

City of College Park

ECONOMIC DEVELOPMENT PLAN

DRAFT

October 15, 2004

College Park Economic Development Plan DRAFT

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Executive Summary

The City of College Park, as an inner-beltway community, was mostly developed by 1970. For the past 30 years, and until just recently, there has been little new population or commercial growth. The city's population actually declined, according to the U. S. Census, between 1970 and 1980. The city's tax base has been dominated by single-family residential property and the University of Maryland has continued to expand its boundaries beyond the traditional campus removing land from the tax rolls. Both household and per capita income in the city are well below that of the metropolitan area, and the educational attainment of College Park residents has declined when compared with the surrounding area. The City of College Park, however, is poised for significant change.

In 1993, two green line Metro Stations opened to serve the community and Transit District Development Plans were approved to attract significant transit-oriented new development. In 2002, the US Route 1 Corridor Sector Plan was adopted putting incentives in place to transform the strip commercial corridor to an urban mixed-use boulevard. In 2004, the launch of the University of Maryland Enterprise Campus was announced bringing together university, government and business interests in a far-reaching collaboration.

There are currently 16 planned or approved development projects in the city that could result in over one million square feet of new development and over \$500 million of new investment. This is just the beginning. The future will bring new housing and retail to Route 1 creating new nodes of activity. The College Park Metro station area will evolve into a metropolitan center with thousands of new jobs along with new retail, entertainment and cultural venues. Infill development opportunities in city neighborhoods will disappear and reinvestment in existing residential property should occur.

The College Park Economic Development Plan makes recommendations for how the city can embrace and manage this change. While the county, state and university all have critical roles to play, the city's role should be central and very visible. It is important for the city to take the lead in ensuring that new development is appropriate and of high quality and that it serves the overall interests of the city and its existing residents. The vision for the future economic development of the city that guides this plan is

“College Park has increased its employment base with high-wage, high-quality jobs in a variety of fields. New development along the route 1 corridor and around the College Park Metro Station has enhanced the city's tax base and provided a better mix of retail goods and services, first class office space, and a variety of housing types. Neighborhood commercial districts have been revitalized and Downtown College Park has expanded to become a true Town Center for the community.”

In order to achieve this vision, the plan focuses on three specific areas: 1) New development and revitalization, 2) New business attraction, and 3) Business retention and expansion. Surveys were used to solicit information from existing businesses and residents and a team of experts from government, the university and the real estate community was convened to form an Economic Development Advisory Panel. Their input is reflected in the key issues, goals and strategies that are contained in the plan and that are summarized below.

New Development and Revitalization

New plans are in place for key areas of the city such as Route 1 and the College Park Metro Station but the implementation of these plans needs to be actively managed and additional planning is needed in some areas to address traffic and urban design issues and to identify important opportunity sites. The neighborhood commercial areas of Berwyn and Hollywood have been studied in detail in the past but need more sustained attention to make progress in addressing problems. More effective collaboration and consensus building will be a necessary in order to harness the resources to further these goals. Key recommendations in the plan include

- Establishing the College Park City-University Partnership (CPCUP) as the leadership entity for the US 1 Corridor Sector Plan.
- Working more closely with the University of Maryland, Prince George's County and the Washington Metropolitan Area Transit Authority (WMATA) in support of new development at the College Park Metro Station.
- Using the charrette process to develop more detailed plans in targeted areas.
- Establishing Tax Increment Financing districts, where needed, to make needed public improvements in support of revitalization activities.

New Business Attraction

There are several issues that have hindered the ability of the city to attract new business in the past. These include a poor visual image presented by the city along the Route 1 corridor and a lack of available space, particularly class-A office space. Both the city and the county also suffer from a reputation of having a poor business climate. Another serious issue is the loss of college graduates living in the city. Key recommendations include

- Attracting advanced technology and professional employers to the city to diversify the tax base.
- Selective marketing of tenants to attract a better mix of retail goods and services to the city.
- Beautifying the city at every opportunity and branding to create a more upscale image.
- Creating a more vibrant and exciting college-town environment citywide.

Business Retention and Expansion

Existing businesses feel the pressure of rising rents and the overall costs of doing business in this area and believe they are over regulated. The supply of parking in the downtown area and parking enforcement continue to be issues of concern to businesses. Assisting successful businesses to stay and expand in the city should be high priorities. Key recommendations include

- Developing and distributing a guide to business licensing in the city.
- Ensuring that the parking supply meets future demands
- Surveying and visiting businesses regularly to discuss their issues and needs.
- Better establishing the identity of the City of College Park as it relates to business promotion.
- Developing events to attract more customers to the city.

The progress in achieving the goals of the College Park Economic Development Plan need to be monitored and the plan suggests a number of indicators for tracking success. They are

1. The number of net new businesses in the city.
2. The number of advanced technology and professional jobs in the city.
3. The number of businesses expanded.
4. The number of business recruitment contacts made for the city's commercial areas.
5. The number of new public parking spaces.
6. The Percent of tax revenue generated by commercial property.
7. The jobs/housing ratio.
8. The median home sales price.
9. Square feet of new commercial space.
10. The number of new residential units.

The College Park Economic Development Plan is proposed to guide the future of economic development in the city for the next ten years. The market reports contained in the plan will be updated on an annual basis and other reports, as needed, will be generated as data becomes available and as new issues arise. It is the overall goal of the plan to promote a better understanding of the local economy and to provide recommendations so that the city can help to create the conditions to encourage investment in the community.

Purpose of Plan

The purpose of the College Park Economic Development Plan is analyze the factors affecting the city's economy and to make recommendations to guide the future economic development in the city. Currently, the city's economic development efforts focus on providing information and technical assistance to developers and businesses that express interest in investing in College Park. This plan will provide a more focused effort to recruit new businesses and create a positive environment for businesses and developers to locate and invest.

In order to map a course of action for the future, the city first needs to understand its local economy and its role in the larger economy. By providing an inventory of the types of businesses operating in College Park and by examining the local employment base, the city can more accurately assess the interrelationships of businesses within College Park. Similarly, the city can better understand the challenges facing businesses.



The plan reports statistics on current economic conditions. This has been done in the past through the Economic Development Report, but combined with other data, this plan provides a more comprehensive view. Again, by looking at statistics, such as lease and vacancy rates, the city can serve as an information clearing house, providing vital information to businesses looking to locate in the city.

Finally, the plan recommends goals and strategies for achieving the vision for economic development in the city. Based on information from the statistical analyses mentioned above, the plan recommends several steps to help the city achieve its goals as envisioned in the Vision Statement.

Role of City and Other Public Agencies in Economic Development

The primary role of the City of College Park in economic development is to create conditions that encourage investment in the community. This can address physical and regulatory conditions, as well as quality of life. The investment in infrastructure, such as roads, sidewalks, landscaping, parking, etc., which reduces the up-front capital costs to developers and acts as a catalyst to encourage development, is an example of creating positive economic conditions. The funding of land acquisition and certain soft costs for development are ways the city can act to private encourage investment.

Vision for Economic Development in the City of College Park

“College Park has increased its employment base with high-wage, high-quality jobs in a variety of fields. New development along the Route 1 corridor and around the College Park Metro Station has enhanced the city's tax base and provided a better mix of retail goods and services, first class office space, and a variety of housing types. Neighborhood commercial districts have been revitalized and Downtown College Park has expanded to become a true Town Center for the community.”

This vision was created to reflect what the future of College Park would ideally hold. It seeks to meet the needs of businesses and residents. Employers and residents alike are drawn to excellent retail and entertainment opportunities. Additionally, an expanded tax base will benefit businesses and residents by enabling the city to provide better infrastructure and services. The goals and strategies recommended in this plan are designed to move College Park closer to its vision.

In order to craft the vision statement for College Park, public input was received in several forms.

Discussions were held with real estate professionals and other experts involved



in economic development. A survey was mailed to all businesses in College Park. Finally, the biannual Resident Survey incorporated questions concerning economic development in order to get the perspective of citizens. Each of these plays a separate but important role in developing the vision statement and direction of the plan.

Summary of Strengths, Weaknesses, Opportunities, and Threats

The first method receiving outside input was a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which identifies the Strengths, Weaknesses, Opportunities, and Threats to, in this case, the economic sustainability of College Park. This exercise provides information on the positive aspects of the city to build upon, as well as identifies negative

characteristics, which can be addressed. This list helped shape the goals and strategies put forward in the plan.

The SWOT analysis was conducted with real estate professionals working in the city, as well as business leaders and other experts in related fields. The first session was held with a group of real estate professionals assembled at the Real Estate Roundtable on October 30, 2003, and the second was held with the Economic Development Advisory

Panel on December 11, 2003. Participants were asked to name what they believed to be the strengths and weaknesses of the College Park economy, and then to consider the opportunities for economic development, as well as the obstacles or threats. The results of both sessions are listed below.

Strengths

- Existing jobs and anticipated employment growth
- Transportation network
- Student labor force
- Proximity of University of Maryland
- Number of graduate students
- Proximity to DC and Baltimore
- Presence of government facilities
- HUBZone eligibility in downtown College Park
- Route 1 Sector Plan

Weaknesses

- Crime (real or perceived)
- Negative visual impression coming from Beltway
- Lack of physical City-University integration
- Small lot sizes a constraint to redevelopment
- Ineffective WMATA Joint Development process
- Reputation of City and County as unfriendly to businesses
- Traffic and infrastructure
- Lack of economic development tools
- Lack of shared vision by City, University, and County
- Poor functioning school system
- University employees living elsewhere
- Aging housing stock
- Pedestrian unfriendly environment

Opportunities

- 55 and over population as market base
- New hires in federal government replacing retiring workers creates housing demand
- Possibility of working with University of Maryland on redevelopment
- Public relations and branding
- Create a better college town
- Expansion of retail base with higher quality retailers
- University of Maryland Research Park
- Purple Line
- New areas for commercial development
- Need for all types of new, non-student housing
- Metro station development
- Route 1 redevelopment
- I-95 Connector

Threats

- Route 1 traffic congestion
- WMATA's attitude toward development
- Preservation of existing neighborhoods

Commercial Business Survey Summary

In order to better understand the College Park business environment and the needs of College Park businesses, the city sent a survey to all businesses in the city (approximately 490), and received 91 responses. Of those responding, 46 percent were retail establishments, 33 percent were office users, and 19 percent were industrial firms. The survey asked several questions designed to inventory the type of business and the length of time it has operated in College Park, why it was located in College Park, whether the business is expanding, and what types of additional services and information business owners would like to see. The survey also identified various aspects of the city affecting businesses, such as transportation access and availability of qualified workforce, and asked for ratings. This feedback is important to the creation of a vision for College Park because it helps determine the needs of the business community, which in turn shapes the vision.

The survey provided some interesting results, some of which are beyond the control of the city. The cost of doing business in College Park was a concern of businesses. 66 percent of businesses responded that property taxes are high, while 55 percent and 62 percent identified building costs and health care costs, respectively, as too high. Less than 35 percent of respondents indicated that transportation or wage costs were too high in the area.

Telecommunications, public transportation, and fire protection received good or excellent marks with 68 percent or more of respondents. Five areas received ratings of fair or poor by 33 percent or more of the respondents: police protection; solid waste disposal; education system; roads, highways, and freeways; land availability; and quality of office space. In particular, the availability of land was rated particularly harshly, as 27.5 percent of businesses identified it as fair, while 25.3 identified it as poor. This is reflective of the fact that College Park is a built-out environment, with very few greenfield building opportunities.

Many businesses indicated they were planning to expand either their facility or workforce. Approximately 29 percent of respondents indicated they were considering renovating or expanding their building or facility. Of the constraints polled, the one identified by office and retail establishments most frequently was insufficient space. At the same time, 56 percent of businesses responded they would be hiring new, additional workers in the next year. Staff will follow up with these businesses to provide any help or assistance necessary.

	Excellent	Good	Fair	Poor	Don't Know
Employment Opportunities	2.3	15.5	12.8	10.2	59.3
Variety of Available Housing	3.9	37.7	28.1	8.1	22.1
Vibrancy of Downtown	1.5	24.3	36.2	19.1	19.0
Cost of Living	2.6	31.7	45.1	16.0	4.7
Shopping Opportunities	5.6	33.6	35.7	22.2	2.9
Dining Opportunities	6.6	34.1	37.0	19.7	2.7
Recreation Opportunities	6.9	40.1	27.5	10.1	15.5
Cultural Opportunities	8.1	33.5	26.2	13.3	19.0
Transportation Network	11.3	41.7	22.1	8.1	16.7
College Park Overall	7.5	53.5	32.6	5.3	1.2

Table 1: Satisfaction of Residents with College Park

Source: City of College Park Resident Survey, 2004

Resident Survey

Meeting the needs of residents is a key element of a vision for the city. As part of the city's biannual resident survey, questions about the level of satisfaction with businesses, employment opportunities, quality of life, and other economic development related subjects were included. This is not a strict scientific survey, but it does offer an indication of the satisfaction level and preferences of residents.

The City of College Park surveys its residents biannually, asking about the levels of satisfaction with city services and the quality of life. Of particular interest were those questions related to employment and retail opportunities. The majority of those surveyed did not provide an opinion

about the employment opportunities in College Park, although 28 percent responded that they were "Good" or "Excellent," while 13 percent and 10 percent thought they were "Fair" or "Poor," respectively.

Based on the number of people responding "Excellent" or "Good," College Park residents seem to be most satisfied with the transportation network, variety of housing and recreation opportunities. Based on the responses receiving "Fair" or "Poor", residents seemed least satisfied with the cost of living, shopping opportunities, dining opportunities, and the vibrancy of downtown.

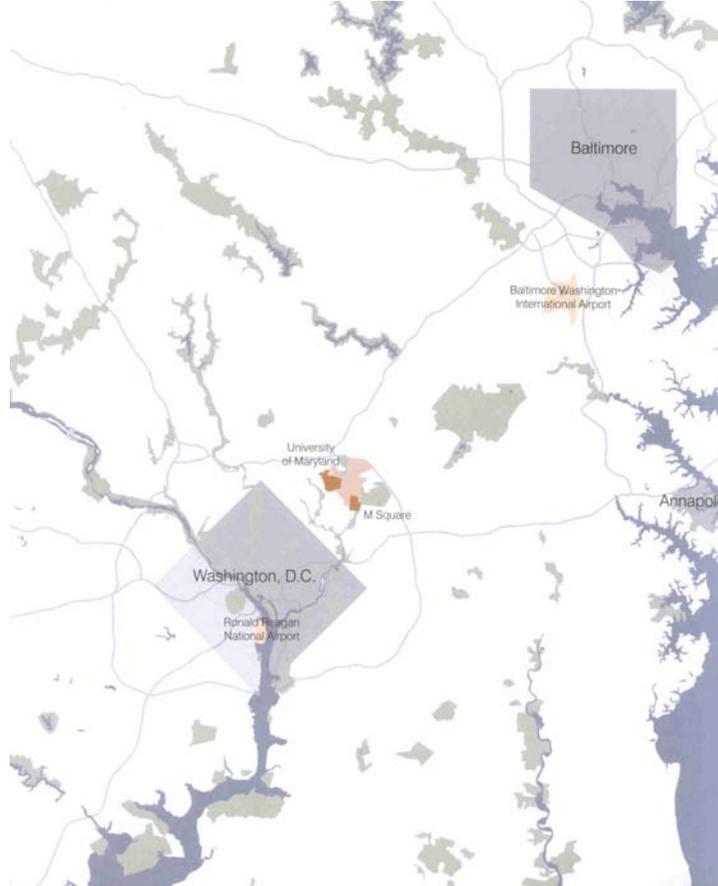
Another survey question was "What types of businesses would you like to see more of in College Park?" Restaurants led the way in the most desired new businesses, with 72.7 responding affirmatively. Over fifty percent of respondents wanted to see more music and bookstores, grocery, clothing and shoes, hardware/garden, and entertainment stores.

Analysis of Local Conditions

Before developing goals and strategies for economic development, it is important to establish and analyze existing conditions in the city. Several subjects are included in this analysis, each with its own section in this plan:

Population and Income, Economic Data, City Revenue, Quality of Life, New Construction, Jobs/Housing Balance, and Real Estate Market Profiles. Combined, these subjects examine today's situation in terms of the residents of College Park, employment opportunities, and the overall attractiveness of the city as a place to live or invest.

College Park is a city of 24,657 located in Prince George's County, Maryland, which borders the District of Columbia. College Park lies inside the Capital Beltway, which establishes College Park as an inner-ring suburb of Washington, DC. The city is home to the flagship campus of the University of Maryland and bordered by several other municipalities, federal government property, and unincorporated areas of the county. The city's main transportation and commercial artery is US Route 1, a state highway. There are two neighborhood commercial districts, Hollywood and Berwyn, to the east. The city is served by two Metro Stations, the College Park/ University of Maryland station and Greenbelt station, where significant new developments are planned.



It is helpful to see College Park in the context of the Washington, DC metropolitan area and the United States. Because Washington, DC is the nation's capital, a significant portion of area employment is related to government activity, either through direct employment or through contractors working with the federal government. The government presence is often credited with the stability of the economy, relative to the nation. Area unemployment rate is lower than the United States. Additionally, the city benefits from the presence of the University of Maryland, the state's flagship university, which employs about 12,000 people full-time.

College Park gains from its proximity to Washington. The federal government has several facilities in the city, employing thousands, with more on the way. The Metrorail, Metrobus, and MARC systems provide convenient access to downtown Washington, making College Park an attractive place to live for those working in Washington. The I-495/I-95 Capital Beltway is in the northern portion of the city, providing excellent highway access.

While there are many positive aspects of being so near to Washington, College Park also faces some difficulties. Household incomes are lower in College Park than the rest of the metropolitan area, largely due to the student population. This makes the area less attractive to businesses and retailers. Additionally, because College Park is part of a vibrant metropolitan area, the residents and employees have shopping and entertainment options outside the city, which provides competition outside the city's confines. This plan seeks to provide insight to make College Park a more attractive place to live, learn, and play.

Note: For the purposes of this document, the Washington, DC Metropolitan Area is Washington, DC; Charles, Frederick, Montgomery, and Prince George's Counties, Maryland; Arlington County, Alexandria City, Fairfax County, Fairfax City, Falls Church City, Loudoun County, Manassas City, Manassas Park City, Prince William County, and Stafford County, Virginia, unless otherwise noted.

Population and Income

According to the 2000 Census, College Park has 24,657 residents, but the total population in the city may be undercounted because of the large student population, and the additional student housing that has become available since the Census. Between 1990 and 2000, the city grew by 12.5 percent. In comparison, the nation's population grew by 13 percent, while the Washington, DC metropolitan area grew by six percent. Over the past 30 years, the number of residents in the city has been stable. College Park had a much lower growth rate of households than the country and even the metropolitan area, which can be accounted for through increase in the number of students in College Park.

	1970	1980	1990	2000
Population	26,156	23,614	23,714	24,657

Table 2: College Park Population, 1970-2000

Source: U.S. Census

Students have a significant impact on College Park's demographics. In 2003, the city estimated that approximately 17,015 people living in College Park are students. This figure represents over 50 percent of the city's population, which explains several inconsistencies with the nation and Washington area. According to the 2000 US Census, the city's median age was 21.7 years, as compared to the Washington, DC metropolitan area, whose median age is 34.9 years. Over 42 percent of College Park residents are between 18 and 21 years

of age, compared with only 4.7 percent for the metropolitan area. The per capita income of \$16,026 is significantly lower than the metropolitan area level of \$30,350, due to the low incomes of the student population.

The scenario is similar for household income, although students figure less prominently in this statistic because households do not include those living in dormitories. The median household income in College Park is \$50,168, while the figure for the metropolitan area is \$62,216 . College Park has a large number of residents in group quarters, which include the dormitories of the University of Maryland. This also explains the high non-family household figure, 23.8 percent of households, as many students have roommates.

Table 3: College Park Demographics

Source: U.S. Census

	College Park			Metro DC			US		
	1990	2000	% Chng	1990	2000	% Chng	1990	2000	% Chng
Total Population	23,714*	24,657	12.5	3,923,574	4,470,381	13.9	248,709,873	281,421,906	13.2
Age									
Up to 17	2,420	2,601	7.5	923,420	1,124,527	21.8	63,604,432	72,293,812	13.7
18-21	7,401	10,433	41.0	228,991	213,321	-6.8	15,544,088	16,069,983	3.9
22-34	5,793	4,838	-16.5	1,005,252	909,422	-9.5	54,369,610	50,965,195	6.3
35-64	4,488	5,021	11.9	1,429,916	1,823,838	27.5	83,949,912	107,101,163	27.8
65+	1,825	1,764	3.3	335,995	399,273	18.8	31,241,831	34,991,753	12.0
Race (in percent)**									
White	83.0	68.8	-6.7	65.2	57.4	-0.4	80.3	75.1	5.9
Black/African American	9.1	15.9	97.1	26.6	27.6	18.5	12.1	12.3	15.6
American Indian/Eskimo	0.3	0.3	8.0	0.3	0.3	27.6	0.8	0.9	26.4
Asian/Pacific Islander	6.6	10.0	71.7	5.2	7.4	62.5	2.9	3.8	46.3
Other	1.0	4.9	N/a	2.3	7.3	N/a	3.9	7.9	N/a
Hispanic	3.1	5.5	99.4	5.7	7.4	88.0	9.0	12.5	257.9
Households by Type									
# of Households	5,744	6,030	5.0	1,460,785	1,582,123	8.3	91,993,582	105,480,101	14.7
Family Households	10,488	9,880	-5.8	3,164,102	3,617,347	14.3	208,100,820	231,374,718	11.2
% Family Households	47.8	40.0	N/a	80.6	80.9	N/a	83.7	82.2	N/a
Non-Family Households	5,222	6,092	16.7	660,099	762,108	15.5	33,911,309	42,268,555	24.6
% Non-Family Households	23.8	24.7	N/a	16.8	17.0	N/a	13.6	15.0	N/a
Group Quarters	6,217	8,685	39.7	99,373	90,926	-8.5	6,697,744	7,778,633	16.1
% Group Quarters	28.4	35.2	N/a	2.5	2.0	N/a	2.7	2.8	N/a
Income									
Median Household Income	\$39,250	\$50,168	27.8	\$46,884	\$62,216	32.7	\$30,056	\$41,994	39.7
Per Capita Income	\$13,420	\$16,026	19.4	\$21,416	\$30,350	41.7	\$14,220	\$21,587	49.7

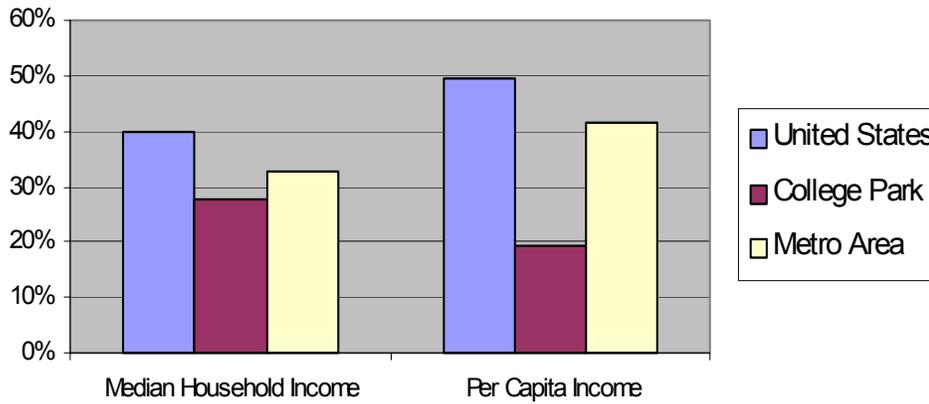
* The College Park 1990 total population figure was amended, totaling 23,714 rather than the 21,927 originally counted. However, the detailed statistics are based on the 21,927 number.

**Race is incomparable between 1990 and 2000, due to changes in the measurements. While in 1990, two or

more races were not an option, this choice was available in 2000. These are included in the "Other" category in 2000. Because these drastically changed the "Other" category, percent changes are not included.

Figure #1: Income Changes, 1990-2000

Source: U.S. Census Bureau



College Park has shown some interesting trends in educational attainment over the past ten years, particularly when compared to the nation and metropolitan area. Between 1990 and 2000, the number of people over the age of 25 declined in the city by two percent, while the figure

	College Park			Metro DC			US		
	1990	2000	% Chng	1990	2000	% Chng	1990	2000	% Chng
Total Population 25 and over	9,619	9,396	-2.3	2,575,132	2,777,788	15.0	158,868,436	482,211,639	15.6
Level of Education									
Less than 9 th	498	295	-40.8	137,228	145,558	6.1	16,502,211	13,577,477	-16.6
9 th -12 th Grade, no diploma	955	869	-9.0	243,310	231,886	-4.7	22,841,507	21,960,148	3.9
High School Graduate	2,298	2,245	-2.3	566,207	573,738	1.3	47,642,763	52,168,981	9.5
Some College	1,777	1,845	3.8	498,156	562,125	12.8	29,779,777	38,351,595	28.8
Associate Degree	411	316	-23.1	139,781	148,55	6.3	9,791,925	11,512,833	17.6
Bachelor's Degree	2,126	2,037	-4.2	564,674	708,705	25.5	20,832,567	28,317,792	35.9
Graduate Degree	1,554	1,789	15.1	425,776	590,506	38.7	11,477,686	16,144,813	40.7

Table 4: Educational Attainment, 1990-2000

Source: U.S. Census Bureau

rose nationally by 15 percent and by eight percent in the Washington, DC metropolitan area. The most startling figure is the actual decline in the number of those possessing bachelor's degrees, despite the presence of the University of Maryland. College Park suffered a four percent drop in the number of people with a bachelor's degree, while the nation and the Washington, DC area rose 36 and 19 percent, respectively, in the number of college graduates. At the same time, College Park saw a 15 percent increase in the number of people with graduate degrees, which is still low compared to 40 percent nationally and 34 percent area-wide.

Employment

The City of College Park's economy focuses more heavily on retail, trade, and hospitality industries than the national economy. In addition, the city is home to many tax-exempt state and federal government institutions employing thousands of workers. Because of this, there is a disconnect between the city's five largest employers, which are the University of Maryland, National Archives and Records Administration II, University of Maryland University College, FDA Center for Food Safety and Nutrition, and IKEA, and the five largest taxpayers: Washington Post, Wynfield Park, College Park Marketplace, Pepco, and Berkley Apartments.

In 2001, the City of College Park's zip code (20740) had 591 non-government establishments, which includes both businesses and non-profit organizations, employing 10,097 people. The annual payroll for these firms in College Park is \$314,739,000, or an average of \$31,272 per employee. The zip code data is the smallest level available, and encompasses College Park and Berwyn Heights, as well as a small amount of unincorporated area. However, because the vast majority of these firms are in College Park, this information provides a good proxy for the city. The largest private employers are IKEA with 300 employees, the American Center for Physics with 230 employees, followed by the Washington Post with 220 employees and Stone Industrial with 130 employees.

Using projections from the Maryland-National Capital Park and Planning Commission, there is a significant increase expected in the number of employees in College Park over the next twenty years. The table below

Table 5: Projected Levels of Employment in College Park

Source: M-NCPPC

Year	Number of Employees
2005	24,787
2010	28,936
2015	31,494
2020	33,879
2025	38,916
2030	41,143

Table 5: Projected Levels of Employment in College Park

Source: M-NCPPC

low indicates that the estimated employment in 2005 will be 24,787, and will increase to 41,143 by the year 2030. This is supported by the fact that several federal agencies will be moving to College Park in the next few years. The FDA will be adding a facility here, as will the National Oceanic and Atmospheric Administration (NOAA), and the Department of Defense (DoD). The University of Maryland is working to develop M Square Enterprise Campus, a research and technology park. Approximately three million square feet of space and 6,500 new jobs are expected once the park is fully built out in 15 years.

Government Employment

The City of College Park is home to many government employers. The total number of government employees is approximately 14,951, a figure larger than the private employment in the city (Note: this compares current government employment to 2001 private employment). The largest government employer is the University of Maryland,



with approximately 12,000 full-time employees.

This is followed by the federal National Archives and Records Administration II (Archives II), which employs 1,300 people.

The Food and Drug Administration (FDA) and the University of Maryland University College (UMUC) each have 750 employees. Additionally, several other large federal tenants are in areas bordering College Park, such as two US Department of Agriculture (USDA) facilities and the NASA Goddard facility in Greenbelt.

Non-Government Employment

As indicated in the diagram below, the City of College Park employment base differs from the national and metropolitan economy. For instance, there is significantly more city employment in the Hotel and Accommodations sector. Seventeen percent of employment in the city is in this sector, compared to around eight percent for the United States and the Washington, DC metropolitan area. Similarly, the United States and Washington region both have approximately three percent of their workforces in the Information sector, while the share is seven percent in College Park. Although a relatively small portion of the workforce, it indicates a strength of the city. The University of Maryland has excellent computer sciences and engineering departments, which can act as catalysts for information firms in the city.

While College Park employs relatively more people in the Hotel and Information sectors, there are sectors where employment is significantly less than the nation or the metropolitan area. One notable case is Professional, Scientific, and Technical employment. The city's share of employment in this sector, five percent, is less than the national (six percent), metropolitan (ten percent), and especially the state level (seventeen percent). When compared to other cities in Suburban Maryland, this difference is even starker: neighboring Greenbelt has 22 percent of its employment in the Professional, Scientific, and Technical field.

Figure 2: Share of Industry Employment, 2001

Source: U.S. County Business Patterns

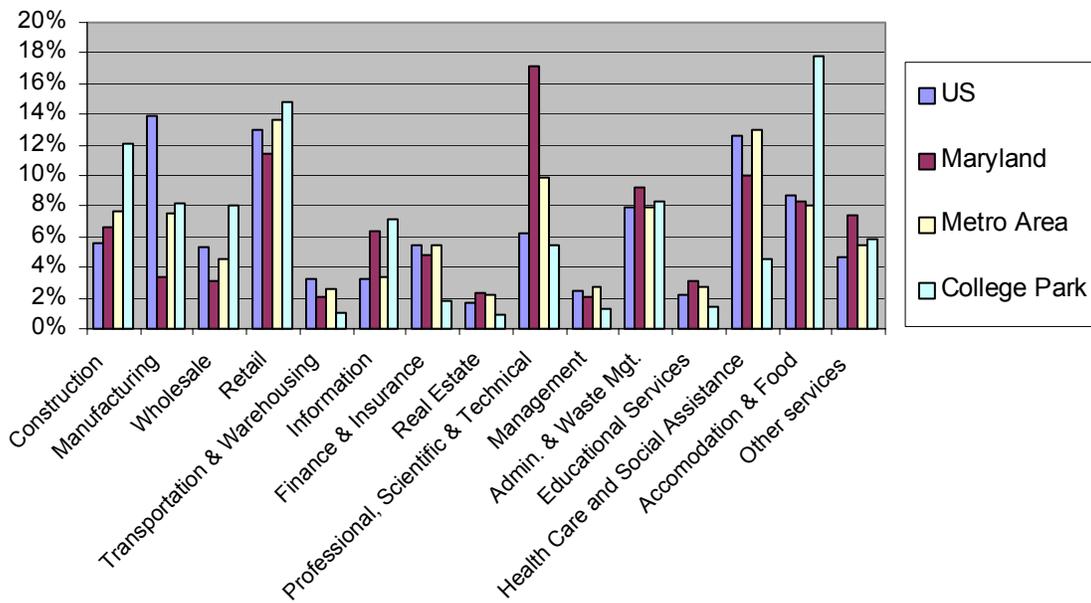
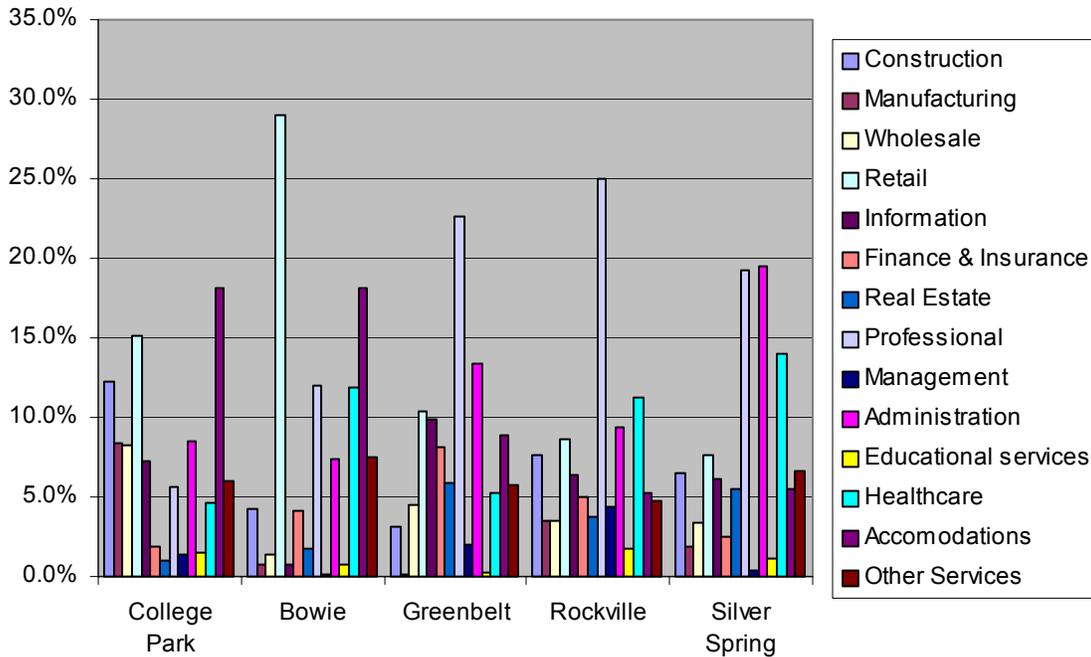


Figure #3: Industry Employment in Comparable Areas, 2001

Source: U.S. County Business Patterns



College Park also has significantly fewer people employed in the Finance and Insurance and Real Estate (FIRE) sectors. When combined, these sectors employ approximately seven percent of employees on the national, metropolitan, and state level. In College Park, though, only three percent of people are employed in the FIRE sectors. When compared to other local areas, the picture is similar. These sectors employ six, fourteen, nine, and eight percent of people in Bowie, Greenbelt, Rockville, and Silver Spring, respectively. It should be noted that in

both the professional, scientific and technical sector and the FIRE sectors, a dearth of first-class office space in College Park is one handicap the city faces. In comparison, Greenbelt, which is home to Capital Office Park and other Class A office buildings, has a much higher level of these “white collar” employees. Greenbelt has historically been an office market, due in part to its convenient access to the Capital Beltway and Baltimore-Washington Parkway.

Several other sectors in College Park also vary from the national and metropolitan employment levels, but these are more understandable, due to constraints. For instance, only a small portion of College Park is zoned for industrial uses, which discourages manufacturing, transportation and warehousing, and wholesale. Similarly, College Park has

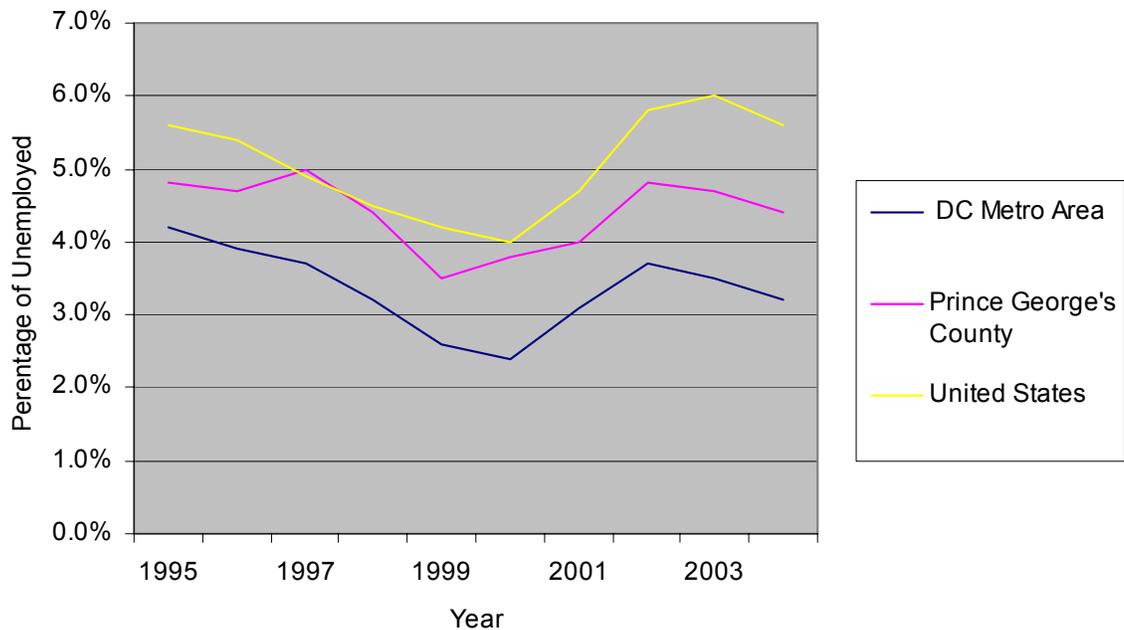
relatively few people employed in Health Care and Social Assistance. One explanation is that College Park is served by hospitals outside the city limits.

Unemployment

Washington, DC metropolitan area employment has fared well in recent years, in comparison to the nation as a whole. As indicated in the graph below, the Washington region has had an unemployment rate below the national average. The national unemployment rate for 2003 was 6.0 percent, while the Washington area rate was 3.5 percent, a marked difference. Prince George's County fell between these levels, with an unemployment rate of 4.4 percent.

Figure #4: Unemployment Rates, 1994-2004

Source: Maryland Dept. of Labor and Licensing, DC Dept. of Labor



Much of this is because federal government employment tends to fluctuate less. Because such a large part of College Park's employment base is government driven, there have been few layoffs. The exception is the University of Maryland, which, because it is a state-supported institution, faced budgetary cuts in 2003. According to the 2000 U.S. Census, 36.2 percent of College Park residents work in the city, and another 23.4 percent work outside the city, but within Prince George's County.

University of Maryland

The University of Maryland is obviously very important to the city's economy. It employs approximately half of those who work inside the city, and it is estimated that its students comprise over half of the city's population. Beyond this, the University of Maryland can serve as a catalyst for economic development, both through encouraging the development of new businesses, and providing technical support to those already in existence.

The University of Maryland Technology Advancement Program (TAP) is a small business incubator, located on campus, that provides new companies with office space, shared services, and technical expertise. Eventually, companies “graduate” from the incubator as they become successful



companies ready to expand. Over eighty percent of the businesses that graduated from the incubator are still in operation after five years. TAP businesses tend to focus on information technology and data processing and biotechnology. College Park can benefit from this by capturing the graduates and encouraging them to remain in the city. Biotechnology companies, in particular, have left the city after graduation. The I-270 Technology Corridor in nearby Montgomery County is attractive due to its high concentration of biotech companies and facilities. Information technology may be easier to capture, due to the minimal specialized facilities required. Similarly, there are several companies involved in this sector already located in College Park. These companies can benefit from partnerships with the University of Maryland, using both the expertise of the faculty and the student labor pool.

Similarly, the University of Maryland has partnerships with industry that can benefit economic development in the city, both through providing training and expertise to existing industries, as well as exploiting formal partnerships the university has established. The university has partnered with several federal government agencies, such as the Food and Drug Administration (FDA), the Department of Defense (DoD) and the National Oceanic Atmospheric Administration (NOAA). One possibility is to attract not only these agencies, but also the supporting services, such as trade organizations or consultants, that serve them. The university also provides training to existing companies. An example is the Maryland Technology Extension Service, which provides information, decision support, and engineering resources to Maryland manufacturers.

Technology transfer from the University of Maryland to the private sector can be a catalyst for economic development in the city. For example, the Maryland Industrial Partnerships (MIPS) program encourages the commercialization and licensing of technologies created on the university campus through a matching grant program. Again, College Park would be well positioned to encourage these companies to locate in the city, due to the proximity and relationship of the businesses to the University of Maryland.

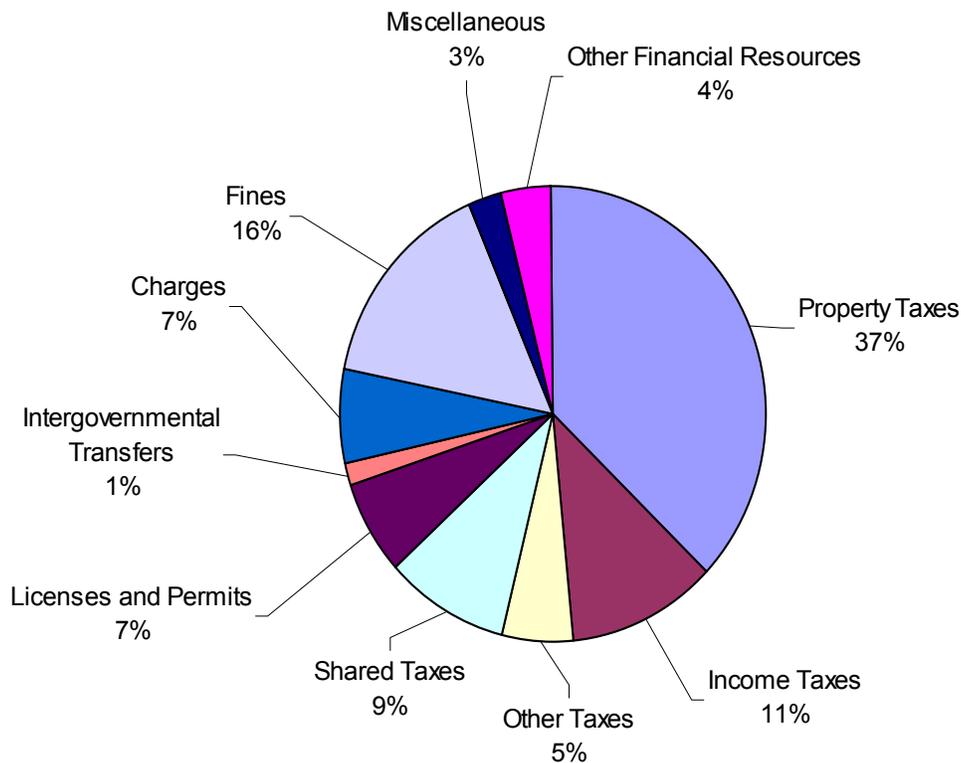
City Revenue

The City of College Park has many sources of revenue. As illustrated below, the largest contributor to the city's revenue stream is property taxes. Both real property tax and personal property taxes levied on businesses comprise 38 percent of the city's tax revenue. In comparison to other college towns, this number is not extraordinary. In a brief survey of university towns, including Chapel Hill, North Carolina and Charlottesville and Blacksburg, Virginia, every municipality had a different revenue base; no consistent share of any revenue stream emerged, much less a generally accepted share of property tax.

The largest taxpayers are the Washington Post, Wynfield Park Apartments, College Park Marketplace shopping center, Pepco, Berkley Apartments. When compared to the five largest employers, there is no overlap. As previously stated, the largest employers in College Park are either government or non-profit entities. However, private industry obviously plays an important role in the city's financial health.

Figure #5: City Revenue Sources, FY2004

Source: *City of College Park Operating and Capital Budget, Fiscal Year 2005*



It is important to note that while commercial property, including apartment buildings

comprises the list of highest taxpayers, commercial property is only 16 percent of the city's tax base. Exempted properties, such as those owned by the University of Maryland, are 37 percent, and private residential property is 47 percent of the tax base. However, because exempted properties do not pay tax, the commercial property pays 24 percent of the property tax revenue received, while residential property generates 76 percent of the property taxes. (CAFRA, 2004) In FY 2005, the total residential assessment is \$757,430,273, an increase of ten percent over FY 2004. The commercial assessment rose seven percent, to \$244,720,914 in FY 2005.

In College Park, as well as nationally, there is a trend toward mixed-use development. In College Park, this is primarily residential development on land which was formerly commercial property.

Another type of tax affected by economic development is the income tax. College Park receives a portion of the state income tax paid by residents. By encouraging more high-quality housing development in the city, encouraging professionals working in the city to live here, municipal finances can improve. As noted above, the city has a low per capita income, due to the large student presence.

Quality of Life

The quality of life in an area is an important element in attracting businesses and residents to College Park. Employers increasingly locate based on the preferences of potential employees. For instance, firms want an engaging and inviting retail, restaurant, and entertainment environment for their workers. People are increasingly looking to live in places where there are both employment and recreational opportunities.

Several publications, such as Money Magazine and Cities Ranked and Rated, rate the livability of places based on a variety of categories. These can include employment opportunities, cost of living, climate, education, healthcare, crime, transportation, leisure, arts and culture, and other factors.

Cultural

Within its boundaries, the City of College Park has three major cultural attractions: the Clarice Smith Center for the Performing Arts, the College Park Airport, and the College Park Aviation Museum. The College Park Airport was founded in 1909 and is the world's oldest continuously operating airport. The Maryland-National Capital Park and Planning Commission (M-NCPPC) now owns and operates the airport, which is one of the most significant airfields in aviation history.

The College Park Aviation Museum, which is also owned and operated by M-NCPPC and an affiliate of the Smithsonian Institution, tells the story of flight from the Wright Brothers to today. The museum gallery contains historic and reproduction



aircraft associated with the history of the airfield, as well as hands-on activities and experimentation areas for children of all ages. Changing exhibits and new programs every month keep visitors coming back.

The Clarice Smith Performing Arts Center, located on the campus of the University of Maryland and named for visual artist Clarice Smith, opens new doors to performance and learning experiences to the community within and around the university. Over 200,000 people visit each year. The Center hosts music, dance, and drama from a variety of performers. The Center's mission is reflected in its unusual building design, evocative of a village for the arts, which unites six intimate performance spaces, three performing arts academic departments, a performing arts library, and rehearsal and classroom space under one roof. The Center also encourages community involvement by opening rehearsals to the community, as well as hosting “talkbacks” with the performers.

Further cultural opportunities exist very near College Park in Washington. Along the mall is the Smithsonian museum complex, which is “probably the best set of museums in the world in a single location,” according to Frommer’s Cities Ranked and Rated. Numerous other museums and galleries outside of the Smithsonian offer world-class exhibits. For those interested in theater, Washington is second only to New York City in number of theater seats and annually hosts a variety of stage productions.

Educational

The City of College Park provides excellent post-secondary educational opportunities, with Maryland’s two largest universities located within the city. The University of Maryland at College Park is a research university with a number of nationally ranked programs, offering a comprehensive education at all post-secondary levels. The University of Maryland University College’s mission is to provide higher education opportunities to adult, part-time students. UMUC offers a variety of graduate and undergraduate degree programs at the College Park campus, off-site locations worldwide, and online.

College Park is within the Prince George’s County School District (PGCSD). Measures indicate that the school district performs at a lower level than the State of Maryland as a whole. As indicated in the table be

	Prince George’s County			State of Maryland		
	Advanced	Proficient	Basic	Advanced	Proficient	Basic
Math						
Grade 5	11.4	34.7	53.9	26.0	39.7	34.4
Grade 8	12.5	29.4	58.1	25.6	34.3	40.1
Grade 10	14.9	32.0	53.2	29.9	31.5	38.7
Reading						
Grade 5	2.5	34.2	63.3	9.5	45.5	45.0
Grade 8	4.5	17.6	77.9	13.3	26.4	60.4

Table 6: School Assessments, 2003
 Source: Maryland State Department of Education

low, PGCS D has less than half as many students reading at the advanced level, and almost two thirds fewer students with advanced math scores. PGCS D has a significantly higher number of students with only basic reading and math skills than Maryland as a whole.

On the other hand, PGCS D has similar high school attendance, graduation, and dropout rates, with the county having more favorable graduation and dropout rates. The proportion of students seeking post-secondary education is also similar. College Park also has a number of private and parochial schools nearby, which many children attend.

	Prince Georges County	State of Maryland
High School Attendance Rate	91.0	91.5
H.S. Graduation Rate	89.5	91.5
Dropout Rate	2.3	3.41
Per Pupil Expenditure	\$7,701	\$8,344
Attend 4 year college	44.8	44.9
Attend 2 year college	15.3	15.3

Table 7: Education Summaries, 2003

Source: Maryland State Department of Education

Climate

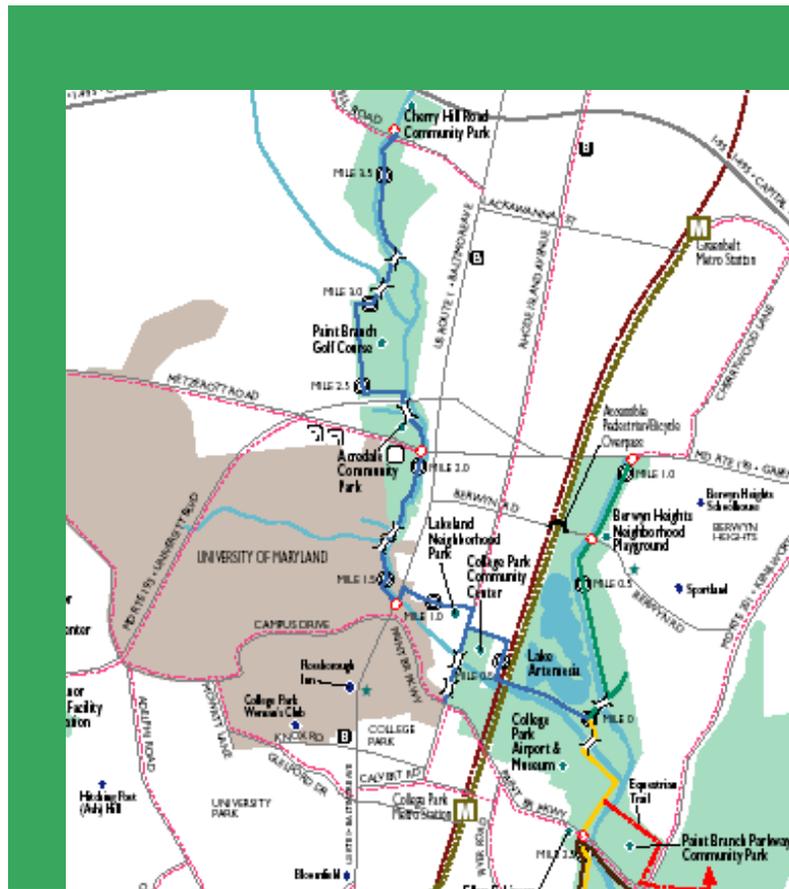
Washington, DC is slightly warmer than the national average, due to its coastal continental climate with a subtropical influence. The average low temperature in January is 27.7 degrees, while the national average is 26.4 degrees. The average July high temperature is 88.2 degrees, slightly above the national average of 86.7 degrees. The area receives slightly more rain than the national average, and has the same number of annual days with precipitation: 111.

Recreational Facilities

The City of College Park has a number of recreational facilities available to its residents. First are the city's neighborhood parks, which provide every neighborhood in College Park with recreational opportunities such as a playground. Duvall Field is used for sports and concerts hosted by the city during the summer. Running through the city is the Trolley Trail, which will eventually link the northern and southern boundaries of College Park. This hiker-biker trail links to the M-NCPPC Anacostia Trail system. M-NCPPC holds 660 acres in the city, with several park facilities,

including an indoor pool and a skating rink. The Tennis Center at College Park offers 27 tennis courts, twelve indoor courts and fifteen outdoor courts, including the only two French red-clay courts in the Mid-Atlantic.

In addition to the outdoor recreational opportunities in the city are the sporting events at the University of Maryland. The university has a number of top-ranked sports programs, with tickets for many events available to the public. The national-champion Terrapins play basketball at the new Comcast Arena, a world-class facility.



Housing Choice

According to the U.S. Census, College Park had a total of 6,245 housing units in 2000. Not included in this figure is a total of 8,420 beds in university dormitories, and another 1,740 beds in public/private partnership housing on university owned land. Additionally, there are 1,386 beds in fraternity and sorority houses located on and off campus.

College Park's conventional housing stock grew by 6.2 percent, or 365 units since 1990. Wynfield Park Apartments (299 rental units) and College Park Mews (30 townhouses) account for most of the increase in the number of units. In contrast, Prince George's County's housing stock grew by approximately twelve percent. The difference in construction rates between the city and the county can be attributed to the City's lack of vacant land available for development.

The vast majority of the City's conventional housing stock, 4,204 units, or 67.3 percent, consists of single family detached homes. Of the city's remaining stock, 152 units, or 2.4 percent, are single family attached (townhouses), 268 units (4.2 percent) are in structures of 2-4 units, and 1,613 units (25.8 percent) are in structures of five units or more. The 2000 Census reported an owner occupancy rate of 57.2 percent for College Park. The city's rate of ownership has declined substantially since 1980, when the figure was 67 percent. In 2000, the county's rate of owner occupancy averaged 61.8 percent, while

the national average is just over 67 percent.

Demographic changes will affect the type and design of the residential market in both the nation and in College Park. According to Robert Charles Lesser and Co, LLC, lifestyle drives housing location decisions. People will look for where they can live, work and play-all in one place. The DC metropolitan area has a slightly smaller percentage of its population living in family households than does the United States, 80.9 percent compared to 82.2 percent. In College Park, because of the large student population, that number drops to 40.0 percent. Also, the metropolitan area saw a 15.5 percent increase in the number of people living in non-family households between 1990 and 2000, while College Park saw a 16.7 percent rise. Nationally, the change in non-family households was 24.6 percent.

These changes will represent a shift in housing needs. There will be less need for three and four bedroom homes. Similarly, the tastes of the consumer will matter, requiring more creative living spaces with more architectural features. Robert Charles Lesser and Co. indicate that singles drive the rental market, with over 14,000 more renters expected in the DC area by 2008. Married couples without children are expected to comprise about 13 percent of renter growth during that time.

Similarly, age is important to the future of the housing market. Many Baby Boomers are moving out of their existing single-family homes, and into apartments and condominiums. People in Generation X are in the pre- and non-family stages, and are therefore renting, although they will move out of this trend. The Echo Boomers, the next generation, are not as affluent as Generation X, but will be tomorrow's renters. This is a larger demographic group than Generation X, which indicates the need for more rental housing in the future.

Community Character

Although the city of College Park was granted a municipal charter in 1945, the area has a very historic past. U. S. Route 1 runs through the center of the city and was constructed on the main north-south stagecoach route that existed in colonial times. This corridor is also the location of the original Baltimore & Ohio railroad line connecting Washington, D. C. and Baltimore and the modern Metro Green Line (a rail system with two stations serving College Park). Much of the rest of the city was developed in the 20th century, although a few homes in the Old Town and Berwyn neighborhoods are over 100 years old.



Beyond Route 1, College Park has eleven neighborhoods consisting of a unique combination of physical conditions and social elements which define its character. Each neighborhood offers its own unique set of amenities, including parks and recreation facilities, and historic and

cultural resources, such as churches, schools, and community centers. Various architectural styles range from Queen Anne-style houses of the late nineteenth century to ranch, colonial, and split-foyer homes. Two neighborhood commercial districts are in College Park: Berwyn and Hollywood. While Berwyn's commercial district has only a few occupants, the Hollywood area has a variety of shops and services, including My Organic Market grocery, REI outdoor equipment sales, and the Book Nook bookstore. A farmer's market is held in the city during the summer months.

The City of College park has a Council-Manager form of government. This offers many opportunities to take an active in local government. The City has a number of committees and boards in which citizens participate.

Transportation

College Park has a variety of transportation options. The city has access to I-95/I-495, as well as two Metro and MARC stations, bus service, and many sidewalks. Despite this, transportation is an ongoing challenge in economic development in College Park.

The Maryland State Highway Administration (SHA) has completed a planning study for the reconstruction of the road.



The improvements would include a landscaped median, bicycle lanes, and sidewalk construction, all of which would increase safety. The City of College Park is currently asking SHA to fund the design and construction phase. The plan would not, however, increase capacity.

In past years, the city has focused on the redevelopment and revitalization of US Route 1. Many projects are planned or approved for the corridor, including one residential project currently under construction. The new development is putting new pressure on US Route 1, which is already congested. In some cases, a coordinated effort to install new traffic lights at appropriate locations would be a simple step to allow development to move

forward while not crippling the existing road system.

Providing alternative transportation methods could also ease the strain on the roadways. Four bus services now provide transportation along the US Route 1 Corridor: Metrobus, The Bus, Shuttle UM, and the CTC Connect-A-Ride. As density increases along Route 1, these services will become more important, as will be the continued coordination of services among all groups. Better pedestrian amenities are important to encourage people to walk to their destinations. For example, if faculty and staff or students at the University of Maryland, who previously drove to work or school, lived within walking distance of the University, they need the proper infrastructure to ensure their journey is safe. Similarly, bicyclists should be encouraged through the development of bike lanes along Route 1 and other suitable biking facilities.

New Construction

As reviewed previously, a large part of the city's revenue depends upon property taxes received. One way to increase the tax base is to encourage new development and redevelopment in the city. In addition, this will also remove some of the blighted or underutilized properties in College Park, thus improving the visual

appearance of the city while providing new housing or suitable space for new businesses.

The City of College Park has seen a number of new projects within its borders in the past two years. The Metropolitan Washington Council of Governments identified no commercial construction projects in College Park in 2002, although one very large project, IKEA Centre, is now within the city's boundaries. This added approximately 400,000 square feet of retail space.



Three additional projects began construction in 2003. The largest is University View, located at 8380 Baltimore Avenue. A 352-unit, sixteen-story apartment building, which will be targeted to students, is currently under construction. A 150,000 square foot office building is also planned for the site. Both will have structured parking. This redevelopment replaces a used-car lot and a vacant former restaurant.

The two other commercial projects are the Terrapin Station retail center and a new FDA building. Terrapin Station at 7313 Baltimore will have 13,000 square feet of retail space, roughly eleven bays, upon completion, which is expected in September, 2004. The other project is FDA at Riverside, a 81,702 square foot building along River Road in the Transit District Overlay Zone (TDOZ), near the College Park/University of Maryland Metro Station. Although built by a private developer, the FDA will be the primary tenant, with an additional 15,000 square feet of office space available to others. The building is expected to be completed in September, 2004.

Table 8: Planned and Approved Development Projects in College Park

Source: City of College Park

Source:

Project	Residential Units	Office Square Feet	Retail Square Feet	Estimated Value
FDA Riverside		81,702		\$5.3 million
Summit at North College Park	500		25,000-30,000	\$60 million
Terrapin Station			13,000	\$1.2 million
University View	352	170,000		\$100 million
Berwyn House Apartments	72			\$15 million
College Park Heights West*	23 SFH*			\$5 million
College Park Metro Station*	400	300,000-350,000		\$100 million
College Park Motel		45 rooms		\$7.0 million
Downtown Parking Garage and Redevelopment	105-121	6,000-30,000 (city hall)	6,000-25,000	\$25 million

Hillcrest Heights	140-160		7,200	\$27 million
Jefferson Square Apartments	260		3,600	\$32 million
Northgate Condominiums	374	15,000-20,000		\$100 million
StarView Plaza	150		38,000	\$18 million
Victory Housing	63-68			\$5 million
The Woods at Mazza	211			\$30 million
Total	2,650-2,691	572,702-651,702	92,800-116,800	\$530.5 million

** Although this project is adjacent to the city, it is not within the College Park City Limits*

Figure #6: Profiles of Planned and Approved Projects

1. FDA Riverside

Location: River Road in the TDOZ, next to existing FDA

Developer/Contact: Cambridge Development

Parcel/Building Size: 81,702 s.f. office space

Zoning: M-X-T

Project Status: Under construction

2. Terrapin Station

Location: 7313 Baltimore Avenue

Developer/Contact: Greenhill Capital Corporation

Parcel/Building Size: 13,000 s.f. retail space

Zoning: M-U-I

Project Status: Under construction

3. University View

Location: 8204 Baltimore Avenue

Developer/Contact: Otis Warren/Clark Realty/SJM Partners, Inc.

Parcel/Building Size: 352 residential units and 177,492 s.f. of office space with structured parking

Zoning: M-U-I

Project Status: Under construction

4. Berwyn House Apartments

Location: 4800 Berwyn House Rd.

Developer/Contact: RCP, Inc.

Parcel/Building Size: The property currently has 132

multi-family units. The developer proposes another 72 units on the site, with structured parking.

Zoning: R-10

Status: The developer has sent a notice of intent to file a detailed site plan for the project.

5. College Park Heights West

Location: The north side of Commander Drive and Lovell Drive, including part of the Buddington property

Developer/Contact: The Michael Companies

Parcel/Building Size: 10.49 acres; would establish 24 single-family lots

Zoning: R-55

Status: Preliminary Plan of Subdivision has been submitted.

6. College Park Metro Station

Location: River Road at Paint Branch Parkway

Developer/Contact: Washington Metropolitan Area Transit Authority, Manekin, Fairfield Residential

Parcel/Building Size: 15.6 acres; approximately 400 residential units, 300,000-350,000 s.f. of commercial space, and 1,200 space parking structure

Zoning: M-X-T

Status: WMATA selected Manekin and Fairfield Residential as the preferred development team for the transit-oriented-development project. No development agreement has been signed. WMATA has submitted a conceptual site plan for a parking structure, which is expected to be approved in July, 2004. A detailed site plan will also be required.

7. College Park Motel

Location: 8419 Baltimore Ave.

Developer/Contact: Vijaykumar Patel

Parcel/Building Size: Approximately one acre; Hotel will have approximately 45 rooms.

Zoning: M-U-I

Status: Owners of College Park Motel are designing plans for new structure.

8. Downtown Parking Garage and Redevelopment

Location: 4500 Knox Road (City Hall site) and Special Lot (south side of Knox Road)

Developer/Contact: City of College Park has yet to select a preferred developer

Parcel/Building Size: 1.23 acres (City Hall site) plus 14,450 s.f. (Special Lot site)

Zoning: M-U-I

Status: The City of College Park is reviewing proposals submitted for the redevelopment of these two sites.

9. Hillcrest Heights

Location: 9122 Baltimore Avenue

Developer/Contact: RCP, Inc.

Parcel/Building Size: The proposed building will have 140-160 apartments, with approximately 7,200 s.f. of commercial space

Zoning: M-U-I and R-55

Status: The developer is working on a preliminary plan of subdivision and detailed site plan.

10. Jefferson Square Apartments

Location: 9091 Baltimore Ave.

Developer/Contact: JPI, Inc.

Parcel/Building Size: 237 apartments, eight townhouses, and 3,605 s.f. retail

Zoning: M-U-I and R-T

Status: The detailed site plan has been approved by the Planning Board, but must still receive the approval of the District Council.

11. Mid-City Financial

Location: Triangle southeast of Azalea Road and University Boulevard

Developer/Contact: Mid-City Financial

Parcel/Building Size: 21 single-family lots

Zoning: R-80

Status: The developer withdrew its application for preliminary plan of subdivision.

12. Northgate Condominiums

Location: 8428 and 8430 Baltimore Avenue

Developer/Contact: Mark Vogel Company

Parcel/Building Size: 374 condominiums, 15,000-20,000 s.f. of office/ commercial space, and 600-space structured parking.

Zoning: M-U-I

Status: Preliminary plan of subdivision has been approved. The detailed site plan for Taco Bell has been submitted, with a detailed site plan for the condominium project to follow.

13. StarView Plaza

Location: 8700 Baltimore Avenue

Developer/Contact: Star Hotels

Parcel/Building Size: 140,000 s.f. of residential space (approximately 140 units),
38,000 s.f. of commercial space

Zoning: M-U-I

Status: The developer is working on the preliminary plan of subdivision.

14. Summit at North College Park

Location: Route 1 north of the Beltway on the remainder of the IKEA Centre site

Developer/Contact: Summit, Inc.

Parcel/Building Size: 500 residential units, approximately 25,000-30,000 s.f. of
commercial space

Zoning: M-X-T

Status: The conceptual site plan has been
approved, and a detailed site plan has been filed.

15. Victory Housing

Location: East of 52nd Avenue and Narragansett Parkway adjoining 53rd Avenue and
the railroad.

Developer/Contact: Victory Housing

Parcel/Building Size: 68 units of senior housing

Zoning: R-55

Status: No plans have been submitted.

16. The Woods at Mazza Park

Location: West side of US Route 1 at Hollywood Rd.

Developer/Contact: Collegiate hall Properties

Parcel/Building Size: 13.2 acres; proposed 260 student-housing units

Zoning: M-U-I

Status: Preliminary plan of subdivision has been filed

In addition to the projects in College Park, two large projects outside the city limits are approved or under construction. Closest to the city is Greenbelt Station, a mixed use development planned for the area around the Greenbelt Metro Station, adjacent to College Park. The approved preliminary plan has over 1,500 residential units, 1.8 million square feet of office space, 1.5 million square feet of retail space, and 550 hotel rooms. The developers, Metroland Developers, are currently revising and finalizing detailed site plans.

Also outside the City of College Park is the new University Town Center project in Hyattsville, near the Prince George's Plaza Metro Station. Currently, there is 1.4 million square feet of existing Class A office space. Plans call for 250,000 square feet of future high-quality small and medium box retail space, restaurants, cinema, hotel and student housing with 900 beds. The student housing and retail are scheduled to begin construction in 2005, while the structured parking is currently under construction.

Table #8: Commercial Construction in the Washington Region, 2002 and 2003

Source: Metropolitan Washington Council of Governments' Commercial Construction Indicators 2003 Annual Summary

		2003			2002			
		Projects	Sq. Ft.	Value	Projects	Sq. Ft.	Value	
District of Columbia Suburban Maryland		50	6,113,563	\$1,074,881,671	44	6,518,860	\$1,226,981,556	
	Charles County	31	849,033	\$91,630,977	19	249,777	\$14,396,681	
	Frederick County	58	1,656,847	\$111,482,560	42	948,061	\$84,907,557	
	City of Frederick*	10	259,120	\$23,698,278	19	502,680	\$42,933,156	
	Montgomery County	81	4,292,261	\$408,460,110	127	7,908,651	\$635,856,834	
	City of Rockville*	9	363,859	\$34,075,000	12	739,423	\$73,231,800	
	City of Gaithersburg*	16	927,230	\$62,586,404	13	812,857	\$69,507,668	
	City of Takoma Park*	1	19,700	\$2,000,000	1	98,038	\$10,000,000	
	Prince George's County	60	4,034,609	\$408,392,177	43	2,125,407	\$240,290,526	
	City of Bowie*	8	406,801	\$15,871,950	5	102,807	\$6,367,999	
	City of College Park*	5	725,303	\$63,800,000	0	0	\$0	
	City of Greenbelt*	1	88,000	\$5,750,000	0	0	\$0	
	Subtotal		230	10,832,750	\$1,019,965,823	231	11,231,896	\$975,351,597
	Northern Virginia	Arlington County	21	2,698,760	\$367,421,998	9	2,248,000	\$239,207,000
City of Alexandria		8	168,355	\$27,237,957	8	4,312,836	\$384,296,025	
Fairfax County		67	3,983,504	\$414,130,094	85	4,472,477	\$442,911,165	
Fairfax City		1	4,000	\$625,000	3	63,486	\$9,987,999	
City of Falls Church		1	3,000	\$625,000	1	15,500	\$1,500,000	
Loudoun County		59	4,224,583	\$438,278,322	69	2,490,593	\$179,642,118	
City of Manassas		9	360,615	\$68,269,100	5	235,116	\$5,801,500	
City of Manassas Park		0	0	\$0	0	0	\$0	
Prince William County		78	2,741,414	\$171,222,604	55	2,050,972	\$196,508,133	
Subtotal			244	14,183,931	\$1,487,810,074	235	15,888,980	\$1,459,853,939
Regional Total		474	31,130,244	\$3,582,657,567	510	33,639,736	\$3,662,187,091	

Jobs/Housing Balance

While College Park has a large employment base, the city itself suffers from a jobs-housing imbalance. Ideally, jobs should match the labor force, including the number and skill level required. The housing variety would reflect the income level, preferences, and locations suited to workers in the city.

There are several advantages to having a jobs-housing balance. First is the reduced travel time between work and home, which in turn leads to less traffic. By having less traffic, the air quality is improved. An additional benefit is a slower increase in housing costs. As illustrated further in the discussion, College Park housing costs have increased dramatically. A better job-housing balance would effectively calm this rise in home prices, since workers will be chasing an adequate supply of housing.

Several methods can be used to measure the jobs-housing balance. One way to do this is by having a one-to-one ratio between the number of jobs in a community and the number of people in the workforce. Ideally, everyone in the community who wanted a position could find one in the city. Based on estimated government employment figures and 2000 County Business Patterns, College Park and the 20740 zip code had 23,522 jobs. In 2000, the Census Bureau counted 18,261 in the civilian labor force in the 20740 zip code. Based on this, the jobs-labor force ratio is 1.3:1, meaning there are 30 percent more jobs than people in the area to fill them.



Another way to calculate the jobs-housing balance is by using the ratio between jobs and housing units. On average, one housing unit is required for every 1.5 jobs. For 2000, the number of housing units in the 20740 zip code is 9,320, resulting in a jobs to housing ration of 2.5:1, well above the 1.5:1 guideline.

Both of the calculations indicate that College Park does not have enough housing to meet the needs of those working in the city. Numerous developments with a variety of housing types are planned, which will help offset the deficit. This scenario changes, though, once the future is examined. For instance, in 2010, M-NCPPC estimates 28,936 positions in College Park (which is actually smaller than the 20740 zip code used above). In order for the city to reach a 1.5:1 ration, the 20740 zip code would need to have 19,290 housing units, or more than double its current level. By 2030, that level would rise to 27,429, based on M-NCPPC estimates of 41,143 jobs in College Park.

Real Estate Market Profiles



The College Park Real Estate market is comprised of several sectors: office, retail/services, industrial and manufacturing, hotel, research and development,

and housing. Each of these areas plays an important and unique role in the health of College Park. Staff has been reporting on these sectors since 1999. The report for 2004 is incorporated in this plan.

For the purposes of this report, several geographic boundaries have been established. Downtown extends from the city's southern border north to Paint Branch Parkway, including the transit district on both sides of Paint Branch Parkway. Midtown refers to the area from Paint Branch Parkway north to Route 193. Uptown covers the area north of Route 193 up to the northern city limit.

Office Sector

Over the past three years, the College Park office market has added two new buildings. In 2002, the FDA Center for Food Safety and Nutrition (CFSAN) opened a 250,000 s.f. facility with office and lab space. The last new private office space built was the 7,000 square foot Walter L. Blair building, completed in 2001. Despite these additions, vacancy rates have decreased while lease rates have also gone down. This can be interpreted as the market striking a balance between the weak demand, relative to the supply.

The vacancy rate of privately-owned buildings is 2.9 percent; when government facilities are included, the vacancy rate drops to 0.4 percent. Both figures are very low, especially relative to the metropolitan area. In 2002, the citywide average was 7.0 percent, which has been more than halved to 2.6 percent. The highest vacancy rate is in Downtown at 2.9 percent, while the lowest is 1.7 percent Uptown. In May, 2004, the Prince George's County office vacancy rate stood at 10.4 percent, while the Suburban Maryland rate (Prince George's, Montgomery, and Frederick counties) was 9.2 percent. (Washington Business Journal)

The biggest differences in the various areas are the lease rates. Typically, the higher-quality office spaces are located in the downtown area. Office spaces in Midtown and Uptown are found not only along Route 1, but also in the neighborhood commercial districts and industrial areas. Those buildings with a Baltimore Avenue address typically have a higher lease rate than the citywide average. In a study by Marie Howland, "The

Source of Demand for New Office Space” indicates that few firms move from older to newer office space. The firms taking up the newer space generally move from outside the area. While not conclusive, it does beg the question of the importance of available, new office space to the recruitment of new businesses to the community.

More office space is on the way. Cambridge Development is currently constructing an 81,702 s.f. building known as FDA Riverside in the TDOZ. The primary tenant will be the FDA, complementing the federal facility bordering the site. The second phase of University View will have 150,000 s.f. of office space. The first phase, a 352-unit residential building, is already under construction. Several other planned projects propose having office space as a component.

It is important to note the difference between office space built for a federal tenant and speculative office space. In the case of FDA Riverside, the federal General Services Administration accepted proposals from private developers to deliver suitable office space for the FDA. In this case, the FDA is simply a tenant in an office building. In other cases, the federal government purchases the land and builds the facility itself. Additionally, there are partnerships between private developers and the federal government with the University of Maryland, who owns much of the land in the area near the Metro station. In other cases, office space is planned without the benefit of a government lease.

One program contributing to the demand for office space in College Park is the HUBZone program. This initiative by the federal government gives small businesses located in particular low-income areas preference for government contracts. Basically, the areas in College Park that qualify are Old Town, the Knox Boxes, and Patricia Court, and the University of Maryland campus. Not many office buildings are located in these areas although it does affect a few, providing an extra edge in terms of attractiveness.

Table 10: College Park Office Market, 2000, 2002, 2004
(vacancy and lease rates exclude government-owned buildings)
Source: City of College Park, CoStar Group

	2000	2002	2004
<i>Downtown</i>			
Tenants	129	109	97
Total Square Feet	655,856	544,629	544,629
Percent Vacant	8.5	6.0	2.9
Lease Rate	\$17.22	\$21.37	\$19.90
<i>Midtown</i>			
Tenants	32	31	34
Total Square Feet	1,966,880	1,970,041	1,955,184
Percent Vacant	9.5	7.3	1.7

Lease Rate	\$16.45	\$15.61	\$14.94
Uptown			
Tenants	67	61	58
Total Square Feet	160,000	169,700	149,700
Vacancy Rate	13.5	9.1	2.0
Lease Rate	\$16.81	\$18.44	\$17.76
Tenants	228	201	189
Total Square Feet*	2,680,040	2,664,370	2,784,109
Percent Vacant	10.2	7.0	2.6
Lease Rate	\$16.89	\$18.20	\$17.65

Table 11: College Park Office Statistics, 2004

(Vacancy rates include government buildings, lease rates do not include government buildings)

Source: City of College Park

Building	Address	Tenants	Square Feet	% Vacant	Lease Rate	Major Tenant
Downtown/TDOZ						
American Center for Physics	One Physics Ellipse	4	116,000	0	Owner	American Physics Association
College Park Center	7305 Baltimore Ave.	33	45,000	n/a	Owner/Condos	Health Services
College Park Office Building	7338 Baltimore Ave.	8	12,929	6	\$ 19.59	Great Seeds
College Park Professional Center	4511 Knox Rd.	14	24,000	0	\$ 22.50	Allfist Bank
Executive Building	7100 Baltimore Ave.	25	36,000	10	\$ 21.00	M&T Bank
FDA Building	5100 Paint Branch Pkwy.	1	250,000	0	Owner	FDA
Hartwick Professional Building	4231 Hartwick Ave.	10	51,500	0	\$ 18.00	University of Maryland
M Square	5115 Calvert Rd.	1	135,000	0	Owner	UM/DoD
University Building	4401 Hartwick Ave.	2	9,200	n/a	Owner	University of Maryland
Sub-Total: Downtown		98	679,225	0.8%	\$ 19.90	
Midtown						
Walter L. Blair Bldg.	4701 Melbourne Pl	2	7,000	N/a	owner	Bair & Lee
5110 Roanoke Bldg.	5110 Roanoke Pl.	2	11,143	0	\$18.50	Deco Artwear
8400 Baltimore Bldg.	8400 Baltimore Ave	4	41,160	0	\$17.77	RESI
Homer L. Dodge Building	5112 Berwyn Rd.	1	15,000	0	\$11.69	Campus Outfitters
Kidwell Building	5111 Berwyn Rd.	6	7,500	50	\$13.00	
National Archives II	8801 Adelphi Rd.	1	1,800,000	0	n/a	NARA

University Centre	4716 Pontiac St.	5	40,000	n/app	\$ 19.00	UM University College
University Professional Center	4700 Berwyn House Rd.	12	33,381	2.6	\$ 15.00	Health Services
Sub-Total: Midtown		34	1,955,184	0.1%	\$14.94	
Uptown						
9015 Rhode Island	9015 RI Ave.	1	6,200	n/a	Owner	North American Telecom, Inc.
9601 Baltimore Ave.	9602 Baltimore Ave.	11	9,000	15	\$ 16.50	Advent
One Boulevard Plaza	9658 Baltimore Ave.	10	63,000	0	\$ 22.50	Mitretech
Fred T. Gheen	4911 Niagara Rd.	3	5,000	5.5	\$ 9.66	Fred T. Gheen & Associates
Hollywood Building	10005 RI Ave.	8	6,500	5	\$ 9.00	Gaile's Violin Shop
State Employment Technology Center	9800 RI Ave.	1	20,000	n/a	n/a	State of Maryland
Sterling Building II	4907 Niagara Rd.	4	8,000	0	\$12.50	Washington Mortgage
Sterling Building I	4920 Niagara Rd.	20	32,000	10	\$ 15.00	Centurion Security
Sub-Total: Uptown		58	149,700	1.9%	\$17.76	
TOTAL		189	2,784,109	0.4%	\$17.65	

Research and Development

Like the hospitality sector, College Park employs a larger share of people in the Information sector than does the national average. Additionally, the City of College Park has a significant federal government research and development presence, which is likely to expand. Because of this, suitable space for these industries is worth tracking.

The Food and Drug Administration Center for Food Safety and Nutrition (FDA CFSAN) began operation in January, 2002. Since then, the FDA has chosen a developer to build an office building to house further FDA operations next to the first facility. The 81,702 s.f. facility is scheduled to open September, 2004. Although the primary tenant for the building will be the FDA, approximately 15,000 s.f. of office and lab space is for lease to outside firms.

The University of Maryland is in the process of embarking on the development of a research park near the College Park/University of Maryland Metro station. The park, M Square Business Enterprise Park, could have 1.5 million s.f. of space built over 15 years. The university acquired the former Litton facility, as well as a 60-acre site known as the Avanti property. UM hopes to develop these parcels in cooperation with private-sector partners, The Michaels Company, Manekin, LLC, and Corporate Office Properties Trust (COPT). In this scenario, the private sector seek tenants and build-to-suit on parcels owned by the university. The private sector would purchase or lease structures with ground rents to the University of Maryland. Capital improvements to the property would be taxable.

The National Oceanic and Atmospheric Administration (NOAA) had a request for proposals (RFP) to locate a new facility in the area. Two of the final proposals are on property now owned by the University of Maryland. The preferred site is on the Avanti property. In this case, it is unclear whether the facility would be in College Park or Riverdale Park, because the site straddles the city limit.

The former Litton site has been leased to the Center for Advanced Study of Language, a new research facility that will support people and technologies capable of interpretation analysis and communication in languages critical to national security. The DoD plans to open operations in November, and will employ approximately 75 additional people.

The University of Maryland is also working with the Army Corps of Engineers to develop the Laboratory for Telecommunications Sciences. This facility, located outside the city limits, off of Greenmeade Drive, will have 70,000 square feet of laboratory space. Although this is a strictly government facility, it represents the development of a critical mass of laboratory uses in College Park.

The Technology Advancement Program (TAP) has 21,458 s.f. of office and lab space on the University of Maryland campus. Eight companies are currently housed at TAP, including Datastream Conversion Services, a rapidly growing company.

Industrial Sector

The College Park industrial market has remained relatively stable over the past two years. The industrial space in College Park is spread throughout the city, located primarily in the area around the Metro station and the eastern portions of College Park, including Berwyn. The change in the square feet of space reflects a change in data reported, rather than any space being taken off the market. Between 2000 and 2002, the change represents the closing of the Litton Industries facility in the TDOZ. The property has been purchased by the University of Maryland for its M Square University of Maryland Enterprise Park, and the first tenant will be the DoD, which is scheduled to occupy the building in November, 2004. The space will then be listed as office space to better reflect the new use.

Although the vacancy rate has increased, the number of tenants in the city has not changed in the past two years. The vacancy rate has risen from a remarkably low 0.8 percent to 2.2 percent, which is still a relatively low vacancy rate. One explanation is that businesses that had previously used multiple spaces are now using fewer bays, thus opening up space for more tenants and vacancies.

Table 12: College Park Industrial Market, 2000, 2002, 2004

Source: City of College Park

	2000	2002	2004
Tenants	51	67	67
Total Square Feet	930,490	844,728	842,581
Percent Vacant	2.5	0.8	2.2
Lease Rate	n/a	n/a	\$8.04

Table 13: College Park Industrial Statistics, 2004

Source: City of College Park

Site	Address	Tenants	Square Feet	% Vacant	Lease Rate	Major Tenants
Downtown/TDOZ						
Ace Fire-Metro Area	5103-5115/ 5114 College Ave.	8	16,000	0	\$ 9.00	Residecks
Dent, Clyde	5016 Lehigh/ 7420 51 st St.	3	34,300	0	\$7.00	Clyde W. Dent
College Park Industrial Center	5018 College Ave.	4	15,060	0	\$5.00	
5002,5004 Lehigh	5002,5004 Lehigh	2	12,000	0	\$7.00	
Midtown						
5127 Berwyn	5127 Berwyn Rd.	1	12,000	0	\$6.70	Sonny's
5105 Berwyn	5105 Berwyn Rd.	1	15,915	0	\$9.20	La Prima
5107 Berwyn	5107 Berwyn Rd.	4	12,810	0	\$7.00	
5117 Berwyn	5117 Berwyn Rd.	0	5,000	100	\$8.40	
Roanoke Building	5112-5114 Roanoke Pl.	2	16,000	0	\$8.40	
Washington Post	5245 Greenbelt Rd.	1	326,000	n/a	Owner	Washington Post
Uptown						
Branchville Industrial Center	9000-9122 51st. Place	17	58,422	0	\$9.00	MAACO
Branchville Rd.	5010-5106, 5151 Branchville Rd.	6	38,000	n/a	n/a	Hydra Lift
Stone Industrial Precision Products Group	9207 51st. Ave.	1	115,000	n/a	Owner	Stone Industrial
College Park Warehouse	9215 51st. Ave.	17	36,000	0.0	\$ 8.80	Davals Food Distributors
Total		67	842,581	2.2%	\$8.04	

Retail Market

The College Park retail market has steadily improved over the past several years. College Park has several commercial districts, including the area along US Route 1. The town center area is Downtown, the area between Paint Branch Parkway and the southern

boundary of College Park. In addition, there are two neighborhood commercial districts: Berwyn and Hollywood. For the purposes of this survey, only retail properties with four or more units are included, which excludes the Berwyn commercial district.

Vacancy rates continue to decline, while lease rates increase. The downtown area has one vacancy, with none in the retail centers. The Midtown area has no vacancy in the Campus Village Shopping Center, but does have a vacancy at the Greenbelt Road-University Boulevard triangle. This should be a temporary situation; the owner of the property has approval to build a 7-11 and gas station at the site. The Uptown area has several properties with vacancies, including the College Park Marketplace. SunTrust Bank has left the shopping center, leaving one vacant space. Hollywood Square has also suffered the departure of two of its tenants, Peaces of a Dream consignment shop and Realms of Fantasy hobby store.

Not included in these figures is the largest retail development in College Park, IKEA. The Swedish furniture store opened its College Park store in June, 2003. The 400,000 square foot facility is the first phase of development at the site. The remaining 15-acre parcel will be developed as a mixed-use project with residential and retail, with the possibility of some office uses.

Another retail project is Terrapin Station, which will be built on the former Sunoco site in downtown. The project, which will have up to 11 stores, will offer 13,000 s.f. of retail on the 17,000 s.f. lot. Ground has been broken, with completion expected in September, 2004.

Table 14: College Park Retail Shopping Centers, 2000, 2002, 2004

Source: City of College Park

	2000	2002	2004
Tenants	94	91	84
Total Square Feet	450,560	465,900	460,700
Percent Vacant	5.6	3.5	2.5
Lease Rate	\$28.44	\$27.96	\$28.92

Table 15: College Park Retail Shopping Center Statistics, 2004

Source: City of College Park

Building	Address	Tenants	Square Feet	% Vacant	Lease Rate	Major Tenant
Downtown/TD OZ						
College Park Retail Center	7415 Baltimore Ave.	11	17,000	0	\$ 28.00	Bagel Place, Adidas
College Park Shopping Center	Baltimore Ave. & Knox/Hartwick Rds.	16	89,000	0	\$ 23.43	CVS, Kinko's, Applebee's
Midtown						
Campus Village Center	8145 Baltimore Ave.	13	26,000	0	\$ 20.00	Moyer Mohal, Pandora's

Rhode Island Central	8900-8911 Rhode Island Ave.	3	6,000	25	n/a	Signs
<i>Uptown</i>						
A-1 Center	4924-38 Edgewood Rd.	5	10,800	15	\$ 10.00	A-1 Pawn*
Hollywood Square	9923-37 Rhode Island Ave.	6	11,000	25	\$ 12.50	Book Nook
College Park Marketplace	Cherry Hill Rd. & Baltimore Ave.	13	251,600	1.9	\$ 35.00	Home Depot*
Hollywood Shopping Square	9913-9923 Rhode Island Ave.	5	4,800	0	\$17.00	Terrapin Chiropractic
Hollywood Shopping Center	9801 Rhode Island Ave.	13	44,500	0	\$ 16.50	REI
Total		84	460,700	2.5%	\$ 28.92	

Hotel Market

As indicated in the discussion of employment above, the hotel industry is important to the City of College Park. The occupancy rates listed below include ten hotels, although there are others in the city limits. No new rooms had been added at the time of the survey. Since then, the Inn and Conference Center at the University of Maryland University College has added 127 new rooms and 7,000 s.f. of meeting space. The new facility opened in March, 2004.

Not surprisingly, the occupancy rates dropped after September 11, 2001. In College Park, the occupancy rates have never bounced back from those levels. Although the occupancy rates have declined, the av-

erage daily room rate has increased, with a 5.4 percent increase over the past two years.

An interesting note in the monthly occupancy rates is fluctuation between peak and low months. No month is repeatedly a peak month, while November is the only low month listed in multiple years. However, some months, such as January and December, appear in both the peak and low columns for different years. Additionally, the spread, or variation between peak and low months, has decreased, indicating the business, while less, is steadier.

Year	Occupancy Rate	Average Daily Rate	# of Rooms
1998	59.5 %	\$69.62	924
1999	63.0%	\$74.27	924
2000	66.3%	\$76.34	1004
2001	64.0%	\$76.39	1004
2002	60.9%	\$78.91	1004
2003	60.7%	\$80.83	1004
Avg.	62.2%	\$74.72	

Table 16: College Park Hotel Occupancy and Rates, 1998-2003

Source: Smith Travel Research

Year	Peak Month	Low Month	Spread
1998	61.4 (March)	59.1 (November)	2.3
1999	63.0 (December)	59.3 (April)	3.7
2000	67.5 (August)	63.1 (January)	4.4
2001	67.3 (July)	63.7 (November)	3.6
2002	63.8 (February)	60.9 (December)	2.9
2003	61.1 (January)	58.5 (June)	2.6

Table 17: College Park Hotel Peak/Low Month Occupancy Rates, 1998-2003

Source: Smith Travel Research

Both tables: Data applies to Best Western Maryland Inn, Comfort Inn, Days Inn, Holiday Inn, Inn and Conference Center, Howard Johnson Express, Quality Inn, Ramada Limited, and Hampton Inn.

Residential Market

The Washington, DC metropolitan area has had, like much of the country, a very strong housing market over the past few years. Between 2001 and 2003, the median sales price nationally of existing single family homes has increased fifteen percent, from \$147,800 to \$169,000 (www.realtor.org). Historically low interest rates have lead to a housing boom nationwide.

College Park is no different. As indicated below, the number of days on the market is short, while the prices are rising. This is true for the entire metropolitan area. In comparison to Prince George's County and the Washington, DC metropolitan area, homes in College Park sell much quicker. The average sales price for a home has also increased significantly. The average price increase was 8.4 percent in College Park between FY 2003 and FY 2004 (through February), while Prince George's County and the Washington metropolitan area increased 13.7 percent and 10.8 percent, respectively. This indicates that College Park is an attractive residential market, yet remains affordable relative to the Washington region.

Table 18: Single Family Home Sales

Source: Metropolitan Regional Information Systems

	Average Days on Market		Average Sales Price	
	FY 2003	FY 2004	FY 2003	FY 2004
College Park	16	21	\$200,579	\$237,457
Prince George's County	40	36	\$179,424	\$204,116
DC Metro Area	26	24	\$312,653	\$346,319

While existing home sales do quite well in the city, there are no new single family homes under construction. New home construction in the Washington area, and Prince George's County in particular, is dominated by single-family homes. In College Park, the story is quite different, as most of the developable land already has houses, and there are only a few infill sites within the city. Because the Route 1 Corridor was recently rezoned to allow residential development, and the College Park Metro station encourages higher-density housing around Metro stations, it is expected that future new homes will primarily be five or more units. The University View residential structure is currently under construction, which will be one building with 352 units.

Table 19: Building Permits Issued

Source: US Census Bureau

	Total	1 unit	2 units	3-4 units	5+ units	# of structures
2003						
Washington Region	35,847	27,986	28	250	7,583	301
Prince George's County	2,814	2,808	1	0	128	5
College Park	0	0	0	0	0	0
Jan-March 2004						
Washington Region	8,596	6,446	0	88	2,062	49
Prince George's County	420	420	0	0	0	0
College Park	0	0	0	0	0	0

Economic Development Goals and Strategies

As stated in the opening, the purpose of the College Park Economic Development Plan is to guide economic development in the city in order for the city to realize its vision of an attractive downtown, excellent employment opportunities for highly skilled workers, and a stable tax base. The following Goals and Strategies are designed to lead the city toward its vision, specifically addressing the issues identified while developing the plan.

After examining data and input, all of which helped describe economic conditions and perceptions of the City of College Park, a number of important issues have emerged. These have been grouped into three categories: New Development and Revitalization Business Retention and Expansion, and New Business Attraction. The issues are listed below each category, followed by a series of goals. These are general directives designed to address the issues. Following each goal are strategies, which are specific courses of action to address the issues identified in each category.

New Development and Revitalization

Issues:

1. Implementation of Route 1 and Greenbelt Sector Plans and College Park-Riverdale Park Transit District Development Plan.
2. Need for more strategic planning and identification of opportunity sites.
3. Underperforming and unattractive neighborhood commercial districts.
4. Lack of leadership and resources.

5. Transportation inadequacy and difficulty in adding capacity on US Route 1.
6. Perceived high crime rate.

Goal 1: Manage implementation of US Route 1 Corridor Sector Plan.

Strategies:

1. Establish College Park City-University Partnership (CPCUP) as manager of implementation, holding it accountable for successful implementation of plan.
2. Support CPCUP by changing makeup of Board of Directors, hiring of full-time staff, and establishing more resources for the organization.
3. Develop detailed district (subarea) plans and feasibility studies to guide development and identify specific target projects and other needed improvements.
4. Establish Tax Increment Finance (TIF) district with Prince George's County in one or more areas along the Route 1 Corridor in order to support infrastructure improvements and priority projects.
5. Support assemblage of properties, including selective use of eminent domain, in order to encourage quality development.
6. Provide information to make lenders aware of investment opportunities in the community.
7. Change the Adequate Public Facilities (APF) requirements for US Route 1.
8. Establish a "Road Club" or similar mechanism to collect developer fees to rebuild US Route 1.
9. Work with M-NCPPC or University of Maryland to develop more detailed architecture guidelines.

Goal 2: Realize development in the College Park/University of Maryland Station area.

Strategies:

1. Work with University of Maryland and private sector developers to promote M Square Enterprise Campus.
2. Conduct additional planning and feasibility studies for catalyst projects north of Paint Branch Parkway.

3. Revisit College Park/Riverdale Transit District Development Plan to revise as necessary based on development needs, especially to include housing.
4. Work closely with WMATA to realize joint development strategy of mixed-use development at Metro station.
5. Utilize MHAA resources to promote tourist-related development in the area.

Goal 3: Revitalize Berwyn commercial district to create attractive, leasable retail or residential space and attract new customers.

Strategies:

1. Seek resources for façade improvements, such as Redevelopment Authority's CARE program and MHAA, to leverage private sector funds.
2. Work with County Council representatives to introduce legislation to expand retail uses in the C-A zone in Berwyn.
3. Establish the "Arts and Crafts District" theme and recruit prospective businesses, such as arts and crafts supply store, garden/ plant shop, or specialty food store.
4. Implement streetscape program, including streetscape, lighting, and landscaping.
5. Promote installation of art in public spaces in Berwyn.
6. Explore designation as a state Arts District.
7. Work with merchants on joining advertising, special events, and other marketing.

Goal 4: Revitalize Hollywood Commercial District by addressing issues of visibility, access, and lack of identity.

Strategies:

1. Work with private sector to redevelop property at northwest corner of Edgewood and Rhode Island Avenue or pursue city acquisition and development.
2. Define an identity for the Hollywood commercial district for marketing purposes.
3. Physically define district using gateway signage and other design elements.
4. Work with shopping centers to develop and implement a sign replacement program.
5. Work with merchants to create a joint marketing campaign, both to identify district to existing customers and reach a larger market.
6. Program events and activities to attract customers.
7. Create an urban design plan that addresses streetscaping and façade improvements.

8. Eliminate service roads and implement vehicular, bicycle, and pedestrian circulation improvements.
9. Encourage establishment of Hollywood merchant association, similar to DCPMA.
10. Sponsor a charrette to involve all stakeholders in a revitalization plan for the entire district.
11. Work with owner of Hollywood Shopping Center to encourage appropriate infill development.

Goal 5: Increase heritage-based tourism

Strategies:

1. Develop visitor amenities, such as hotels, restaurants, and entertainment.
2. Promote or support heritage-related events and attractions.
3. Implement wayfinding sign system.
4. Encourage property owners to utilize historic preservation tax credits.
5. Pursue money for projects within TIZ, such as North Gate Park and Muppet Museum.
6. Work cooperatively with ATHA partners on development-themed tourist “trails.”

Goal 6: Encourage college graduates, particularly UM grads, to live and work in the city

Strategies:

1. Work with developers to provide a variety of housing options for professionals.
2. Survey UM faculty and staff about living in College Park.
3. Create a more vibrant college town environment by attracting new retail and entertainment and better advertising of cultural offerings.
4. Fund a local Live Near Your Work program, in conjunction with local employers.
5. Increase the number of high-tech and professional jobs within the city.

New Business Attraction

Issues:

1. Poor visual image
2. Reputation of city and county as a poor business climate
3. Loss of college graduates
4. Poor mix and quality of retail services

Goal 1: Attract advanced technology and professional employers to College Park to diversify employment base.

Strategies:

1. Partner with UM and Prince George's County to identify and recruit private-sector businesses that would complement and benefit from University of Maryland and federal government facilities in College Park.
2. Improve website as a tool to attract new businesses by including information on financing, tax credits, and other incentives.
3. Establish a business liaison program to put potential businesses in contact with existing businesses in the city.
4. Encourage new development of Class-A office space and laboratory facilities.
5. Promote the inclusion of office and retail space in mixed-use projects.
6. Partner with UM's Dingman Center for Entrepreneurship and the Maryland Small Business Development Center to encourage new small business creation.

Goal 2: Attract a better mix of retail goods and services to city.

Strategies:

1. Prepare publications and materials to market city to selected businesses, including restaurants, music and bookstores, clothing, and grocery stores.
2. Encourage development of suitable space for retail and services.
3. Seek referrals from Small Business Development Center to encourage entrepreneurs to locate in College Park.
4. Improve the physical appearance of US Route 1 through streetscape and landscaping improvements.
5. Brand and market College Park as a "city," and create identity of US Route 1 development districts.

Business Retention and Expansion

Issues:

1. Parking supply and enforcement
2. Business regulation
3. Rising rents and costs of doing business, which cause locally based businesses to move to other areas
4. Lack of available commercial space.

Goal 1: Provide and administer downtown public parking program to address supply and enforcement in a business-friendly way.

Strategies:

1. Establish parking district downtown to monitor parking supply and collect revenue to support parking program.
2. Establish a parking district advisory group to work with city in making rate changes, policies, etc., regarding parking.
3. Construct parking garage in downtown.
4. Ensure public parking supply meets future demands.

Goal 2: Clarify regulatory requirements of local agencies for commercial businesses.

Strategies:

1. Develop and distribute guide to business licensing.
2. Work with Prince George's County to ensure zoning and other regulations are not unreasonable barriers to growth.

Goal 3: Work directly with business to address problems and needs.

Strategies:

1. Survey businesses and conduct follow-up visits as needed annually.
2. Establish city business advisory panel to discuss business issues in the city.
3. Develop industry-specific business roundtable groups to promote net working.
4. Continue to support DCPMA and organize other business groups as warranted.
5. Develop and distribute business resource guide in College Park.

Goal 4: Assist businesses wishing to expand or relocate in city.

Strategies:

1. Contact TAP incubator and SBDC to encourage businesses to stay in College Park.
2. Notify businesses displaced by redevelopment activities. Actively work with them to find a new home in College Park.
3. Provide technical assistance to businesses for site location, financing, and zoning as needed.
4. Identify businesses interested in expanding and partner with the Maryland Department of Business and Economic Development to provide assistance to the businesses.

Goal 5: Attract new customers to city.

Strategies:

1. Develop events to bring people into College Park.
2. Better establish the identity of the City of College Park.
3. Orient consumers geographically by identifying specific retail districts within the Route 1 corridor.
4. Improve attractiveness of intersections and entrances to city through landscaping and gateway signage.

Progress Indicators

“College Park has increased its employment base with high-wage, high-quality jobs in a variety of fields. New development along the Route 1 corridor and around the College Park Metro Station has enhanced the city's tax base and provided a better mix of retail goods and services, first class office space, and a variety of housing types. Neighborhood commercial districts have been revitalized and Downtown College Park has expanded to become a true Town Center for the community.”

The College Park Economic Development Plan is designed to guide economic development in the city for the next ten years. In partnership with other public and private entities, the city will work to achieve the vision of a vibrant community with a strong tax base, good employment opportunities for college graduates, and an excellent mix of housing types, retail goods, and services. Methods to achieve this are outlined earlier.

In order to monitor the progress in achieving the goals and implementing the strategies outlined in the plan, a list of indicators has been developed. Each one directly relates to goals outlined previously. The indicators will be listed in the budget each year.

1. Number of net new businesses in city

One of the major objectives of the Economic Development Plan is to increase the number of businesses in the city, both professional and retail and services. The best source of this data is *County Business Patterns*, published by the U.S. Census Bureau, although this information is reported approximately two years later.

2. Number of advanced technology and professional jobs in College Park

This indicator directly addresses the goal of attracting advanced technology and professional employers to College Park. The best source for this information is *County Business Patterns*.

3. Number of businesses expanded

The Economic Development Plan encourages the city to work with existing businesses to encourage expansion. This can be determined in a variety of ways, either by investment, new construction, or additional positions added. The Plan calls for College Park businesses to be surveyed each year. The number of businesses expanding in the city can be counted through this effort, as well as additional contact with businesses.

4. Number of business recruitment contacts made for

- *Route 1*
- *TDOZ*
- *Hollywood*
- *Berwyn*

One of the key points of the vision statement is the availability of a variety of goods and services throughout the city, including neighborhood commercial districts. In order to do this, businesses should be made aware of the opportunities in College Park through marketing efforts. The city should track the number and type of outreach efforts made to these businesses.

5. Number of new public parking spaces

One of the major complaints that appeared in the SWOT analysis with the Advisory Panel and the business survey was a lack of available parking. Because this is an important element in a vibrant downtown, the city shall annually report the number of new public parking spaces.

6. Assessable tax base and percent of tax revenue generated by commercial property

As stated in the vision, a strong tax base is desired by the city. Thus, the city should report annually the assessable tax base. Another aspect of a strong tax base is to shift the property tax burden from residents to businesses not necessarily by raising taxes, but rather by augmenting the existing tax base through new commercial development. The ratio of commercial to residential property assessments is reported annually by the city.

7. Jobs/housing ratio

As discussed earlier, the jobs/housing ratio is important for a variety of reasons, including decreased traffic congestion and better air quality. In order to assess improvement in this regard, the employment level and the number of housing units shall be compared annually using *U.S. Census* and *County Business Patterns* data.

8. Median home sales price

This is a key indicator of the relative economic health of the city, especially when compared to the metropolitan area. One of the objectives of the Prince George's County Approved General Plan is to increase the average home value in the county. This information can be obtained by contacting MRIS, Inc.

9. Square feet of new commercial space

Because so much of this plan focuses on attracting new business to the city, these businesses will need appropriate facilities, be it office, laboratory, or retail space. Also, additional commercial space corresponds with increasing commercial property tax revenue. This figure can be calculated by the city.

10. Number of new residential units

This is an important statistic because part of the vision addresses the need for a variety of housing in College Park. The city's housing stock is predominantly single-family homes, which do not address the needs of many people. Therefore, new housing can provide housing types rarely found in the city in order to attract and retain University of Maryland graduates and employees working in the city. Again, the number of new residential units can be calculated by the city.

11. Amount of annual Capital Improvement Program

The City of College Park Five Year Capital Improvement Program provides funding for public capital investment in the city. Such investment will make College Park more attractive for economic development by improving things that directly impact businesses, such as transportation improvements, as well as other factors affecting the quality of life in College Park. The level of funding is reported in the College Park Annual Budget.

Appendix A: Existing Plans and Programs

Route 1 Sector Plan and Economic Development Strategy

As discussed in previous sections of the Plan, US Route 1 forms the commercial spine of College Park. Downtown, just south of the main entrance to the University of Maryland, has a variety of stores and restaurants and is largely pedestrian-oriented. Auto-related uses, drive-through restaurants, and other under-utilized properties dominate the landscape north of Paint Branch Parkway. In an effort to transform Route 1 into a gateway boulevard with a main street and town center, the city worked with M-NCPPC to develop a flexible plan that would encourage development and redevelopment.

The Approved College Park US 1 Corridor Sector Plan and Sectional Map Amendment (the Sector Plan) was created to bring about the desired changes. One of the major components of the plan is a new Mixed-Use-Infill (MUI) Zone, which allows residential development and promotes a mix of uses along the Corridor. Because they can then live near work and retail, people will be less auto-dependent, decreasing traffic and encouraging more pedestrian uses.

The Sector Plan also streamlines the process through which plans are approved. The new plan requires the submission of a detailed site plan, but any variances or departures are reviewed at the same time. This Sector Plan simplified the approval process.

To outline the type of development desired, the Sector Plan divides Route 1 into six subareas, defining the development character of specific areas along Route 1. For each subarea property along Route 1, a paragraph describes what type of development is envisioned. This helps guide developers as to what types of development would be appropriate in a specific location. Similarly, design guidelines, such as building height, vary between subareas.

The US Route 1 Sector Plan recommends the reconstruction of US Route 1 by the Maryland State Highway Administration. Improvements for the highway would include a landscaped median, additional landscaping along the roadside, bike lanes, and sidewalks. It will also limit the number of curbcuts along Route 1. While these measures will do little to add capacity to the highway, it will improve pedestrian and vehicular safety and aesthetics.

When the Sector Plan was created, an Economic Development Strategy for the Route 1 Commercial Corridor was submitted to M-NCPPC. This document outlines the challenges and opportunities facing the redevelopment of Route 1. Small parcel size, multiple ownership, and inflated land prices are among the obstacles to redeveloping Route 1. In addition, the document includes actions to revitalize the corridor. Some of these steps have already started, such as redeveloping the former Sunoco station and encouraging office development in the midtown area, while other projects, like the

bowling alley, remain to be tackled. Also discussed in the strategy is Tax Increment Financing (TIF), implementation of a special taxing district to address parking issues, and the establishment a development facilitation program.

College Park-Riverdale Park Transit District Development Plan

The College Park-Riverdale Park Transit District Development Plan (TDDP) was approved in 1997 to serve as the conceptual plan and to provide guidelines and requirements for detailed plans for the area around the College Park/University of Maryland Metro Station. The TDDP describes the northern portion of the Transit District Overlay Zone (TDOZ), the area covered in the planning document, as an urban environment. More suburban, campus-like development is envisioned for the southern portion of the TDOZ. Property in the TDOZ, zoned M-X-T, requires at least two land uses per site.

As well as outlining a vision for the area, there are specific requirements associated with the plan. The TDDP limits the total amount of parking allowed in the area, in an attempt to encourage the use of public transportation. A specific streetscape is proposed, with landscaped medians, tree plantings, and sidewalks. Pedestrian access is emphasized, as well as design guidelines that encourage pedestrian use. The TDDP discusses specific road improvements that should be made. Building height is limited to 84 feet along River Road, and 60 feet along Paint Branch Parkway. The TDDP also offers a streamlined approval process. Because the TDDP acts as the Conceptual Site Plan for proposals in the district, only a detailed site plan is required.

The University of Maryland is in the process of establishing its M Square Enterprise Campus in the TDOZ. There is the potential of over three million square feet of development, with an expected employment of 6,500 researchers and staff. This is in addition to the current tenants of

the TDOZ in College Park: the American Center for Physics, FDA, and a number of small businesses.

North of Paint Branch Parkway are a number of industrial businesses, along with a temporary parking lot owned by the city. This area could be redeveloped, converted to retail or other appropriate use.

Greenbelt Metro Area Approved Sector Plan and Sectional Map Amendment

Designed to address development around the Greenbelt Metro Station, the Greenbelt Metro Area Approved Sector Plan and Sectional Map Amendment (Greenbelt Sector Plan) was approved in 2001. The vision for the area encourages the use of transit, bikeways, and traditional linkages to the surrounding communities while preserving the environmental features of the area. The mixed-use development will have high quality design standards and be environmentally sensitive.

The Greenbelt Sector Plan Area generally borders Rhode Island Avenue on the west, Sunnyside Avenue and Edmonston Road on the north, Edmonston Road and Kenilworth Avenue on the east, and Greenbelt Road on the south (including all commercially zoned property on both sides of Greenbelt Road between the CSX/Metro railroad tracks and Kenilworth Avenue). Included are portions of the Hollywood and Daniels Park neighborhoods, as well as several industrial uses in College Park. The Greenbelt Sector Plan did not change the zoning for most of College Park, with the exception of a parcel rezoned to correct a zoning map error. The area closest to the Metro Station, the “Core Area”, was rezoned from primarily heavy industrial uses to M-X-T in order to allow for a mixed-use development.

The Preliminary Plan of Subdivision and Conceptual Site Plan for a large mixed-use development near the Greenbelt Metro Station has been approved. Although the developers are re-working the concept, the approved project will have 1,600 residential units, 1.5 million square feet of office space, and 1.8 million square feet of retail space.

Although the zoning allows industrial uses, the design policies portion of the Greenbelt Sector Plan recommends that incompatible industrial uses in College Park be phased out with more compatible residential uses.

Prince George’s County General Plan

The Prince George’s County General Plan, approved in October, 2002, outlines policies for future development in the County. The General Plan divides the county into three areas: Developed Tier, almost all of which is within the Beltway, including College Park; Developing Tier, which will maintain moderate and limited land uses; and Rural Tier, which maintains the current environmental features and agricultural uses. The General Plan identifies the College Park/University of Maryland Metro Station as a “Metropolitan Center.” This is defined as a center with an expected high concentration of land uses and economic activities that attract employers, customers, and workers from other parts of the Metropolitan Washington area. High-density residential development is expected to be located in Metropolitan Centers, which can effectively be served by mass transit. The Route 1 Corridor is one of seven developed tier corridors, where more intensive development and redevelopment is encouraged. According to the General Plan, development in Developed Tier Corridors should occur at selected Corridor nodes and be planned as transit-oriented development.

The General Plan also addresses economic development, establishing quality economic development as one of the highest countywide priorities. Anticipated benefits of these efforts include providing upper income jobs, shifting the tax burden away from residents, and providing desired amenities to residents. Centers and Corridors are identified as cornerstones for attracting new employment and commercial development. The policies adopted in the General Plan are

- Support the Prince George’s County Economic Development Strategy.

- Retain and enhance the county's existing businesses.
- Increase the number of upper income, high value-added jobs in the county.
- Attract quality retail development to the county.
- Attract a diversity of new jobs and businesses.

Anacostia Trails Heritage Area Management Plan

The State of Maryland established the Maryland Heritage Areas Authority (MHAA) in 1996 in order to promote heritage-related tourism in Maryland. Grant funding is available through this initiative, as well as specific tax credits. In order to take advantage of these programs in

Prince George's County, the Anacostia Trails Heritage Area was established.

The Anacostia Trails Heritage Area (ATHA) is a territory of 83.7 square miles, encompassing 14 municipalities as well as unincorporated areas. Located in the northern portion of the county, it is bounded on three sides by the county border, and on the east by the Baltimore-Washington Parkway and federal property. Within these boundaries are many sites with historical and cultural significance, including the College Park Airport and College Park Aviation Museum. Using the Approved Anacostia Trails Heritage Area Management Plan as its base, MHAA certified ATHA as an official heritage area in 2000, which made the area eligible for various grants.

In addition to the whole heritage area, ATHA also has several Target Investment Zones (TIZs), including the Greenbelt/College Park/Berwyn Heights TIZ, which contains much of the southern portion of College Park. The TIZs allow for municipalities and non-profit organizations to apply for capital grants, such as the Berwyn Road streetscape project. The TIZs also enable businesses that can provide services to tourists, such as restaurants and hotels, to be eligible for the Maryland Historic Tax Credit program, even if the structures are not historic. The tax credit is for twenty percent of the renovation of a building or facility.

Hollywood Commercial Revitalization Strategy

In 2001, the City of College Park commissioned a study to develop strategies for the revitalization of the Hollywood commercial district. The study, Hollywood Commercial Revitalization Strategy (the Strategy), outlined existing conditions and market potentials, recommendations, and an implementation plan. The analysis indicates that a mix of "community oriented" retail, goods and services catering to the needs of nearby residents, and "destination oriented" retail, goods and services that bring in customers from outside the area, would be appropriate.

Although the Hollywood Commercial District is home to a variety of businesses, there are challenges facing the neighborhood. Visibility, poor signage, increased

The Strategy identifies ideas for the revitalization of the commercial area. First is the

redevelopment of the vacant gas station, which would, in all likelihood, not meet the financial return requirements for a developer. Various options include constructing an office building, or the city to subsidize a portion of the rent in order to find a suitable tenant. Building on the district's strengths, a marketing plan could help, both through advertising and signage, façade, and streetscape improvements. The development of a merchant association and traffic circulation improvements are suggested.

Market Analysis and Revitalization Strategies for Berwyn Arts and Crafts District

In 2001, the City of College Park undertook a planning strategy and market analysis for two small business areas in College Park- the Berwyn commercial district and the intersections of Greenbelt Road and University Boulevard with Rhode Island Avenue, known as the Greenbelt/University Triangle. The Berwyn district is an underutilized two-block commercial area with a high vacancy rate, despite two regional draws, Smile Herb Shop and Berwyn Café. In order to increase its vitality, the consultant recommended marketing the district as an arts and crafts area. This would build on the existing tenants, and would be a good match to the surrounding community. The mix would emphasize arts activities, natural/health-oriented uses, and specialty foods and merchandise.

In addition to attracting new businesses, other suggestions are offered. The report mentions the creation of an "art park," which would add to the overall feel of the neighborhood as an arts destination. The area should be rezoned from its particularly limited C-A (Commercial Ancillary) zone. Signage directing people from Route 1 Should also be included.

University of Maryland Facilities Master Plan

In order to create a "first-class physical campus that is appropriate for a world-class university", the University of Maryland developed a Facilities Master Plan 2001-2020 to advance the vision of its development. A committee was established to draft a plan that encourages campus development and growth in an orderly manner. The planning committee established four principles to guide future development: 1) preserve of campus beauty and the environment; 2) reduce the number of automobiles on campus and eliminate vehicular congestion to the extent possible while promoting unimpeded movement across the campus; 3) reinforce the campus's role as a good neighbor in the larger community; and 4) preserve and enhance the architectural heritage of the campus. This translates into goals, followed by recommended actions.

The plan broke up the campus into eight districts. Environmental plans and features, underlying infrastructure, land uses, properties, and transportation recommendations appear in maps of each district. Particular projects are outlined and discussed, including the area around the College Park/University of Maryland Metro Station.

College Park Comprehensive Plan

The City of College Park Comprehensive Plan was developed in 1995 and outlined a

vision for the city that is still valid. The vision statement described a vibrant and prosperous residential, commercial and educational community. A town center, safe community, and environmentally sound green city with adequate public facilities are all aspects of the vision, as well as harmonious City-University relations. Each neighborhood is addressed individually in the plan, as are Route 1 and the downtown/metro area.

In addition to general concerns, the plan also addressed economic development in general. A variety of issues were cited in the plan. These included the need for a better mix of businesses, lack of attention to economic development issues, lack of communication, unattractive commercial and industrial properties, vacant commercial properties, traffic congestion and lack of parking, threats to public safety, and a lack of city-University-business coordination. Several strategies and actions were identified to help alleviate these problems.

College Park Capital Improvement Plan

The College Park Five Year Capital Improvement Plan (CIP) represents the City's financial plan for addressing facility and infrastructure needs. The projects in the CIP are designed to improve the City's infrastructure, revitalize neighborhoods, and encourage economic development.

The CIP provides a comprehensive look at all of the capital projects planned for the next five years and provides a clear picture of what the future holds for the city. Each year, projects are funded, both for immediate implementation and for the future. It enables College Park to more efficiently allocate resources to improve and enhance the community. The most recent CIP budget includes public safety, monument signs, College Park Trolley Trail, and the Berwyn Commercial District Streetscape. All of these projects directly contribute to the economic viability of College Park, making it a more attractive place to live, work, and play.

Appendix B: Advisory Panel

Economic Development Advisory Panel

Ted Ankeney, Manager
Maryland Book Exchange

Iris Boswell, Special Assistant to the County Executive
Prince George's County

Glenna Cush, Director of Marketing
SBDC

Brian Darmody, Assistant VP for Research and Economic Development
University of Maryland

Laura Dromerick, Associate Director
Dingman Center for Entrepreneurship

John Frece
National Center for Smart Growth Research and Education

Jeff Glynn, Executive Vice President of Community Banking
Riggs Bank

Steve Groh, Finance Director
City of College Park

Shelly Gross-Wade, Executive Director
Prince George's Financial Services Corporation

Tim Kardisek, Vice-President and General Manager
Stone Industrial

Bernie Khoury, Executive Officer
American Center for Physics

Joe Lasick, Owner
Lasick's Restaurant

Richard MacDonough
Fraser Forbes Company

Mukesh Majmudar, President and CEO
Star Hotels

Rebecca Martino, Congressional Liaison
GSA

David McClatchey
Scheer Partners

Margaret Morgan-Hubbard, Associate Director
The Democracy Collaborative

Burt Oliver, Manager
Prince George's Workforce Development Partnership

Richard K. Reed, Chairman
Prince George's County Chamber of Commerce

Laurence Scott, Manager
Maryland Department of Business and Economic Development

Ed Sybert, Co-Director Biotechnology Program
University of Maryland

Daniel Theobald
Vecna Technologies, Inc.

Appendix B: Advisory Panel Minutes

College Park Economic Development Plan Advisory Panel Meeting

December 18, 2003

Attendance: David McClatchey, Burt Oliver, Margaret Morgan-Hubbard, John Frece, Brian Damody, Rebecca Martino, Jeff Glynn, Chip Reid, Mukesh Majmudar, Noah Simon, Terry Schum, Sam Finz, Claire Sale

Terry Schum and Sam Finz welcomed participants. Terry Schum reviewed the planning process and provided background information and statistics on the city through a power point presentation (attached).

Throughout the presentation, there were comments about the topics addressed. The discussion yielded the following observations and suggestions:

Suggestions provided by Advisory Panel for Data Collection

- Compare retail rents along Route 1 and on campus in University of Maryland Student Union.
- List retail square footage in the city by type.
- Compare other college towns' revenue structures.
- Consider the percent of income earned in College Park by those living outside the city, especially given the housing choices in the area.
- Establish the relationship between population and retail, i.e. what population is required to attract various levels of retail.
- Compare College Park data and performance to other similar areas (Bowie, Greenbelt, Rockville, Silver Spring) to use as benchmarks, if possible.

Other Input from Advisory Panel

- College Park can benefit from a change of culture. One example is the development currently happening along Route 1, which marks a departure from previous development.
- Regionally, job growth will outpace housing supply. This is something to consider in developing strategies.
- It is preferable not to concentrate student housing in one area. A great college town should be well integrated.
- Identify obstacles to being a better "college town."

Meeting adjourned.

Minutes

College Park Economic Development Plan Advisory Panel Meeting

March 2, 2003

Attendance: David McClatchey, Burt Oliver, Margaret Morgan-Hubbard, John Frece, Brian Damody, Chip Reid, Mukesh Majmudar, Richard MacDonough, Ed Sybert, Steve Theobald, Iris Boswell, Bernie Houry, Noah Simon, Terry Schum, Sam Finz, Claire Sale

Terry Schum welcomed participants and reviewed the meeting held on December 18, 2003.

Claire Sale provided an update of the resident and business survey efforts. Results are expected to be finalized by April.

Claire Sale presented comparative demographic and economic data for College Park. Some of the comments from this discussion:

- Look at other university towns in terms of household data.
- People leave not only College Park, but also the county when they graduate.
- Market UM students as labor pool to attract businesses.
- How many graduates stay in-state?

Discussion of goals and strategies followed. The points and questions raised:

- Devise strategy to attract professional employment.
 - The city should take advantage of UM academic strengths and renowned programs. Example: strength of UM partnering with federal government research and development, which allows contractors supporting these services to follow.
 - Identify private sector businesses that would be appropriate to locate in College Park. Ex: Booz Allen Hamilton for the Department of Defense connection.
 - Put on city website about UM and Department of Defense collaboration. Maybe use this to market to contractors.
 - Create a marketing strategy in conjunction with UM to attract businesses.
 - Identify which businesses should be located in College Park but do not currently have a presence.
 - Find out what the perceptions of College Park are from people or businesses that would consider moving here.
 - Have someone be a contact person to match businesses with other government help.
 - Bring in County or state reps for incentives.
 - Bring in banks and familiarize them with projects going on in College Park

- Devise strategy to create a better “college town” in terms of making the entrance to College Park and the downtown area aesthetically appealing, where people want to be.
 - Need to increase the amenities in College Park.
 - One problem is perception: 1) physical perception of Route 1, particularly around the North Gate and 2) imagined perception of county services and regulations
 - Solve parking problem.
 - Create new retail options.
 - Look how other college towns market themselves.

- Create comprehensive development districts. This could also help with eminent domain.
 - Focus office development on Route 1.
 - Could use public-private partnership as a way to pay extra for land to acquire in condemnation area. Example: gap financing, TIF money could be used for acquisition.
 - Maybe collect fee from developers to help pay for improvements.

Follow-up comments received:

- Set up a small but aggressive Route 1 Work Group, headed by someone whose fulltime job is to transform Route 1 from the Beltway south to the southern edge of the campus in three years (or some reasonable timetable). State Highway Administration has to be a partner in this effort.

- Appeal to Maryland Department of Planning to see if they can provide any assistance in assembling land, or hire a consultant to help.

- Consider whether the city needs any special legislation to give it greater control over a Route 1 corridor redevelopment plan. If so, work with the Prince George’s County delegation to get such legislation drafted and enacted.

- Enlist the help of Senate President Mike Miller, especially if you need money or legislation. He is a supporter of the University of Maryland, and if it is demonstrated that this Route 1 project will bolster the appearance and appeal of the university, he might be willing to help.

- How about getting the University to engage Gary Williams and Ralph Friedgen as co-chair of some sort of a Route 1 redevelopment effort to raise money from local businesses, alumni and others to make this project happen. It could be helpful if the two coaches were competitors to see who could raise the most money for this.

Appendix C: Other College Town Revenue Structures

Revenue Structures of Other College Towns (in percent)

City	Annual Revenues	Licenses & Fees	State Shared	Property Taxes	Other Taxes	Service Charges	Transfers	Utility Tax	Sales Tax	Fines & Fees	Other
College Park	\$9.5	7	9	37	16	6	1			16	8
Chapel Hill	\$40.3 M	4	30	51	3	3	2				7
Athens/Clark County	\$137.3 M	2	1	40	18	7	2		21	3	6
Urbana	\$93.6 M	1	8	16				12	17		46
Blacksburg	\$31.5 M	10	17	17	30	2				2	22