Washington Metropolitan Area Transportation Authority

10-Year Strategic Plan for Joint Development

OFFICE OF REAL ESTATE AND PARKING

2022

"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: ▪ **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	▪ **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	1 Partner with Local Jurisdictions 2 Right-Size Transit Facilities 3 Increase Development Readiness 4 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 revenue[1] and nearly 5 million additional Metro trips annually[2].

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 development[3]
- 26,000 new housing units[4]
- 9 million new annual Metro trips[5]
- $40 million in annual Metro fare revenue[5]
- $50 million in annual lease revenue[6]
- $340 million in new annual tax revenue[7]

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 Station[8]

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.

INTRODUCTION

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:

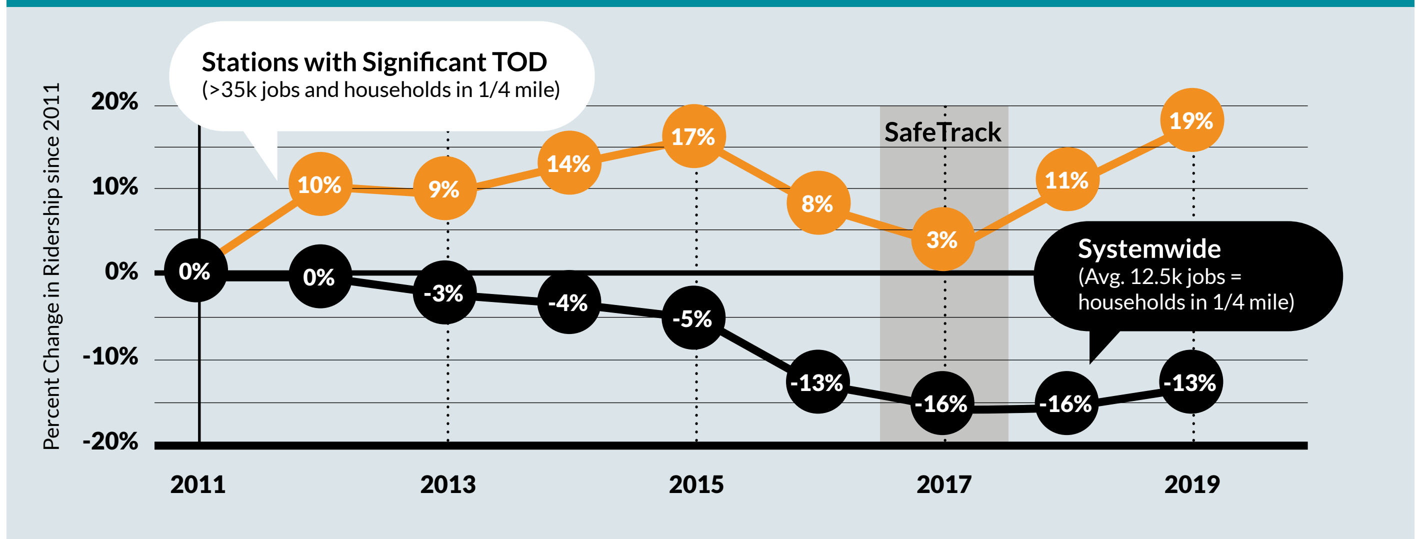
- **Support Higher Density, Mixed-Use Development.** Local land-use policies and zoning establish the foundation for private uses on Metro property and should foster the critical mass needed for successful transit-oriented development. While many past joint developments benefited from downtown or close-in 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 Ridership[9]

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



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.

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 annually[5] 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).

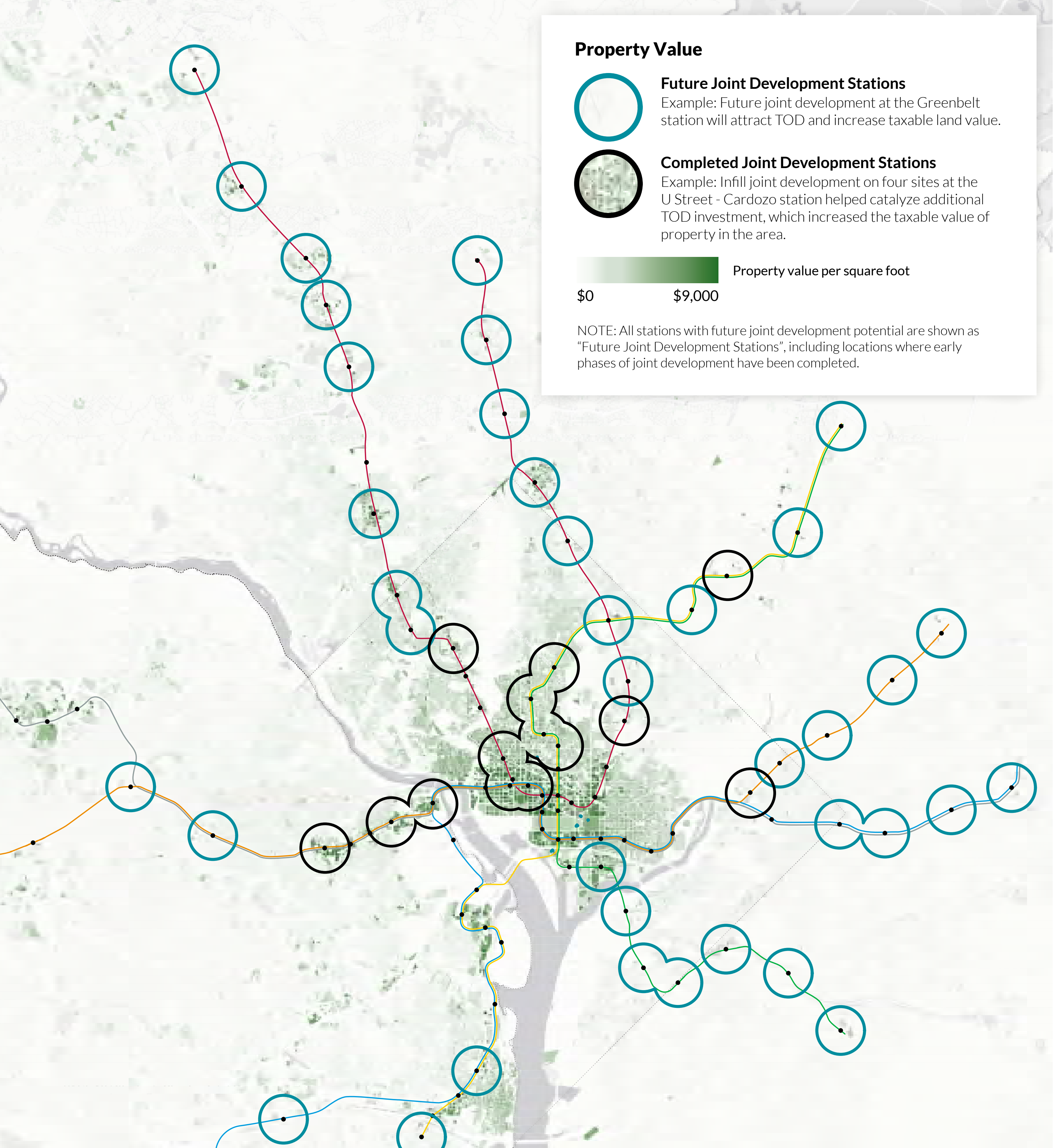
Joint development also provides an opportunity to enhance the efficiency of Metrorail operations by balancing demand and capacity throughout the system. Prior to Covid, 85 percent of all morning peak hour trips traveled through the core of the Metro system,[10] creating significant crowding issues on 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	Future Joint Development
55 Projects at 30 Stations 17M square feet of development	Full Build-Out at 40 Stations 31M square feet of development[3]
4.9M ANNUAL METRO TRIPS[2*]	9M NEW ANNUAL METRO TRIPS[5*]
$29M ANNUAL METRO FARES[2*]	$40M NEW ANNUAL METRO FARES[5*]
$391M TOTAL LAND SALE REVENUE[12]	$50M NEW POTENTIAL ANNUAL LEASE REVENUE[6]
$8-11M ANNUAL LEASE REVENUE[12]	

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

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[1*]	$8.6B NEW POTENTIAL ANNUAL ECONOMIC IMPACT[7*]
$194M ANNUAL TAXES[1*]	$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 (MWCOG) 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:

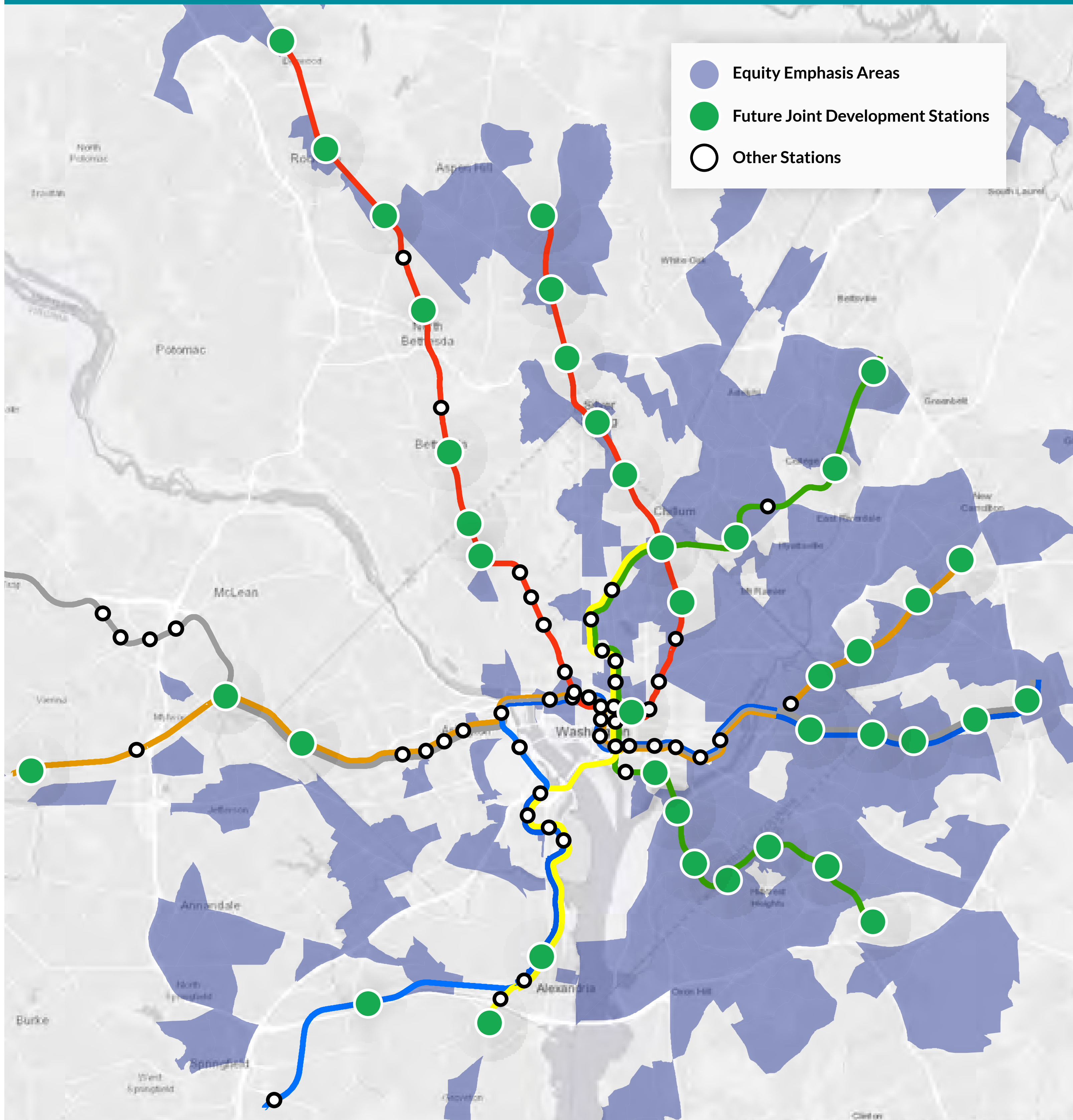
- Attracting public and private investment, new businesses, and jobs to historically overlooked neighborhoods. Seventy percent of future joint developments are in or near Equity Emphasis Areas (See map).
- Increasing overall housing production that can help address the supply issues identified in MWCOG's 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

INTRODUCTION

Joint Development Policies

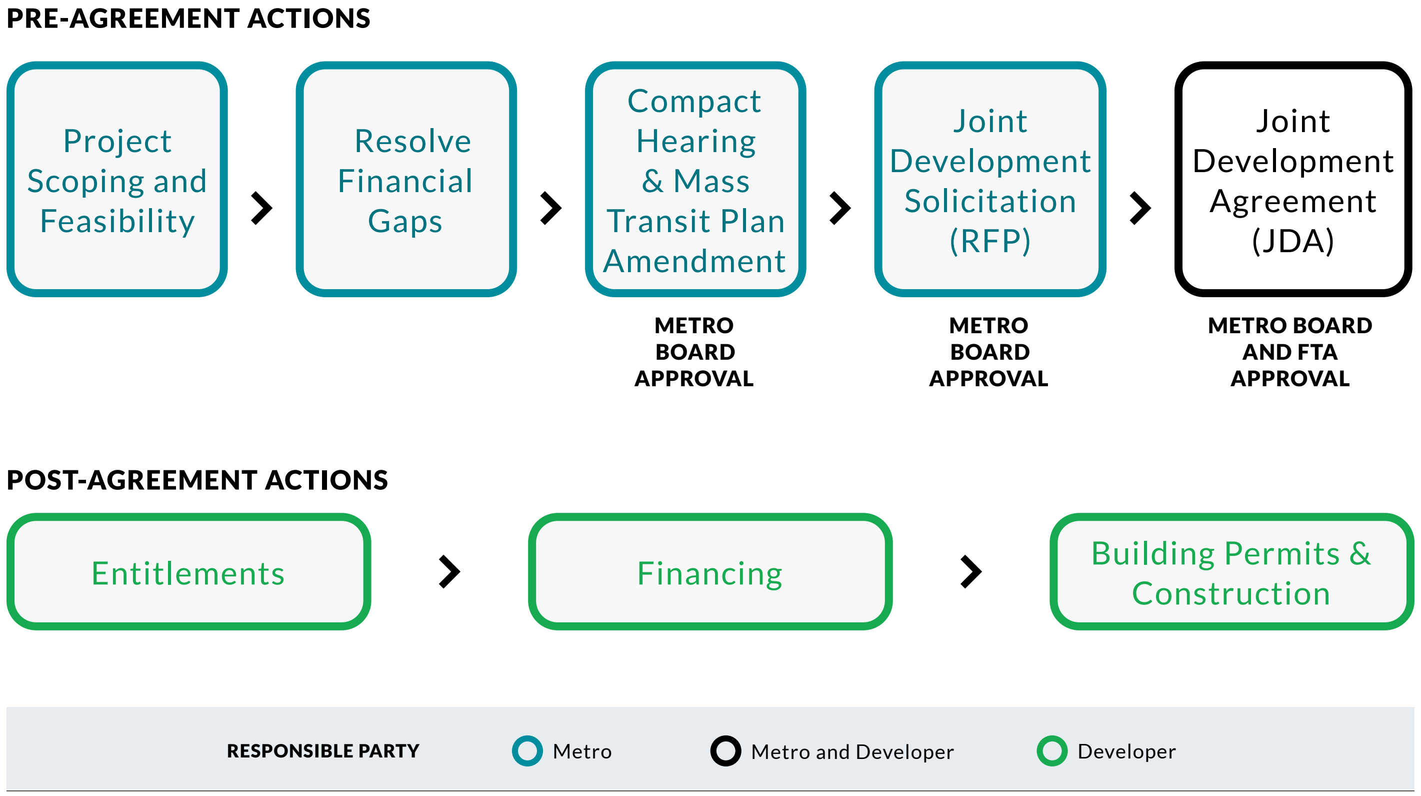
Metro manages its joint development program in accordance with Federal Transit Administration (FTA) guidelines, and Joint Development program policies set by the Metro Board. Joint development requires FTA and Metro Board approval. Projects are evaluated according to the following criteria:

- 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.



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.

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.

STRATEGIES

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.

EVALUATION PROCESS

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:

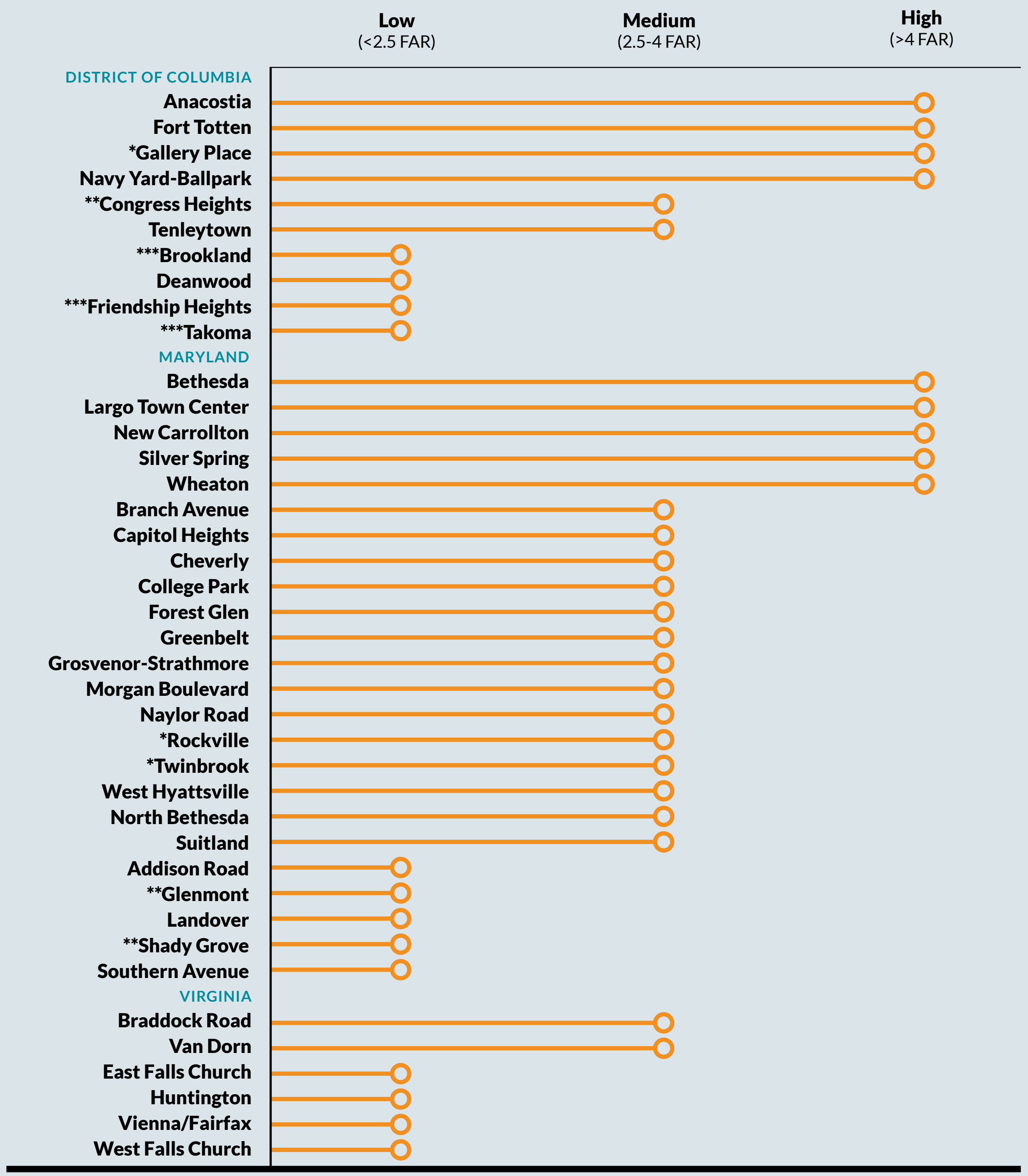
- Permitted uses (e.g. residential, office, hotel, retail)
- Density
- Height
- Setbacks
- Parking requirements

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

Station	Low (<$15M)	Medium ($15-50M)	High (>$50M)
DISTRICT OF COLUMBIA			
Friendship Heights			●
Anacostia		●	
Brookland		●	
Fort Totten		●	
Congress Heights	●		
Deanwood	●		
Navy Yard-Ballpark	●		
Takoma	●		
Tenleytown	●		
Gallery Place	●		
MARYLAND			
Branch Avenue			●
Greenbelt			●
New Carrollton			●
Shady Grove			●
West Hyattsville			●
Wheaton			●
Addison Road		●	
Bethesda		●	
Forest Glen		●	
Glenmont		●	
Cheverly		●	
Grosvenor-Strathmore		●	
Landover		●	
Morgan Boulevard		●	
Rockville		●	
Suitland		●	
Twinbrook		●	
Capitol Heights	●		
College Park	●		
Largo Town Center	●		
Naylor Road	●		
North Bethesda	●		
Silver Spring	●		
Southern Avenue	●		
VIRGINIA			
Huntington			●
East Falls Church		●	
Vienna/Fairfax		●	
West Falls Church		●	
Braddock Road	●		
Van Dorn Street	●		

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

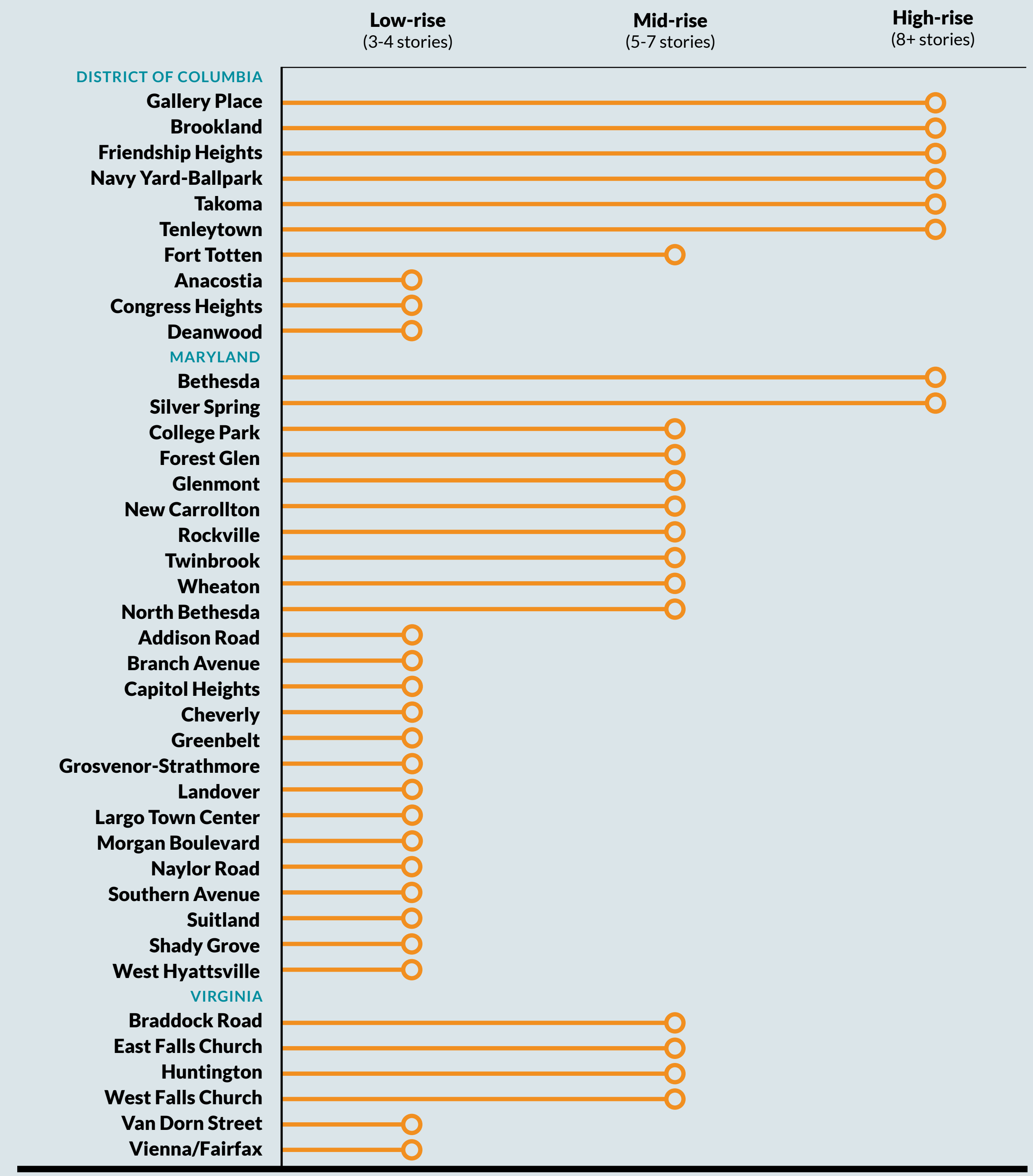
The ongoing impacts of Covid and prolonged teleworking have created uncertainty in the regional office market, driving up vacancy in existing office buildings to 15 percent regionally and decreasing new construction activity. New office construction in the region fell by 31% from 2019 to 2021. However, 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	**Metro Station Areas***	3.0 M SF	3.0 M SE
3,575 Units	*6,310 Units*	*Future JD Station Areas***	*0.4 M SF*	*1.4 M SE*
4,799 Units	5,734 Units	**Non-Station Areas**	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**

STATION PRIORITIZATION

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

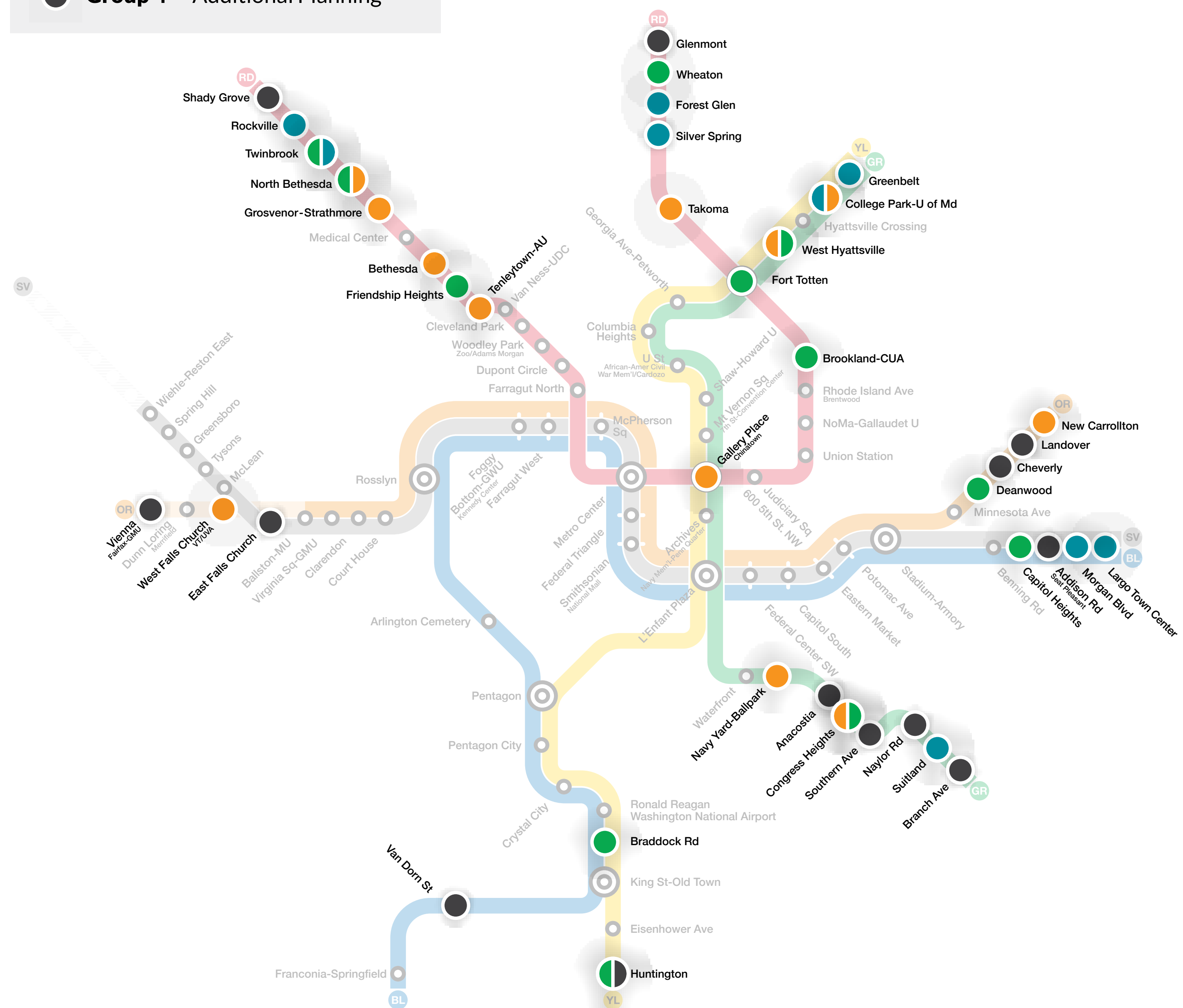
	Station Name	Jurisdiction	Development Potential (SF)	Ridership Potential
11	**College Park (West)**	Prince George's County, MD	55,000	17,364
12	**Forest Glen**	Montgomery County, MD	340,000	97,460
13	**Greenbelt**	Prince George's County, MD	4,470,000	1,111,350
14	**Largo Town Center**	Prince George's 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).

Joint Development Priorities

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



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 of 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

Sam Kittner

APPENDIX A: STATION-SPECIFIC ACTIONS

STATION-SPECIFIC ACTIONS FOR GROUP 2

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Braddock Road	**(1)** Complete joint development feasibility study. **(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. **(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.	**(6)** Issue Joint Development Solicitation. **(7)** Execute Joint Development Agreement. **(8)** Support developer's planning & entitlement activities; approve plans.
Brookland-CUA	**(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. **(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. **(5)** Issue Joint Development Solicitation.	**(6)** Execute Joint Development Agreement. **(7)** Support developer's planning & entitlement activities; approve plans.
Capitol Heights	**(1)** Complete joint development feasibility study. **(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. **(3)** Resolve technical barriers (i.e. jurisdictional boundaries, easements, Davey Street ownership, and Central Ave vehicular access). **(4)** Complete due diligence & scoping materials. **(5)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(6)** Secure funding for changes to transit facilities. **(7)** Issue Joint Development Solicitation.	**(8)** Execute Joint Development Agreement. **(9)** Support developer's planning & entitlement activities; approve plans.
Deanwood	**(1)** Complete feasibility study. **(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. **(3)** Complete due diligence & scoping package. **(4)** Issue Joint Development Solicitation.	**(5)** Execute Joint Development Agreement. **(6)** Support developer's planning & entitlement activities; approve plans.

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Fort Totten	**(1)** Complete feasibility study. **(2)** Coordinate with District of Columbia on funding needs for a parking garage, MTPD precinct, and bicycle/pedestrian improvements. **(3)** Resolve technical barriers (i.e. 1st Place NE ownership). **(4)** Complete due diligence & scoping materials. **(5)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(6)** Secure funding for changes to transit facilities. **(7)** Issue Joint Development Solicitation.	**(8)** Execute Joint Development Agreement. **(9)** Support developer's planning & entitlement activities; approve plans.
Friendship Heights	**(1)** Complete feasibility study. **(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. **(3)** Complete due diligence & scoping materials. **(4)** Secure funding for changes to transit facilities.	**(5)** Issue Joint Development Solicitation. **(6)** Execute Joint Development Agreement
Huntington (South)	**(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. **(2)** Complete due diligence & scoping materials. **(3)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(4)** Securing funding for replacement transit facilities. **(5)** Issue Joint Development Solicitation.	**(6)** Execute Joint Development Agreement. **(7)** Support developer's planning & entitlement activities; approve plans. **(8)** Complete replacement bus & parking facilities.
North Bethesda	**(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. **(2)** Complete due diligence & scoping materials. **(3)** Secure funding for changes to transit facilities and street grid. **(4)** Issue Joint Development Solicitation.	**(5)** Execute Joint Development Agreement. **(6)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan, if needed. **(7)** Support developer's planning & entitlement activities; approve plans.

STATION-SPECIFIC ACTIONS FOR GROUP 2

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Twinbrook (West - Parking Lots & Bus Loop)	**(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. **(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 and the new plaza.	**(5)** Issue Joint Development Solicitation. **(6)** Execute Joint Development Agreement. **(7)** Support developer's planning & entitlement activities; approve plans.
Twinbrook (West - Stormwater Pond)	**(1)** Execute Joint Development Agreement. **(2)** Support developer's planning & entitlement activities; approve plans.	**(3)** Residential construction.
West Hyattsville (East)	**(1)** Complete joint development feasibility study. **(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. **(3)** Complete due diligence & scoping materials. **(4)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(5)** Secure funding for changes transit facilities and site infrastructure. **(6)** Identify floodplain mitigation strategy.	**(7)** Issue Joint Development Solicitation. **(8)** Execute Joint Development Agreement. **(9)** Support developer's planning & entitlement activities; approve plans.

4040 Wilson
Ballston Station
Arlington, VA

3 Bethesda Metro Center
Bethesda Station
Montgomery County, MD

STATION-SPECIFIC ACTIONS FOR GROUP 3

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
College Park (West)	**(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.	**(2)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(3)** Complete due diligence & scoping materials. **(4)** Issue Joint Development Solicitation.
Forest Glen	**(1)** Coordinate with Montgomery County on funding needs for a parking garage, reconfiguration of the bus and K&R facilities, and bicycle/pedestrian improvements.	**(2)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(3)** Complete due diligence & scoping materials. **(4)** Secure funding for changes to transit facilities. **(5)** Issue Joint Development Solicitation.
Greenbelt	**(1)** Complete joint development feasibility study. **(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. **(3)** 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 and site infrastructure. **(6)** Issue Joint Development Solicitation for strategic opportunity aligned with economic development strategy for the site.
Largo Town Center	**(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. **(2)** Resolve technical barriers (i.e. split ownership of the parking lots, Harry S. Truman Dr. vehicular access, and inter-parcel connections). **(3)** Monitor market conditions for possible sale of excess property between Harry S Truman Drive and I-495.	**(4)** Complete joint development feasibility study.
Morgan Boulevard	**(1)** Complete joint development feasibility study. **(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. **(3)** Resolve technical barriers (i.e. Central Ave vehicular access, inter-parcel connections, and wetlands). **(4)** Complete due diligence & scoping materials. **(5)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan.	**(6)** Secure funding for changes to transit facilities and site infrastructure. **(7)** Issue Joint Development Solicitation. **(8)** Execute Joint Development Agreement. **(9)** Support developer's planning & entitlement activities; approve plans.

STATION-SPECIFIC ACTIONS FOR GROUP 3

Station	Near-Term Actions (2022-2023)	Mid-Term Actions (2024-2026)
Rockville	**(1)** Complete joint development feasibility study. **(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. **(3)** Complete due diligence & scoping materials.	**(4)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(5)** Secure funding for replacement transit facilities. **(6)** Monitor market conditions and determine timing for releasing a Joint Development Solicitation.
Silver Spring	**(1)** Complete joint development feasibility study. **(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. **(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. **(6)** Monitor market conditions and determine timing for releasing a Joint Development Solicitation.
Suitland	**(1)** Complete joint development feasibility study.	**(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. **(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. **(6)** Monitor market conditions and determine timing for releasing a Joint Development Solicitation.
Twinbrook (East)	**(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.	**(3)** Coordinate with City of Rockville on rezoning the site to support the desired uses. **(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. **(5)** Issue Joint Development Solicitation.
Wheaton	**(1)** Complete joint development feasibility study. **(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. **(3)** Resolve technical barriers (i.e. parking covenants and Veirs Mill vehicular access). **(4)** Complete due diligence & scoping materials.	**(5)** Conduct the Compact Public Hearing to Amend the Mass Transit Plan. **(6)** Secure funding for changes to transit facilities. **(7)** Issue Joint Development Solicitation.

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

Dan Reed

APPENDIX A: STATION-SPECIFIC ACTIONS

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.

Appendix B: Completed Joint Developments

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

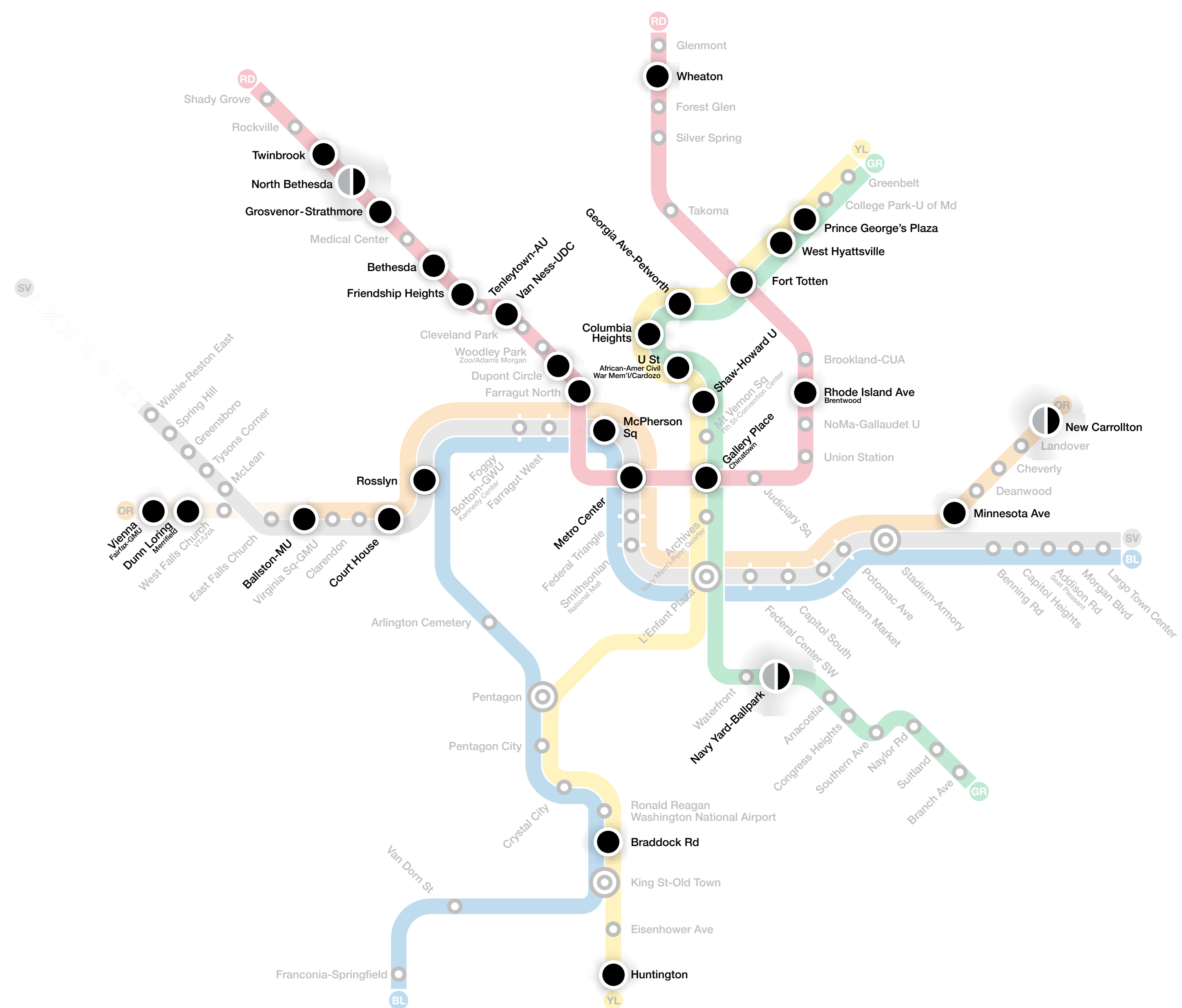
Note: Fiscal impact for each station includes property tax, personal income tax, sales tax, business taxes, and hotel tax for all ongoing activity generated by joint development. NPV calculation assumes annual inflation of 2% and a discount rate of 4%.

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.

Joint Developments

- Completed
- Under Construction



APPENDIX B: COMPLETED JOINT DEVELOPMENTS

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

Excess property sale by Metro

BL YL Braddock Road

DEVELOPER Trammell Crow Residential

PROJECT Alexan Florence

PROGRAM 286 units

YEAR BUILT 2021

Excess property sale by Metro

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

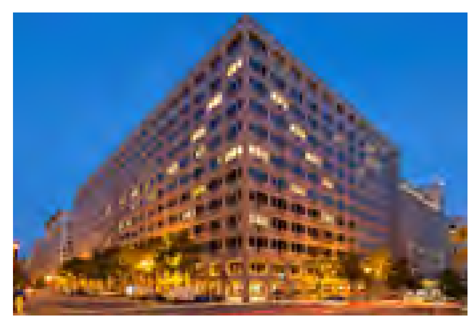
DEVELOPER Zuckerman Gravely Development, Inc.

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

APPENDIX B: COMPLETED JOINT DEVELOPMENTS

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

GR YL 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

OR SV BL Rosslyn

DEVELOPER JBG SMITH

PROJECT Central Place

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

YEAR BUILT 2018

Excess property sale by Metro

GR YL 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

APPENDIX B: COMPLETED JOINT DEVELOPMENTS

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

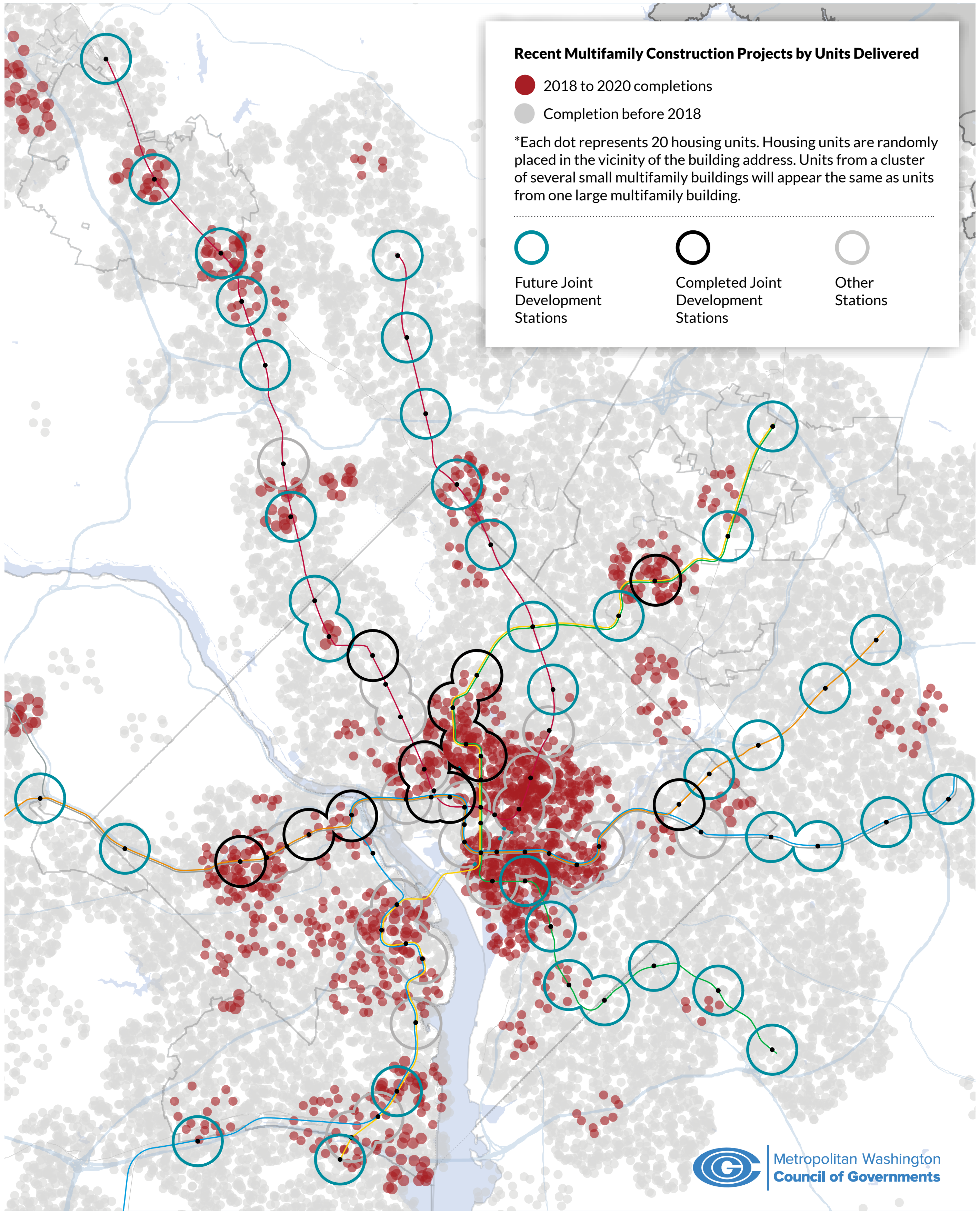
PROJECT MetroPointe
11175 Georgia Avenue, Silver Spring, MD

PROGRAM 3,200 SF retail / 173 units

YEAR BUILT 2008

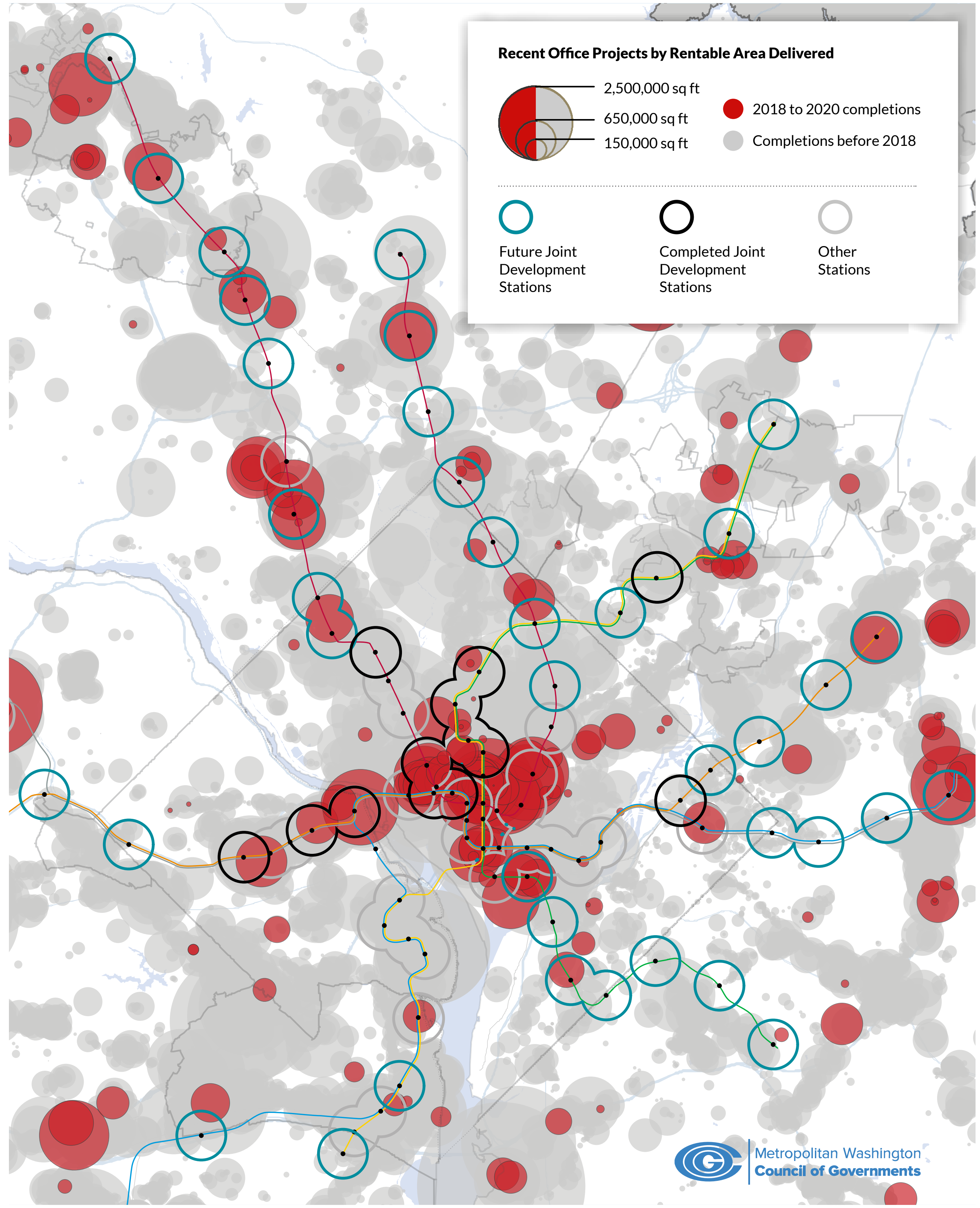
Appendix C: Regional Development Trends

REGIONAL MULTIFAMILY RENTAL HOUSING DEVELOPMENT



Full MWCOG Multifamily Rental Housing Construction Indicators Report available here

REGIONAL COMMERCIAL OFFICE DEVELOPMENT



Full MWCOG Commercial Construction Indicators Report available here

Endnotes

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/).

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).

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%2BBDq%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/).

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 Transportation Authority

10-Year Strategic Plan for Joint Development

2022