County on funding needs for a parking garage, reconfiguration of the bus facilities, bicycle/pedestrian improvements, creation of a street grid, and floodplain mitigation.</p> <p>(3) Complete due diligence & scoping materials.</p> <p>(4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(5) Secure funding for changes transit facilities and site infrastructure.</p> <p>(6) Identify floodplain mitigation strategy.</p>	<p>(7) Issue Joint Development Solicitation.</p> <p>(8) Execute Joint Development Agreement.</p> <p>(9) Support developer's planning & entitlement activities; approve plans.</p>

4040 Wilson
Ballston Station
Arlington, VA





STATION-SPECIFIC ACTIONS FOR GROUP 3

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
College Park (West)	<p>(1) Coordinate with the City of College Park and Prince George's County on (a) rezoning the site to support the desired uses and (b) conversion of off-street bus bays and Kiss & Ride to an on-street facility.</p>	<p>(2) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(3) Complete due diligence & scoping materials.</p> <p>(4) Issue Joint Development Solicitation.</p>
Forest Glen	<p>(1) Coordinate with Montgomery County on funding needs for a parking garage, reconfiguration of the bus and K&R facilities, and bicycle/pedestrian improvements.</p>	<p>(2) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(3) Complete due diligence & scoping materials.</p> <p>(4) Secure funding for changes to transit facilities.</p> <p>(5) Issue Joint Development Solicitation.</p>
Greenbelt	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with Prince George's County and the State of Maryland on (a) economic development strategy for the site and (b) funding needs for a parking garage, reconfiguration of the bus facilities, bicycle/pedestrian improvements, creation of a street grid, and highway interchange to support site access from the south.</p> <p>(3) Complete due diligence & scoping package.</p>	<p>(4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(5) Secure funding for changes to transit facilities and site infrastructure.</p> <p>(6) Issue Joint Development Solicitation for strategic opportunity aligned with economic development strategy for the site.</p>
Largo Town Center	<p>(1) Coordinate with Prince George's County on (a) economic development strategy for the site and (b) funding needs for north station plaza and bicycle/pedestrian improvements.</p> <p>(2) Resolve technical barriers (i.e. split ownership of the parking lots, Harry S. Truman Dr. vehicular access, and inter-parcel connections).</p> <p>(3) Monitor market conditions for possible sale of excess property between Harry S Truman Drive and I-495.</p>	<p>(4) Complete joint development feasibility study.</p>
Morgan Boulevard	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with Prince George's County on (a) economic development strategy for the site and (b) funding needs for a parking garage, reconfiguration of the bus facilities, bicycle/pedestrian improvements, creation of a street grid, stormwater pond consolidation, and historic preservation elements.</p> <p>(3) Resolve technical barriers (i.e. Central Ave vehicular access, inter-parcel connections, and wetlands).</p> <p>(4) Complete due diligence & scoping materials.</p> <p>(5) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p>	<p>(6) Secure funding for changes to transit facilities and site infrastructure.</p> <p>(7) Issue Joint Development Solicitation.</p> <p>(8) Execute Joint Development Agreement.</p> <p>(9) Support developer's planning & entitlement activities; approve plans.</p>

STATION-SPECIFIC ACTIONS FOR GROUP 3

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Rockville	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with City of Rockville on (a) economic development strategy for the site and (b) funding needs for a parking garage, new BRT stops, reconfiguration of bus and Kiss & Ride facilities, and bicycle/pedestrian improvements.</p> <p>(3) Complete due diligence & scoping materials.</p>	<p>(4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(5) Secure funding for replacement transit facilities.</p> <p>(6) Monitor market conditions and determine timing for releasing a Joint Development Solicitation.</p>
Silver Spring	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with Montgomery County on (a) economic development strategy for the site and the adjacent County parking garage and (b) funding needs for the bus layover parking facilities that got cut from the Silver Spring Transit Center.</p> <p>(3) Complete due diligence & scoping materials.</p>	<p>(4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(5) Secure funding for changes to transit facilities.</p> <p>(6) Monitor market conditions and determine timing for releasing a Joint Development Solicitation.</p>
Suitland	<p>(1) Complete joint development feasibility study.</p>	<p>(2) Coordinate with Prince George's County on (a) economic development strategy for the site, (b) amendments to the comprehensive plan and/or zoning to support the desired uses, and (c) funding needs to reconfigure the parking, bus, and Kiss & Ride facilities.</p> <p>(3) Complete due diligence & scoping materials.</p> <p>(4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(5) Secure funding for changes to transit facilities.</p> <p>(6) Monitor market conditions and determine timing for releasing a Joint Development Solicitation.</p>
Twinbrook (East)	<p>(1) Coordinate with City of Rockville on (a) economic development strategy for the site and (b) funding needs for a parking garage, reconfiguration of bus and Kiss & Ride facilities, and bicycle/pedestrian improvements.</p>	<p>(3) Coordinate with City of Rockville on rezoning the site to support the desired uses.</p> <p>(2) Complete due diligence & scoping materials.</p> <p>(3) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(4) Secure funding for changes to transit facilities.</p> <p>(5) Issue Joint Development Solicitation.</p>
Wheaton	<p>(1) Complete joint development feasibility study.</p> <p>(2) Coordinate with Montgomery County on (a) economic development strategy for the site and Wheaton Shopping Center and (b) funding needs for the reconfiguration of the parking and bus facilities.</p> <p>(3) Resolve technical barriers (i.e. parking covenants and Veirs Mill vehicular access).</p> <p>(4) Complete due diligence & scoping materials.</p>	<p>(5) Conduct the Compact Public Hearing to Amend the Mass Transit Plan.</p> <p>(6) Secure funding for changes to transit facilities.</p> <p>(7) Issue Joint Development Solicitation.</p>

U.S. Nuclear Regulatory Commission Headquarters
North Bethesda Station (formerly White Flint)
Montgomery County, MD



STATION-SPECIFIC ACTIONS FOR GROUP 4

Station Name	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Addison Road-Seat Pleasant	(1) Coordinate with Prince George's County and City of Seat Pleasant on (a) economic development strategy for the site and (b) funding needs for bicycle/ pedestrian improvements and other interim placemaking activations.	(2) Construct bicycle/pedestrian improvements. (3) Complete joint development feasibility study. (4) Coordinate with Prince George's County on funding needs for replacement of the existing parking garage at the end of its useful life (estimated 2030-2040).
Anacostia (North)	(1) Complete rooftop solar panel installation on parking garage. (2) Coordinate with adjacent property owners, monitor development plans and opportunities for garage site.	(3) Complete joint development feasibility study.
Anacostia (South)	(1) Complete joint development feasibility study. (2) Coordinate with District of Columbia on funding needs for reconfiguration of the bus loop, bicycle/pedestrian improvements, and podium to support air rights development.	(3) Resolve technical barriers (i.e. Firth Sterling Ave SE access and inter-parcel connections) Complete due diligence & scoping package. (4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan. (5) Secure funding for changes to transit facilities.
Bethesda	(1) Coordinate with Montgomery County on funding needs for reconfiguration of the bus loop and the podium to support air rights development.	(2) Secure funding for changes to transit facilities and podium. (3) Support developer's planning & entitlement activities; approve plans.
Branch Avenue	(1) Coordinate with Prince George's County on (a) economic development strategy for the site, and (b) funding needs for parking garages, reconfiguration of bus and Kiss & Ride facilities, and bicycle/pedestrian improvements.	(2) Complete due diligence & scoping materials. (3) Conduct the Compact Public Hearing to Amend the Mass Transit Plan. (4) Secure funding for changes to transit facilities.
Cheverly	(1) Complete canopy solar panel installation over parking lots.	(2) Coordinate with Prince George's County and Town of Cheverly to improve bicycle/ pedestrian facilities.
Congress Heights	(1) Complete joint development feasibility study. (2) Coordinate with District of Columbia on funding needs for the reconfiguration of the bus and parking facilities, bicycle/pedestrian improvements, and 13th Street SE extension required for the St. Elizabeth's Hospital east campus redevelopment.	(3) Complete due diligence & scoping materials. (4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan. (5) Secure funding for changes to transit facilities.

Station Name	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
East Falls Church	(1) Complete joint development feasibility study. (2) Resolve technical barriers (i.e. split VDOT-Metro ownership of parking lots and bus loop).	(3) Coordinate with Arlington County on (a) rezoning the site to support the desired uses and (b) funding needs for a parking garage, bicycle/pedestrian improvements, and possibly a podium to support air rights development.
Glenmont	(1) Consider excess property sale of greenfield site west of Georgia Ave.	(2) Complete joint development feasibility study.
Huntington (North)	(1) Coordinate with Fairfax County on amendments to the comprehensive plan and/or rezoning the site to support the desired uses.	(2) Coordinate with Fairfax County on funding needs for replacement of the existing parking garage at the end of its useful life (estimated 2030-2040).
Landover	(1) Coordinate with Prince George's County on economic development strategy for the site.	(2) Complete joint development feasibility study.
Naylor Road	(1) Complete canopy solar panel installation over parking lots. (2) Coordinate with adjacent property owners to explore opportunities for leasing parking spaces to support future development and maximize revenues.	(3) Complete joint development feasibility study.
Shady Grove	(1) Coordinate with Montgomery County on (a) economic development strategy for the site and (b) funding needs for parking garages, expansion of bus and new BRT facilities, reconfiguration of Kiss & Ride facilities, bicycle/pedestrian improvements, and creation of a street grid.	(2) Resolve technical barriers (i.e. Metro Access Road ownership, Redland Ave vehicular access, and inter-parcel connections). (3) Complete due diligence & scoping materials. (4) Conduct the Compact Public Hearing to Amend the Mass Transit Plan. (5) Secure funding for changes to transit facilities and street grid.
Southern Avenue	(1) Complete canopy solar panel installation over parking lots. (2) Consider excess property sale of greenfield sites surrounding the station.	(3) Coordinate with Prince George's County and the District of Columbia on funding needs for bicycle/pedestrian improvements.
Vienna/Fairfax-GMU	(1) Resolve technical barriers (i.e. split VDOT-Metro ownership of parking lots).	(2) Coordinate with Fairfax County on (a) amendments to the comprehensive plan and/or zoning to support the desired uses and (b) economic development strategy for the site.

Metro has one of the most active joint development programs in the nation, with 55 projects completed or under construction at 30 Metro stations across the greater Washington region. These projects provide local and state jurisdictions with \$194M in annual fiscal revenue.² Since its first project at Farragut North Metro Station in 1975, Metro has partnered with private real estate development

companies to deliver 17 million square feet of development, with the following subtotals by use type:

- 10,400 housing units
- 4.9 million square feet of office
- 1.3 million square feet of retail
- 772 hotel rooms

FISCAL IMPACT OF COMPLETED JOINT DEVELOPMENT BY JURISDICTION (2022)

Total Local and State Fiscal Impact		
Station	Annual Impact	30-Year NPV
Farragut North	\$3,260,000	\$71,970,000
Van Ness-UDC	\$2,750,000	\$60,710,000
McPherson Square	\$2,470,000	\$54,530,000
Metro Center	\$5,650,000	\$124,730,000
Dupont Circle	\$1,510,000	\$33,340,000
U Street	\$9,540,000	\$210,610,000
Gallery Place	\$14,110,000	\$311,490,000
Columbia Heights	\$1,170,000	\$25,830,000
Fort Totten	\$2,590,000	\$57,180,000
Georgia Avenue-Petworth	\$1,840,000	\$40,620,000
Navy Yard*	\$21,560,000	\$475,960,000
Minnesota Avenue	\$2,530,000	\$55,850,000
Rhode Island Avenue	\$4,690,000	\$103,540,000
Shaw-Howard U*	\$4,200,000	\$92,720,000
SUBTOTAL Washington, DC	\$77,870,000	\$1,719,080,000
Braddock Road*	\$2,340,000	\$51,660,000
SUBTOTAL Alexandria	\$2,340,000	\$51,660,000
Ballston	\$21,040,000	\$464,480,000
Rosslyn*	\$2,590,000	\$57,180,000
Court House	\$880,000	\$19,430,000
SUBTOTAL Arlington County	\$24,510,000	\$541,090,000

Total Local and State Fiscal Impact		
Station	Annual Impact	30-Year NPV
Huntington	\$5,510,000	\$121,640,000
Dunn Loring-Merrifield	\$9,500,000	\$209,720,000
Vienna	\$7,510,000	\$165,790,000
SUBTOTAL Fairfax	\$22,520,000	\$497,150,000
Bethesda*	\$18,010,000	\$397,590,000
Friendship Heights	\$1,900,000	\$41,940,000
North Bethesda	\$15,710,000	\$346,820,000
Wheaton	\$1,910,000	\$42,170,000
Grosvenor-Strathmore	\$9,890,000	\$218,330,000
Twinbrook	\$5,840,000	\$128,920,000
SUBTOTAL Montgomery County	\$53,260,000	\$1,175,770,000
Prince George's Plaza	\$4,340,000	\$95,810,000
New Carrollton	\$6,680,000	\$147,470,000
West Hyattsville	\$2,100,000	\$46,360,000
SUBTOTAL Prince George's County	\$13,120,000	\$289,640,000
TOTAL	\$193,620,000	\$4,274,390,000

* Includes excess property sale by Metro for private development
Note: Fiscal impact for each station includes property tax, personal income tax, sales tax, business taxes, and hotel tax for all ongoing activity generated by joint development. NPV calculation assumes annual inflation of 2% and a discount rate of 4%.

System Map of Joint Development Projects Completed Since 1975

The following locations are stations where Metro’s joint development partners have completed projects since the beginning of the joint development program in 1975.



OR SV

Ballston



DEVELOPER	Perseus Realty, LLC
PROJECT	Ballston Metro Center 901 North Stuart Street, Arlington, VA
PROGRAM	203,000 SF office / 26,474 SF retail / 277 units / 209 rooms
YEAR BUILT	1989



DEVELOPER	The Shooshan Company
PROJECT	675 N. Randolph Street
PROGRAM	355,000 SF office
YEAR BUILT	2010



DEVELOPER	The Donohoe Companies
PROJECT	Marriott Residence Inn - Arlington Ballston
PROGRAM	183 rooms
YEAR BUILT	2012




DEVELOPER	The Shooshan Company
PROJECT	The View at Liberty Center
PROGRAM	257 units / 8,500 Sf retail
YEAR BUILT	2013




DEVELOPER	The Shooshan Company
PROJECT	4040 Wilson
PROGRAM	185,000 SF office / 185 units / 35,000 Sf retail
YEAR BUILT	2020

RD


Bethesda



DEVELOPER	Brookfield Properties
PROJECT	BMC Office 3 Bethesda Metro Center, Bethesda, MD
PROGRAM	368,000 SF office
YEAR BUILT	1985




DEVELOPER	Meridian Group
PROJECT	Hyatt Regency / 7400 Wisconsin Ave, Bethesda, MD
PROGRAM	380 rooms
YEAR BUILT	1985



DEVELOPER	Carr Properties / Insight Property Group
PROJECT	The Wilson and The Elm
PROGRAM	348,000 SF office / 456 units / 12,000 SF retail
YEAR BUILT	2021 <i>Excess property sale by Metro</i>

BL YL

Braddock Road



DEVELOPER	Trammell Crow Residential
PROJECT	Alexan Florence
PROGRAM	286 units
YEAR BUILT	2021 <i>Excess property sale by Metro</i>

GR

YL

Columbia Heights



DEVELOPER Triangle Development Associates, LLC

PROJECT Park Triangle Apartments
1375 Kenyon Street NW, Washington, DC

PROGRAM 117 units

YEAR BUILT 2006

OR

SV

Court House



DEVELOPER Jenco Group

PROJECT 2121 15th Street N., Arlington, VA

PROGRAM 38,500 SF office / 11,500 SF retail

YEAR BUILT 2002

OR

Dunn Loring-Merrifield



DEVELOPER Mill Creek Residential Trust

PROJECT Modera Avenir Place
2677 Avenir Place, Vienna, VA

PROGRAM 125,000 SF retail / 628 units

YEAR BUILT 2016



DEVELOPER Mill Creek Residential Trust

PROJECT The Shops at Avenir Place
2670 Avenir Place, Vienna, VA

PROGRAM 29,214 SF retail

YEAR BUILT 2012

RD

Dupont Circle



DEVELOPER Peter Schwartz & Co.

PROJECT 1350 Connecticut Avenue NW, Washington, DC

PROGRAM 950 SF retail

YEAR BUILT 1988

RD

Farragut North



DEVELOPER Miller Companies

PROJECT 1101 Connecticut Avenue NW, Washington, DC

PROGRAM 145,000 SF office / 45,000 SF retail

YEAR BUILT 1978

GR

YL

RD

Fort Totten



DEVELOPER Greystar Real Estate Partners

PROJECT Aventine
5210 Third Street NE, Washington, DC

PROGRAM 5,000 SF retail / 308 units

YEAR BUILT 2008

RD

Friendship Heights



DEVELOPER Chevy Chase Land Co

PROJECT 2 Wisconsin Circle, Washington, DC

PROGRAM 212,500 SF office / 16,000 SF retail

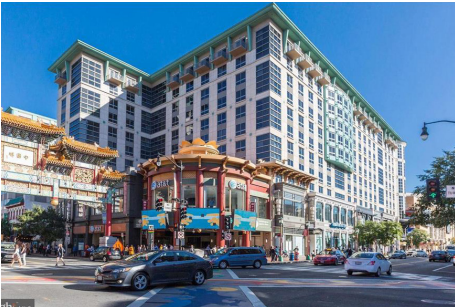
YEAR BUILT 1985

GR

YL

RD

Gallery Place



DEVELOPER Gallery Place Associates

PROJECT Gallery Place
Lot 44, Washington, DC

PROGRAM 205,000 SF office / 286,000 SF retail / 192 units

YEAR BUILT 2005

GR

YL

Georgia Avenue-Petworth



DEVELOPER DC Govt / Donatelli Development

PROJECT Park Place
850 Quincy Street NW, Washington, DC

PROGRAM 17,000 SF retail / 161 units

YEAR BUILT 2009

RD

Grosvenor-Strathmore



DEVELOPER Potomac Investment Partnership

PROJECT Meridian
5230 Tuckerman Lane, North Bethesda, MD

PROGRAM 8,600 SF retail / 305 units

YEAR BUILT 2009



DEVELOPER Potomac Investment Partnership

PROJECT Avalon
10306 Strathmore Hall Street, North Bethesda, MD

PROGRAM 497 units

YEAR BUILT 2003

YL

Huntington



DEVELOPER Stout & Teague / Clark Realty Capital

PROJECT The Courts at Huntington Station
5950 Grand Pavilion Way, Alexandria, VA

PROGRAM 30,000 SF retail / 650 units

YEAR BUILT 2005



DEVELOPER Aventon Companies

PROJECT Aventon Huntington

PROGRAM 379 units

YEAR BUILT 2023 (Expected)

OR

SV

BL

McPherson Square



DEVELOPER Zuckerman Gravely Development, Inc.

PROJECT 1101 Connecticut Avenue NW, Washington, DC

PROGRAM 145,000 SF office / 45,000 SF retail

YEAR BUILT 1978

RD

OR

SV

BL

Metro Center



DEVELOPER Hines

PROJECT Columbia Square
555 13th Street NW, Washington, DC

PROGRAM 535,000 SF office / 70,000 SF retail

YEAR BUILT 1987

OR

Minnesota Avenue



DEVELOPER DC Government

PROJECT DC Department of Employment Services HQ
4058 Minnesota Avenue NE, Washington, DC

PROGRAM 241,725 SF office

YEAR BUILT 2011



DEVELOPER Donatelli Development

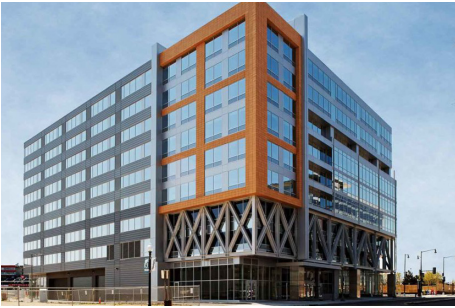
PROJECT Park 7
4020 Minnesota Avenue NE, Washington, DC

PROGRAM 20,000 SF retail / 377 units

YEAR BUILT 2014

GR

Navy Yard



DEVELOPER Monument Realty

PROJECT 55 M
55 M Street SE, Washington, DC

PROGRAM 254,000 SF office / 15,000 SF retail

YEAR BUILT 2009



DEVELOPER The Donohoe Companies

PROJECT The Insignia
1111 New Jersey Avenue SE, Washington, DC

PROGRAM 10,700 SF retail / 324 units

YEAR BUILT 2017

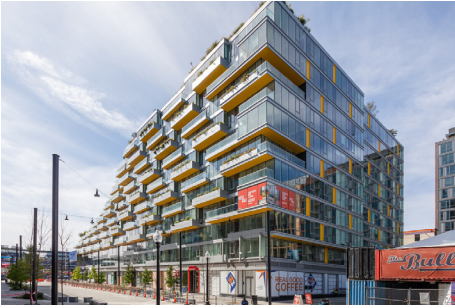


DEVELOPER MRP Realty

PROJECT Navy Yard Chiller
41 L Street SE, Washington, DC

PROGRAM 500 SF office / 3,500 SF retail / 161 units

YEAR BUILT 2022 (Expected)



DEVELOPER JBG SMITH

PROJECT West Half

PROGRAM 465 units / 65,000 Sf retail

YEAR BUILT 2019
Excess property sale by Metro



DEVELOPER JBG SMITH

PROJECT 1221 Van Street

PROGRAM 346 units / 26,000 Sf retail

YEAR BUILT 2019
Excess property sale by Metro

OR

New Carrollton



DEVELOPER

Urban Atlantic

PROJECT

Kaiser Permanente
4000 Garden City Drive, New Carrollton, MD

PROGRAM

176,000 SF office

YEAR BUILT

2019



DEVELOPER

Urban Atlantic

PROJECT

The Stella
3950 Garden City Drive, New Carrollton, MD

PROGRAM

3,500 SF retail / 282 units

YEAR BUILT

2021



DEVELOPER

Urban Atlantic

PROJECT

Metro Maryland Office
Garden City Drive, New Carrollton, MD

PROGRAM

324,734 SF office

YEAR BUILT

2022 Expected

RD

North Bethesda



DEVELOPER

Montgomery County

PROJECT

Bethesda North Marriott Hotel
5701 Marinelli Rd, North Bethesda, MD

PROGRAM

50,000 SF office

YEAR BUILT

2005



DEVELOPER

LCOR

PROJECT

Wentworth House Apartments
5411 McGrath Blvd, North Bethesda, MD

PROGRAM

63,000 SF retail / 312 units

YEAR BUILT

2008



DEVELOPER

LCOR

PROJECT

Aurora at North Bethesda Center
5401 McGrath Blvd, North Bethesda, MD

PROGRAM

341 units

YEAR BUILT

2014



DEVELOPER

LCOR

PROJECT

U.S. Nuclear Regulatory Commission HQ
11601 Landsdown St, North Bethesda, MD

PROGRAM

362,000 SF office

YEAR BUILT

2012



DEVELOPER

LCOR

PROJECT

Arrowwood Apartments
5410 McGrath Blvd, North Bethesda, MD

PROGRAM

294 units

YEAR BUILT

2021

GRYL

Prince George's Plaza



DEVELOPER Equity Residential

PROJECT Mosaic at Metro
6210 Belcrest Road, Hyattsville, MD

PROGRAM 259 units

YEAR BUILT 2009



DEVELOPER Taylor Development

PROJECT Metropolitan Shops
2900 Belcrest Center Drive, Hyattsville, MD

PROGRAM 28,000 SF office / 160,623 SF retail

YEAR BUILT 2009

RD

Rhode Island Avenue



DEVELOPER Urban Atlantic and A&R Development

PROJECT Rhode Island Row
Washington Place NE, Washington, DC

PROGRAM 68,000 SF retail / 274 units

YEAR BUILT 2012

ORSVBL

Rosslyn



DEVELOPER JBG SMITH

PROJECT Central Place

PROGRAM 529,434 SF office / 10,979 SF retail

YEAR BUILT 2018

Excess property sale by Metro

GRYL

Shaw-Howard Univ



DEVELOPER JBG SMITH

PROJECT The Shay

PROGRAM 245 units / 28,000 Sf retail

YEAR BUILT 2015

Excess property sale by Metro

RD

Twinbrook



DEVELOPER The JBG Companies

PROJECT The Alaire Apartments
1101 Higgins Place, Rockville, MD

PROGRAM 279 units

YEAR BUILT 2010



DEVELOPER The JBG Companies

PROJECT The Terano Apartments
5720 Fishers Lane, Rockville, MD

PROGRAM 33,000 SF retail / 206 units

YEAR BUILT 2015

GR YL

U Street-Cardozo



DEVELOPER Donatelli & Klein, Inc.

PROJECT The Ellington
1301 U Street NW, Washington, DC

PROGRAM 15,000 SF retail / 207 units

YEAR BUILT 2004



DEVELOPER Jenco Group

PROJECT Office building
1250 U Street NW, Washington, DC

PROGRAM 20,000 SF office / 8,000 SF retail

YEAR BUILT 2005



DEVELOPER Metropolis Development Company

PROJECT Langston Lofts
1390 V Street NW, Washington, DC

PROGRAM 7,000 SF retail / 80 units

YEAR BUILT 2005



DEVELOPER PN Hoffman

PROJECT Union Row-The Flats
2125 14th Street NW, Washington, DC

PROGRAM 27,000 SF retail / 269 units

YEAR BUILT 2007

RD

Van Ness-UDC



DEVELOPER Prudential Insurance Company of America

PROJECT 4250 Connecticut Avenue NW, Washington, DC

PROGRAM 162,000 SF office / 41,500 SF retail

YEAR BUILT 1982

OR

Vienna



DEVELOPER Pulte Homes

PROJECT MetroWest
Vienna, VA

PROGRAM 900 units

YEAR BUILT 2017

GR YL

West Hyattsville



DEVELOPER Gilbane Development

PROJECT Riverfront
Ager Road, Hyattsville, MD

PROGRAM 200 units

YEAR BUILT 2023 (Expected)

RD

Wheaton (East)



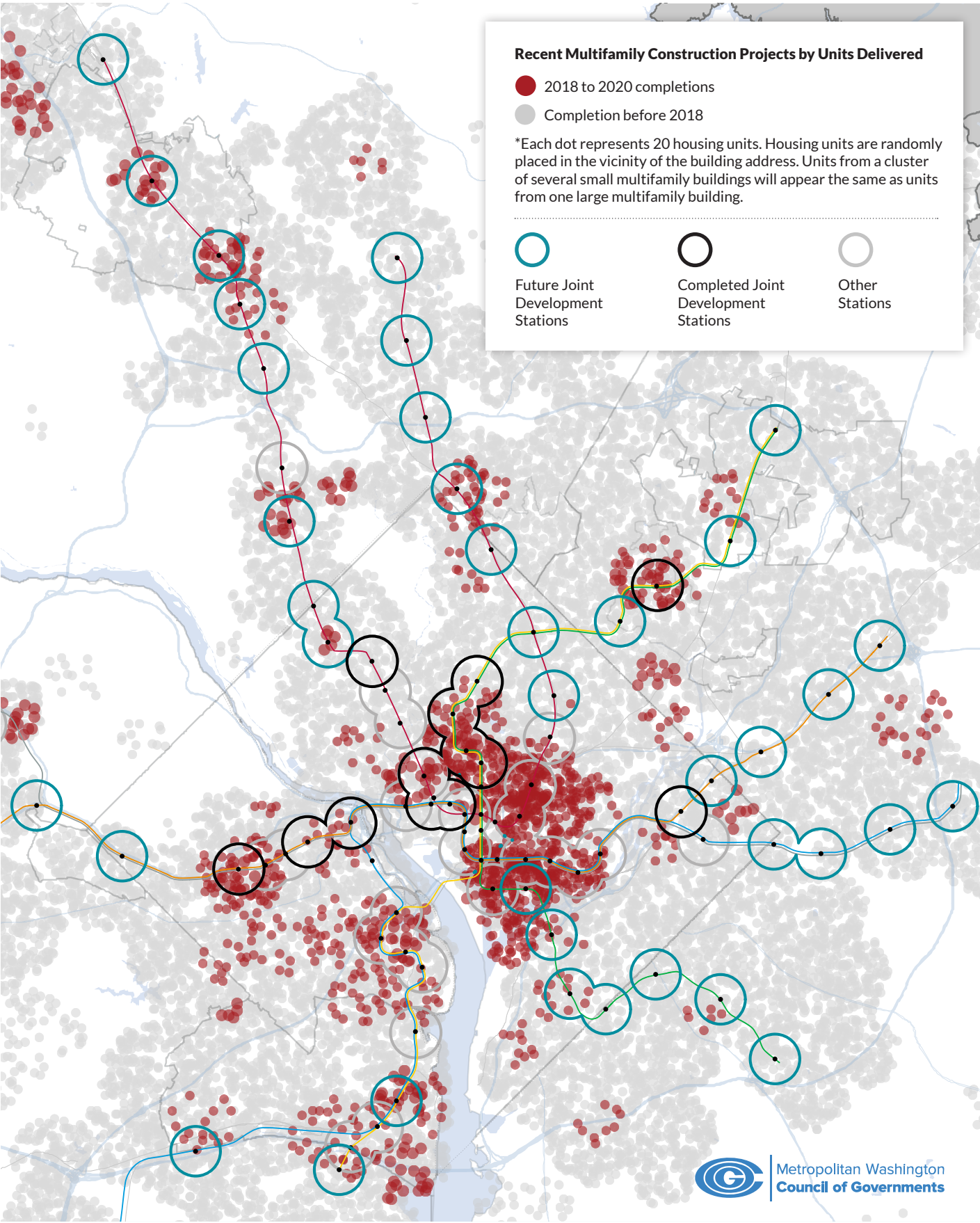
DEVELOPER Bozzuto Development

PROJECT MetroPointe
11175 Georgia Avenue, Silver Spring, MD

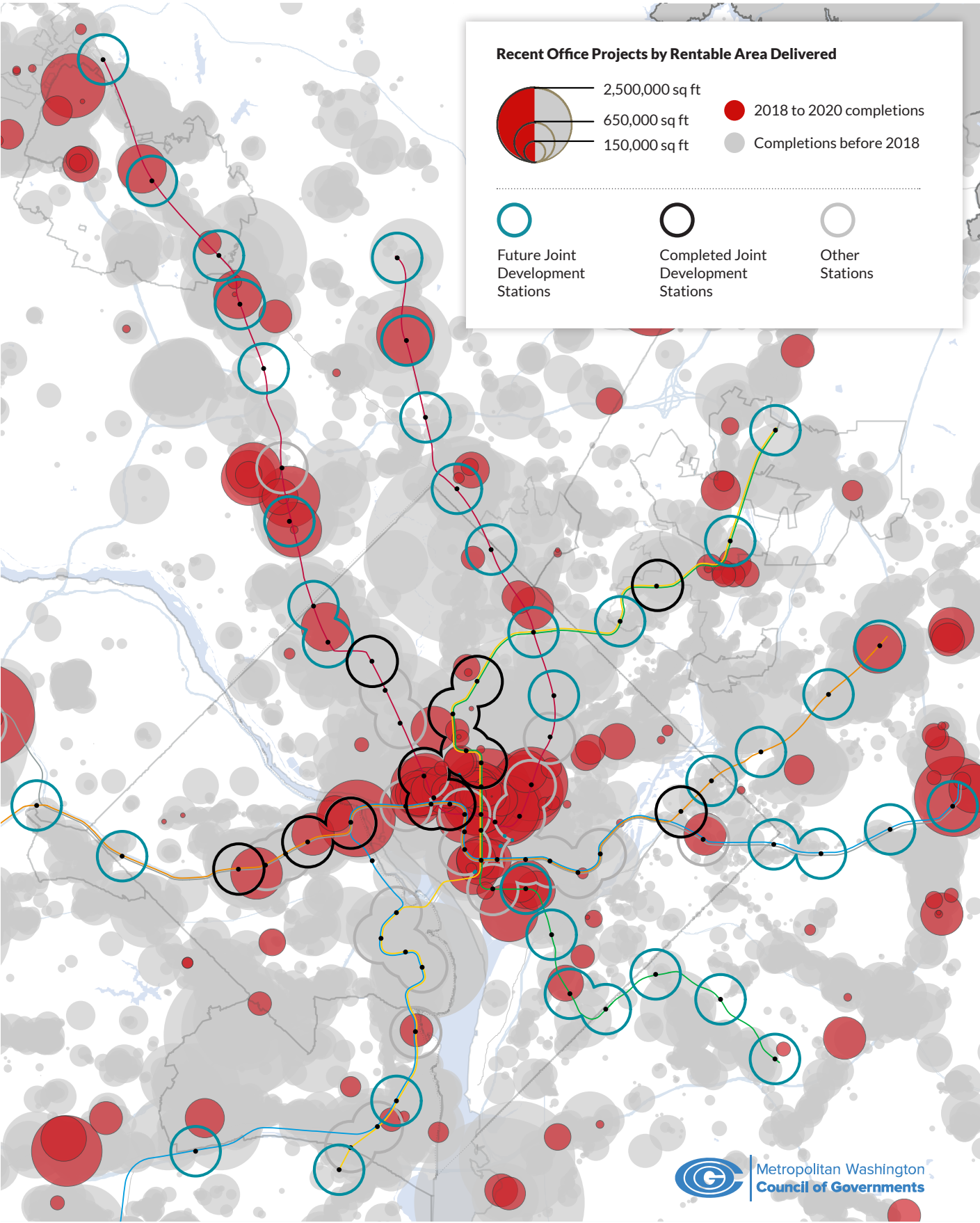
PROGRAM 3,200 SF retail / 173 units

YEAR BUILT 2008

REGIONAL MULTIFAMILY RENTAL HOUSING DEVELOPMENT



REGIONAL COMMERCIAL OFFICE DEVELOPMENT



1.

Impact Generated by Metro’s Existing Joint Developments. Analysis of economic and fiscal impacts for development at the 30 stations with completed joint development projects. Analysis includes existing development program at stations and applies current tax rate structure for applicable taxes. Values are presented in current 2022 dollars. Includes property tax, personal income tax, sales tax, business tax, and hotel tax for all activity generated by joint development.

2.

Transit Trip Generation and Annual Fare Revenue Projections for Existing Joint Development. Analysis of station development data for the 30 stations with completed joint development projects using Metro’s Station Walkshed Area Ridership Model (<https://planitmetro.com/2016/08/11/introducing-s-w-a-r-m-another-tool-for-your-todtoolkit-2/>).

3.

Development Potential of Remaining Metro Properties. Analysis of development potential for the 40 stations with concept plans for joint development that consider the physical and regulatory factors of each site. .

4.

Housing Unit Potential from Future Joint Development. Analysis of the development potential for 40 stations with concepts plans for joint development that consider the physical and regulatory factors of each site.

5.

Joint Development Transit Trip Generation and Annual Fare Revenue Projections for Future Joint Development. Analysis of station development potential data for the 40 stations with known development capacity for future joint development projects using Metro’s Station Walkshed Area Ridership Model ([https:// planitmetro.com/2016/08/11/introducing-s-w-a-r-m-another-tool-for-your-tod-toolkit-2/](https://planitmetro.com/2016/08/11/introducing-s-w-a-r-m-another-tool-for-your-tod-toolkit-2/)).

6.

Annual Lease Revenues from Future Joint Development. For stations with existing Joint Development Agreements (JDA), analysis of existing JDA in place; For stations without JDA, analysis of potential ground lease revenue based on assessed value of property. Analysis assumes all properties are ground leased. In the event of a property sale, ground lease revenue will decrease in exchange for one-time revenue.

7.

Impact Generated by Metro’s Future Joint Development. Analysis of economic and fiscal impacts for development at the 40 stations planned for future joint development projects; Analysis assumes full build out of stations and impacts based on current tax rates and results are presented in current 2022 dollars; Includes property tax, personal income tax, sales tax, business tax, and hotel tax for all activity generated by joint development.

8.

Case Study: NoMa-Gallaudet U Metro Station. Development statistics from the 10 Years and Growing Anniversary Report published by the Urban Land Institute and NoMa BID (https://www.nomabid.org/wp-content/uploads/2020/12/MetroAnniversaryReport_RKG.pdf). Ridership information from Metro historical ridership data for NoMa-Gallaudet U Metro Station (<https://www.wmata.com/initiatives/ridership-portal/Rail-Data-Portal.cfm>). Finance information the U.S. Department of Transportation, Federal Highway Administration, Center for Innovative Finance Support, project profile. (https://www.fhwa.dot.gov/ipd/project_profiles/dc_noma.aspx).

9.

Annual Ridership Changes Compared to 2011. Analysis of Metro historical ridership data by station. ([https:// www.wmata.com/initiatives/ridership-portal/Rail-Data-Portal.cfm](https://www.wmata.com/initiatives/ridership-portal/Rail-Data-Portal.cfm)).

10.

AM Peak Hours Trips on Metro Through the System Core. Analysis of train loading data from WMATA’s Trace Model for typical weekday (<https://www.mwcog.org/file.aspx?&A=mXNuhBKEFia0N%2Bh5qi6sQw2NbGac-QkTY6Sf85%2BBBdq%2Bs%3D>).

11.

Counter Commute Trip Growth Potential from Developing Six Strategic Stations as Commercial Centers. Analysis of station development potential data using WMATA’s Station Walkshed Area Ridership Model ([https:// planitmetro.com/2016/08/11/introducing-s-w-a-r-m-another-tool-for-your-tod-toolkit-2/](https://planitmetro.com/2016/08/11/introducing-s-w-a-r-m-another-tool-for-your-tod-toolkit-2/)).

12.

Sale and Annual Lease Revenues from Existing Joint Development. Analysis of Metro financial reports for calendar year 2021.

13.

Proportion of New Office and Multifamily Space Developed Across the Region within a ½-mile of Metro Stations. Office Information from the Commercial Construction Indicators Report, published annually by the Metropolitan Washington Council of Government (<https://www.mwcog.org/documents/2021/05/19/commercial-construction-indicators-report--commercial-construction-communities-economy-featured-publications-growth-development/>). Multifamily residential information from the Multi-family Rental Housing Construction Indicators Report, published annually by the Metropolitan Washington Council of Government (<https://www.mwcog.org/documents/2021/11/30/multifamily-rental-housing-construction-indicators-report-housing-multifamily-rental-housing/>).

14.

Vehicle Miles Traveled and Carbon Emissions Generated by Households Living in TODs Compared to Non-Transit Accessible Developments. Analysis of 2015 American Community Survey and 2013 Consumer Expenditure Survey.

15.

Property Values of Existing Joint Development. Analysis of jurisdictional property records for all completed joint developments, as of 2021.

16.

Property Values of Planned Future Joint Development. Analysis of planned future joint development based on development capacity. Valuation of development is based on replacement cost method and assumes current development cost by use for the development program at each site.

17.

Rate of Car Ownership in TODs Compared to Non-Transit Accessible Developments. Analysis of 2015 American Community Survey and 2013 Consumer Expenditure Survey.

18.

Proportion of New Office Space Developed Across the Region in 2021 within a ½-mile of Metro Stations. Analysis of CoStar data on new office construction starts in jurisdictions served by Metro as of 2021: Washington DC, Arlington County, Alexandria, Fairfax County, Prince George’s County, and Montgomery County.



Washington Metropolitan Area Transit Authority

10-Year Strategic Plan for Joint Development

AGENDA ITEM #12

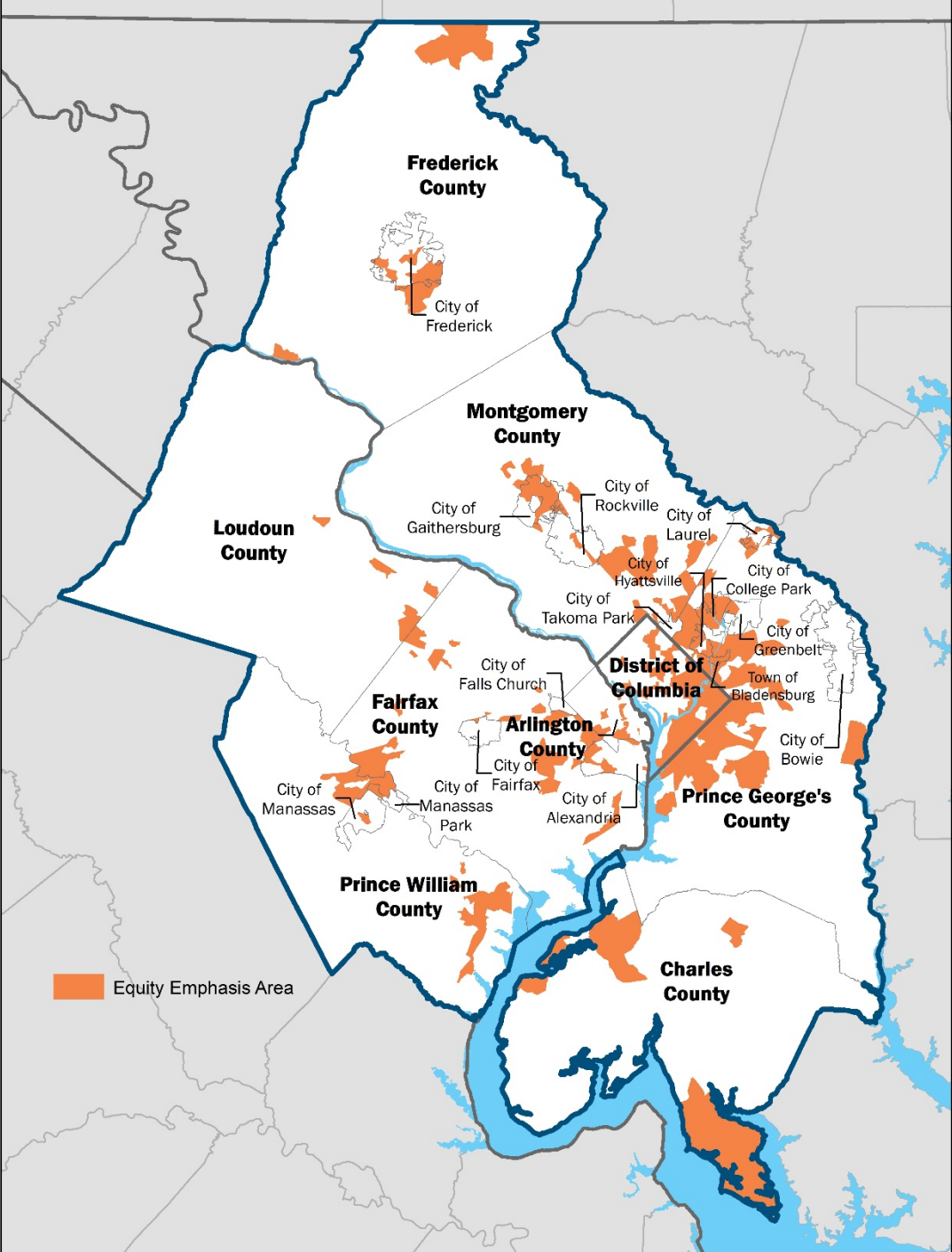
EQUITY EMPHASIS AREAS IN ACTION

EQUITY EMPHASIS AREAS (EEAS) IN ACTION

**Application across multiple disciplines
to identify needs and solutions, assess
progress**

Jon Schermann
Maia Davis
Jennifer Schitter
COG Planners

COG Board of Directors
May 11, 2022



Elevate 350 Equity Emphasis Areas (EEAs)

Areas with high
concentrations of
underserved residents.
mwcog.org/equityemphasisareas

Roadway Safety

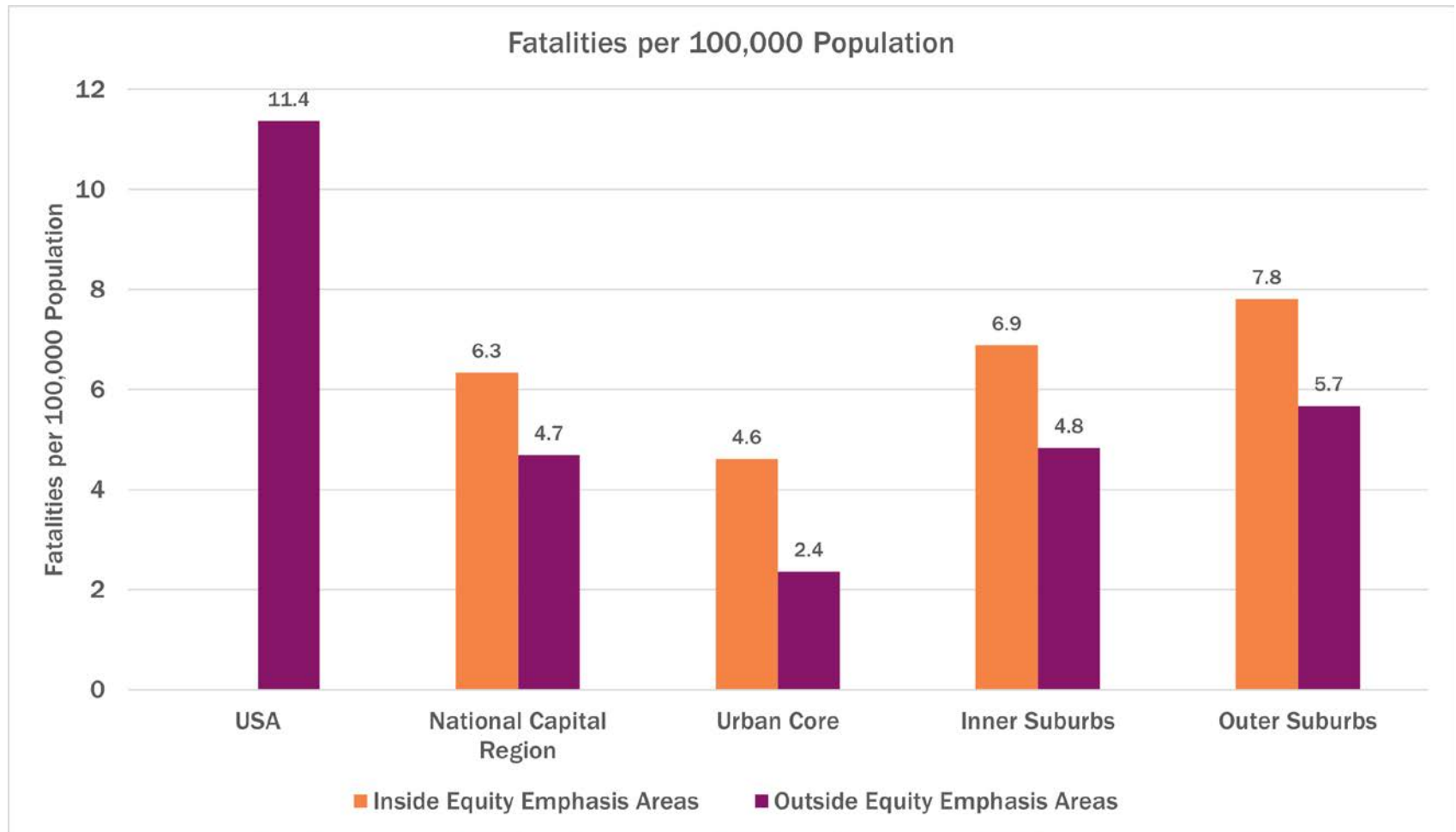


Equity Analysis of Regional Roadway Safety Outcomes

- Regional Roadway Safety Study
 - Commissioned in 2019 in response to unacceptably high numbers of roadway fatalities
 - Results reported to the TPB in spring of 2020
- TPB Action – July 2020
 - TPB Resolution R3-2021: “Safety” Resolution
 - TPB Resolution R1-2021: TPB Equity Statement
- Staff response
 - Reallocated funding to conduct an equity analysis

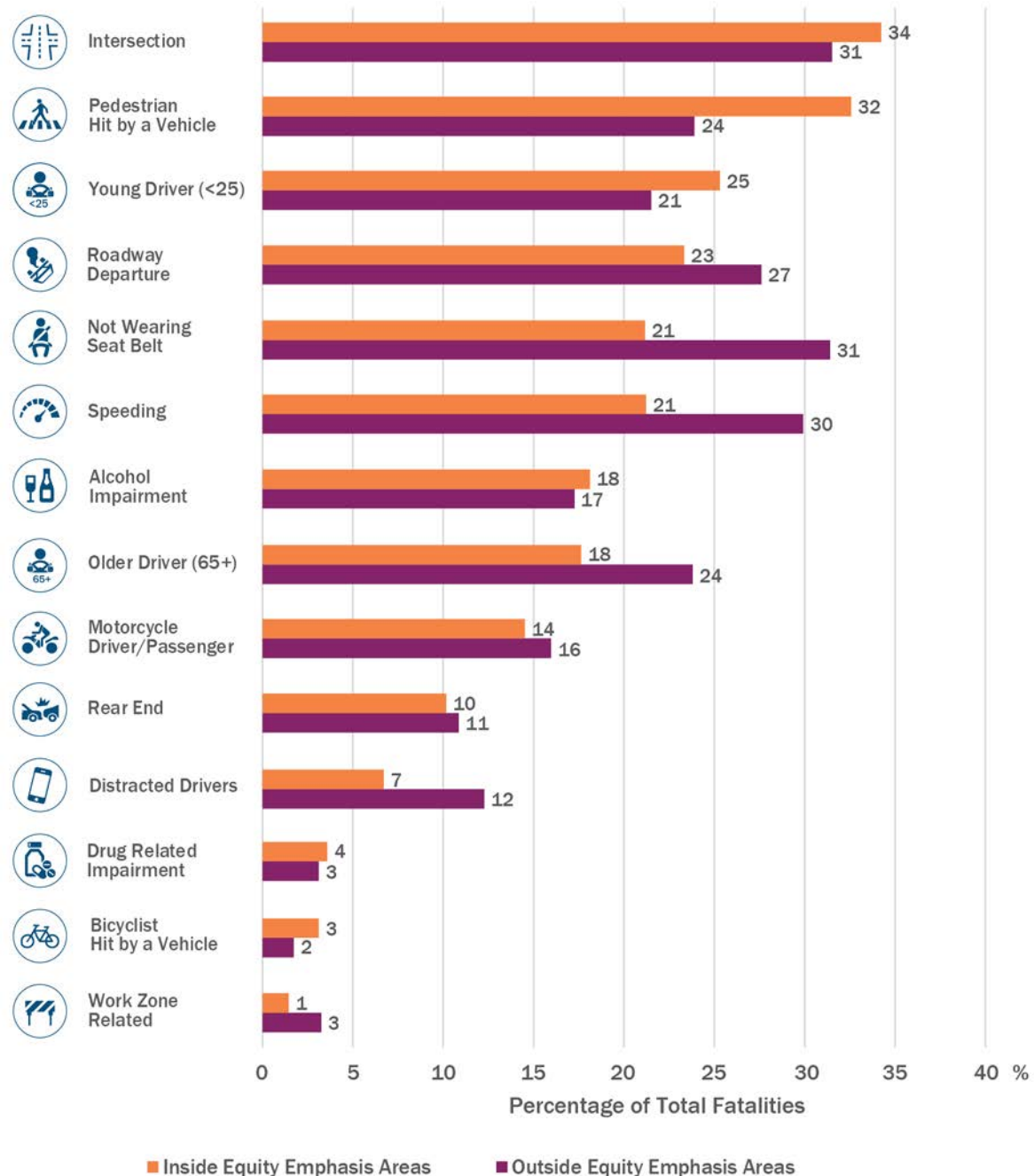


Fatalities per 100,000 Population (2014-2018)



Contributing Circumstances - Fatality Percentage (2014-2018)

Percentage of Total Fatalities by Contributing Circumstance



Ongoing Actions

- Regional Roadway Safety Program (RRSP):
 - Equity part of scoring criteria
 - Of the ten RRSP projects awarded, seven are along corridors that are either within or adjacent to EEAs and three are jurisdiction-wide
- Continue to analyze and report on crash outcomes for our EEAs



Environmental Planning

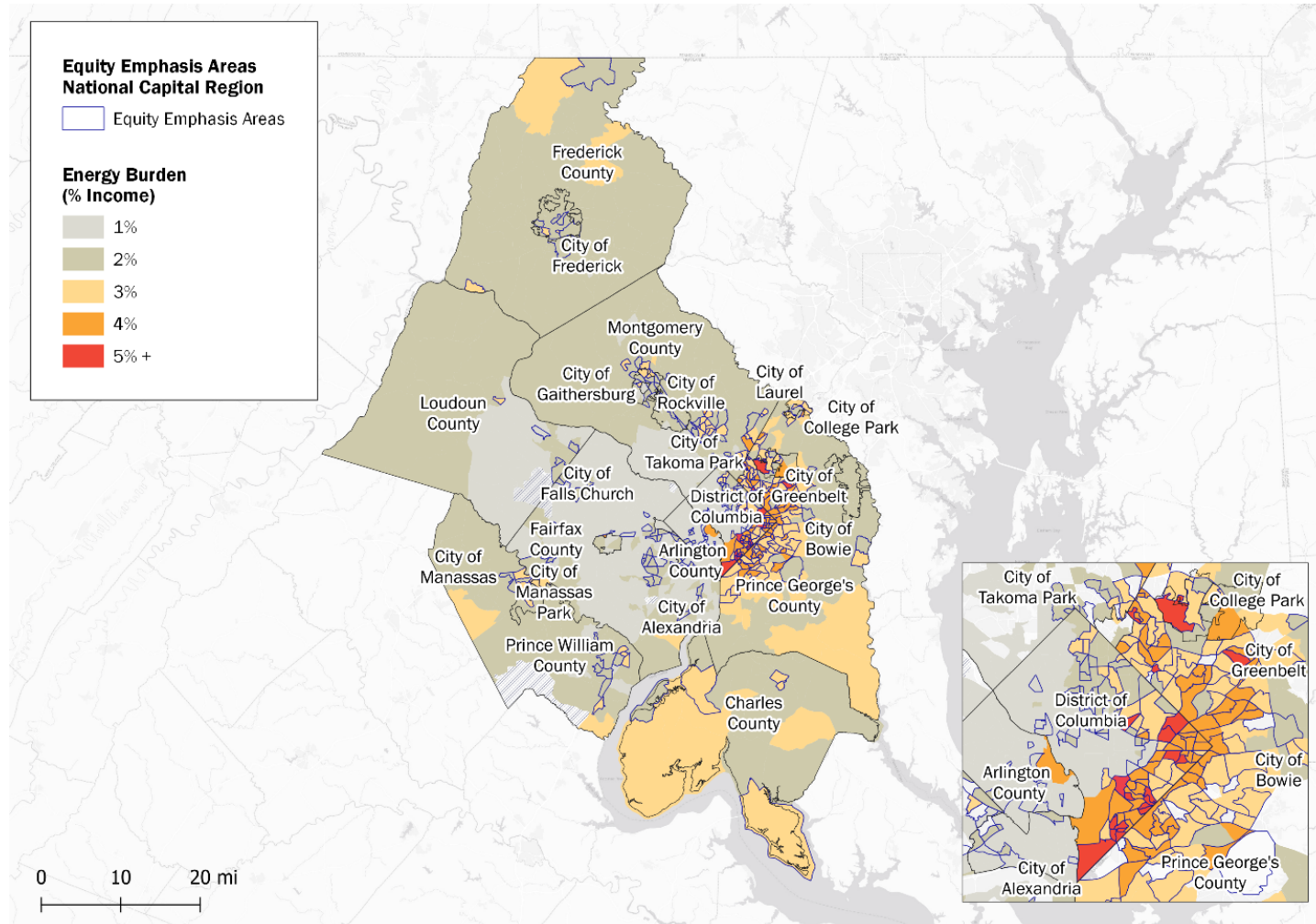


Equity Analysis of Environmental Impacts

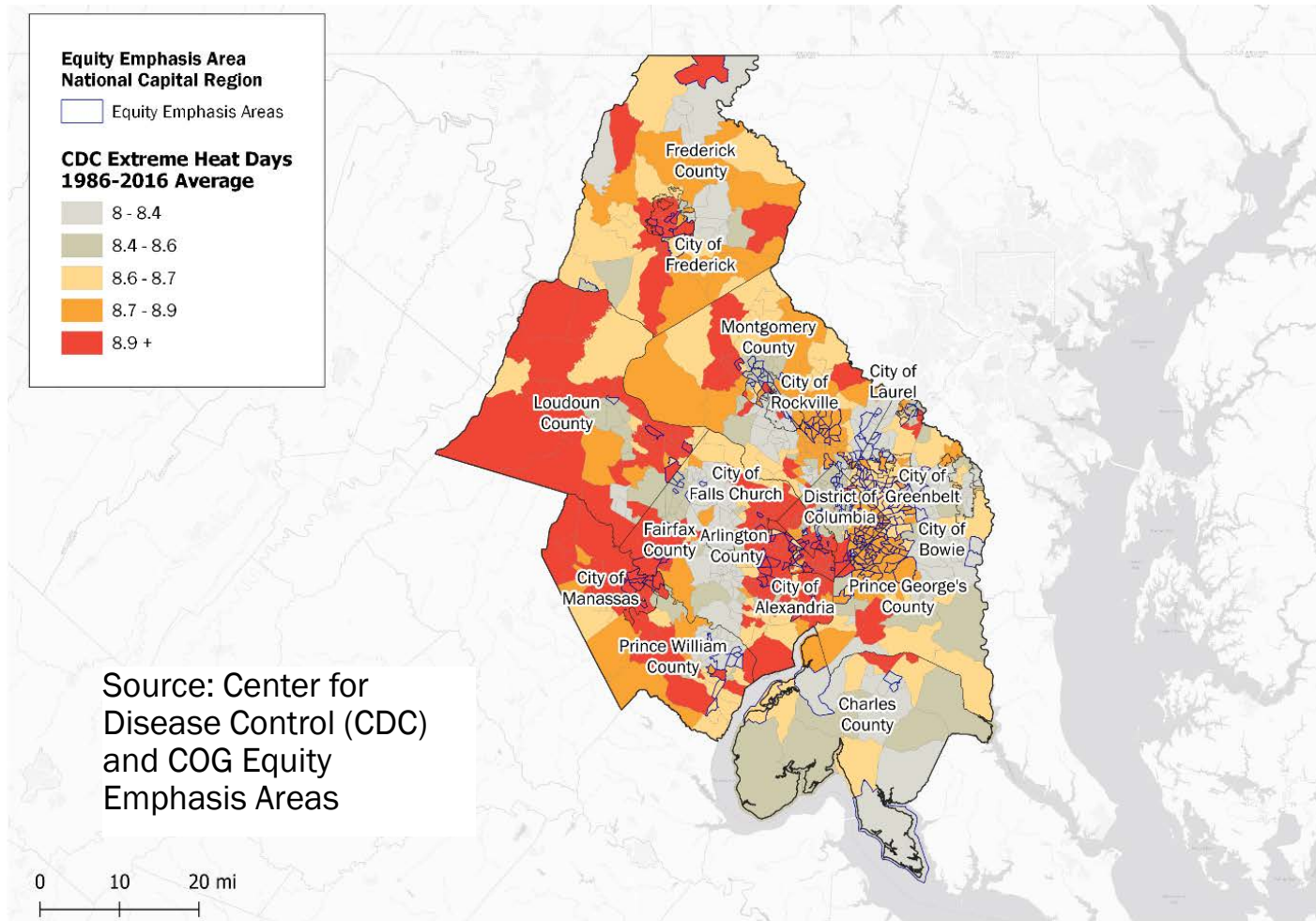
- 2030 Climate and Energy Action Plan
 - EEAs were used to analyze the location of various environmental impacts such as energy burden, extreme heat, and flooding and sea level rise.
- Electric Vehicle (EV) Deployment Planning
 - EEAs integral to future work, including EVs and EV charging stations (EVSE) mapping and needs assessment.



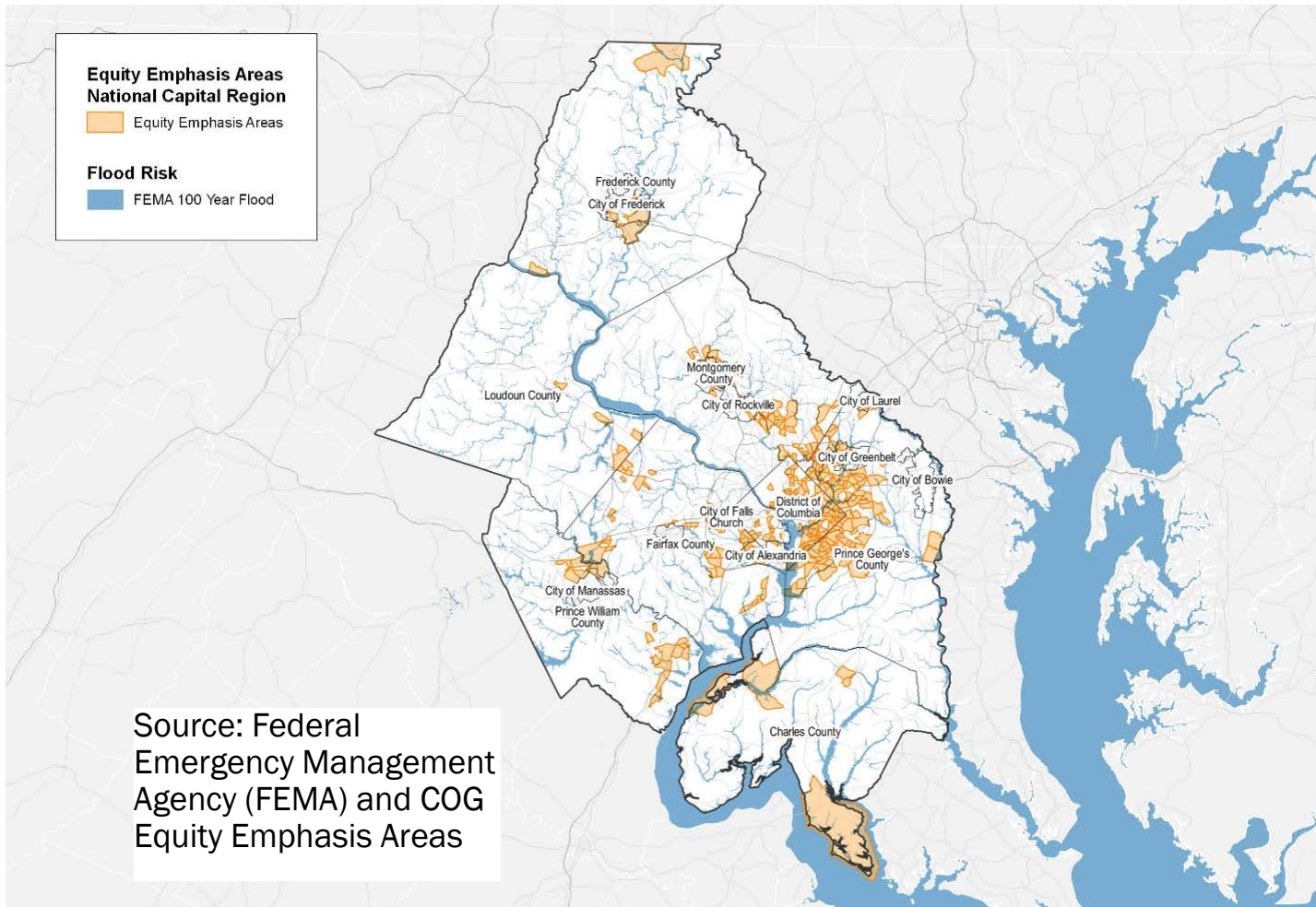
EEAs and Energy Burden



EEAs and Extreme Heat



EEAs and Flash/Riverine Flooding



Public Health



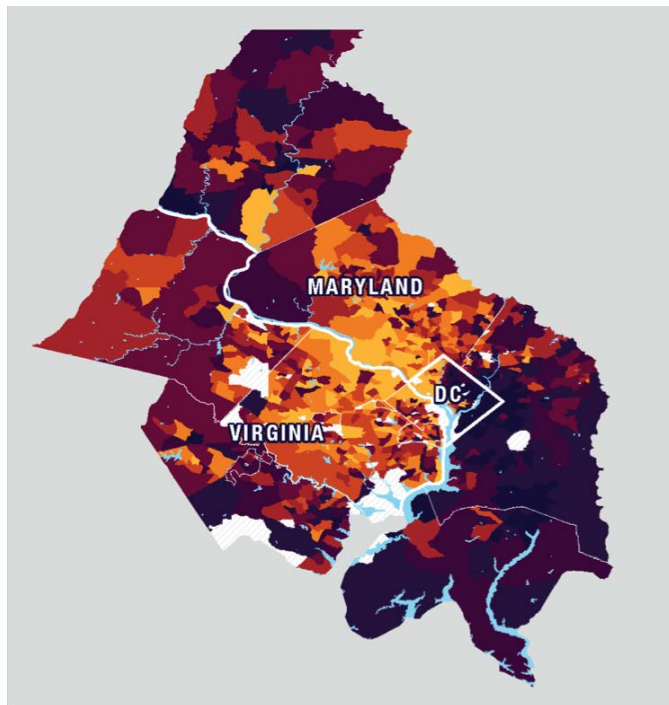
Mapping Health Disparities Across the Region

- *Region Forward* Health Goal
 - “We seek communities in which every person enjoys health and well-being.”
- COG Health Officials Committee
 - Commissioned a study by Virginia Commonwealth University to examine health at the census tract level, focusing on life expectancy and the factors that shape health.



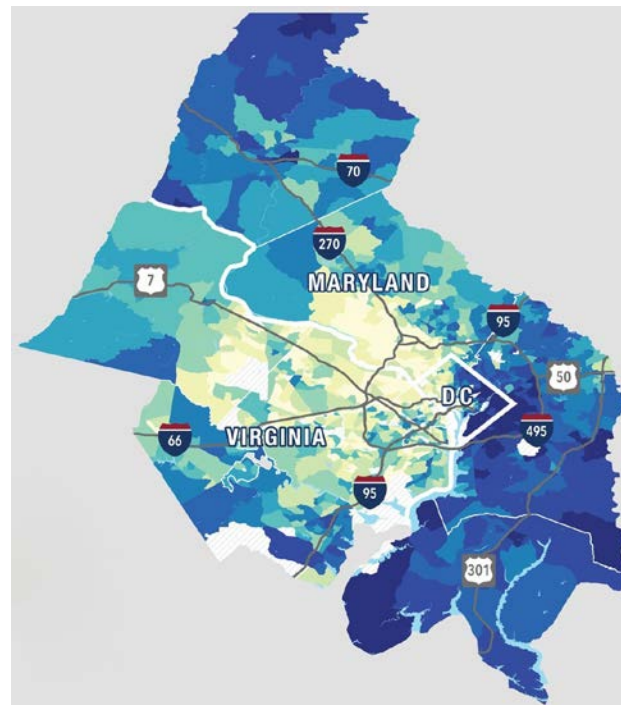
Study Confirmed Geographic Disparities

Life Expectancy (LE)



LE: Avg # of yrs that a newborn can expect to live in a given area based on prior mortality patterns observed in that area

Healthy Places Index (HPI)



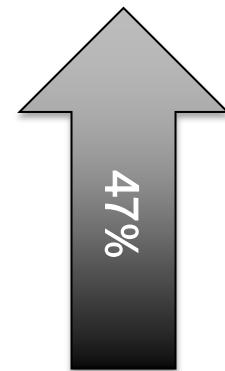
HPI: Composite index of 48 indicators across domains. *Correlates with EEAs.*

Influencing Factors

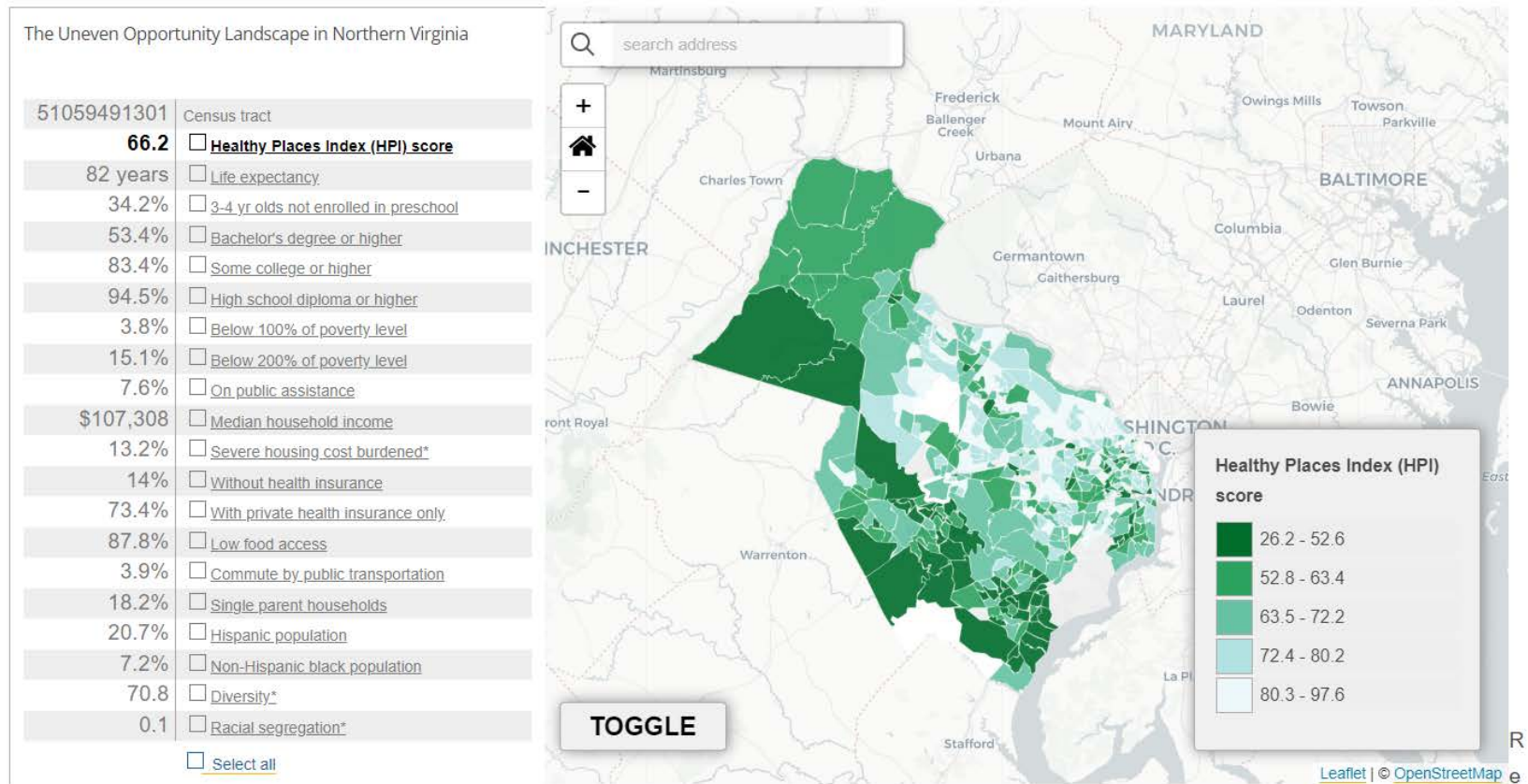


Nearly half (47%) of the variation in health across census tracts in the region was associated with racial inequities.

**Race-Ethnicity
& Immigrant
Status**



Northern Virginia Interactive Map Tool



Read the NVHF-commissioned report [Getting Ahead: The Uneven Opportunity Landscape in Northern Virginia](#) to get a better understanding of the implications of



Looking Forward

- EEAs becoming part of region's planning vocabulary.
 - Equity lens for planners to identify needs/assess progress.
 - Resource for area policymakers, partner organizations.
 - Selection criteria for COG/TPB grants and technical assistance.



Virginia Commonwealth University: Health Equity Brief for COG

Jon Schermann

Maia Davis

Jennifer Schitter

COG Planners

mwcog.org

777 North Capitol Street NE, Suite 300
Washington, DC 20002

AGENDA ITEM #13

OTHER BUSINESS

AGENDA ITEM #14

ADJORN