Central Maryland TOD Strategy:
A Regional Action Plan For Transit-Centered Communities

EXECUTIVE SUMMARY / July 2009
About This Strategy

The Central Maryland TOD Strategy effort has been led by the Central Maryland Transportation Alliance and the Center for Transit-Oriented Development with the guidance of a Steering Committee composed of:

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This report has been developed through a year-long process of identifying challenges and opportunities for transit-oriented development in Central Maryland through a mix of qualitative and quantitative analysis and does not necessarily represent official policy positions of any members of the Steering Committee, and should not be read as such.

Technical assistance for this study has been provided by the Center for Transit-Oriented Development. CTOD is the only national non-profit effort dedicated to providing best practices, research and tools to support market-based transit-oriented development. CTOD partners with both the public and private sectors to strategize about ways to encourage the development of high-performing TOD projects around transit stations and to build transit systems that maximize the development potential. CTOD is a joint venture of Reconnecting America, based in Oakland, California with offices in Washington, DC, Denver, and Los Angeles, together with the non-profit Center for Neighborhood Technology, an urban policy and GIS center based in Chicago and Strategic Economics, an urban economics firm based in Berkeley, California.

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Generous financial support for this effort has been provided by the Surdna Foundation and the member organizations of the Central Maryland Transportation Alliance.

Electronic versions of this document and additional data resources can be found at www.cmtalliance.org
About The Sponsors

Surdna Foundation
Surdna is a family foundation established in 1917 by John Emory Andrus. Family stewardship of Surdna has been informed by Mr. Andrus' values: thrift, practicality, modesty, loyalty, excellence, and an appreciation for direct service to those in need. The foundation makes grants in the areas of environment, community revitalization, effective citizenry, the arts and the nonprofit sector, with annual grantmaking of approximately $37 million.

Central Maryland Transportation Alliance
The Central Maryland Transportation Alliance (CMTA) is a new organization formed by a coalition of area business and nonprofit leaders dedicated to improving travel efficiency within Central Maryland. As advocates for the development and implementation of a comprehensive and innovative transportation plan, CMTA acts as a convener of diverse interests; advisor to city, county, state, and federal officials; and coordinator of advocacy efforts for short and long term strategies with the necessary state, federal, and private funding to implement transportation improvements. The vision of CMTA is to have a thriving metropolitan area which boasts an array of convenient transportation options, including a coordinated system of highways, and interconnected mass transit options to allow all citizens to move efficiently throughout the region.

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Central Maryland Transit-Oriented Development Strategy / Executive Summary: Regional Investments for Transit-Centered Communities

Executive Summary: Regional Investments for Transit-Centered Communities

Central Maryland once again finds itself at a turning point. Between 1950 and 2000, Baltimore City lost nearly 300,000 residents, or 1/3 of its population, even as the Baltimore region grew by over 1 million people. This period included a shift in Baltimore’s economy as manufacturing jobs declined, and many residents and employment opportunities relocated to the suburban parts of the region.

During this period of economic transition, transportation investments in the region fueled the suburban migration. Highway networks were designed to provide fast, easy access to downtown Baltimore and growing regional job centers such as Columbia Town Center and Towson. Existing regional rail transit lines were designed to provide regional mobility for commuters to and from Central Baltimore. Regional land use patterns decentralized to take advantage of the high-speed mobility provided by the regional network. This process increased economic and ethnic disparities, as those with means chose to relocate to more decentralized locations, while those without were left with fewer options. The self-reinforcing pattern can be seen in the blocks of vacant and abandoned housing in parts of Baltimore City and a shortage of retail options for current residents. The smaller tax base leads to poor school performance and cutbacks to city services even as tax rates in Baltimore City remain higher than surrounding counties and weaken the residential market.

However, Central Maryland is poised for strong economic growth, particularly in the health care, technology, and defense sectors. This growth could be threatened, though, if regional transportation and housing issues are not addressed in tandem. The potential for growth in Central Maryland mirrors national demographic and economics trends, and the same trends that fueled the suburban expansion in past decades now point to reinvestment in existing urban and suburban centers and transit accessible neighborhoods. The increase in the cost of driving means that the market grows for neighborhoods with good access to jobs and services.

The recent nationwide housing boom and movement back toward central cities had a positive impact in Central Maryland, from new activity downtown to the revitalization of several close-in neighborhoods. Other large-scale forces, including the Base Realignment and Closure (BRAC) process that will bring thousands of new jobs and residents to the region, as well as continued transit investment guided by the Regional Rail Plan, set the stage for a new era in Central Maryland. At the same time, the economic downturn and foreclosure crisis of the past 18 months show the fragility of these gains, and the need for strategic action on a number of transportation and development issues simultaneously.

The continuing and expanding prosperity of Central Maryland will rely on transit investments that continue to link jobs and housing while creating the types of neighborhoods in which people will want to live. Transit-oriented development (TOD) is the term for these connections between the regional transit network and the places where people live, work, and play that give people real housing and transportation choices. TOD creates the opportunity to:

- Increase “location efficiency” so people can walk and bike and take transit;
- Boost transit ridership and minimize traffic to improve air quality and public health;
- Provide a rich mix of housing, shopping and transportation choices;
- Generate revenue for the public and private sectors and provide value for both new and existing residents; and
- Create community value and foster interaction through public amenities, such as parks and schools.

TOD should not be thought of as a one-size fits all development solution, but rather a paradigm shift to focus on creating high-quality, strong communities connected by a multi-modal transportation network. This report identifies key challenges and opportunities to move toward the transit-oriented development end of the spectrum, as well as identifying key locations, strategies, and tools for accomplishing this shift.
TOD as a Tool for Change

The goals of TOD are broader than simply a better and more efficient transportation system and can be broken down into two primary goals: one regional and one local.

At the regional level, TOD can facilitate and generate additional momentum for market-driven TOD investment that can be self-sustaining over time. This goal relies on transportation networks and development patterns that support:

- **Access to economic opportunity** by linking residents with employment and service destinations and supporting synergistic growth of job centers;
- **Lower combined housing + transportation costs** through the reduced need to own and drive cars to get to work and daily needs;
- **Reduced public infrastructure costs** by directing compact development to existing developed areas while preserving regional open space and farmland;
- **Improved public health** by creating walkable neighborhoods that encourage physical activity; and
- **Cleaner air and water** by reducing traffic congestion and air- and water-based pollution.

At the local level, TOD can direct the velocity and trajectory of neighborhood change when necessary to provide neighborhood stability. This goal relies on transportation and development investments that:

- **Support community-based projects** that maximize the benefits transit hubs can offer Baltimore’s low- and moderate-income communities;
- **Build transportation and housing** that can make targeted neighborhoods more regionally competitive; and
- **Promote the integration of a variety of investments** to address issues such as weak real estate markets, vacant and abandoned housing, undeveloped and underutilized land, and the disconnects between low-income people and affordable housing, employment and asset-building opportunities available in the region.

As TOD takes hold across the region, it is important to incorporate these Transit-Centered Community Development goals, so that all residents of Central Maryland have access to the benefits of TOD.

The regional and community goals for TOD are not mutually exclusive. They will help shape the recommendations about where investments in transit and TOD should be focused.

How to Use This Report

TOD depends on multiple stakeholders and any successful TOD effort will engage a range of actors. Each of these stakeholder groups will approach TOD with different tools at their disposal. This report contains sections that will be of primary interest to key stakeholders, including:

- **State, Regional, and Local Agencies, Non-Profit Advocates, and Philanthropic Foundations** should use Chapter 1 to understand key trends and regional issues and Chapter 2 to understand priority locations for TOD planning and investment, and Chapter 3 to understand the approaches and tools in implementing TOD in any particular location.
- **Market Developers** should use Chapter 2 to understand priority regional locations for TOD investments and Chapter 3 to understand the approach and tools in creating transit-centered communities.
- **Community Associations, Organizers, and Community-Based Developers, and the General Public** should begin with Chapter 3 to understand how TOD can be approached in their neighborhoods, but should also use Chapters 1 and 2 to understand how their communities fit into the regional context.
- **All Stakeholders** should use Chapter 4 to understand how the regional issues, priority locations, and local approaches can be implemented through a series of investments and actions.
Transit and TOD in Central Maryland

Transit-oriented development depends on a high-quality, robust public transportation system. Transit access becomes more valuable and desirable as the transit network grows, and transit becomes more useful in connecting people with where they need to go on a daily basis. In addition to the transit system, walking and bicycling are important components in a successful multi-modal transportation system that provides people with true travel choice. In August 2002, an Advisory Committee composed of a broad cross-section of regional stakeholders recommended a Regional Rail System Plan to guide buildout of the system. The plan, which envisions a 40-year buildout, was the first comprehensive rail system planning effort in nearly 40 years, and includes the construction of several major investments:

- the east-west Red Line from the Security Square area in Baltimore County to Canton and Dundalk;
- the north-south Yellow Line linking with the existing Blue Line and connecting Towson, the Homewood Campus, and Mount Vernon Square, as well as connecting south and west to Columbia Town Center;
- an extension of the Green Line to Martin State Airport; and
- upgrades to the MARC system with infill stations and increased service (called the Purple and Orange lines).

Baltimore already has successful examples of transit-oriented development. Clipper Mill, Mt. Vernon Square, and some of the neighborhoods originally developed around the historic streetcar network are all examples in the region. Historic neighborhoods like Fells Point and recent redevelopments like the Inner Harbor also contain the basic framework that lead to successful TOD. Transit provided the framework for the traditional pattern of Central Maryland, too, when streetcar lines radiated outward from central Baltimore connecting to outer neighborhoods and the first suburbs.

But it is clear from examples within Baltimore and around the United States that merely placing transit in compact neighborhoods or fostering development around transit is not sufficient to generate the full range of TOD benefits. Rather, in order to affect change, a transit system must connect enough employment, entertainment, and community destinations that it offers a level of access that it can compete with automobile ownership and uses. Just as important, the destinations themselves must offer substantial opportunities such that expanding access to them creates real value to those living near other stations within the system.

Reinvigorating TOD in Central Maryland will require a shift in mind set and collaborative planning efforts at multiple geographic scales and among multiple partners. These collaborative efforts are already emerging, and need to be strengthened in order to build on the recent progress.
Regional Conditions for Transit and TOD

Chapter 1 provides an assessment of the future possibilities, opportunities, and challenges for transit-oriented development through an assessment of the existing conditions in the region. In understanding existing conditions in the region, there are a few key points that set the stage for how to look at opportunities into the future.

- **TOD Housing Demand:** The regional demand for housing near transit will exist, but it will come from a diverse set of households. **TOD** will need to serve multiple household types and incomes, and existing affordability needs to be preserved as the market develops.

<table>
<thead>
<tr>
<th>Household Type</th>
<th>2030 TOD Demand</th>
<th>% of Total</th>
<th>National %</th>
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</thead>
<tbody>
<tr>
<td>Singles and Non-Family Households</td>
<td>107,651</td>
<td>48%</td>
<td>33%</td>
</tr>
<tr>
<td>Married Couple Family Households</td>
<td>73,300</td>
<td>33%</td>
<td>56%</td>
</tr>
<tr>
<td>Other Family Households</td>
<td>44,057</td>
<td>20%</td>
<td>10%</td>
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</table>

Demand for transit-accessible locations comes from a variety of household types, and TOD plans should account for this demand (Sources: Center for Transit-Oriented Development, 2000 US Census, Baltimore Metropolitan Council)

- **Regional Employment Clusters:** The Regional Rail Plan will serve many of the employment clusters in the region, but employment has been decentralizing in a way that is difficult to serve by transit. **TOD** will need to include a mix of destinations to make transit access useful, and regional employment should be concentrated in transit-served locations.

- **Market Challenges:** Continued neighborhood disinvestment creates obstacles to economic prosperity. Vacancy, disinvestment and abandonment in areas served by transit make revitalization efforts difficult. **TOD** will need to address community development approaches as well as real estate development ones.

- **Regional Transit Investment:** The Regional Rail Plan envisions a 40-year buildout of the transit network, when Central Maryland needs improved transit options today. **TOD** can provide the framework and impetus for accelerated investment in the regional transit network.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Baltimore City</td>
<td>1,556</td>
<td>21,530</td>
<td>1,662 38,405</td>
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<tr>
<td>Baltimore County</td>
<td>1,064</td>
<td>946</td>
<td>1,115 12,249</td>
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<tr>
<td>Anne Arundel County</td>
<td>382</td>
<td>1,102</td>
<td>382 1,102</td>
</tr>
<tr>
<td>Howard County</td>
<td>0</td>
<td>72</td>
<td>0 72</td>
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<tr>
<td>Total</td>
<td>3,002</td>
<td>23,650</td>
<td>3,159 40,828</td>
</tr>
</tbody>
</table>

[1] Note: Outside of Baltimore City, "Acres" refers to non-housing holding capacity. Within Baltimore City, "Acres" refers to housing holding capacity.

Holding capacities vary by station and by jurisdiction. Baltimore City has the majority of all development opportunity, but there will be some significant opportunities in outlying counties as well. (Sources: Baltimore City Department of Planning, Maryland Department of Planning)

- **Planning and Regulatory Needs:** All stakeholders need to be prepared to be opportunistic to implement transit and TOD solutions. **TOD** will be more successful if local plans and zoning and funding sources are oriented toward implementing a TOD approach in the priority regional locations.

- **Partnerships and Process:** Regional stakeholders are open to creative solutions to open new opportunities for TOD; state and local agencies are developing new approaches to encouraging TOD and communities are embracing the opportunity. **TOD** provides to help spur transit-centered community development. **TOD** will depend on continuing existing partnerships and developing new ones.
Priority TOD Investment Locations

Chapter 2 of the report provides a methodology for identifying critical locations for regional investment in TOD that can be updated and replicated into the future as conditions evolve. “Investment” in this context is used broadly to refer to the commitment of resources, both financial and human, on planning or building development or infrastructure (physical or social). All stakeholders investing in TOD in any one location should also aim to achieve the long-term goal of fostering high-quality TOD throughout Central Maryland.

Investment in TOD or in neighborhood improvements around a transit station is generally a positive sign, and should be encouraged through supportive policies and programs. All TOD investments should also take a comprehensive view of programs and policies that can help realize the full range of TOD benefits. These comprehensive strategies will include investments in human capital, neighborhood services, and business development, and may well improve an area’s long-term prospects for TOD.

Each stakeholder group involved in TOD brings its own goals and objectives to investment decisions. Public, private, and non-profit actors may each weigh certain criteria more heavily than others, and may have existing commitments and investments to honor. In making investment decisions, each individual stakeholder or stakeholder group must evaluate the opportunity using their own criteria.

The transformative potential of TOD can be realized through investments that:

- Facilitate and generate momentum for market-driven TOD investment at the regional level
- Direct the velocity and trajectory of neighborhood change at the local level

These two specific goals have a high degree of commonality among stakeholders and can be used to identify priority locations for TOD investment by multiple stakeholders. These goals often overlap, but there can be some divergence, and ensuring that priority investments are advancing at least one of these goals is critical in realizing the full potential of TOD investments.

The two goals are not mutually exclusive. For instance, where there is the potential for investments to lead to market momentum (Goal 1), there may also be the need to address issues like gentrification and displacement (Goal 2). However, there may also be cases where the goals are at odds with each other. For instance, some rapidly changing neighborhoods may not offer the potential to build long-term momentum for TOD. In these cases, where only one of the goals will be met by investment, the tradeoffs need to be weighed by multiple stakeholders in choosing to invest.

Each of the two goals involves a different set of indicators when prioritizing station areas for investment. The indicators under the first goal, to “facilitate and generate momentum for market-driven TOD investment” can be broadly categorized as market opportunity. Under the second goal, when considering which stations areas most in need of intervention “to direct neighborhood change,” indicators relating to demographic change are most important.

Assessing the priority of any location requires analysis of both sets of indicators. Because of the limited resources of regional stakeholders to take on new commitments for TOD, the top tier of priority locations—in addition to ongoing existing commitments for TOD implementation—may occupy much of the short- to mid-term investment capacity. For this reason, this study recommends focusing on the locations that received a Tier 1 rating in one goal and at least a Tier 2 rating in the other to focus implementation resources. There may be some additional locations with Tier 2 priorities for each goal that are important near-term locations.

When identifying priority locations for investment, it is useful to think beyond individual station areas and see where there may be clusters of high priority locations. In these situations, strategies and investments can be directed to a larger area, which can both generate momentum and address changes as appropriate. The chart and map on the following pages identify the current priority locations for TOD in the region based on available data. Full comparisons for all stations are included in the full report as Appendix B.
## Direct Trajectory of Neighborhood Change

<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
<th>Tier 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>N.A.</td>
<td>U of B/Mount Royal</td>
<td>Pepper Road</td>
<td>N.A.</td>
</tr>
<tr>
<td></td>
<td>Centre Street</td>
<td>McCormick Road</td>
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<td></td>
<td>Lexington Market</td>
<td>Charles Center Metro</td>
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<td></td>
<td>University Center</td>
<td>Canton Crossing</td>
<td></td>
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<tr>
<td></td>
<td>Pratt Street/Convention Center/Howard Street</td>
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<td></td>
<td>State Center/Cultural Center</td>
<td></td>
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<tr>
<td></td>
<td>Shot Tower/Market Place/Gov't Center</td>
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<tr>
<td></td>
<td>Harlem Park/Poppleton</td>
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</tr>
</tbody>
</table>

- **Tier 1** = Critical TOD Priority Stations
- **Tier 2** = Non-Priority TOD locations
- **Tier 3** = Regionally important TOD Stations

**Catalyze Momentum for Market-Driven TOD**

**Tier 1**
- N.A.

**Tier 2**
- Woodberry
- Camden Yards
- Westport
- Mondawmin Metro
- Penn North Metro
- Allendale
- West Baltimore MARC
- Edmondson Village
- Inner Harbor East
- Fells Point
- Canton
- Highlandtown

**Tier 3**
- Hamburg Street
- Patapsco
- I-70 East
- Cold Spring Lane
- Baltimore Highlands
- BWI Business District
- Old Court
- Milford Mill
- W. Cold Spring
- Edgewood
- Gilroy Road
- Tionomium
- Tionomium Business Park
- Lutherville
- Nursery Road
- North Linthicum
- BWI Amtrak
- Martin State Airport
- Halethorpe
- Dorsey
- St. Denis
- Bayview MARC

**Tier 4**
- Cherry Hill
- N.A.
- N.A.
- Falls Road
- Mount Washington
- BWI Airport

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**Regional TOD Priority Locations**

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Central Maryland TOD Strategy

Priority Investment Locations

Legend
- Planned Red Line
- Light Rail
- Heavy Rail
- MARC Commuter Rail
- Quarter Mile Radius
- Half Mile Radius
- County Boundary
- Local Streets
- Arterials
- Highways

Strategic Regional Investment Locations
- Critical TOD Priority Stations
- Significant TOD Stations
- Non-Priority TOD Locations

Central Maryland TOD Strategy

Priority Regional Locations for TOD investment.

July 2009
Station Area Framework for Planning and Investment

Chapter 3 of the report provides a methodology for understanding how to approach planning and investment in any location, given real estate, development market, and demographic data. The goal in developing this methodology was to create a framework that would help map out key planning and investment tools and strategies for the priority TOD and other locations throughout the region. Because each station and community is different, the methodology needs to account for real estate development opportunities, market activity, neighborhood demographics, and community development needs. The methodology is outlined in five steps:

- What is the TOD opportunity?
- Who lives in the neighborhood?
- What are the approaches to TOD?
- What tools can be deployed to support the TOD Approach?
- Where are stakeholder resources needed?

Applying these steps to any station area yields a clear initial vision of how to accomplish TOD goals, and which stakeholders need to invest in an individual neighborhood. All of these tools and strategies need to be deployed through engagement with the local residents and businesses. The physical outcomes and implementation priorities of TOD may differ among stations, but this methodology will provide regional stakeholders with a clear path toward implementing high-quality TOD throughout the region.

There are two key sets of indicators in analyzing the TOD Opportunity:

- Land Opportunity: is there land available for development in the form of vacant, underutilized, or publicly held properties?
- Market Activity: is there already market activity in the form of construction permits for development activity, rising sales or rental prices, or high volumes of transactions?

These indicators exist on a continuum from low to high, and the level of activity and development opportunity can change over time. The four quadrants of low and high on each scale provide a framework for thinking about different types of TOD opportunities.

The third set of indicators has to do with who is currently living in the neighborhood, and what this means in terms of investment strategies and the appropriate tools. In this case, a different set of indicators is needed that can help identify what some of the key needs and challenges will be moving forward with TOD implementation.

These indicators again existing along a continuum that can be broken down into four basic neighborhood types that is flexible and can change over time:

- Employment Centers
- Stable Neighborhoods
- Vulnerable Neighborhoods
- Challenged Neighborhoods

These categories do not identify the long-term TOD vision for any particular place—what is an Employment Center today may become a mixed-use neighborhood in the future—but does relate to the TOD Approach and the types of tools that would be deployed in any particular place.
There is commonality among the TOD Approaches, but there are also some key differences. Some will be more targeted to investment in new TOD construction, while others will be targeted to investment in preservation and community development outcomes. Some will rate equitable TOD as a top priority and reason for engagement, while others will be able to leverage equitable outcomes from TOD, while accomplishing other priorities.

Using this framework, we can identify an appropriate TOD Approach for existing and planned stations as a starting point for approaching TOD planning in individual locations. These broad approaches need to be implemented through policy and investment tools.

In an era of limited resources, making investment decisions necessitates a comprehensive approach. Given the multiple stakeholders engaged in transit-oriented development, communication and coordination across stakeholders is especially important.

The relative resource intensity and priority in a particular location will vary for each stakeholder engaged in TOD planning and implementation based on the TOD Approach.
TOD Strategic Action Plan

The TOD Strategic Action Plan in Chapter 4 synthesizes the analysis and recommendations to guide TOD implementation in Central Maryland.

The Action Plan has five major strategies to achieve TOD goals. The brief synopsis here is expanded in depth in the full report.

Strategy 1: Complete existing projects to demonstrate high-quality TOD in the region

There are already a multitude of existing and future TOD projects planned throughout Central Maryland. These projects should be completed in keeping with the core TOD principles (as outlined in Chapter 1) in order to demonstrate the feasibility and quality of TOD in the region. Specific actions to be completed include:

- Implement State Center TOD Plan.
- Complete the Metro Centre at Owings Mills.
- Complete the Uplands Housing Redevelopment and Edmondson Village Shopping Center Transformation.
- Finish implementation of EBDI project.
- Complete implementation of Inner Harbor East Master Plan.
- Implement Westport Plan.
- Implement Charles North Vision Plan.
- Implement West Baltimore MARC Plan.
- Formulate a Red Line East Mixed-Income TOD Strategy.
- Develop a Vacant Property Strategy for the Red Line West / Edmondson Avenue corridor.
- Initiate a Green Line / Reisterstown Road Corridor TOD Strategy.

Strategy 2: Develop new corridor-level initiatives in key regional locations for TOD

Key stakeholders in all sectors should focus time and investments on new projects at the corridor-level that will promote a new vision of mixed income neighborhoods, transit activity centers, and making regional employment centers and targeted station areas more accessible and connected. Suggested projects that can accomplish this vision are:

- Complete planning for the Howard Street / Blue Line Corridor Streetscape and Development.
- Complete the Red Line.
Focus transportation capital funding on priority station locations.

Initiate Yellow Line Corridor Transit and TOD Planning.

Implement MARC Growth & Investment Plan.

Develop regional capital funding stream for multi-modal access improvements.

Complete Buildout of Regional Rail Plan.

**Strategy 5: Foster cross-sector partnerships and build local capacity for TOD implementation**

TOD involves many different stakeholders, each with their own set of goals and priorities. However, not one stakeholder can accomplish TOD alone. It is important that representatives from the public and private sectors, community advocates, philanthropic organizations, and others collaborate to build a common goal or vision for TOD implementation. This can be done through coordination of policy reform efforts, joint investment in TOD, through community visioning and planning processes.

- Continue and expand TOD Strategy Steering/Implementation Committee to share strategies and implementation needs.
- Engage in community outreach and organizing to empower participation in existing and priority locations for TOD.
- Develop and deploy commuter incentives through public/private/non-profit partnerships.
- Explore public-private partnerships to advance transit-oriented development.
- Explore public-private partnerships to deliver infrastructure investments faster than otherwise possible.

Implementing TOD in Central Maryland will be an ongoing process, and not all initiatives can move forward at the same time. Being mindful of the ongoing process of TOD implementation, and the challenges/barriers that could impede it, the Action Plan identifies implementation time frame for each activity as follows:

- Short-term strategies can be initiated in 1-3 years
- Mid-term strategies can be initiated in 3-5 years
- Long-term strategies will take 5 years and beyond to initiate.

Because TOD implementation will be an ongoing process, actions initiated within each time frame may well take much longer to fully implement.

The TOD Strategic Action Plan will require coordinated effort from multiple stakeholders on both transit and development visioning, planning, and building projects. To support coordination and implementation, this report provides a table that identifies each strategy, action, lead and support stakeholders, key steps, and the time frame for initiation that can serve as a guide for realizing a transit-centered vision for Central Maryland.

The map on the next page highlights the short-term planning and investment activities outlined in the TOD Strategic Action Plan.