






Glenmont Sector Plan Staff Draft Presentation

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Completed: 11-01-12

Staff Recommendation:

Approve the Staff Draft Glenmont Sector Plan as the Public Hearing Draft Glenmont Sector Plan, and set the Public Hearing date for December 20, 2012.

Summary

On November 8, 2012, the Planning staff will present the results of two studies that helped to inform our recommendations for the Glenmont Sector Plan: the Glenmont Redevelopment Economic Study; and the Glenmont Housing Analysis. We will then present the Staff Draft Sector Plan itself.

The proposed Staff Draft is a comprehensive amendment of the approved and adopted 1997 Sector Plan for the Glenmont Transit Impact Area and Vicinity. The Planning Board approved the Scope of Work for the Glenmont Sector Plan amendment on January 26, 2012. Between January and May 2012, Staff held numerous community meetings and public forums, and presented the preliminary recommendations to the Planning Board on June 7 and 14, 2012. The remaining milestones in the Glenmont Sector Plan amendment process are as follows:

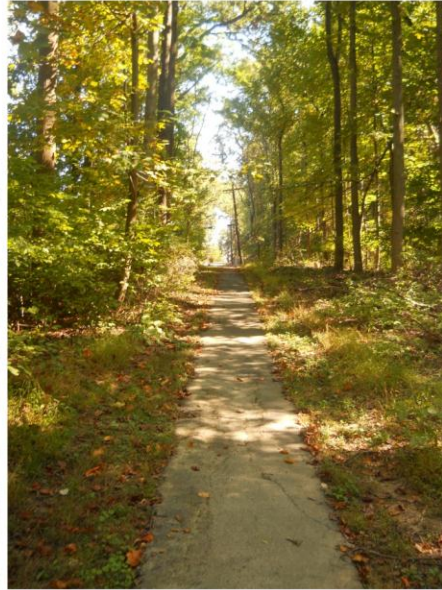
December 20, 2012:	Planning Board public hearing
January-April 2013:	Planning Board worksessions and approval of the Planning Board Draft Sector Plan
May 2013:	Planning Board transmits Planning Board Draft to the County Executive and the County Council
July 2013 (tentative)	County Council public hearing
September-October 2013:	PHED committee worksessions, Council worksessions and approval
November 2013-February 2014:	Commission adoption, Sectional Map Amendment

Staff recommends approval of the attached Staff Draft as the Public Hearing Draft and that the Board set December 20, 2012 as the public hearing date for the draft Plan.

Staff Draft

Glenmont Sector Plan

November 2012



Montgomery County Planning Department

M-NCPPC

MontgomeryPlanning.org

This Plan contains the text and supporting maps for a comprehensive amendment to the approved and adopted 1997 *Sector Plan for the Glenmont Transit Impact Area and Vicinity*, as amended. It also amends *The General Plan (On Wedges and Corridors) for the Physical Development of the Maryland-Washington Regional District in Montgomery and Prince George's Counties*, as amended; the *Master Plan for Historic Preservation*, as amended; the *Master Plan of Highways within Montgomery County*, as amended, the *Countywide Bikeways Functional Master Plan*, as amended; and the *Master Plan for Legacy Open Space*, as amended. This Plan focuses on land use, appropriate density, historic resources, and mobility for 711 acres around the Glenmont Metro Station, and makes recommendations for zoning; urban design; the transportation network including transit, streets and bikeways; historic preservation; and public facilities.

Source of Copies:

The Maryland-National Capital Park and Planning Commission
8787 Georgia Avenue
Silver Spring, MD 20910

Online at: MontgomeryPlanning.org/community/Glenmont

Master and sector plans convey land use policy for defined geographic areas and should be interpreted together with relevant Countywide functional plans and County laws and regulations. Plan recommendations provide comprehensive guidelines for the use of public and private land and should be referred to by public officials and private individuals when making land use decisions. Public and private land use decisions that promote plan goals are essential to fulfilling a plan's vision.

Master and sector plans look ahead 20 years from the date of adoption, although they are intended to be revised every 10 to 15 years. Moreover, circumstances when a plan is adopted will change and the specifics of a plan may become less relevant over time. Plans do not specify all development possibilities. Their sketches are for illustrative purposes only, intended to convey a sense of desirable future character rather than a recommendation for a particular design.

Contents

VISION 6

BACKGROUND 8

 Glenmont Today..... 9

 Demographics 10

 Planning History 12

 Opportunities and Challenges..... 14

THE PLAN..... 19

 Goals and Guiding Principles..... 20

 Redevelopment Potential 21

LAND USE AND ZONING 22

 Glenmont Shopping Center 22

 Metro Station/Layhill Triangle Block..... 24

 Privacy World 25

 Winexburg Manor 26

 Glenmont Forest Block..... 27

 Georgia Avenue West 28

 Glenway Gardens Condominiums..... 29

 Existing Neighborhoods Surrounding the Glenmont Core 29

MOBILITY..... 31

 Transit 33

 The Street Network..... 34

 Pedestrian Circulation and Bikeway Network 36

 Parking Management..... 37

ENVIRONMENT 43

 Energy 44

HISTORIC RESOURCES 46

COMMUNITY FACILITIES 49

 Parks, Open Spaces, and Trails..... 49

 Specific Property Recommendations..... 51

 Recreation Facilities 52

 Public Schools..... 54

 Police..... 55

 Fire, Rescue, and Emergency Medical Services 55

 Library 56

Mid-County Regional Services Center.....	56
Health and Family Services	56
IMPLEMENTATION	57
Zoning.....	57
Public Benefits in the CR Zone	57
Public Amenities and Benefits	58
County Capital Improvements Program	58
Development Incentives	58

Appendix (Published under separate cover with the Public Hearing Draft)

- A. Economic Analysis by W-ZHA
- B. Glenmont Rental Housing Affordability Analysis
- C. Transportation Analysis
- D. Georgia Avenue Busway Study
- E. Park Facilities Evaluation
- F. Community Visioning Workshop Final Report

Maps and Figures

Map 1	Sector Plan Area	6
Map 2	Existing Land Use	8
Map 3	Kensington-Wheaton Master Plan Area	10
Map 4	Existing Zoning	12
Map 5	Proposed Zoning	30
Map 6	Street Classification	31
Map 7	Bikeway Network	39
Map 8	Natural Resources	41
Map 9	Potential Historic Resources	42
Map 10	Community Facilities	46
Map 11	Regional Trails	50
Map 12	Natural Resources	53
Figure 1	Glenmont Demographic Study Area	10
Figure 2	Multifamily Rental Apartment Buildings in Glenmont Study Area	16
Figure 3	Major Properties/Specific Areas	21
Figure 4	Preferred Georgia Avenue Busway Options Cross Sections	33

Tables

Table 1	Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis	15
Table 2	Existing and Proposed Development Potential Estimates	21
Table 3	Street Classification	38
Table 4	Countywide and Local Bikeways	40
Table 5	Glenmont Greenhouse Gas Emissions	44

Map 1: Sector Plan Area



- M** Metro Station
- Sector Plan Boundary
- Park/ Open Space



VISION

Glenmont is envisioned as a predominately residential neighborhood with new transit-oriented, mixed-use development concentrated in and around the Glenmont Shopping Center and Metro station. The Glenmont of the future will be a walkable, diverse, and sustainable community with services and amenities primarily for the local residents and workers. The Glenmont Shopping Center site will become the focus of community-oriented activities and services. It will have a sense of place and a central open space for the Glenmont community to gather for events and casual interaction.

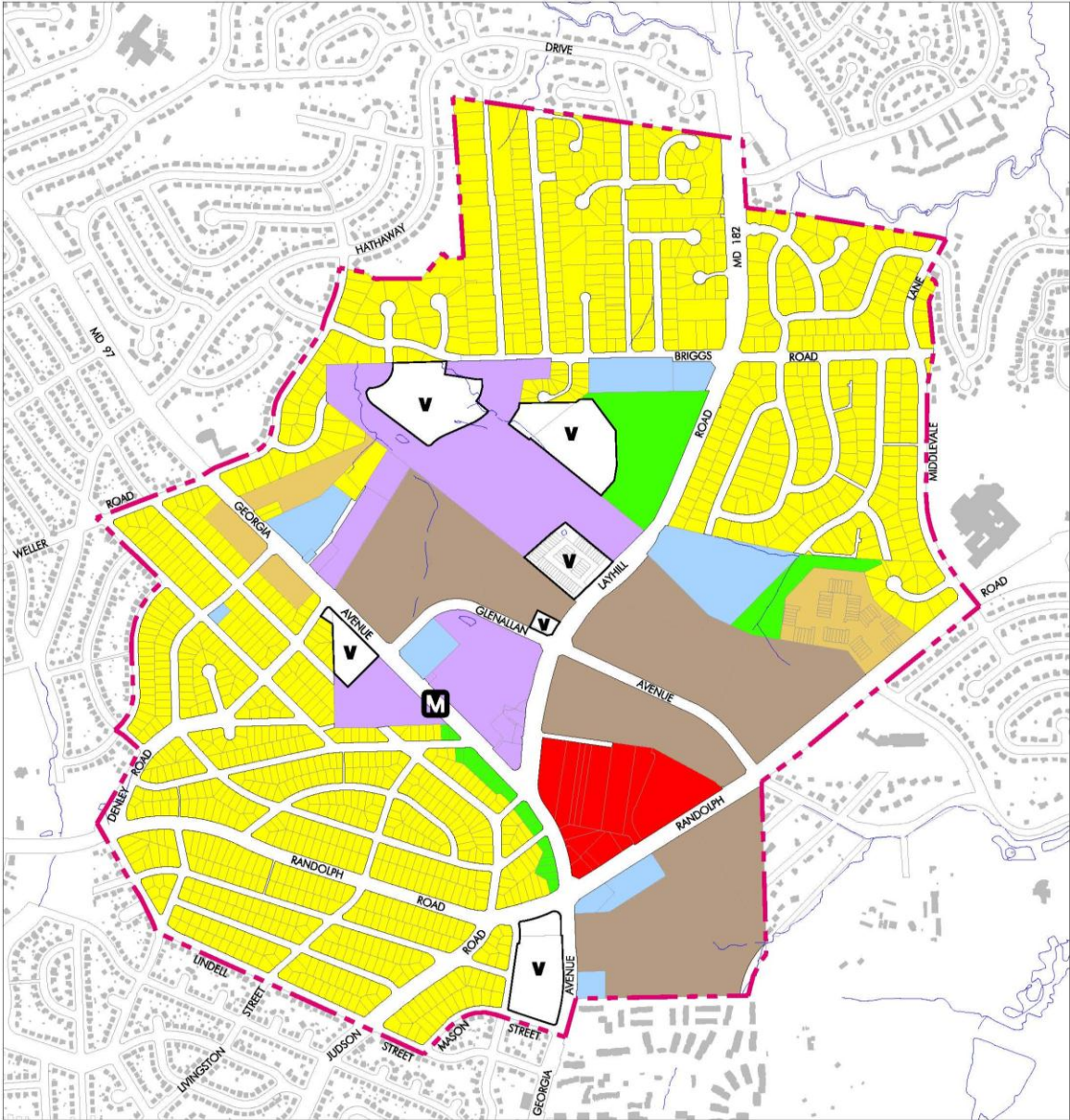
Mixed-use development on the sites surrounding the Shopping Center-- the Privacy World, Winexburg Manor, and Glenmont Forest-- will offer expanded housing choices for people of all ages and incomes, and provide a variety of open spaces with some retail and commercial uses in appropriate locations.

The existing single-family residential neighborhoods will be preserved through sensitive transitions in the scale of new development. Safe, attractive, and convenient pedestrian and bicycle connections to the services and amenities in the mixed-use core will strengthen these neighborhoods as desirable places to live.



Photos illustrating the vision.

Map 2: Existing Land Use



- M Metro Station
- Sector Plan Boundary
- Residential - Single-Family Detached
- Residential - Single-Family Attached
- Residential - Multi-Family
- Institutional- Public/Private
- Park/Open Space
- Commercial
- Transportation/ Utility
- V Vacant



BACKGROUND

Glenmont Today

The Glenmont Sector Plan area contains approximately 711 acres. The Glenmont Shopping Center with a total of 196,380 square feet of retail space, located at the intersection of Georgia Avenue and Randolph Road, is the heart of the community. Bordering the shopping center on three sides are multifamily, garden apartments in two- to three-story structures, surrounded by communities of primarily single-family detached houses.

Glenmont Metro Station is the terminus of the eastern leg of the Washington Metropolitan Area Transit Authority's (WMATA) Red Line north of Wheaton. Two commuter garages, kiss-n-ride, bus loop, and rail storage yard support the rail service. The station has the second lowest ridership of all WMATA's end-of-the-line stations, including those in Virginia. With the recent opening of the second garage, ridership is expected to gradually increase. Currently, 50 percent of Metro users drive to the station.

There has been no significant private redevelopment in Glenmont since the 1997 Sector Plan. The 30-acre, 352-unit Privacy World property along Glenallan Avenue, which is located across from the Metro station, is being considered for a zoning change as recommended by the 1997 Glenmont Sector Plan.

There has been significant public investment in the area. The intersection of Georgia Avenue and Randolph Road is funded in the current six-year State Consolidated Transportation Program (FY 2011-2016) for reconstruction as a grade-separated interchange with utility relocation work underway.

Kensington-Glenmont Fire Station 18 will be relocated across the street from the southeast corner of Georgia Avenue and Randolph Road, which will be impacted by the planned grade separation, to the old Glenmont Elementary School site at the southwest corner.

WMATA has recently opened a 1,200-space commuter garage on the west side of Georgia Avenue.

The new Glenallan Elementary School located at the intersection of Randolph and Heurich Roads east of Georgia Avenue is currently under construction. Once completed, the school's capacity will increase from 311 to 740 students.

The *Countywide Transit Corridors Functional Master Plan* underway proposes two bus rapid transit corridors in Glenmont: Georgia Avenue (between Olney and Silver Spring) and Randolph Road (between White Flint and Glenmont with a proposed extension to Colesville Road [US 29] in White Oak).

The Plan area contains 1,467 rental units in three garden apartment complexes built in the 1960s and 1970s. Given their age, these units lack modern amenities and may require costly upgrades and maintenance. Accounting for three percent of the County's rental units, the average rent in Glenmont is approximately six percent below the Countywide average. Some of these rental units have rents comparable to those established by the County's Moderately-Priced Dwelling Unit (MPDU) program. However, unlike MPDUs, these are not rent-restricted and are therefore susceptible to replacement by more expensive housing either by modernization or new construction (for more detail, see Housing Analysis on page 16).

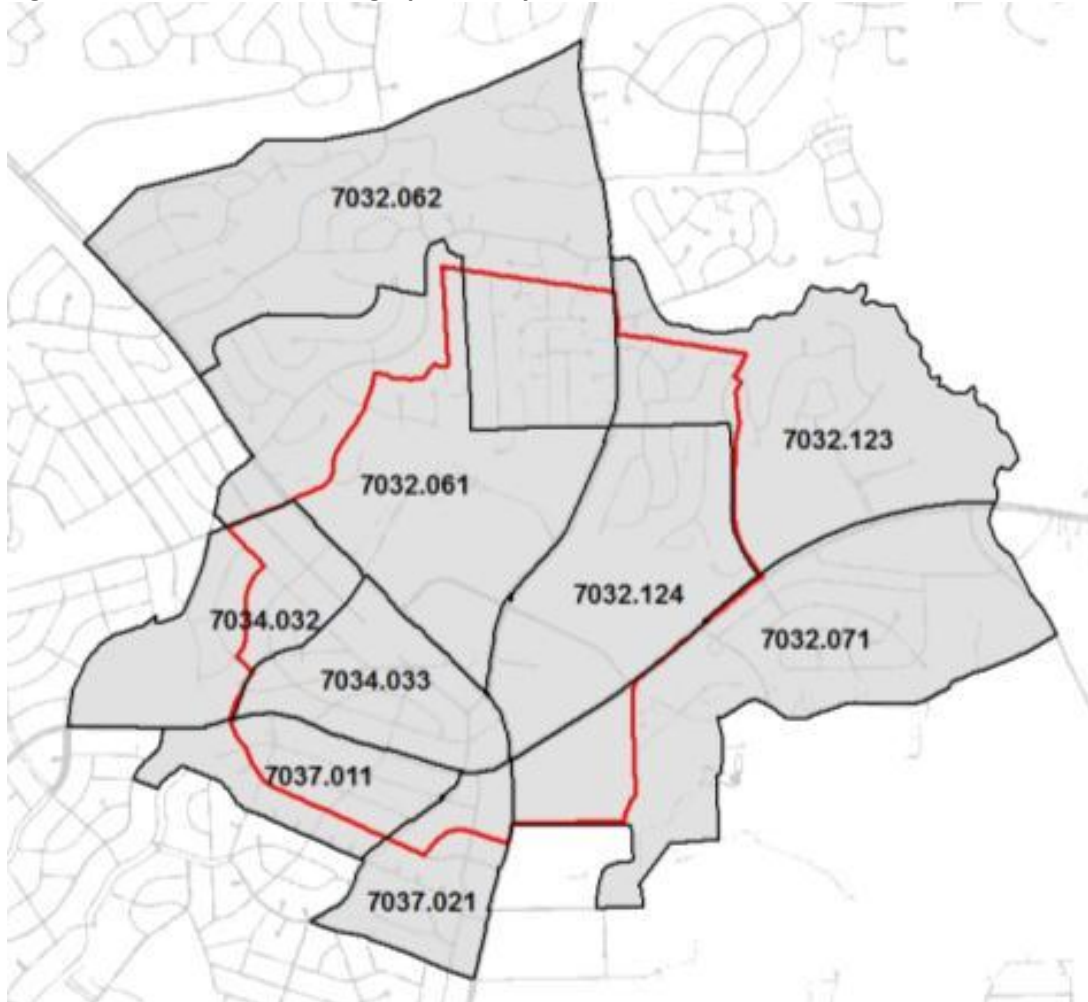
Demographics

Glenmont is a highly diverse community with Hispanic and the Non-Hispanic Black populations higher than the Countywide average. When combined with Asian and other ethnic minorities, these groups make up 68 percent of Glenmont's population.

There are significantly more adults between the ages of 30 to 44 in the study area than the Countywide average. The study area also has a slightly smaller population of children and a slightly larger population of seniors age 65 and older.

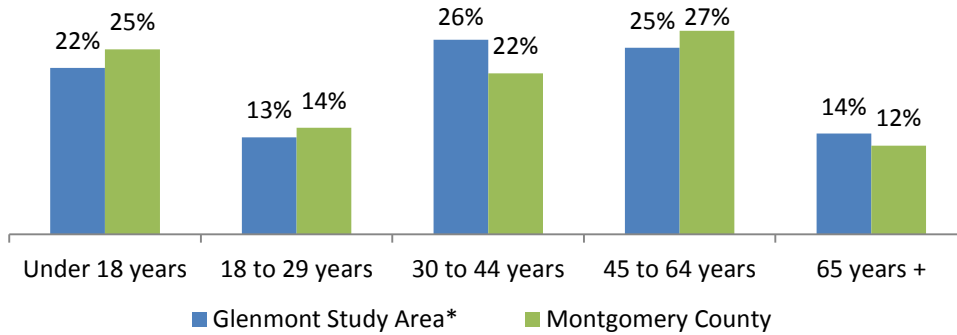
Glenmont has a higher portion of low-income residents than the County as a whole, and a much higher proportion that use public transit, 24.2 percent compared with 15.0 percent Countywide.

Figure 1: the Glenmont Demographic Study Area*

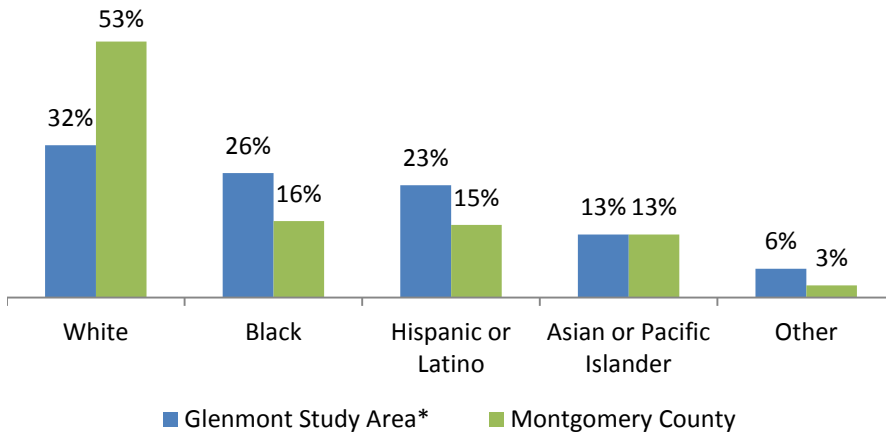


*The Glenmont Study Area for demographic analysis covers the nine 2000 Census block groups that most closely correspond to the Glenmont Sector Plan boundaries.

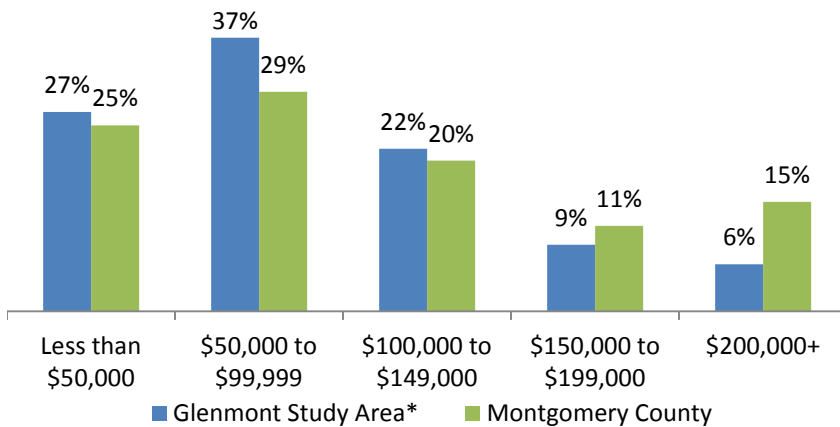
Age Group (2005-2009 American Community Survey Data)



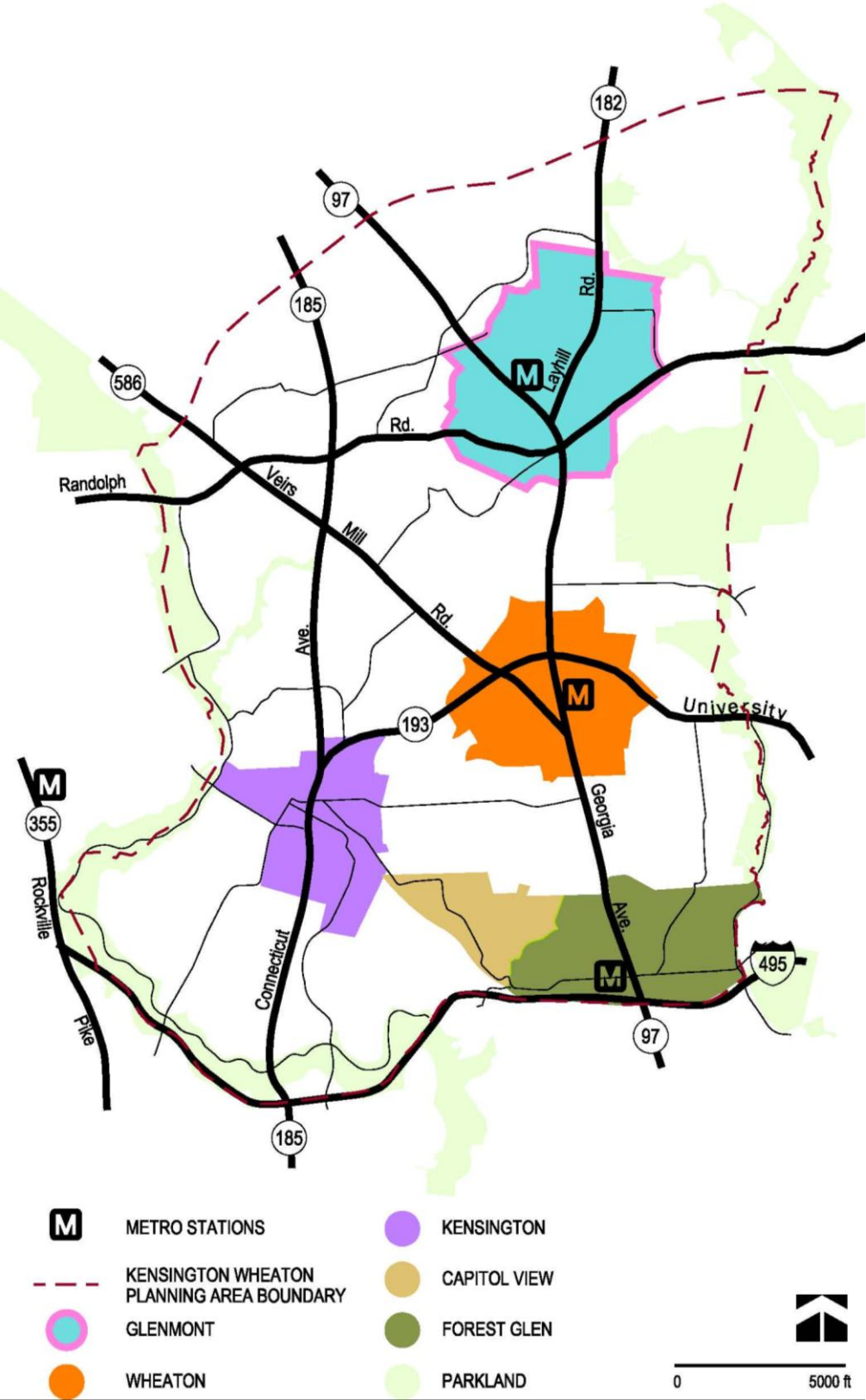
Race (2005-2009 American Community Survey Data)



Household Income Distribution (2005-2009 American Community Survey Data)



Map 3: Kensington-Wheaton Master Plan area



Planning History

General Plans

The 1964 *General Plan for the Maryland-Washington Regional District* established the concept of an Urban Ring, suburban communities, satellite towns, and the agricultural preserve in Montgomery County. The *Updated General Plan for Montgomery County* (1969) further defined the Urban Ring concept by supporting an appropriate mixture of residential densities and other land uses, preservation of natural beauty, optimum utilization of land, and balanced relationship between residential growth and economic opportunities. The 1969 Update summarized objectives of the 1964 General Plan including supporting an efficient and pleasant urban pattern, providing variations in the types of development and encouraging each community to have an identity created by imaginative design. (page 12)

The 1993 *General Plan Refinement of the Goals and Objectives for Montgomery County* continued the pattern identified in the General Plan, with recommendations for the Urban Ring and the Suburban Communities. The Glenmont Sector Plan area is identified in the Refinement as partly in the Urban Ring and partly in the Suburban Communities. The Refinement proposed continued growth in the Urban Ring and designated it as a high priority location for new infrastructure. It characterized Suburban Communities as “largely a collection of single-family subdivisions” (page 29). It encouraged a more highly interconnected system of roads while retaining a suburban residential character for the suburban communities.

Area Plans

The 1978 *Sector Plan for the Glenmont Transit Impact Area and Vicinity* was developed as a result of the planning work on the eastern leg of the Metro Red Line. This Plan provided for the Glenmont rail storage yard as well as the Metro station, bus bays, and parking. The Plan also allowed for commercial development around the future Metro station at moderate densities with the C-1 Zone (Convenience Commercial) and preservation of low- to moderate-intensity residential areas. It followed the stated policy of channeling major commercial development at transit nodes along the Georgia Avenue corridor.

The 1989 *Master Plan for the Communities of Kensington-Wheaton* (see Figure 1, page 7), which covers communities area along Georgia and Connecticut Avenues between Forest Glen and Aspen Hill, made no recommendations for the Glenmont Sector Plan area.

The 1997 Sector Plan for the Glenmont Transit Impact Area and Vicinity, completed when the Glenmont Metro Station opened, envisioned the area as a compact, mixed-use center surrounded by residential neighborhoods. The Plan introduced the first mixed-use zoning in Glenmont by recommending the RMX-2C Zone (Residential-Mixed Use Development) at the Glenmont Shopping Center and Layhill Triangle properties. It sought to create a variety of housing choices and to preserve and enhance the existing neighborhoods.

The Plan envisioned Georgia Avenue as a high quality, pedestrian boulevard with safe pedestrian crossings, attractive landscaping, and a greenway along its west side. It also recommended a grade-separated interchange at Georgia Avenue and Randolph Road, and a bifurcation of Layhill Road’s north- and southbound lanes between Glenallan Avenue and Georgia Avenue (see page 35 for more details).

Opportunities and Challenges

The presence of heavy rail service, planned bus rapid transit (BRT), and large, redevelopable properties near Metro provide a great opportunity to transform the area into a transit-oriented, walkable community. Glenmont has excellent access to parks, fire station, police station, schools, and a recreation center. It has an established residential community that strongly supports the revitalization of the shopping center with better retail, open space, and connectivity.

While the area has significant redevelopment potential, two major challenges are the fragmented ownership of the shopping center (15 different properties with 12 different owners) and a weak market for redevelopment, both of which have inhibited a comprehensive redevelopment of the shopping center property. In addition, while the redevelopment of the three large garden apartment complexes is an opportunity to create more housing near transit, it also presents the risk of losing the existing market affordable rental housing in the area.

Market Demand and Property Assemblage

The Planning Department engaged a consultant to study the financial feasibility of mixed-use development with structured parking on the shopping center property based on the Plan's recommended zoning (see Appendix A).

The study tested the feasibility of a mid-rise (four to six stories, stick construction) project and assumed that rents for new development in Glenmont will be lower than in Wheaton since Glenmont is farther out and is not an employment or retail center. It concluded that market rents "are not high enough to cover land acquisition, development costs, structured parking cost and an adequate investor return." The study further concluded that a 14 percent subsidy of the project's development cost would be necessary to support adequate private investment, but the project would still be "severely hampered by the complexity of land acquisition."

The study looked at whether 8- to 10-story concrete buildings would enhance private investor interest, but concluded that allowing high-rise development on the site would not resolve feasibility issues due to additional cost of high-rise construction (approximately 20 percent higher than stick-built) and the lack of a market for higher rents in the area.

The study also looked at the challenges of property assemblage for a comprehensive development of the shopping center, and stated that land assembly "occurs when there is a higher and better use for the land than what exists today." Under the assumption that redevelopment made investment sense, the study explored alternative approaches to land assembly: market-driven, eminent domain, private land pooling, and public/private venture. The study concluded that a public/private venture approach is the only option that could work in Glenmont since a subsidy is required to make redevelopment financially feasible.

Table 1: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

	Advantages	Disadvantages
Current conditions	<p>Strengths</p> <ul style="list-style-type: none"> • Easy access to Metrorail, Metrobus, Ride On, major roadways, I-495, and the Intercounty Connector (ICC) • Established residential neighborhoods with diverse housing options • Small, locally-owned businesses add local flavor • Near Wheaton Regional Park and Brookside Gardens • Strong community support for revitalization through higher density, mixed-use development on the shopping center and other key properties 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Fragmented ownership of the shopping center precludes comprehensive redevelopment • Lack of density to support new retail • Poor walking and bicycle access to the shopping center • High volume and speed of traffic along major roads create poor pedestrian environment • Shopping center’s appearance creates a negative image • Lack of community gathering places and a central open space
Future possibilities	<p>Opportunities</p> <ul style="list-style-type: none"> • Create walkable, mixed-use developments on large properties near Metro • Provide additional housing on multifamily parcels under single ownership • Improve access to local amenities and services through better street connections and enhanced pedestrian and bicycle paths • Provide a central public open space at the shopping center • Improve natural environment through environmentally sensitive design and improved stormwater management techniques 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of consensus among shopping center property owners on a comprehensive redevelopment strategy • Lack of market demand for higher density, mixed-use development with structured parking (needed to support revitalization of the shopping center) • Competition for redevelopment from other locations in the County and the region • Potential loss of existing, market affordable housing stock

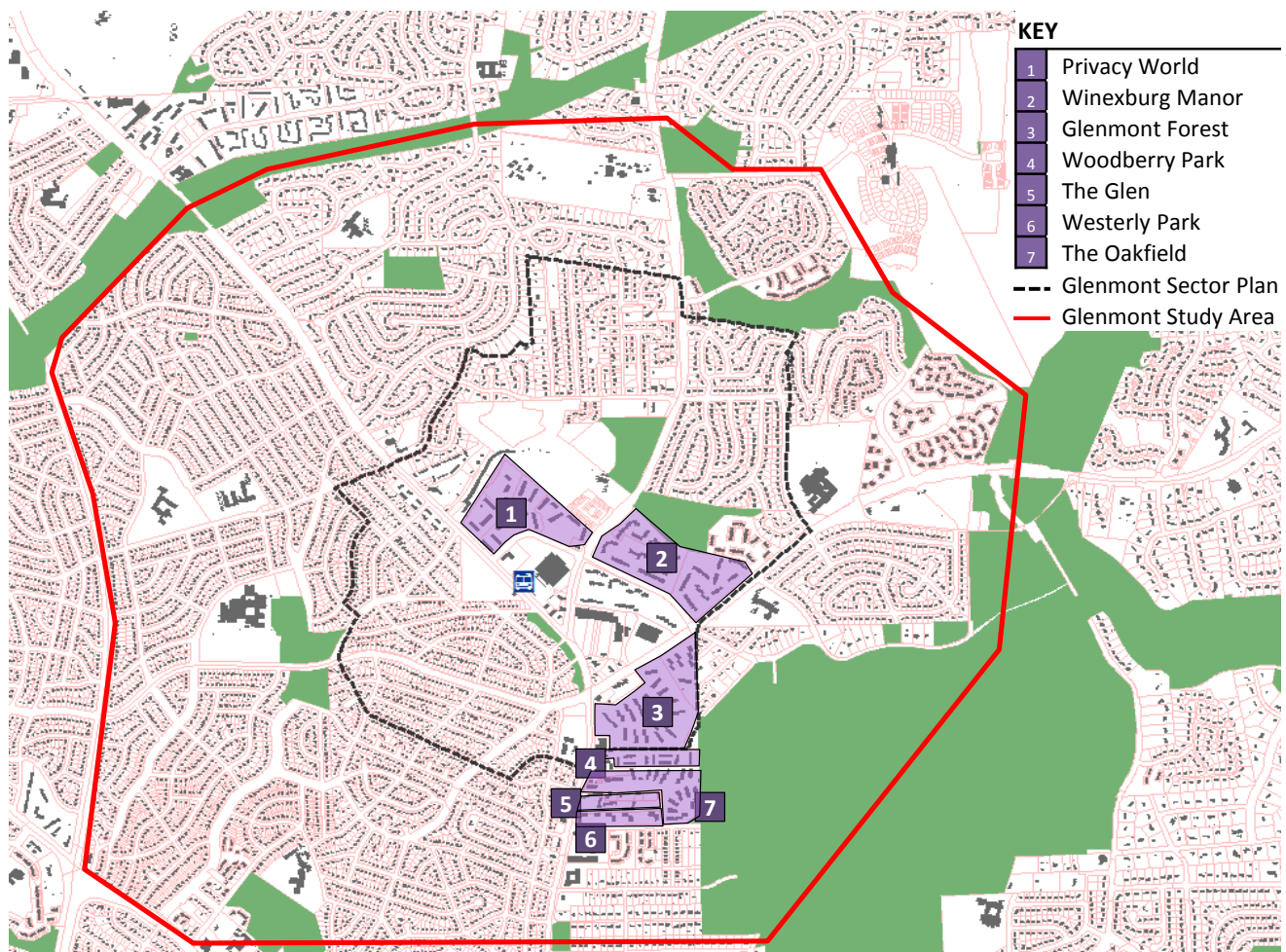
Housing Affordability

Glenmont is known as a housing resource with a variety of housing options including multifamily condominiums and rental apartment units, many of which are considered market affordable. Market affordable units are not part of a County, State, or federal affordable housing subsidy program, but have generally lower rents than comparable units in other locations in the County, particularly when compared to new construction. While the area’s single-family houses and condominiums are not recommended for change and therefore would be preserved in the foreseeable future, the three multifamily garden apartment complexes could be redeveloped, decreasing the area’s market affordable units.

As part of the housing analysis for this Plan, the Planning Department examined the impact of redevelopment on existing affordable housing stock if the three existing multifamily garden apartment complexes were redeveloped under this Plan’s recommended zoning.

To get a more comprehensive picture of current affordable units, the study area included existing multifamily rental properties outside, but near the Plan area (Figure 2: Multifamily Rental Apartment Buildings in the Glenmont Study Area). The full study is in Appendix B.

Figure 2: Multifamily Rental Apartment Buildings in the Glenmont Study Area



The three apartment complexes within the Plan--Privacy World, Winexburg Manor, and Glenmont Forest-- cover 92 acres around the Glenmont Metro Station and include 1,467 units with an average six percent vacancy rate. In the larger study area, four other multifamily properties have a total of 661 units, bringing the study area total to 2,128 rental units. There are additional single-family home and condominium rentals in the study area, but the analysis was limited to units in multifamily buildings since they are at risk for losing affordable units through redevelopment.

Housing affordability can be defined in many ways. This analysis divided the existing affordable units into three groups:

1. Low- to moderate-income, rent-restricted housing. This includes units that are rent-restricted to lower income households by Federal, State, or County housing subsidy programs, such as Low-Income Housing Tax Credits, Project Based Section 8, or Opportunity Housing. They are generally restricted to households earning less than 65 percent of Area Median Income (AMI) (\$70,000 for a household of four).
2. Moderate-income, unrestricted housing. This includes units that are not subsidized or rent-restricted in anyway, but have low enough rents to be affordable to households earning up to 65 percent of the AMI. They are available on the market to households at any income level.
3. Workforce housing: This includes units that are not subsidized and but have rents that are affordable to households earning between 65 percent and 100 percent of the AMI (\$70,000 to \$107,700 for a family of four). They are available to households at any income level.

The study found:

- Redevelopment of the three garden apartment complexes within the Plan area at full recommended densities will replace the current 1,467 units with a total of 4,681 units, (the four other properties outside the Plan area were assumed to remain), bringing the post redevelopment total to 5,342 units for the study area.
- Rents in the new buildings would increase from the existing range of \$945¹ to \$2,070 per month to a new range of \$1,180 to \$2,090 per month.
- Redevelopment of the three properties will initially result in the loss of a total of 86 rent-restricted units (74 Housing Choice Voucher, and 12 Shelter Plus Care units), which is four percent of the existing 2,128 units in the study area.
- The redevelopment will eliminate 296 moderate-income, unrestricted market affordable units available to households at 65 percent of AMI. But these units will be replaced by approximately 585 MPDU units (65 percent of AMI) because new development will be required to build a minimum of 12.5 percent MPDUs. The number of MPDUs could be higher if new developments achieve incentive densities through the CR Zone's public benefit provisions under optional method development process.

¹ The low end of the existing range (\$945) may be lower than normal since the Privacy World is under contract for redevelopment and not leasing to new tenants, and therefore the \$945 may represent rent for an existing tenant who has been there for a long time (new leases for the same apartment are typically higher than renewals for current tenants).

- Redevelopment of the three properties will remove 1,085 workforce housing units (affordable to households earning between 65 percent and 100 percent of AMI), but they will be replaced by 4,096 new units affordable to this segment of population.

This Plan recognizes that redevelopment of the three garden apartment properties will have an impact on the area's housing affordability, but in the long term, it is desirable to redevelop them at the Plan's recommended densities since the resulting increased supply of housing will offset the loss of some affordable units in the short term.

The new development will also provide MPDUs guaranteed to be affordable for a minimum of 99 years. The existing unrestricted moderate-income housing units (65 percent of AMI) could become less affordable if the current buildings are upgraded. Finally, the redevelopment of these properties may be necessary to support the revitalization of the Glenmont Shopping Center as envisioned in this Plan.

THE PLAN

As Montgomery County continues to grow and evolve, the County's policies, as established in the General Plan, focus density in the Urban Ring and more specifically at the Metro stations. As defined in the General Plan, Glenmont is a community that straddles the boundary between Urban Ring and Suburban Communities, and has suburban characteristics. Glenmont is not a Central Business District (CBD) like Silver Spring or Wheaton, and it is not primarily a residential enclave like Forest Glen. Among the Red Line stations along the Georgia Avenue Corridor, higher densities have traditionally been focused in the Silver Spring and Wheaton CBDs, reflecting the County policy of channeling major commercial development into Silver Spring and Wheaton. The proposed Plan maintains this hierarchy and the concept of less intense development nodes farther out along the Red line in the Georgia Avenue corridor.

This Plan is a refinement of the 1997 Sector Plan. With a focus on encouraging mixed-use development in the center, it takes a fresh look at the opportunities for revitalization and challenges of transforming the core of Glenmont from an auto-oriented development into a walkable, mixed-use community. Its planning and zoning framework is based on the concept of two distinct areas: the core, which comprises Glenmont Shopping Center and four properties with significant redevelopment potential—the Metro Station/Layhill Block, Privacy World, Winexburg Manor, and Glenmont Forest; and the surrounding single-family neighborhoods that comprise the rest of the Sector Plan area.

The core is intended to accommodate mixed-use developments in a compact building pattern to create a walkable community around the Metro station. At the center of the core is the Glenmont Shopping Center, which will be the focus of community-oriented activities and services. The greatest density and building heights are proposed at this location. The public benefit provision of the CR Zones will be used to create a high quality, central open space on the shopping center property. The existing single-family neighborhoods around the core will be preserved by retaining their current zoning and planning framework.

The Plan's recommended densities and building heights are designed to maximize realistic redevelopment potential and not over-zone the properties. With the maximum overall Floor Area Ratio (FAR) of up to 2.0, most new development will consist of four to six-story stick construction with structured parking in line with the financial feasibility study. The residential maximum FAR of 1.5 to 1.75 is appropriate for this building type. The proposed commercial FAR of 0.25 to 0.5 allows for expansion of the existing retail options to accommodate the growing needs of future residents but does not anticipate Glenmont as a major office market.

Glenmont Core



Goals and Guiding Principles

The Plan's recommendations are based on guiding principles that combine the best planning and land use practices with the planning framework established by the General Plan and the previous plans for Glenmont.

These principles are not intended as a means to rank priorities among competing goals; instead, they provide a basis for making planning decisions to realize the Plan's vision.

- Encourage redevelopment that makes best use of public investment in Metro and that creates a distinct community identity by:
 - focusing new residential and commercial growth in a compact building pattern within walking distance of the Metro station
 - locating the highest densities and building heights at the shopping center
 - encouraging convenience retail and services such as supermarkets, restaurants, professional offices, and entertainment uses that primarily serve the needs of the Glenmont community. The area is not suitable for big-box or regional retail
 - preserving historic resources, which convey community identity and character and which are historically or architecturally significant to the County's heritage.
- Maintain and support a wide choice of housing types and neighborhoods for people of all incomes, ages, and physical capabilities at appropriate densities by:
 - providing appropriate transitions between new development and existing communities by placing taller buildings away from existing residential developments and transitioning down to appropriate heights to reduce impacts on the surrounding residential communities
 - providing adequate community facilities, such as parks, community spaces, schools, and daycare centers for children and adults
 - encouraging compact building footprints to allow room for a variety of active and passive open spaces.
- Improve connectivity by:
 - creating a complete transportation network (roadways, sidewalks, bikeways, and trails) to ensure that all residents and workers—pedestrians, bicyclists, and wheelchair users—have appropriate access to Metro, Wheaton Regional Park, schools, gathering places, and other local destinations
 - creating a walkable street grid with short blocks in the core area with a convenient and attractive environment for pedestrian and bicycle circulation
 - balancing the community's desire for creating a place for local residents with the needs of through traffic.
- Conserve and enhance natural resources to provide a healthy and green environment by:
 - incorporating environmentally sensitive design techniques to make maximum use of existing resources, conserve and generate energy
 - minimizing the impacts of development activity on natural resources to protect and promote human, plant, and animal life.

Redevelopment Potential

The 1997 Plan’s recommended zoning allowed up to 1.5 million square feet of commercial space and up to 5,430 housing units. To date, less than twenty percent of the maximum allowable commercial space exists on the ground, and the Plan area has only approximately 3,100 housing units.

Table 4 below has the existing and development potential estimates of both Sector Plans. Given the current market potential and the challenges of assembling the shopping center properties, the proposed development potential will likely not happen in the life of this Plan.

Figure 3: Major Properties/Specific Areas



Table 2: Existing and proposed development estimates (for the entire Sector Plan area)

	Existing	1997 Sector Plan Zoning Envelope ³	1997 Sector Plan Buildout ¹	Proposed Sector Plan Zoning Envelope ²	Proposed Sector Plan Buildout ³
Non-residential s.f.	273,000	1,540,000	505,300	2,170,000	823,600
Housing units	3,100	5,430 ⁴	4,600 ⁴	8,900 ⁴	6,675 ⁴
Jobs	890	3,900	1,394	5,800	2,445
Jobs-housing ratio	0.3:1	0.7:1	0.3:1	0.7:1	0.3:1

¹. 20 to 30-year estimate of development in the 1997 Sector Plan buildout
². Used to test the capacity of infrastructure including road network and school enrollment
³. Aggressive estimate of what could be built under the best possible market scenarios
⁴. Includes 1,440 existing single-family units and a portion of multifamily units to remain

LAND USE AND ZONING

This Plan recommends the CR Zones (Commercial-residential) for the Glenmont Shopping Center and the three multifamily parcels that can accommodate significantly higher densities. Each of these multifamily parcels is under single ownership and provides a great opportunity to increase transit-supported housing in the Glenmont Sector Plan area. The surrounding neighborhoods should retain their single-family residential zoning.

Glenmont Shopping Center

The approximately 20-acre site, bound by Randolph Road, Georgia Avenue, Layhill Road, and the Glen Way Gardens condominium development, is the most identifiable site in Glenmont. The 1978 Plan discussed the need for a physical upgrade of the shopping center structures to develop a “positive image” for the community. The 1997 Plan characterized the center as poorly configured and unattractive with a confusing circulation pattern. To date, the recommendations of both plans have not been implemented.



The center currently has approximately 196,380 square feet with major anchors such as CVS, Shoppers Food Warehouse, and Country Boy. Although it is fully leased, the physical structure is worn and it lacks retail and entertainment services desired by the surrounding community. Fragmented ownership (15 different properties with 12 different owners) and lack of market demand for redevelopment have inhibited redevelopment, and will continue to be a major challenge in the foreseeable future. Land owners cite the lack of sufficient economic incentive (private or public) for reinvestment in the property. Any significant redevelopment would require assembling all or some of the parcels. The Plan supports a phased development where assembly and redevelopment occurs over time.

The Glenmont Shopping Center is an appropriate location for a mixed-use town center with urban amenities such as a central open space, restaurants, and professional offices to achieve a dense urban node near the Metro station. The property’s current Residential-Mixed Use Zone (RMX-2C) would allow up to 425,000 square feet of commercial development (0.5 FAR) and up to 784 housing units, which, at an average of 1,150 square feet per unit, translates into a residential density of approximately 1.0 FAR.

This Plan recommends a modest increase in residential density to incentivize mixed-use redevelopment with ground floor retail and multifamily residential above. The current zone, RMX-2C, does not have any building height limit. Although the current or near term market projections do not support mid-rise (up to six stories) or high-rise development in Glenmont, the proposed maximum height of 120 feet is designed to encourage, over the long term, a compact building footprint with up to two buildings higher than six stories. These buildings should be placed in the property’s interior or near the intersection of Georgia Avenue and Randolph Road.

A centrally located public open space is envisioned for this site. It should be designed to accommodate community activities ranging from farmers markets to seasonal festivals. The space should have at least two retail frontages and preferably be located along the new internal street recommended for this property. The space should include outdoor seating, trees, and landscaping to provide shade and complement the hardscape. Although it is desirable that there should be one centrally located public open space, it is possible that if the property is developed in phases there could be more than one public open space. Every effort should be made to create one large, central public space on this property even if there are additional open spaces due to phased development of the property. This central open space can be public (owned by the M-NCPPC Department of Parks as a Civic Green Urban Park) or private, and the responsibility for owning, managing, operating and programming the space should be determined during the development review process.

This central open space can be achieved through a combination of various CR mechanisms. First, a CR Zone optional method development is required to provide a minimum amount of Public Use Space, not to exceed 10 percent of the total site (depending upon the area of the site and the number of right-of-way frontages).

Second, the CR Zone provides incentive density for providing major public facilities such as parks, schools, recreation centers, and other public infrastructure amenities. An optional method development on this property could provide an open space as a major public facility under this provision to achieve incentive density.

Lastly, the CR Zone also allows incentive density for public open space above the minimum required Public Use Space as part of the Quality Building and Site Design density criterion.

Under the best scenario of a comprehensive redevelopment of the entire site, a combination of these provisions could result in a possible total open space of 3.5 acres if the entire shopping center property is developed under one Sketch Plan application.

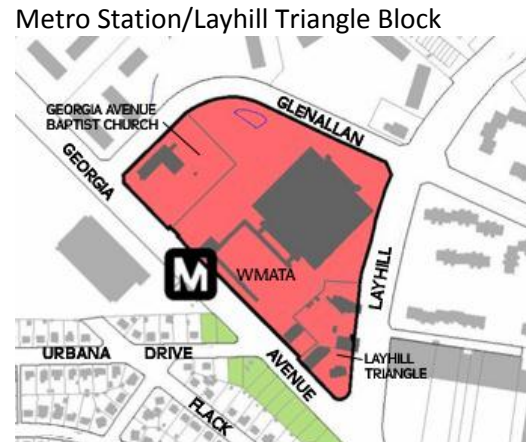
Recommendations

- Rezone the entire site from RMX-2C to CR 2.0, C 0.5, R 1.75, H 120.
- When the shopping center redevelops, require the developer(s) to create a central open space, whether public or private in ownership and management, that meets the description of a Civic Green Urban Park per the 2012 *Parks, Recreation, and Open Space Plan*.
- Provide, as a priority, the CR Zone public benefits of Public Open Space to achieve the central open space, and Affordable Housing to obtain more than minimum 12.5 percent required MPDUs.
- Use a compact building footprint to allow for landscape buffers, larger setback areas, and courtyards that create a green development with opportunities to achieve greater tree canopy and a balance of hard and soft landscape.
- Place taller buildings in the property's interior or near the intersection of Georgia Avenue and Randolph Road, and transition down to a maximum 45-foot building height along the Glen Way Gardens community to the east.
- Provide enhanced streetscape along the Georgia Avenue frontage such as pedestrian-scaled lighting, street furniture, and additional plantings with a double row of trees. Some of this landscaped area can be outside the right-of-way on the private property.
- Provide an internal east-west road through the site connecting Randolph Road and Georgia Avenue (see Mobility section for new road criteria).
- Minimize surface parking through structured and shared parking facilities.

- Increase tree canopy coverage to a minimum of 25 percent, preferably shading impervious surfaces.
- Provide safe and attractive pedestrian and bicycle connections to surrounding residential areas.
- Integrate stormwater management into the development using Environmental Site Design.

Metro Station/Layhill Triangle Block

Georgia Avenue, Layhill Road, and Glenallan Avenue bound this approximately 16.5-acre block, currently zoned R-90. The northern half of the block comprises a Metro station entrance, the bus loop, kiss-n-ride, WMATA garage, and the Georgia Avenue Baptist Church. The area south of the WMATA facilities (the Layhill Triangle) contains the WSSC water tower and a few commercial properties along Layhill Road including the Stained Glass Pub. Across Glenallan Avenue to the north is the Privacy World Property currently undergoing development review for mixed-use development as recommended in the 1997 Plan.



Staff is currently evaluating the water tower and the Georgia Avenue Baptist Church for potential historic designation and will present its recommendations during the upcoming work sessions. The Georgia Avenue Baptist Church (1956, 1962) is potentially an outstanding example of mid-century modern church design. The 200-foot tall water tower was identified by the community as an iconic structure and it could become an identifying feature of Glenmont (see Historic Resources section for details).

The WMATA portion of the block has significant long-term redevelopment potential, especially if combined with the adjoining Georgia Avenue Baptist Church property at the corner of Georgia Avenue and Glenallan Avenue. The presence of the WSSC water tower, which is expected to remain at this location for the foreseeable future, and multiple owners on the Layhill triangle portion of the block may limit the redevelopment potential for the Layhill Triangle portion of the block.

A mixed-use development on this block is likely to be multifamily, stick construction of four to six stories with structured parking. Such mixed-use development is typically no more than 2.0 FAR and 75 feet high, but the Plan recommends a maximum 120-foot building height to allow additional design flexibility for structured parking facilities, especially if they have to provide parking for Metro users.

Any redevelopment on the WMATA property along the Glenallan Avenue frontage should provide a safe and convenient pedestrian and bicycle connection for the redeveloped Privacy World residents from a crosswalk across Glenallan Avenue to the Metro entrance.

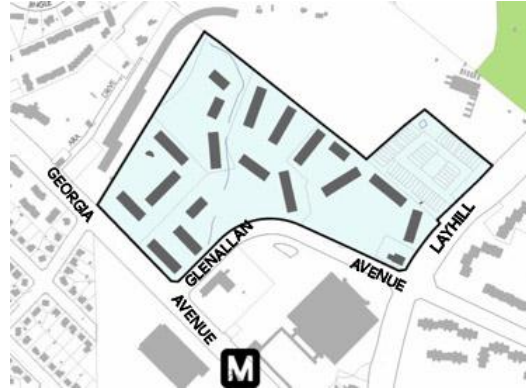
Recommendations

- Rezone the block from R-90 and RMX-2C to CR 2.0, C 0.25, R 1.75, H 120.
- Provide, as a priority, the CR Zone public benefits of Neighborhood Services and Through-Block Connections.
- Provide enhanced streetscape along the Georgia Avenue frontage such as pedestrian-scaled lighting, street furniture, and additional plantings with a double row of trees. Some of this landscaped area can be outside the right-of-way on the private property.

Privacy World

This 30.9-acre site is zoned R-30, O-M, and RT-12.5 and improved with 352 garden apartments. There is an existing stream valley buffer and forest on the property. The property is currently going through the rezoning process for TS-R (as recommended by the 1997 Plan) to allow up to 1,550 units and up to 90,000 square feet of retail. The 1997 Plan referred to this property as “Glenmont Metrocentre” and deemed it suitable for Transit Station-Residential (TS-R) Zone, which allows maximum residential density of 51 units per acre.

Privacy World



This Plan continues to support a mixed-use redevelopment of the property and recommends a CR Zone with a maximum density of 1.75 FAR and the maximum building height of 100 feet reflecting the current TS-R rezoning proposal.

The 100-foot maximum building height also reflects the 1997 Plan’s design guidelines of up to two buildings of ten stories located at the rear of the site along the adjoining WMATA rail yards. This Plan also supports the 1997 Plan’s recommendation of preserving and restoring the environmental buffer onsite and providing space for outdoor public recreation to provide healthy activities for all ages. It recommends that the redevelopment should utilize compact building footprints and structured parking to retain as much as possible the existing open space character of the site.

Recommendation

- Rezone the property from TS-R to CR 1.75, C 0.25, R 1.75, H 100 (this recommendation assumes that the property will be rezoned from R-30, O-M, and RT-12.5 to TS-R before the approval of this Plan).
- Provide, as a priority, the CR Zone public benefits of Public Open Space and Care Center. If the development proceeds prior to implementation of the CR Zone on this property, new development should achieve maximum possible public open space and preservation of natural resources on the site.
- Provide an east-west road through the property, parallel to Glenallan Avenue, from Georgia to Layhill Road (see Mobility section for new road criteria).
- Develop the east side of Georgia Avenue as a pedestrian-friendly green boulevard with pedestrian-scaled lighting, street furniture and additional plantings outside the right-of-way with a double row of trees.
- Provide a safe and convenient pedestrian crossing of Glenallan Avenue for Metro users.
- Protect and restore the environmental buffer and investigate options for stream restoration through the redevelopment process.
- Preserve as much of the existing forested areas as possible to buffer residents from the WMATA rail yards.

Winexburg Manor

This 33-acre site is located along Glenallan Avenue between Randolph Road and Layhill Road. It is currently improved with three-story garden apartments and a nine-story building totaling 625 units with a small stream and forested area. The property shares its northern property line with Saddlebrook Park Police Headquarters along Layhill Road, Saddlebrook Park, and a townhouse neighborhood along Randolph Road.

The existing R-30 and R-20 Zones do not permit retail uses but allow residential redevelopment at up to 17.69 and 26.47 units per acre, respectively, which could produce as many as 751 units (before MPDU bonuses).

This Plan recommends the CR Zone to encourage mixed-use development of multifamily units in four- to six-story buildings with structured parking and possibly a small amount of retail at the corners of Glenallan and Georgia Avenues and/or Glenallan Avenue and Randolph Road. A transition zone of CRN is recommended as a buffer along the property line abutting townhouses to the north. A maximum height of 85 feet is proposed to accommodate the current nine-story building on site.

Redevelopment should maintain the current spatial relationship, with taller structure(s) in the interior of the site. In addition to the environmental buffer that should be restored and preserved, the redeveloped site should offer space for outdoor public recreation to provide healthy activities for all ages.

Recommendations

- Rezone the property from R-30 and R-20 to CR 1.75, C 0.25, R 1.5, H 85 and CRN 1.5, C 0.25, R1.5, H45 creating a 100-foot buffer along the property line abutting the existing townhouse community to the north.
- Provide, as a priority, the CR Zone public benefits of Public Open Space to complement the existing Saddlebrook Park to the north, and Affordable Housing to obtain more than the minimum 12.5 percent required MPDUs.
- Encourage provision of greater than the minimum required public open space.
- Provide an east-west road through the property connecting Layhill and Randolph Roads parallel to Glenallan Avenue.
- Protect and restore the environmental buffer.
- Protect areas of contiguous forest in combination with forest on adjacent park property.

Winexburg Manor



Glenmont Forest Block

The 32-acre Glenmont Forest Apartments site is located at the southeast corner of Randolph Road and Georgia Avenue, across from the Glenmont Shopping Center. It currently has 482 garden apartment units in two- to three-story structures banked into a sloping site with ample open space containing mature trees. The property is adjacent to single-family detached houses to the east, Wheaton Regional Park to the southeast, and a multi-family garden apartment complex to the south.

In addition to the Glenmont Forest property, there are three smaller properties nestled in the southeast corner of Georgia Avenue and Randolph Road. They are the 4th District Montgomery County Police Station (1.82 acres), the Kensington-Glenmont Fire Station 18 (0.94 acres), and the Catholic Charities parcels (1 acre). The Police Department plans to continue using this site for the foreseeable future but the fire station will relocate to a new station at the southwest corner of Georgia Avenue and Randolph Road to facilitate the construction of the Georgia/Randolph Interchange project. The police station is the oldest police station built in the County and may merit historic designation. Catholic Charities plans to continue operating their Montgomery County Family Center, which provides community services including English as second language classes; employment coaching; case management; crisis intervention and referral services; nutrition, cooking and exercise classes; dental and medical services; immigration legal services; and clothing and food banks.

The property's location, within easy walking distance of the Metro, its proximity to the Glenmont Shopping Center, its single ownership, and its size make it suitable for a multifamily redevelopment of four- to six-story buildings. The Plan recommends a 100-foot wide strip of CRN zoning with a maximum building height of 45 feet along the eastern edge as a buffer between redevelopment and the adjacent single-family detached houses. The property's Randolph Road frontage is also suitable for neighborhood serving retail on the ground floor of a multifamily building or for professional offices.

Redevelopment should use a compact building footprint and structured parking to emulate the existing open space character. In addition to the environmental buffer that should be restored and preserved, the redeveloped site should offer space for outdoor recreation to provide healthy activities for all ages. The site is also one of the four recommended for evaluation as a historic resource (see Historic Preservation section).

Although there are no plans for redevelopment of other properties in this group (Catholic Charities, police and fire stations), they are recommended for rezoning to the same zone as the Glenmont Forest property to retain a consistent zoning pattern at this location.

Recommendations

- Rezone the Glenmont Forest, the fire station, the police station, and the Catholic Charities parcels from R-30 to CR 1.75, C 0.25, R 1.5, H 65 and CRN 1.5, C 0.25, R 1.5, H45 for a 100-foot wide buffer along the entire eastern property line abutting single-family residential units.

Glenmont Forest Block



1. Glenmont Forest Apartments
2. 4th District Police Station
3. KVFD Fire Station 18
4. Catholic Charities

- Provide, as a priority, the CR Zone public benefits of Public Open Space to retain the open and green character of the site, and Affordable Housing to obtain more than the 12.5 percent required minimum MPDUs.
- Encourage the achievement of greater than minimum required public open space through compact footprint.
- Protect and restore areas of environmental buffer and investigate options for stream restoration with redevelopment.
- Preserve as much existing tree canopy as possible.
- Connect new internal streets with Erskine and Wallace Avenues.
- Construct a hiker/biker path between Randolph Road and the existing Wheaton Regional Park’s hard surface trail network.

Georgia Avenue West

Georgia Avenue West is the area west of Georgia Avenue between Denley Road and Randolph Road. It comprises blocks of single-family homes, the Glenmont Greenway, the Metro station’s west entrance, and the recently constructed Metro parking garage on the WMATA Triangle property. The 1997 Plan encouraged assemblage of the single-family properties nearest the Metro station for townhouses. Approximately 140 single-family parcels were recommended as suitable for the RT-15 floating zone (residential townhouses at maximum 15 units per acre). Twelve properties elected to apply for the floating zone with the Sectional Map Amendment for the 1997 Plan but no redevelopment has occurred.

Georgia Avenue West



Created specifically for these parcels in Glenmont, the RT-15 Zone was intended to provide an economically feasible redevelopment option where RT-12.5 could not do so due to the cost of land. A decade later, the Planning Department’s 2008 *Georgia Avenue Corridor Study* found no evidence of financial feasibility for assembling and redeveloping single-family houses into townhouses or any other type of low to mid-rise residential uses, even at 15 units per acre, along the Georgia Avenue corridor. Although development at this density is not achievable in the foreseeable market, the Plan recommends retaining the RT-15 floating zone for this area as a future option for Georgia Avenue West with a minimum assemblage requirement of one acre of land. Mixed-use Planned Development zoning (PD-15) should be applied in areas up to two acres.

The northern tip of the WMATA Triangle, north of the recently constructed Metro parking garage and near the west Metro station entrance, is suitable for public facilities that will enhance transit service. The Plan also encourages assembling this piece of land with the privately-owned single-family parcels along the block’s northern edge at the corner of Denley Road and Flack Street. The assembled site of approximately three acres would provide an opportunity to develop housing less than 1000 feet from the Metro entrance. This site would also be appropriate for senior or affordable housing units. A mid-rise structure on this site could provide a transition of building heights along Georgia Avenue from the 25-foot high townhouses north of Denley Road to the approximately 82-foot high parking structure. Development on the assembled site should have a maximum building height of 45’ along Denley Road and Flack Street or an open space buffer to provide the appropriate transition to the single-family

houses across Denley Road and Flack Street. Pedestrian and bicycle access from Flack Street to Georgia Avenue should be maintained.

The Plan recommends retaining the existing RT-12.5 zoning of the WMATA property and the existing R-60 zoning of eight single-family parcels with the option to rezone the property to Transit Station-Residential (TS-R) Zone. This floating zone would provide the flexibility in building design to achieve compatibility with the surrounding properties.

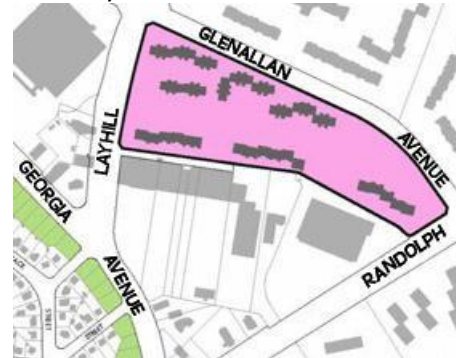
Recommendations

- Confirm the RT-15 parcels with single-family houses along Flack Street between Urbana Drive and Judson Road and along Randolph Road between Judson Road and Georgia Avenue.
- Confirm the RT-12.5 Zone for the WMATA Triangle property with the northern portion suitable for TS-R with 35 du/acre.
- Confirm the R-60 Zone for single-family parcels along Denley Road between Flack Street and Georgia Avenue and along Flack Street between Denley Road and the WMATA Triangle and designate them as suitable for TS-R with 35 du/acre.
- Confirm the R-60 Zone suitable for RT-15 and PD-15 for areas up to 2 acres for the remaining single family parcels.

Glenway Gardens Condominiums

This 15-acre site is improved with 214 condominiums. Currently, the condominium owners have no plans or desire to redevelop the property. Although its location within walking distance of Metro and its size create potential to accommodate mixed-use development at higher densities, the foreseeable market conditions and its condominium ownership makes it less likely to redevelop during the life of this Plan.

Glenway Gardens Condominiums



Recommendation

- Retain the R-30 Zone.

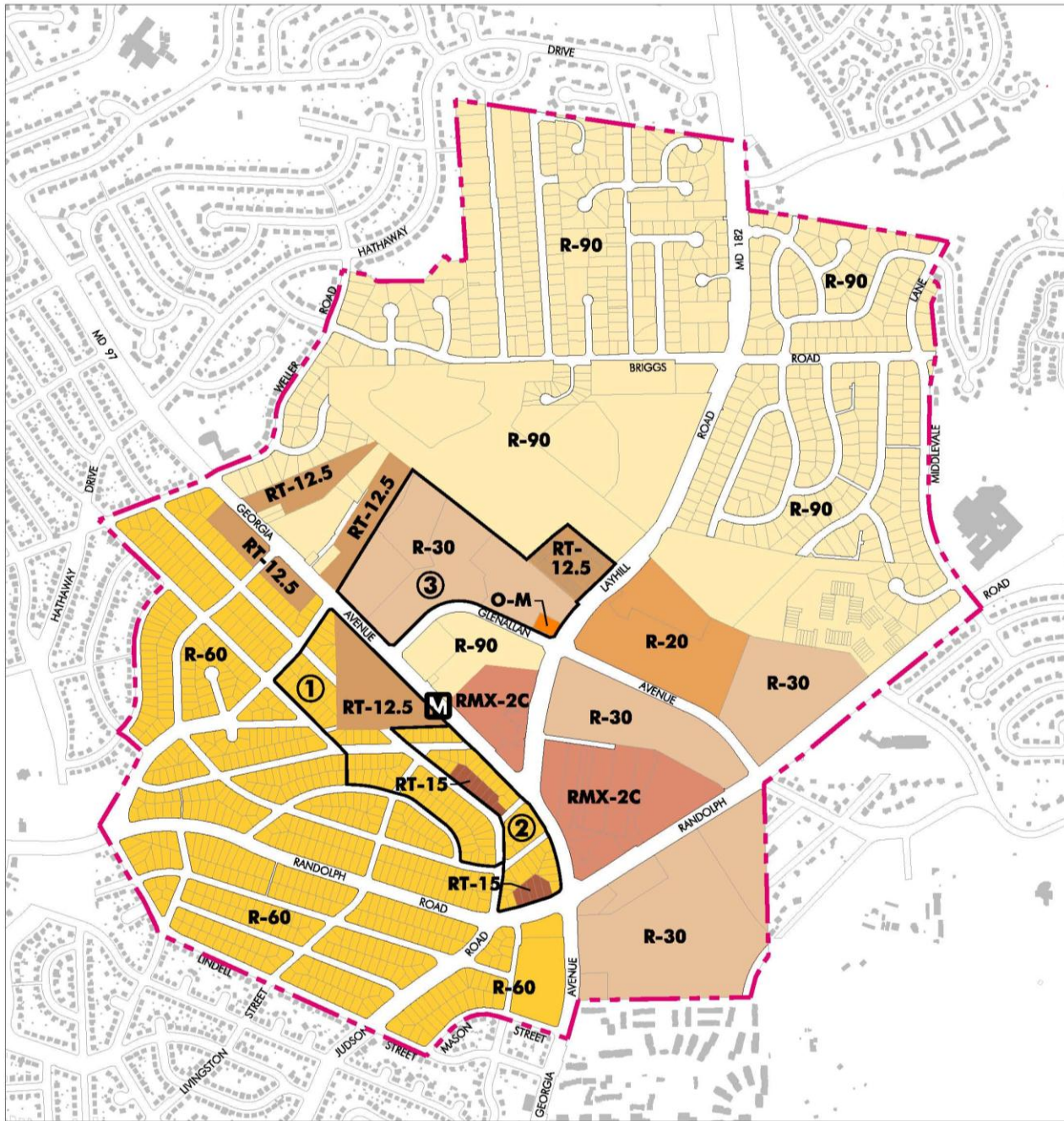
Existing Neighborhoods Surrounding the Glenmont Core

The neighborhoods surrounding the core are primarily residential with single-family detached units and townhouses. The Plan recommends retaining their current zoning, and preserving their suburban character while strengthening them as desirable places to live by preserving the environmentally sensitive areas and providing better connections to the core and other area amenities.

Recommendations

- Confirm the existing R-60, R-90 and RT-12.5 Zones in existing communities around the core.
- Protect the existing single-family residential neighborhoods from the adverse impacts of new development.

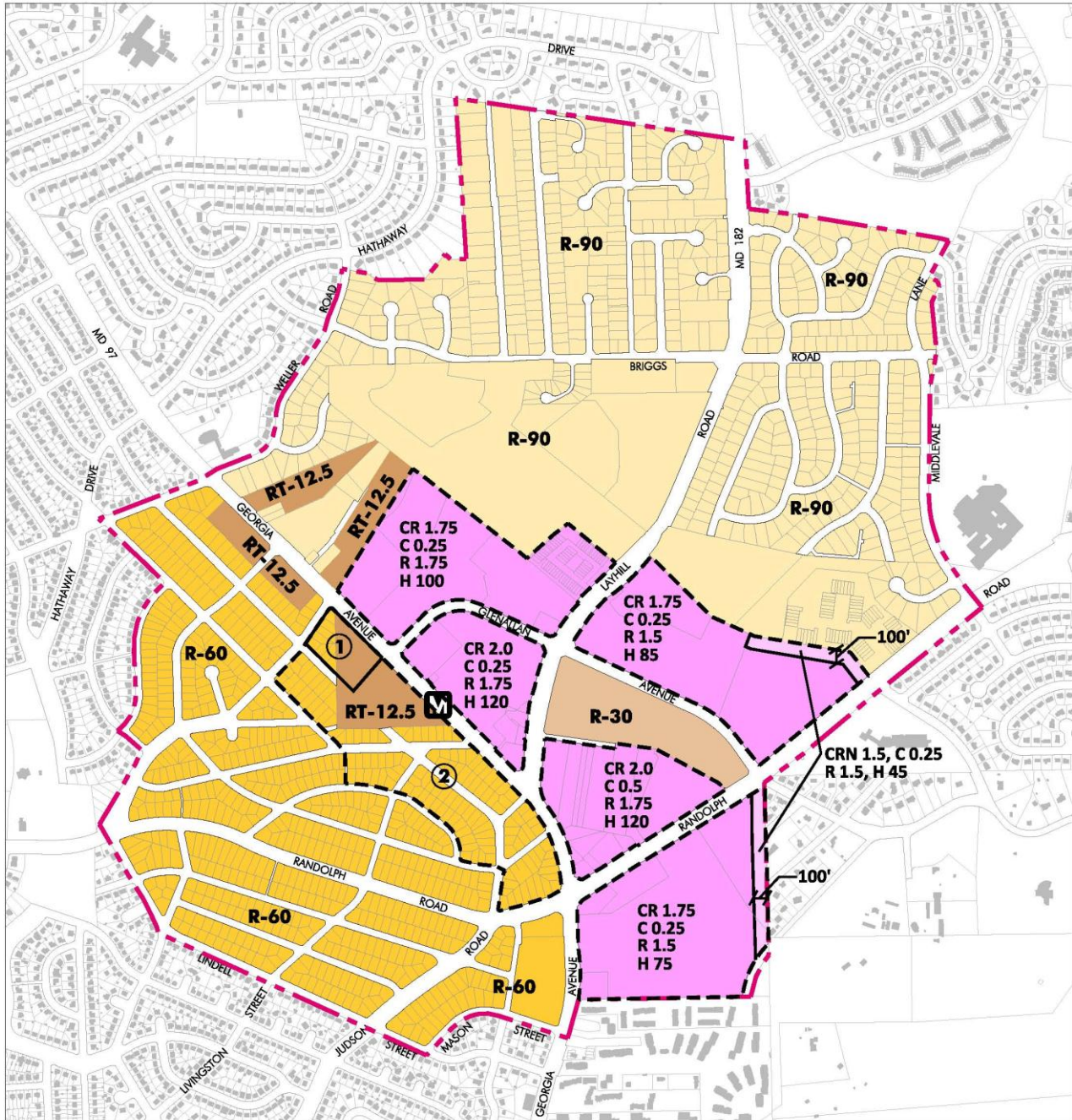
Map 4: Existing Zoning



- M** Metro Station
- ①** Suitable for RT-15
- ②** Suitable for RT-15 and up to 2 Acres PD-15
- ③** Suitable for TS-R



Map 5: Proposed Zoning



	Metro Station		Suitable for TS-R Zone	
	Sector Plan Boundary		Suitable for RT-15 up to 2 Acres PD-15	
	Areas with Proposed Zoning Changes			

MOBILITY

Glenmont is located at the confluence of three major roads: Georgia Avenue, a north-south corridor that connects Glenmont to Wheaton, Silver Spring, Washington D.C., the ICC, Olney, and Frederick County; Randolph Road, a major east-west road that connects Glenmont to Rockville, I-270, US 29, and Prince George's County; and Layhill Road, which runs north from Glenmont to Sandy Spring/Ashton.

The Plan's vision and the proposed level of future growth are supported by Metrorail, future BRT, local bus service, and a network of major and local streets that will connect Glenmont neighborhoods to services and amenities within Glenmont and in the region. The overall transportation approach consists of the following elements:

- high quality transit service
- expanded network of walkable streets
- improved bicycle and pedestrian connections throughout the Glenmont area.

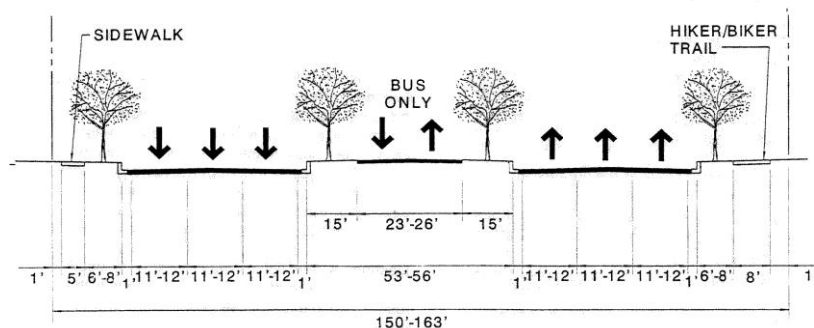
Transit

Although Glenmont is still car-oriented, it will slowly transform over time into a more transit-oriented community as the existing housing stock changes and the new, higher density developments recommended in this Plan are built. A transit-focused, multi-modal system of Metrorail, Metrobus, proposed BRT and local bus service will be a vital component of Glenmont's successful development as a well-connected community with reduced reliance on the car. Completed in 1997, the Glenmont Metro Station has become an established part of the Glenmont community and its identity. Glenmont is an end of the line station. It attracts commuters from areas north and northeast of Glenmont including Olney and Howard County. Fifty percent of Metro users drive to the station. The Glenmont Metrorail Station has a bus loop that accommodates nine Montgomery County Ride-On buses and two WMATA Metro buses. The bus loop, located on the east side of Georgia Avenue with two additional bus drop-off locations on Georgia Avenue, is currently underused, and therefore can accommodate any transit service needs in the foreseeable future.

Georgia Avenue Busway

The 1999 *Georgia Avenue Busway* study analyzed the feasibility of a busway for the segment of Georgia Avenue between Glenmont and Olney. After considering a variety of options, the Planning Board selected an approximately seven-mile long two-lane, bi-directional busway in the median to accommodate both express and local bus service. The study recommended a typical road cross section south of Norbeck Road that included three general-purpose lanes in each direction plus a two-way busway in the median (see Appendix D).

Figure 4: Georgia Avenue Busway Preferred Option Cross Section



Countywide BRT

The proposed Countywide BRT network includes two potential BRT corridors in Glenmont: Georgia Avenue (MD 97) from Silver Spring to Olney and Randolph Road from White Flint to Glenmont, with a possible extension east to Colesville Road (US 29). There are currently several completed and ongoing BRT studies that assess the minimum requirements for operations and necessary right-of-way for the proposed BRT network.

The master planned right-of-way for Georgia Avenue in the Plan area varies from 135 to 170 feet (170 feet from Layhill Road south to near the Plan boundary at Mason Street south of Randolph Road is needed to accommodate the grade-separated interchange). The master planned right-of-way for Randolph Road varies from 120 to 140 feet (140 feet for the segment of the grade-separated interchange).

In Glenmont, there is generally adequate master planned right-of-way for a BRT section on both Georgia Avenue and Randolph Road. While BRT recommendations are subject to the ongoing update of the *Countywide Transit Corridors Functional Master Plan*, this Plan supports BRT operating in the peak direction only during peak periods and within the existing master planned right-of-way.

As Glenmont redevelops there may be adequate demand to support a circulator bus. This circulator bus may be similar in design and operation to the Van-Go bus in Silver Spring or the Bethesda Circulator. While Glenmont will not become an employment center like Silver Spring or Bethesda, development at the recommended residential densities may warrant the consideration of a circulator bus to increase access to the Metro and other local destinations.

Recommendations

- Support high quality (frequent, limited stop, low-floor) BRT on Georgia Avenue and Randolph Road as part of a Countywide network.
- Provide convenient and safe intermodal connections by ensuring that bus bays, enhanced bus stop amenities, crosswalks, and other supporting facilities are well-located and sufficient in number, either as stand-alone facilities or as part of redevelopment initiatives.
- Evaluate the need for a circulator bus as the area redevelops.

The Street Network

The potential redevelopment of existing commercial and multifamily properties in the core presents opportunities to increase connectivity within the core and to the surrounding neighborhoods with efficient and safe, multi-modal access to transit, retail and recreation. The three major roads in Glenmont, Georgia Avenue (MD 97), Layhill Road (MD 182), and Randolph Road, will continue to serve as major routes and connect Glenmont to the rest of the County and the region. Improvements to the existing road network will provide enhanced access and increased mobility for all modes of transportation, while new streets will add alternative routes for local traffic. This Plan's recommendations for a street grid are intended to create small blocks to enhance the pedestrian experience.

Some residents have expressed concerns that redevelopment will increase cut-through traffic in the future. The MCDOT's Renew Montgomery Program studies and implements measures to reduce negative effects of traffic such as speeding and neighborhood cut-through traffic. This Plan supports studying problematic roads identified by the Glenmont residents, most notably Denley Road.

Recommendations

- The Montgomery County Department of Transportation (MCDOT) should explore implementing traffic calming along Glenallan Avenue between Layhill Road and Georgia Avenue when Privacy World redevelops. Traffic calming should strike the balance between providing adequate vehicular access and circulation and pedestrian safety.
- Create a grid of internal roads with redevelopment of larger properties to provide internal pedestrian access and vehicular circulation to provide alternative means of ingress and egress. These internal roads are recommended for the following properties and discussed in more detail in specific properties section in the Land Use and Zoning chapter: Winexburg Manor, Privacy World redevelops, Glenmont Shopping Center, and Glenmont Forest. These new internal roads may be implemented as private streets in separate parcels subject to the following conditions:
 - a. Public easements must be granted for the roadways and must be reviewed and approved by the Montgomery County Department of Transportation (MCDOT) and the Maryland-National Capital Park and Planning Commission (M-NCPPC).
 - b. The design of the roads must follow or improve on the corresponding Montgomery County Road Code standard (2005.02 modified) for a similar public road, unless approved by MCDOT and the Planning Board at the subdivision review stage.
 - c. Installation of any public utilities must be permitted within such easement.
 - d. The roads may not be closed for any reason unless approved by MCDOT.
 - e. The public access easement must be volumetric to accommodate uses above or below the designated easement area.
 - f. Montgomery County may require the applicants to install appropriate traffic control devices within the public easement and the easement must grant the right to the County to construct and install such devices.
 - g. Maintenance and Liability Agreements will be required for each easement area. These agreements must identify the applicants' responsibility to maintain all of the improvements within their easement area in good fashion and in accordance with applicable laws and regulations.
 - h. Montgomery County will inspect these streets and ensure that each has been constructed in accordance with the corresponding Road Code standard for a similar public road.
 - i. The applicant is obligated to remove snow and provide repairs to keep the roads in working order and open and if, for any reason, the applicants do not, the County must have the right, but not the obligation, to remove snow and/or provide repairs.

Layhill Bifurcation

The 1997 Plan recommended a separation of north- and southbound lanes of Layhill Road between Glenallan Avenue and Georgia Avenue. It was to improve access from Georgia Avenue and Layhill Road to the Glenmont Shopping Center, reduce pedestrian and vehicular conflicts, improve the level of service at the intersection of Georgia Avenue/Layhill Road, and improve the flow of through traffic along Georgia Avenue. The bifurcation consisted of maintaining the northbound leg of Layhill in its existing location, and realigning the southbound lanes from a point west of Glenallan Avenue straight west to connect with Georgia Avenue passing between the existing Metro parking garage and the existing businesses in the Layhill Triangle.

The proposed bifurcation created two separate intersections of Layhill Road with Georgia Avenue. Southbound Layhill would create a new intersection with Georgia Avenue at the approximate location of the current entrance to the bus loop on the WMATA property. This intersection would require significant signal operation to accommodate all the turning movements. The stacking distance on northbound Georgia Avenue between the existing Layhill intersection and the new intersection would also be reduced for cars and buses making a right turn onto the WMATA property from northbound Georgia Avenue.

The complications and cost of providing and operating the bifurcation seemingly outweigh its benefits. This Plan recommends a less invasive solution that achieves the goals of better access, reduced conflicts, and improved level of service and flow of through traffic. It recommends a slight realignment of Layhill Road to create a “T” intersection with Georgia Avenue at the current location, which could be accomplished with little or no dedication from existing properties. The realigned intersection would improve the pedestrian crossing of Layhill Road by removing the current free rights from southbound Layhill Road to northbound Georgia Avenue and from northbound Georgia Avenue to northbound Layhill Road. The Plan also recommends exploring reductions in number of lanes from six to four that would shorten the roadway crossing distance for pedestrians walking to and from the Metro entrance.

Recommendations

- Do not bifurcate Layhill Road. Realign the southern portion of Layhill Road to create a “T” intersection with Georgia Avenue to eliminate the current free rights at northbound and southbound Layhill Road.
- Investigate reductions in lane widths on Layhill Road between Glenallan Avenue and Georgia Avenue.

The 1997 Plan recommended a grade-separated interchange for Georgia Avenue and Randolph Road to reduce congestion at the intersection, improve through traffic flow and thereby reduce incentives for neighborhood cut-through traffic, and add development capacity to the road network to support proposed growth in Glenmont. This Plan supports the proposed interchange.

As part of the interchange project, the Maryland State Highway Administration (SHA) prepared several design alternatives for a left turn from the eastbound service road along the south side of Randolph Road into the shopping center. While this Plan does not specifically endorse the final design and operational details of the selected alternative, it supports improving vehicular access to the shopping center from all points to enhance its redevelopment potential. The jug-handle alternative best supports the goals of this Plan including adequate access into the shopping center from Randolph Road.

Pedestrian Circulation and Bikeway Network

Transforming Glenmont into a walkable community can increase pedestrian access to mass transit and other amenities, improve public health, promote a sense of place, reduce vehicle trips, and help offset environmental impacts of new development. This Plan encourages coordination among M-NCPPC, MCDOT, SHA, WMATA, developers, and local civic and homeowners associations to ensure that planned improvements adequately serve the needs of the community.

Many existing streets in Glenmont are currently without trees and adequate buffers, creating a less than ideal pedestrian environment. The recommended improvements includes wider medians where feasible, sidewalks with green panels, and street trees.

Recommendations

- Designate the Plan area as a State Bicycle and Pedestrian Priority Area. This designation will facilitate funding for bicycle and pedestrian improvements on State roads.
- Provide enhanced pedestrian crossing opportunities with wide, clearly marked crosswalks on Georgia Avenue, Randolph Road, Layhill Road, and Glenallan Avenue, where appropriate.
- MCDOT should perform a traffic signal warrant study to determine the feasibility of a traffic signal and crosswalks at Livingston Street and Randolph Road.
- Use urban road cross sections from the County Road code for new roads to reduce pedestrian crossing width and maintain lower design speeds.
- Discourage widening roadway intersections to accommodate through traffic.
- Improve connectivity from the Plan area to Wheaton Regional Park, Brookside Gardens, Northwest Branch Trail, Matthew Henson Trail and the proposed Rachel Carson Greenway Trail including enhanced signage on streets that lead to trail connectors.
- Upgrade the shared use path on the south side of Glenallan Avenue between Georgia Avenue and Layhill Road to an eight to 10-foot shared use path and extend it to Randolph Road, with bike lanes.
- Provide the appropriate marking and signs for bike lanes along Layhill Road (BL-18) between Georgia Avenue and Matthew Henson Park.
- Support improved and expanded bike storage at Metro entrances and parking facilities.

Parking Management

While this Plan recommends transit-oriented development in Glenmont, new developments will increase demand for parking. To accommodate the future needs for commuters, local businesses, and residents, new development should use shared parking strategies, preferably in structured parking facilities. The proposed CR Zones encourage providing less than the maximum allowed number of parking spaces and providing public parking.

The County's Parking Lot Districts (PLDs) provide public surface, on-street, and structured parking within defined geographic areas to promote economic growth and provide transportation management. Property owners in the district pay a tax based on property value to the PLD and are exempt from providing the minimum required parking on-site; they can choose to provide some parking on-site to attract certain users. While an initial market feasibility study shows that the tax's cost to the developer outweighs the benefit, a PLD may be the appropriate solution in the future to support economic development in Glenmont, especially if properties are assembled and owners can contribute land toward creating a new parking district.

Recommendations

- The County should consider a Parking Lot District to assist in the active management of parking demand and promote shared parking efficiencies.
- Retain convenient parking for the Metro station, but devote primary efforts to increasing the percentage of Metrorail passengers walking, using the bus, or riding bicycles to and from the station.

Table 3: Street Classification

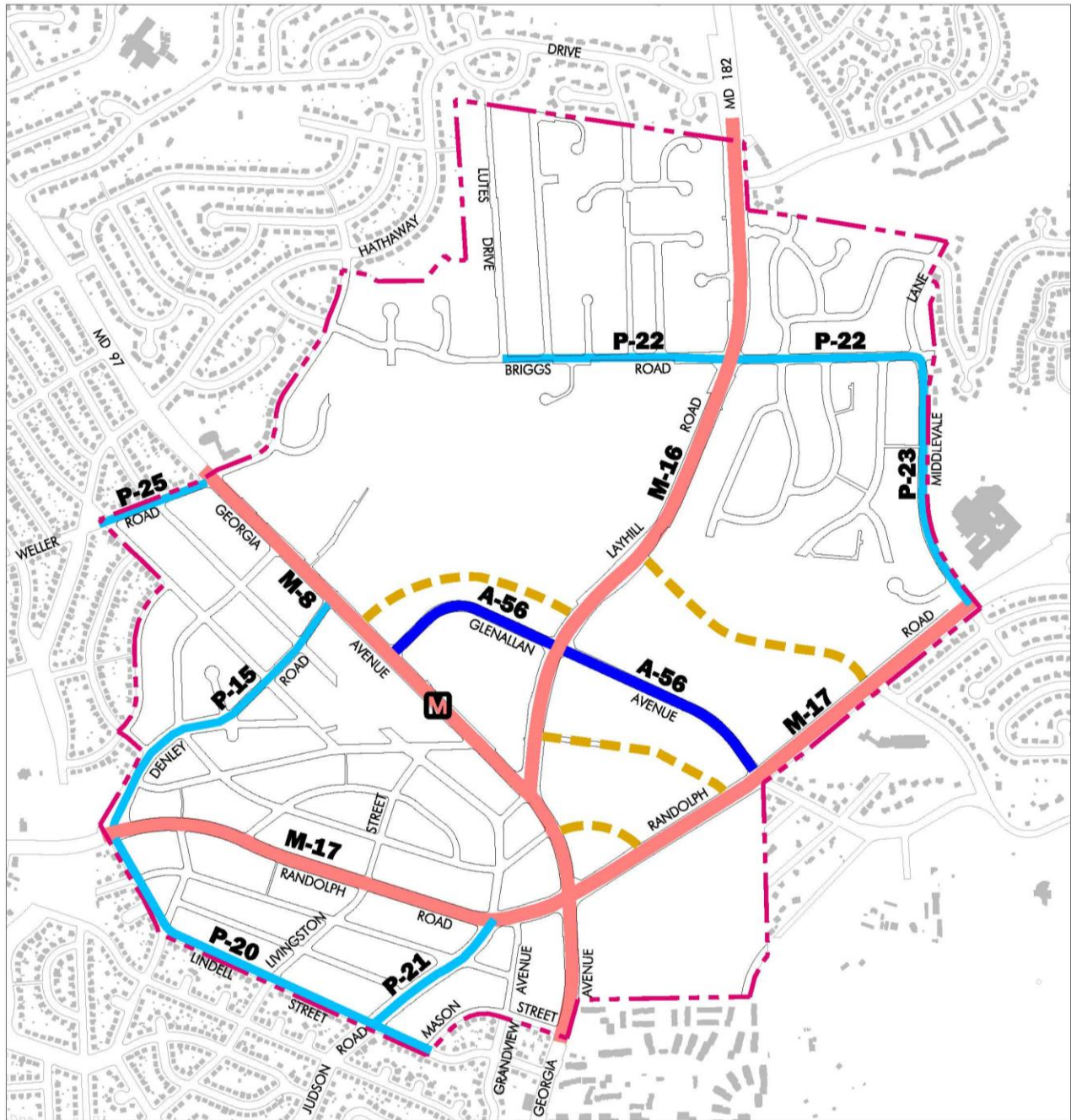
Master Planned Streets	From	To	Master Plan of Highways No.	Current Master Planned Minimum Right of Way ¹	Existing Number of Through Travel Lanes ²	Current Master Planned Number of Through Travel Lanes	Design Standard ³
Major Highways							
Georgia Avenue (MD 97)	Lindell Street	Weller Road	M-8	135 - 170	6 - Divided	6 - Divided	Mod. 2008.02
Layhill Road (MD 182)	Hathaway Drive	Glenallan Avenue	M-16	120	4 - Divided	4 - Divided	2004.16
	Glenallan Avenue	Georgia Avenue (MD 97)	M-16	120	6 - Divided	4 - Divided	Mod. 2008.01
Randolph Road	Lindell Street / Denley Road	Judson Road	M-17	120	6 - Divided	6 - Divided	Mod. 2008.01
		400 Feet West of Glenallan Avenue					Mod. 2008.01
	Judson Road	400 Feet West of Glenallan Avenue	M-17	140	6 - Divided	6 - Divided	Mod. 2008.01
	400 Feet West of Glenallan Avenue	Middlevale Road	M-17	120	6 - Divided	6 - Divided	Mod. 2008.01
Arterials							
Glenallan Avenue	Georgia Avenue (MD 97)	Layhill Road (MD 182)	A-56	90	4	48 Feet	Mod. 2004.10
	Layhill Road (MD 182)	450 Feet North of Randolph Road	A-56	80	4	48 Feet	Mod. 2004.22
	450 Feet North of Randolph Road	Randolph Road	A-56	95	2	48 Feet	Mod. 2004.22
Primary Residential Streets							
Denley Road	Layhill Road (MD 182)	Georgia Avenue (MD 97)	P-15	70	Not Built	36 Feet	2002.02
	Georgia Avenue (MD 97)	Randolph Road	P-15	70	2	36 Feet	2002.03
Lindell Street	Randolph Road	Mason Street	P-20	70	2	36 Feet	2002.03
Judson Road	Randolph Road	Lindell Street	P-21	70	2	36 Feet	Mod. 2002.03
Briggs Road	Lutes Drive	Layhill Road (MD 182)	P-22	80	2	36 Feet	Mod. 2002.03
	Layhill Road (MD 182)	Middlevale Lane	P-22	70	2	36 Feet	Mod. 2002.03
Middlevale Lane	Briggs Road	Randolph Road	P-23	70	2	36 Feet	Mod. 2002.03
Weller Road	Holdridge Road	Georgia Avenue (MD 97)	P-25	70		36 Feet	Mod. 2002.03

¹ Reflects minimum right-of-way, and may not include lanes for turning, parking, acceleration, deceleration, or other purposes auxiliary to through travel. Rights-of-way are considered to be measured symmetrically based upon roadway right-of-way centerline.

² The recommended number of lanes refers to the number of planned through travel lanes for each segment.

³ Reflects the most representative roadway cross-section. Mod. = Modified

Map 6: Street Classification



- M** Metro Station
- Sector Plan Boundary
- Major Highway
- Arterial
- Residential
- Proposed Local Streets

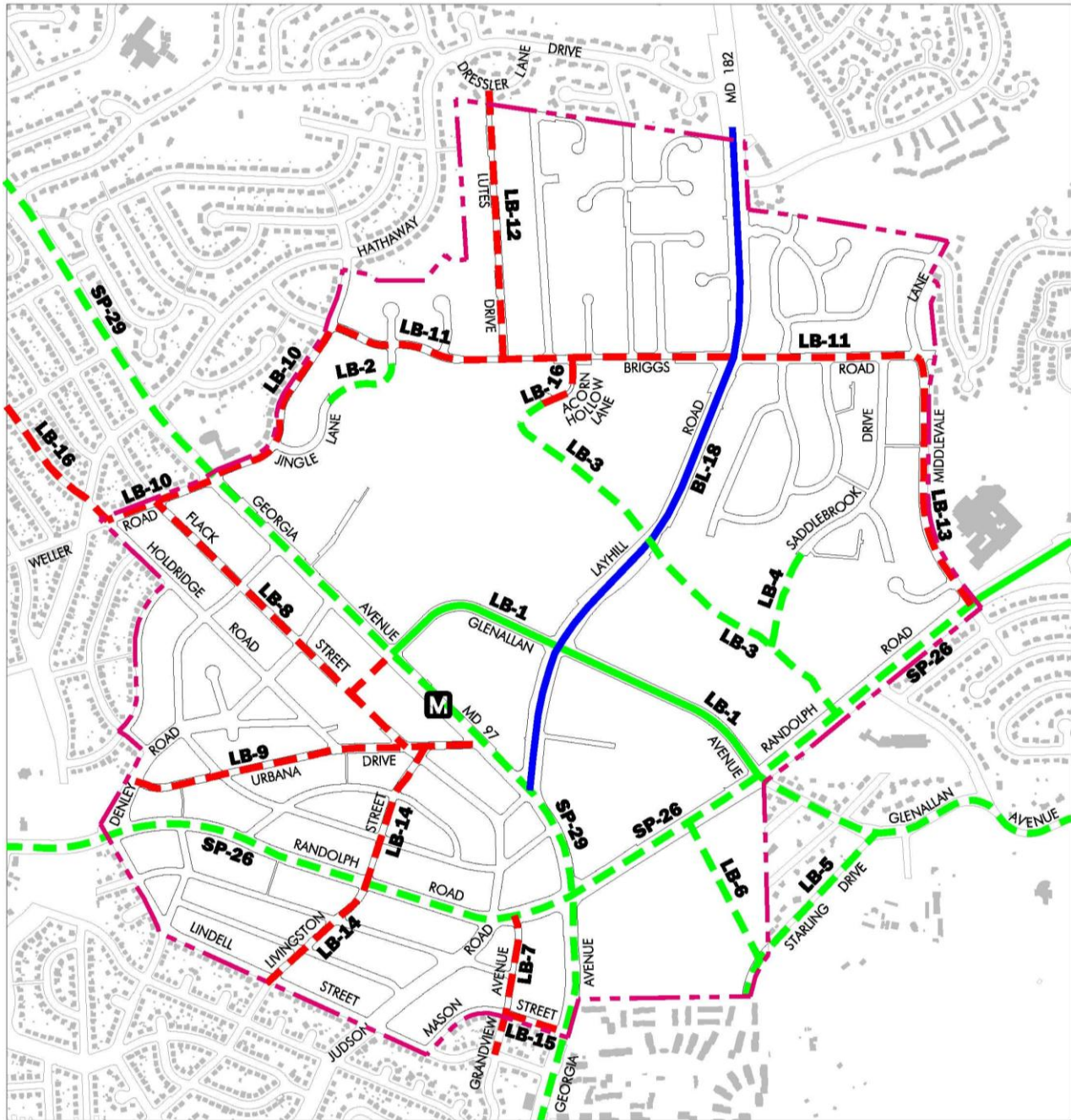
Note:
 Local street connections are not designated in the Master Plan of Highways and are conditional upon redevelopment.
 Proposed alignment to be determined during the development review process.



Table 4: Countywide and Local Bikeways

Master Planned Bikeways	From	To	Master Plan of Bikeways No.
Bike Lane			
Layhill Road (MD 182)	Georgia Avenue (MD 97)	Hathaway Drive	BL-18
Shared Use Paths			
Georgia Avenue (MD 97)	Weller Road	Glenallan Avenue	SP - 29
	Glenallan Avenue	Mason Street	SP - 29
Glenallan Avenue	Georgia Avenue (MD 97)	Layhill Road (MD 182)	LB - 1
	Layhill Road (MD 182)	Randolph Road	LB - 1
Randolph Road	Denley Road	Middlevale Lane	SP - 26
Jingle Connector	Jingle Lane	Jingle Lane	LB-2
Saddlebrook Connector	Acorn Hollow Lane	Randolph Road	LB-3
Saddlebrook Connector	Saddlebrook Drive	Saddlebrook Connector	LB-4
Wheaton Regional Park Off Road Path	Glennallan Avenue	Shorefield Road	LB-5
Wheaton Regional Park Off Road Path	Randolph Road	Wheaton Regional Park	LB-6
Grandview Avenue	Randolph Road	Mason Street	LB-7
Signed Shared Roadways			
Flack Street	Weller Road	Urbana Drive	LB-8
Urbana Drive	Denley Road	Georgia Avenue (MD 97)	LB-9
Weller Road	Holdridge Road	Briggs Road	LB-10
Briggs Road	Weller Road	Middlevale Lane	LB-11
Lutes Drive	Dressler Lane	Briggs Road	LB-12
Middlevale Lane	Briggs Road	Randolph Road	LB-13
Livingston Street	Lindell Street	Urbana Drive	LB-14
Mason Street	Georgia Avenue (MD 97)	Grandview Avenue	LB-15
Acorn Hollow Lane	Briggs Road	Saddlebrook Connector	LB-16

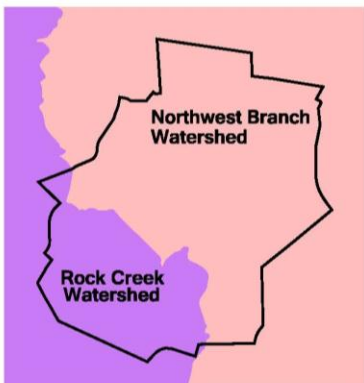
Map 7: Bikeway Network



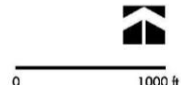
- Metro Station
- Sector Plan Boundary
- Existing Shared Use Path
- Proposed Shared Use Path
- Bike Lanes
- Signed Shared Roadway



Map 8: Natural Resources



- M** Metro Station
- - - - - Sector Plan Boundary
- Light Green Park/ Open Space
- Green Tree Canopy
- Brown Sub-Watersheds



ENVIRONMENT

The Plan area straddles two watersheds, with Georgia Avenue serving as a rough dividing line. Approximately 70 percent of the Plan area is in the Northwest Branch watershed, which drains to the Anacostia River. The remaining portion of the Plan area is in the Rock Creek watershed, which drains to the Potomac River. Both watersheds are characterized by a mix of developed areas and forested parkland, but the water quality condition of the streams ranges from fair to poor.

Glenmont has approximately 300 acres of imperviousness, for a total of 42 percent coverage. The imperviousness is concentrated in the commercial core, which has extensive surface parking. Much of the area was developed prior to stormwater management regulations so redevelopment should improve the water quality of tributaries to the Northwest Branch and Rock Creek.

While only approximately 10 percent of Glenmont is forested, an additional 32 percent of the Plan area has tree canopy coverage. The forest is predominately located on WMATA and publicly owned properties along Briggs Road, and serves to buffer the adjacent neighborhoods. The tree canopy is largely in the established single-family neighborhoods surrounding the commercial core. Redevelopment within the commercial core should add to the tree canopy.

This Plan encourages protecting water and air quality while providing a natural environment for residents to enjoy. Redevelopment in Glenmont provides the opportunity to preserve natural areas as buffers, provide links between the mixed-use core and single-family neighborhoods, and accommodate natural resource-based recreation, such as natural surface trails and nature interpretation.

Redevelopment is also an opportunity to improve environmental conditions and create a more sustainable community that conserves energy and uses roofs and green spaces to filter stormwater and purify the air. The following recommendations focus on preserving existing natural features and incorporating new green elements into the built environment, while optimizing the land use within a compact development footprint. Implementation will primarily occur through the development process.

Recommendations

- Preserve and restore existing natural features by:
 - protecting environmental buffers by conserving and planting forest
 - restoring stream channels to reduce erosion and enhance water quality
 - retaining existing forest and trees through the redevelopment process.
- Increase tree canopy cover by:
 - increasing planting in public rights-of-way such as medians and the Glenmont Greenway
 - using advanced planting techniques in new and reconstructed streets and sidewalks such as constructed soil and interconnected tree pits to increase the soil area for tree roots
 - incorporating trees into stormwater Best Management Practices and into roof and terrace plantings
 - encouraging a minimum of 25 percent tree canopy coverage on redevelopment projects
 - retrofitting existing parking lots with landscaping.
- Minimize, and mitigate for, impervious surfaces by:
 - using Environmental Site Design to reduce runoff from all impervious surfaces, including roofs, terraces, and paving

- building new streets and retrofit existing roads with enhanced landscape and urban stormwater management facilities in the right-of-way
- integrating stormwater management into open spaces where feasible
- exploring opportunities to share parking facilities.
- Connect the natural and built environments by:
 - integrating urban agriculture through the use of community gardens in redevelopment sites, public projects, and open spaces
 - encouraging all new and retrofitted building construction to incorporate urban environmental features like green roofs, green walls, and innovative stormwater management
 - promoting pedestrian connections and recreational opportunities through natural areas while preserving environmental features.

Energy

Minimizing energy consumption is important for environmental and economic reasons. Most of the new development in Glenmont will be infill and redevelopment of currently built sites with higher density developments, making better use of limited resources and existing infrastructure. Mixed-use areas near transit reduce vehicle miles traveled, and even eliminate some trips by encouraging people to walk to Metro and other local destinations.

Carbon emissions are directly related to many forms of carbon-based energy production and consumption. Increased carbon emissions have been tied to the human contribution to climate change, thus increasing the importance of minimizing the use of non-renewable energy.

Montgomery County Bill number 32-07 established a goal to stop increasing greenhouse gas emissions by the year 2010, and reduce emissions to 20 percent of 2005 levels by the year 2050. A model to estimate the greenhouse gas emissions, including embodied energy emissions, building energy emissions, and transportation emissions, was run for the existing conditions and the projected buildout of this Plan. Table 5 below shows the results of this model run.

Table 5: Glenmont Greenhouse Gas Emissions

Scenario	Emissions (MTCO ₂ e*)
Existing	6,748,706
Proposed Sector Plan Buildout	15,649,950

*Metric Tons Carbon Dioxide Equivalents (over the life of the development)

While the Proposed Sector Plan’s estimated buildout shows an increase in the total emissions, there is a carbon footprint reduction of approximately 25 percent on a per capita basis. This decrease in per capita emissions is due to the Plan’s:

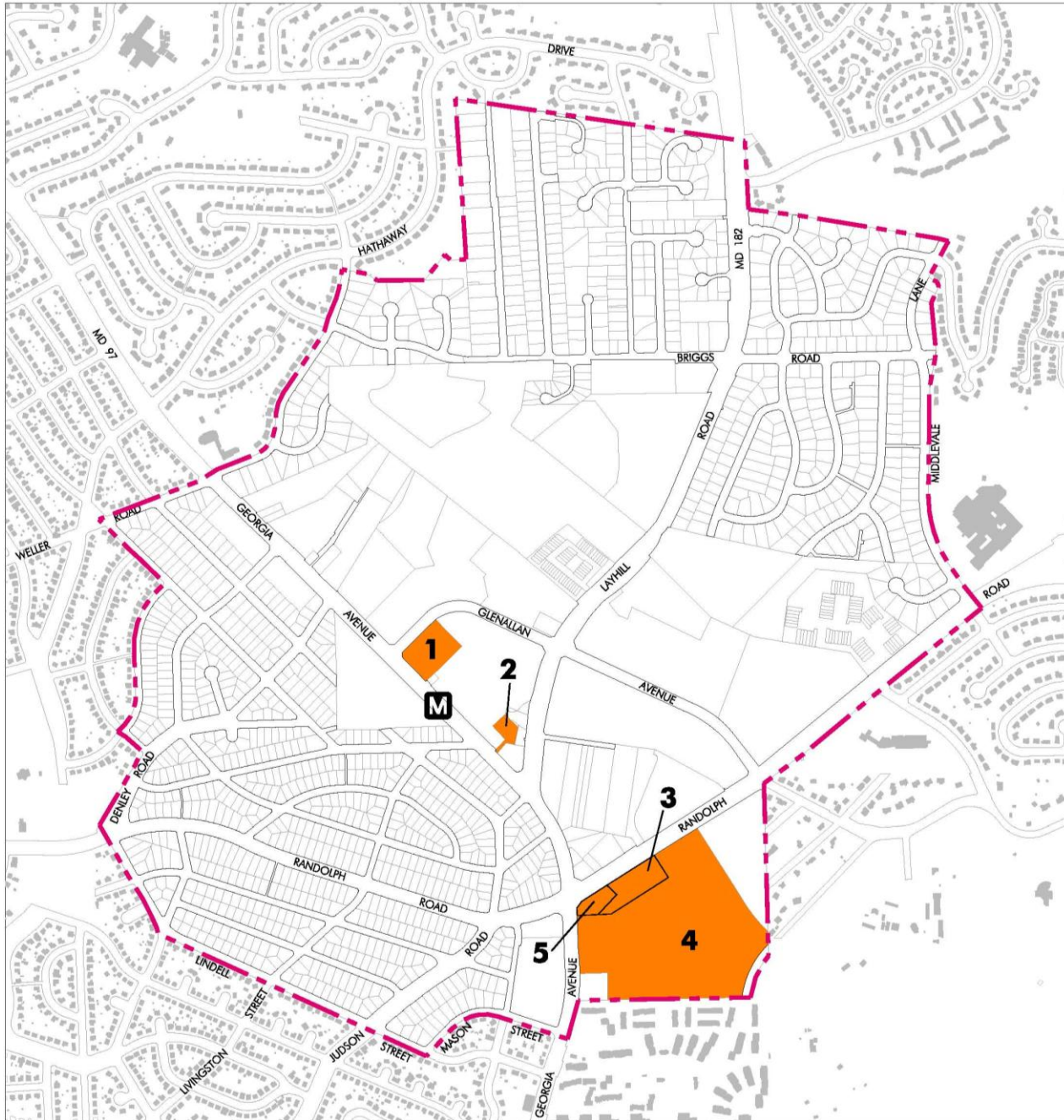
- Concentrating growth around the Metro station, which reduces the per capita vehicle miles traveled;
- Increasing the number of multifamily residential units, which are more energy efficient than single-family homes;
- Increasing growth without substantially increasing the amount of pavement.

This Plan helps minimize energy use through its recommendations for compact, mixed-use redevelopment of existing buildings near transit. It also encourages the following strategies and mechanisms to achieve further energy savings.

Recommendations

- Encourage new buildings to meet the appropriate American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) advanced energy design guide.
- Encourage renovated buildings to meet the appropriate ASHRAE advanced energy design guide.
- Channel sunlight for daylighting through proper building orientation and use of light shelves, baffles, clerestories, and skylights.
- Integrate geothermal systems and passive solar to reduce energy consumption.
- Use solar photovoltaic cells on both horizontal and vertical surfaces.
- Encourage wind energy conversion systems and large district energy systems.

Map 9: Potential Historic Resources (to be evaluated)



- | | | | |
|------------|-------------------------------|----------|---|
| M | Metro Station | 3 | Montgomery County Police Station, District 4 |
| --- | Sector Plan Boundary | 4 | Glenmont Forest Apartments (Americana Glenmont) |
| 1 | Georgia Avenue Baptist Church | 5 | Kensington - Glenmont Fire Station #18 |
| 2 | WSSC Water Tower | | |



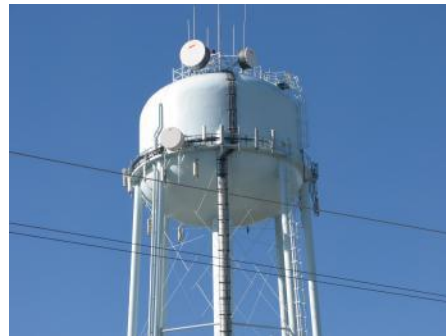
HISTORIC RESOURCES

In the Plan area there are no historic sites designated on the *Master Plan for Historic Preservation*. Neither are there potential historic resources currently identified on the *Locational Atlas and Index of Historic Sites*. The Sector Plan has identified four sites that are being evaluated for designation in the *Master Plan for Historic Preservation* and added to the *Locational Atlas and Index of Historic Sites*. A fifth site has been recommended by a Glenmont resident.

Georgia Avenue Baptist Church (1956) at 12525 Georgia Avenue is a noteworthy example of mid-century modern religious architecture. The main auditorium, designed by architect Theodore Bennett, is banked into the sloping land and features asymmetrical glass window walls. The education wing, designed by Vosbeck-Ward & Associates, is sheathed with TECFAB panels, prefabricated concrete perlite panels, which represent local technology and innovation. The congregation has a long history in the community.



WSSSC water tower (1947) is located on the northeast side of Layhill Road and Georgia Avenue intersection. The WSSC acquired the site in 1942 and built a water tower to serve the growing suburban area.



Montgomery County Police Station (1958), at 2300 Randolph Road is the oldest police station in Montgomery County. Earlier stations were located in County government buildings. This was the first one built exclusively to house police facilities. The brick Georgian Revival style building, designed by Bagley-Soule & Associates architects, reflects a civic image, which draws on the traditional architecture of colonial Maryland.



Glenmont Forest (Americana Glenmont, 1961) at 2386 Glenmont Circle, is a mid-century modern, garden apartment built by innovative developer Carl M. Freeman. Americana Glenmont received an award in 1962 from the Montgomery County Council and M-NCPPC for a judicious site plan that conserved natural topography and mature trees. Freeman’s Americana designs were based on the modernist concept of indoor-outdoor living. Balconies and terraces extend living space into nature, and glass plate walls bring nature into the home. Americana Glenmont is the earliest garden apartment complex in the greater Glenmont area.



A resident has nominated the **Kensington-Glenmont Fire Station 18 (1953)** for evaluation as a historic site. Located at 12251 Georgia Avenue, it was the first public building north of Wheaton, constructed to serve the rapidly developing suburban community. The Colonial Revival facility was an early commission of noted local architect Ted Englehardt whose projects include University of Maryland and NIH buildings.



COMMUNITY FACILITIES

Community facilities, services and amenities contribute to the quality of life and public safety in Glenmont. The Plan's recommendations ensure that public facilities and services are adequate and accessible to present and future residents. They address the need for parks and open space, the planned relocation of Fire Station 18 and the preservation of forested land north of the WMATA maintenance yard.

Parks, Open Spaces, and Trails

Public parks as well as both public and private open spaces play an important role in a community's well-being. In urbanizing areas, parks provide health, social, aesthetic, economic, and environmental benefits. They enhance the quality of community life by providing visual relief from the built environment, a sense of place, an opportunity to connect with nature, and a place to gather, play and celebrate life's milestones. In addition, parkland contributes to the natural environment by providing wildlife habitat, improving air quality, and protecting water quality.

The Plan area has three existing public parks: Glenfield Local Park, Saddlebrook Local Park, and Glenmont Greenway Special Park. Glenfield Local Park is 11.3 acres and features a diamond/rectangular field overlay, a playground, two tennis courts, a picnic shelter, and a petanque court. Saddlebrook Local Park is nearly 15 acres and includes a rectangular field, playground, and a basketball court. Glenmont Greenway Special Park is approximately three acres, and includes an eight-foot wide asphalt trail and sitting areas. The land is owned by WMATA, but operated and maintained by M-NCPPC as parkland.

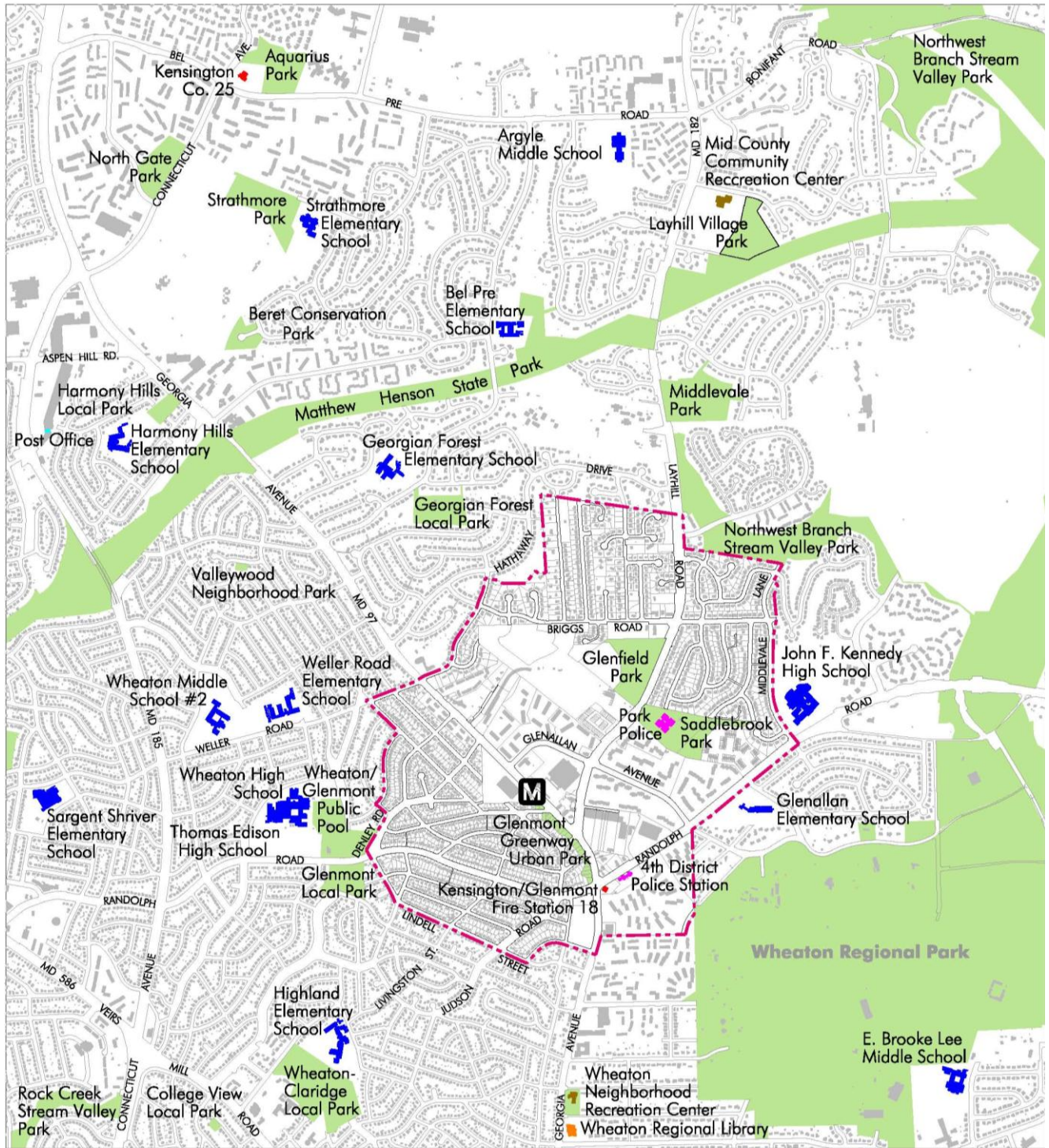
In addition to these three parks, there are 11 parks within a few miles of the Plan area, totaling over 1,100 acres. A full evaluation of existing public parks is included in Appendix E.

While the Plan area is generally well served by parks, there are distinct needs for future residents and workers, specifically a central civic green to serve as a gathering place and location for community festivals and special events. Additionally, the growing population will have increased needs for urban open space and recreational facilities. This Plan's recommendations for parks, open spaces, and trails address the unmet needs per the guidance of the *2012 Parks, Recreation, and Open Space (PROS) Plan* and *Vision 2030 Plan* through an interconnected system of parks and open spaces on the redevelopable properties within the core and in the surrounding neighborhood. The Plan identifies potential connections within the Plan area that serve as vital links to the Wheaton Regional Park and the major Countywide trail corridors of Sligo Creek and Matthew Henson. Additionally, this Plan identifies locations for additional natural surface trails within current or future parks to provide opportunities for people to experience nature and exercise.

Areawide Recommendations

- Consider purchasing properties, where feasible and appropriate, that are adjacent to existing parks to meet identified active or passive recreational needs as documented in the *PROS Plan*, to reduce active recreation space shortages and expand urban green space.

Map 10: Community Facilities



- | | | |
|----------------------|---------------|-------------------|
| Metro Station | Schools | Library |
| Sector Plan Boundary | Fire Stations | Post Office |
| Park/Open Space | Police | Recreation Center |



- Provide and enhance direct pedestrian and bicycle access to nearby regional hiker-biker trails, including the Sligo Creek Trail, the Matthew Henson Trail, and the trail system and recreational facilities in the Wheaton Regional Park.
- Explore the extension of Glenmont Greenway on the west side of Georgia Avenue to Shorefield Road in a future update of the *Master Plan for the Communities of Kensington-Wheaton*. Shorefield Road is the primary access from Georgia Avenue to the regional park. In the short term, enhancement to the sidewalk and streetscape within the right-of-way along the west side of Georgia Avenue between the Plan boundary at Mason Street and Shorefield Road should be consistent with the Green Corridor recommendation for Georgia Avenue in *Master Plan for the Communities of Kensington-Wheaton*.

Specific Property Recommendations

Former Glenmont Elementary School Block

The northern portion of the County-owned, former Glenmont elementary school block at the southwest corner of Georgia Avenue and Randolph Road (adjacent to the new location for the Fire Station #18) should become a new local park. Every effort should be made to provide an athletic field, limited on-site and on-street parking, and a maintenance access from Grandview Avenue. If the police station is located on this block, a replacement field should be provided for this neighborhood.

Saddlebrook Local Park

The Saddlebrook Local Park (behind Park Police Headquarters) on Layhill Road is not perceived by the community to be a public park due to its poor visibility from Layhill Road and lack of convenient access from the adjacent community. Despite the public perception, the park is quite heavily used. The facility and park amenities should be more inviting to the public, particularly through better signage. If the Park Police site is used for school purposes, the current adult rectangular field should be available for community use during non-school hours. As recommended in the *PROS Plan*, a site selection study should be performed to determine the location for a future Park Police Headquarters.

Recommendations

- Provide additional well-marked sidewalks and/or pathways, and improved views if possible, into the park.
- Enhance existing access points that clearly identify the facility as a public park.

Forested Parcels adjacent to Glenfield Local Park

A wooded area of approximately 30 acres, which contains nearly half of all the forest within the Sector Plan area, is located adjacent to Glenfield Local Park and the Glenmont Metro Station Maintenance Yard. It consists of six parcels, including two County-owned parcels and others owned by WMATA, a Homeowners Association, and a private

landowner. This area contains mature upland forest directly adjacent to existing parkland. The forest also contains headwater streams and people's choice trails connecting Glenfield Local Park to the

Legacy Open Space Candidate Site



neighborhood north of Briggs Road. The majority of the WMATA acreage is already preserved as forest through a Category I Forest Conservation Easement, but public access is currently not provided to this forest.

This forested area is the largest, contiguous tract of land with forest and natural resources within the Plan area. It should be preserved to provide opportunities for natural resource-based recreation, such as natural surface trails and nature interpretation. On May 21, 2012, the Legacy Open Space (LOS) Advisory Committee unanimously endorsed this forest for designation as an LOS Natural Resources Candidate Site in support of the need to provide natural recreation spaces for the County's urban residents.

Within the Plan area, there is no other forested area of similar size and quality potentially available for parkland acquisition. In addition to its size and the potential for protection of high quality natural resources, this forested area is directly adjacent to Glenfield Local Park and would be a logical expansion of parkland to provide increased natural resource-based recreation for the local community.

Recommendations

- Designate these six properties as a Legacy Open Space (LOS) Natural Resource Candidate Site and add to Glenfield Local Park.

Neighborhood West of Georgia Avenue

This area does not have parkland or good access to parkland. Georgia Avenue and Randolph Road are barriers to safe and efficient pedestrian and bicycle access to parks or play areas on the other side. New parks and play areas in this neighborhood are a high priority. The Parks Department should look for opportunities to acquire one or more single-family lots in an appropriate location to provide small playgrounds and play areas for the local residents.

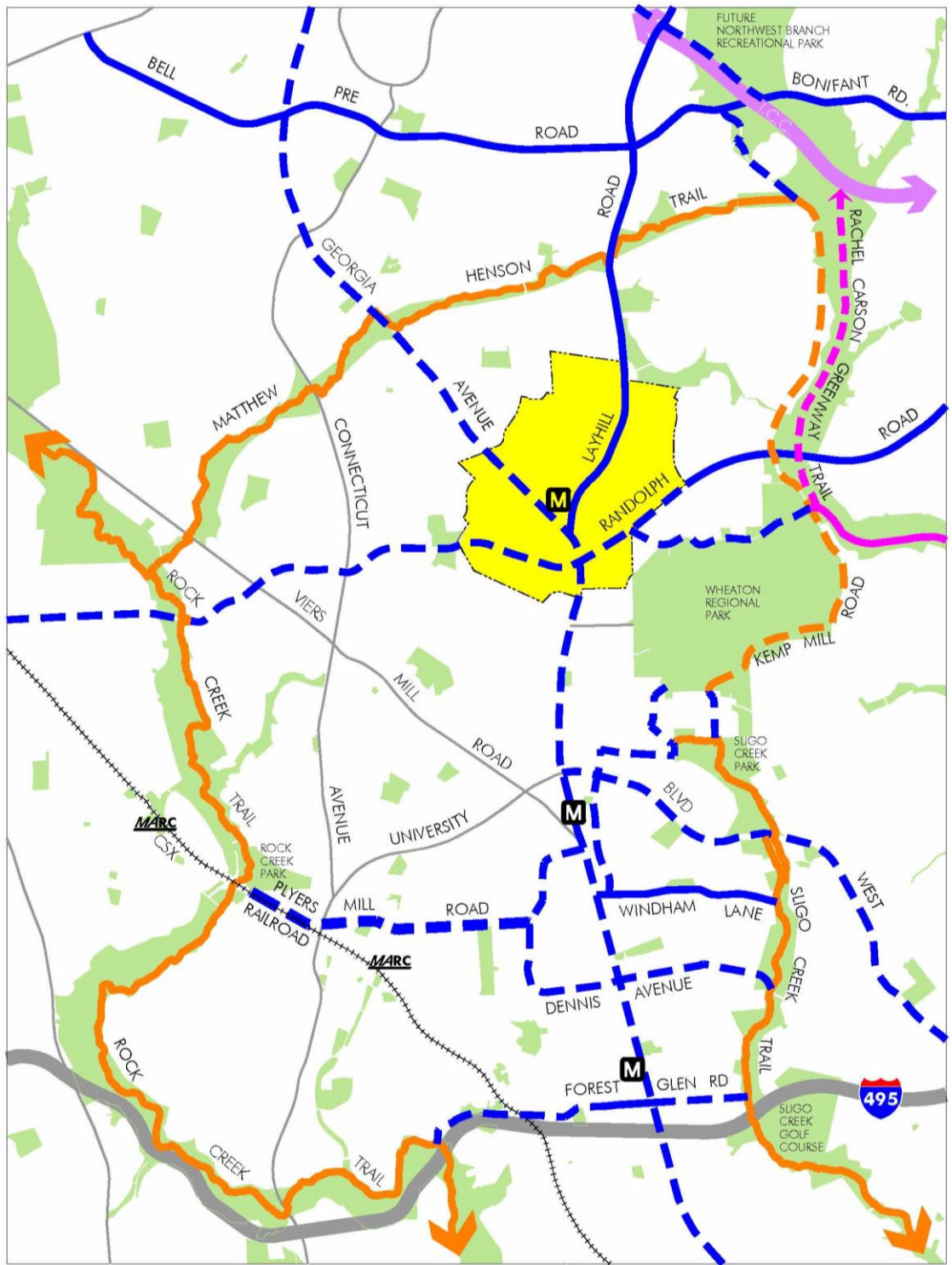
Recommendations

- Acquire suitable sites for a small neighborhood park to provide playground and picnic space north of Randolph Road and west of Georgia Avenue.

Recreation Facilities

Glenmont is well served by nearby existing and planned recreation facilities. The Mid-County Community Recreation Center recently opened at 2004 Queensguard Road off Layhill Road north of the Plan area. The 23,500 square foot building includes a gymnasium, exercise room, social hall, kitchen, senior/community lounge, arts/kiln room, game room, vending space, and conference room. This facility was planned to serve a population of over 100,000 in the Mid-County region that includes the Kensington/Wheaton and Aspen Hill Planning Areas.

Map 11: Regional Trails



The Wheaton/Glenmont outdoor public swimming pool is located directly west of the Plan area at 12621 Dalewood Drive. This facility is located in the Glenmont Local Park that is equipped with a small recreation building available to community members for rent.

The Wheaton Community Center, located south of the Plan area at 11711 Georgia Avenue and owned by M-NCPPC, is a multipurpose recreational facility providing activities and events for people of all ages. The facility features a gymnasium, social hall, weight/exercise room, art room, and a variety of other activity rooms available for community members to rent. The County is developing plans to replace the community center, and the regional library across Hermitage Avenue, with a joint library/community center facility.

Public Schools

Public schools within the Downcounty Consortium (DCC) serve the Glenmont Sector Plan area. The consortium “includes five high schools and their feeder middle and elementary schools. Each DCC high school offers distinctive academic programs designed to capture students’ interest, incorporate rigorous academic course work, explore possible career pathways, and bring real world relevance to student’s education.” (See more at <http://www.montgomeryschoolsmd.org/>). Students within the Glenmont Sector Plan area can attend a total of twelve public schools, including four elementary schools, three middle schools, and five high schools.

Elementary Schools (ES)

Georgian Forest
Weller Road
Glenallan
Arcola

Middle Schools (MS)

Argyle
Col. E Brooke Lee
A. Mario Loiederman

High Schools (HS)

Montgomery Blair
Albert Einstein
John F. Kennedy
Northwood
Wheaton

Three of the four elementary schools—Weller Road, Glenallan, and Georgian Forest—are currently over capacity. Capital improvement projects for all four elementary schools have been approved or recommended, including the construction of the new Glenallan Elementary School, which is underway. With the planned additions and modernizations of the other three facilities, only Arcola ES is expected to exceed capacity in 2017-18.

The three middle schools are all currently below capacity. However, Col. E. Brooke Lee MS and A. Mario Loiederman MS are expected to exceed capacity in the future. Currently, there are no proposed, recommended or approved capital improvement projects to increase capacity at these facilities.

The five high schools are all currently below capacity with Northwood HS expected to exceed capacity by 2014-2015 and Montgomery Blair HS expected to exceed capacity by 2017-2018. There are no proposed, recommended or approved capital improvement projects to increase capacity at Northwood HS. However, any enrollment increases can be accommodated through classroom additions or modernization of the current facility. Wheaton HS is currently located on the same site as Thomas Edison High School of Technology (TEHST), which provides half-day, specialized curriculum for high school students from all Consortiums. Both are scheduled for complete replacement with construction to be completed by 2016.

The maximum housing estimate of approximately 8,900 housing units (at full buildout of the Sector Plan) could generate an additional 121 elementary school students, 215 middle school students, and 133 high school students. Most of the new housing development proposed in the Plan will occur in the John F. Kennedy High School cluster area.

Although the potential redevelopment estimated for the Plan area itself did not indicate the need for a new school, staff also looked at the impact of the recently adopted, nearby Wheaton Sector Plan, which identified the need for an elementary school site at full buildout of that Plan, and recommended the former Pleasant View Elementary School on Upton Drive (currently used by the Crossway community facility) as a future school site. Since the approval of the Wheaton Sector Plan, the Pleasant View site has been approved for a charter school, which may impact its availability for use as an elementary school in the future. Therefore, this Plan has identified the former Saddlebrook elementary school site on Layhill Road, currently used by M-NCPPC Park Police, as a potential site for an additional elementary school site if there is a need to open a new elementary school in the Glenmont area.

Recommendations

- Retain the County-owned, former Saddlebrook elementary school site on Layhill Road for a future elementary school, if needed.

Police

The Fourth District Police Station at 2300 Randolph Road, across from the shopping center, serves communities along Georgia Avenue including Olney, Glenmont, Wheaton, Aspen Hill, and some areas extending east to the boundary of Peach Orchard Road near Burtonsville. Originally constructed in 1958, the facility is the County's oldest police station but was recently modernized. The existing facility is adequate to serve the current and future needs of the Plan area. There may be some expansion potential to the west should any ground remain on the Fire Station 18 site after the Georgia Avenue and Randolph Road grade-separated interchange is constructed. Like the 1997 Sector Plan, this Plan supports an expansion to the west.

If improvements related to the interchange necessitate relocating the police station, a new location should be decided through a site selection process. Within the Plan's boundary, co-locating the police station with the proposed fire station on the old Glenmont elementary school site should be considered. If the police station is located on this block, a replacement field should be provided for this neighborhood.

Fire, Rescue, and Emergency Medical Services

The Glenmont Sector Plan Area is served primarily by two fire-rescue stations: Kensington Volunteer Fire Department (KVFD) Station 18 in Glenmont (currently at the southeast corner of Georgia Avenue

and Randolph Road) and Wheaton Volunteer Rescue Squad (WVRS) Station 42 in Wheaton. Fire-rescue stations in the vicinity that also serve the Glenmont area, when needed, include KVFD Station 5 in the Town of Kensington, KVFD Station 21 on Veirs Mill Road, and KVFD Station 25 in Aspen Hill. In addition, apparatus from other fire-rescue stations respond into the Glenmont area when needed.

As recommended in the 1997 Plan, Fire Station 18 will soon be relocated to the County-owned, former Glenmont elementary school site at the southwest corner of Georgia Avenue and Randolph Road to make way for the planned grade separation of Georgia Avenue and Randolph Road. Also, WVRS Station 42 will be relocated from Grandview Avenue in Wheaton CBD to the southeast corner of Georgia and Arcola Avenues.

The existing fire suppression and heavy rescue resources serving the Glenmont area are adequate to serve the existing and planned growth in this Plan, and would be able to accommodate additional Emergency Medical Services (EMS) resources due to increased demand brought about by additional residents, including those who may have special needs (e.g., immigrants, seniors).

Recommendations

- Supports the proposed relocation of the KVFD Fire Station 18 within the Glenmont Sector Plan area (currently planned for the old Glenmont elementary school site).

Library

The nearest County library serving the Plan area is the Wheaton Regional Library located at the intersection of Georgia Avenue and Arcola Avenue south of the Plan area. This library is one of the County's busiest branches with over 600,000 items circulated each year and more than 425,000 annual visits. Plans to replace the library and the adjacent community center in a joint library/community center facility are currently underway. The library and recreation center will be comparable to other facilities of similar service needs, and may have shared use of some space including lobbies, meeting rooms, restrooms, and parking.

Mid-County Regional Services Center

The Mid-County Regional Services Center, one of the County's five regional services centers, is located on Reddie Drive in downtown Wheaton and has served the community since 1978. In addition to housing the offices of the Mid-County Regional Services Center and the Wheaton Redevelopment Program, it accommodates the Mid-County Citizens' Advisory Board, Conflict Resolution, Adult Behavioral Health, Women's Cancer Control, Information and Referral Services, Projecto Salud Health Clinic (Montgomery Cares), Community Police Resource Center, and the Mid-County United Ministries.

Health and Family Services

The nearest hospital to Glenmont is Holy Cross Hospital in Forest Glen, located approximately three miles south of the Plan area on Forest Glen Road east of Georgia Avenue.

The Department of Health and Human Services operates the Dennis Avenue Health Center located approximately two miles south of Glenmont. This facility provides a number of programs aimed at improving the health and well-being of eastern County residents, including the Communicable Disease & Epidemiology Director's Office, STD Services, HIV Services, Disease Control, Public Health Emergency Preparedness & Response, Immunization Program, Tuberculosis Control Program, and Dental Services.

IMPLEMENTATION

Zoning

This Plan will be implemented over a long period of time, on a property-by-property basis, through a combination of public and private initiatives such as redevelopment and upgrading of private properties, public projects funded through federal, State and County Capital Improvement Projects, and public/private partnership projects. All of these are guided by a number of regulatory mechanisms. While the Zoning Ordinance is one of the most significant implementation tools to achieve the Plan's recommendations, others include the Subdivision Law, Forest Conservation Law, Historic Preservation Ordinance, Housing Policy, State Mandatory Referral Law, and numerous other programs and policies.

Following the Plan's approval by the County Council and adoption by the Maryland-National Capital Park and Planning Commission, a Sectional Map Amendment (SMA) will apply the Plan's zoning designations to the official zoning map of the County. The Planning Board will also review and approve design guidelines that will help developers, the community, and staff implement the Plan.

Public Benefits in the CR Zone

The CR Zone requires all optional method developments to provide public benefits to achieve incentive density above the standard method density of 0.5 FAR.

The following list of public benefits should be considered priorities during project development and review. This list is not mandatory nor does it preclude consideration of other benefits listed in the CR Zone to achieve the maximum permitted FAR. The requested benefits should be carefully analyzed to make sure they are the most suitable for a particular location and consistent with the Plan's vision, and that they satisfy the changing needs of the area over time. When selecting these benefits, the Planning Board should consider community needs as a determining factor.

- Connectivity Between Uses, Activities, and Mobility Options
 - Through-block Connections
- Diversity of Uses and Activities
 - Affordable Housing
 - Dwelling Unit Mix
 - Care Centers
- Quality Building and Site Design
 - Public Open Space
 - Streetscape
- Protection and Enhancement of the Natural Environment
 - Tree Canopy
 - Habitat Preservation and Restoration

Public Amenities and Benefits

In Glenmont, a central open use space in the Glenmont Shopping Center is identified for contributions to the amenity fund pursuant to Section 59-C-15.851 of the Zoning Ordinance.

County Capital Improvements Program

The public sector must also invest in capital improvement projects necessary to implement the Plan's recommendations, such as roads and bike paths that cannot be provided through redevelopment. In the Glenmont Plan area priority should be given to the following CIP projects:

- bus rapid transit
- a new elementary school, if needed
- indoor and outdoor active recreation facilities
- routes and facilities in the designated Bicycle and Pedestrian Priority Areas
- realignment of Layhill Road.

Development Incentives

State and County governments utilize a variety of programs to incentivize development and achieve the vision in a master or sector plan. For example, the State Enterprise Zone is an economic development program that provides tax incentives to eligible businesses that locate or expand in designated zones. Montgomery County utilizes Parking Lot Districts in designated areas to encourage shared parking facilities. This Plan recommends that State and County agencies explore the full range of tools that might be used to incentivize development in Glenmont. A successful economic development strategy in Glenmont may require some form of public participation if positive change is to occur in the near term.

Elected and Appointed Officials

County Council

Roger Berliner, President
Nancy Navarro, Vice-President
Phil Andrews
Marc Elrich
Valerie Ervin
Nancy Floreen
George Leventhal
Craig Rice
Hans Riemer

County Executive

Isiah Leggett

The Maryland-National Capital Park and Planning Commission

Françoise M. Carrier, Chair
Elizabeth M. Hewett, Vice Chair

Commissioners

Montgomery County Planning Board
Françoise M. Carrier, Chair
Marye Wells-Harley, Vice Chair
Casey Anderson
Norman Dreyfuss
Amy Presley

Prince George's County Planning Board
Elizabeth M. Hewett, Chair
Dorothy F. Bailey, Vice Chair
Manuel R. Geraldo
John P. Shoaff
A. Shuanise Washington

The Plan Process

A plan provides comprehensive recommendations for the use of publicly and privately owned land. Each plan reflects a vision of the future that responds to the unique character of the local community within the context of a countywide perspective.

Together with relevant policies, plans should be referred to by public officials and private individuals when making land use decisions.

The STAFF DRAFT PLAN is prepared by the Montgomery County Planning Department for presentation to the Montgomery County Planning Board. The Planning Board reviews the Staff Draft Plan, makes preliminary changes as appropriate, and approves the Plan for public hearing. After the Planning Board's changes are made, the document becomes the Public Hearing Draft Plan.

The PUBLIC HEARING DRAFT PLAN is the formal proposal to amend an adopted master plan or sector plan. Its recommendations are not necessarily those of the Planning Board; it is prepared for the purpose of receiving public testimony. The Planning Board holds a public hearing and receives testimony, after which it holds public worksessions to review the testimony and revise the Public Hearing Draft Plan as appropriate. When the Planning Board's changes are made, the document becomes the Planning Board Draft Plan.

The PLANNING BOARD DRAFT PLAN is the Board's recommended Plan and reflects their revisions to the Public Hearing Draft Plan. The Regional District Act requires the Planning Board to transmit a sector plan to the County Council with copies to the County Executive who must, within sixty days, prepare and transmit a fiscal impact analysis of the Planning Board Draft Plan to the County Council. The County Executive may also forward to the County Council other comments and recommendations.

After receiving the Executive's fiscal impact analysis and comments, the County Council holds a public hearing to receive public testimony. After the hearing record is closed, the relevant Council committee holds public worksessions to review the testimony and makes recommendations to the County Council. The Council holds its own worksessions, then adopts a resolution approving the Planning Board Draft Plan, as revised.

After Council approval the plan is forwarded to the Maryland-National Capital Park and Planning Commission for adoption. Once adopted by the Commission, the plan officially amends the master plans, functional plans, and sector plans cited in the Commission's adoption resolution.

Acknowledgements

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Staff Draft

Glenmont Sector Plan

November 2012



1112000032



Montgomery County Planning Department
M-NCPPC
MontgomeryPlanning.org

Glenmont Sector Plan Staff Draft
AFFORDABLE HOUSING ANALYSIS

November 1, 2012

Center for Research and Information Systems
Montgomery County Planning Department
M-NCPPC

Executive Summary

The Glenmont Sector Plan is encouraging development of higher density, multifamily housing near the Glenmont Metro Station. Three aging garden style apartment complexes - Privacy World, Winexburg Manor, and Glenmont Forest - are identified as appropriate for higher density redevelopment.

Increasing density poses a risk that redevelopment will result in rent increases that will eliminate affordable housing options. The purpose of this analysis is to assess whether, and how much, redevelopment of the three existing apartment complexes to higher densities could impact the number of available affordable rental units in the Glenmont Study Area.¹

The following are the major findings of the study:

- Redevelopment of the three complexes to full recommended densities will replace the existing 1,467 units with a total of 4,681 units.²
- Based on the current market potential, rents in the three apartment complexes are expected to increase from the current range of \$945 to \$2,070 to a post-redevelopment range of \$1,180 to \$2,090.³

¹ The Glenmont Study Area is an area of one-mile radius around the Glenmont Metro Station.

² Future developer may opt to do 15 percent MPDUs with a density incentive. The 4,681 does not include this potential density increase.

³ The rent increase assumes redevelopment today. Without a defined timeframe, rents for future development cannot be predicted.

- Post-development, there will be a net gain of 203 units affordable to low-to-moderate income households due to Moderately Priced Dwelling Unit (MPDU) requirements.⁴ Redevelopment of the three properties will result in the loss of 382 units (includes 296 market affordable units and 86 rent-restricted units) that are affordable to Low-to-moderate income households at 65percent of the Area Median Income (AMI), but it will replace them with an estimated 585 MPDUs.
- Redevelopment of the three properties will result in a net gain of 3,011units affordable to workforce households (households earning between 65 percent and 100 percent of the AMI). Redevelopment will remove 1,085 units affordable to workforce households , and will replace them

Table 1: Summary of Analysis

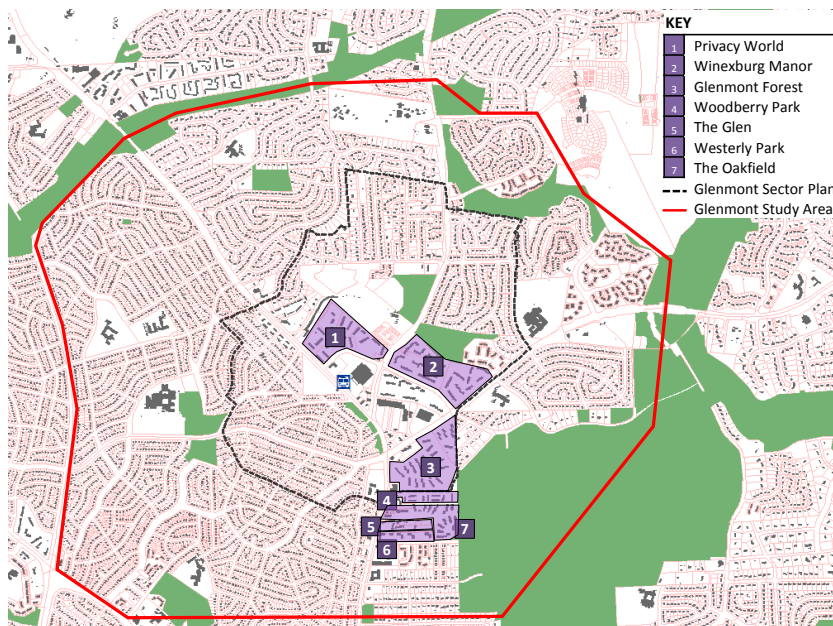
	Existing				Future (Post-Redevelopment)			
	Total Units	Rent-Restricted Affordable to Low-Income	Market Affordable		Total Units	Rent-Restricted Affordable to Low-Income	Market Affordable	
			Low-to-Moderate Income Households (65% AMI)	Workforce Households (65% - 100% AMI)			Low-to-Moderate Income Households (65% AMI)	Workforce Households (65% - 100% AMI)
Three Properties	1,467	86	296	1,085	4,681	585	0	4,096
Remaining Study Area Buildings	661	257	291	113	661	257	291	113
Total Study Area	2,128	343	587	1,198	5,342	842	291	4,209

⁴ Any development of more than 20 units is required to include a minimum of 12.5 percent MPDUs. The number of MPDUs could be higher with incentive densities through additional MPDUs (up to 15 percent) pursuant to the CR Zone’s public benefit provisions.

with 4,096 new units affordable to this same segment of the population.

In addition to the three apartment complexes in the Sector Plan discussed above, the study area includes four apartment buildings just south of the Sector Plan boundary. These additional four apartment complexes have a total of 661 units, 548 of which are affordable to low-to-moderate income households and 113 units affordable to workforce households. These complexes are expected to remain unchanged, bringing the post-redevelopment total to

Figure 1: Map of Multi-Family Apartment Buildings in Glenmont Study Area



Housing affordability can be defined in many ways. For the purposes of this analysis, affordable housing is divided into three groups:

Market affordable to low-to-moderate income Households: Rents are not subsidized, but are affordable to households earning up to 65 percent of the region’s AMI. The rents are determined by the market and may be affordable because of lower market demand for these units, which can be affected by the quality or location of the units.

Market affordable to workforce households: Rents are not subsidized, but are affordable to households earning 65 percent to 100 percent of the region’s AMI. The rents are determined by the market and the units are available to a household at any income-level.

Rent-restricted affordable to low-to-moderate income Households: Rents are subsidized because the apartment building participates in a federal or local affordable housing program such as Low Income Housing Tax Credits, Project Based Section 8, Opportunity Housing, or the Housing Initiatives Fund. Rents for these units remain affordable to low and very low-income households.

5,342 units for the study area.

Introduction

The Study estimated the number of affordable housing units through the following steps:

1. **Define Affordable:** Determine the maximum rents that low-to-moderate income and workforce households can afford.
2. **Existing Market Affordable Units:** Produce an estimate of the number of existing market units that are renting at or below the maximum affordable rents determined in step one.
3. **Existing Rent-Restricted Affordable Units:** Determine the total number of existing rent-restricted affordable housing units through a review of existing housing subsidy programs.
4. **Redevelopment Scenario:** Conduct a market analysis of Glenmont and the surrounding neighborhoods to determine achievable rents for a new, higher density multifamily development. Estimate the number of market affordable units that would exist in the future redevelopment based on future rents, and calculate the number of MPDUs that will be required for new development.

The following sections of this report outline the methodologies used to estimate both market-affordable and rent-restricted affordable housing. The final component of this analysis explores the future redevelopment scenario, the number of MPDUs that would be produced, and how an increase in rents could affect existing market affordable housing.

Background

The Glenmont Study Area has seven existing multifamily, rental developments with a total of 2,128 rental units. They are primarily garden-style apartment complexes built in the 1950s and early 1960s. Rents fall at a discount to neighboring Wheaton and Silver Spring.

Winexburg Manor is the largest of the seven buildings with 625 rental units. The complex has a seven-story building with 169 units, most of them efficiency and one-bedroom units (80percent). Efficiency units start at \$1,080, one-bedrooms at \$1,212, and two-bedrooms at \$1,466 for new tenants.

The remaining 456 units in Winnexburg Manor are in three-story garden-style apartment buildings. Most of these garden apartment units (88 percent) have two bedrooms, and the rest are one-bedroom units. The garden-style apartments are generally larger than those in the seven-story building, and therefore achieve higher rents. A one-bedroom starts at 1,338 and a two bedroom at 1,394.⁵

Glenmont Forest is the second-largest apartment complex in the Study Area with 482 units in three-story garden-style buildings. Fifty-seven percent of Glenmont Forest units are two-bedrooms, followed by 30 percent one-bedroom, 10 percent three-bedrooms, and 3 percent efficiencies. Rents for new tenants start at \$989 for an efficiency, \$1,118 for a one-bedroom, \$1,274 for a two-bedroom,

⁵ Rents at Winexburg Manor include water, gas, and electricity charges. Amenities include a pool, a playground, and a fitness center.

and \$1,574 for a three-bedroom unit.⁶ Vacancy rates are low at three percent.

Privacy World comprises eighteen three-story garden-style apartment buildings with 360 units. Sixty-three percent of the units are two bedrooms, with the rest a mix of one and three-bedrooms. Rents for new tenants start at \$1,410 for a one-bedroom, \$1,590 for a two-bedroom, and \$2,050 for a three-bedroom. Privacy World has the highest per square foot rents in the Study Area and the highest vacancy rate, with 15 percent of its units vacant in 2011.⁷

The other four rental apartment buildings in the Study Area have a total of 616 units in the Glen, Westerly Crossing, Woodberry Park, and the Oakfield. Woodberry Park (97 units) and the Glen (90 units) are townhomes. Half of the Glen's 90 townhome units are rent-restricted.

Oakfield Apartments and Westerly Park Apartments (also known as Glenmont Crossing) are garden style apartments. Oakfield Apartments has 374 units, 68 percent of which have two-bedrooms. Rents start at \$718 for a one-bedroom, \$854 for a two-bedroom, and \$969 for a three-bedroom unit. Forty-percent of units in the Oakfield are rent-restricted to households earning below 60 percent AMI. Westerly Park Apartments has 100 units, 81 percent of which have two-bedrooms. Rents for new tenants start at \$1,225 for a one-bedroom and \$1,280 for a two-bedroom.

⁶ DHCA Rental Facilities Survey, 2011.

⁷ DHCA Rental Facilities Survey, 2011. Rent includes water, gas, and electricity charges.

The study area also includes 759 single-family detached home rentals, 51 condo rentals, and 19 accessory apartments, which are not included in this analysis due to limited available market data for these individual rental units, and also because they are not at risk for redevelopment.

Definition of Affordable

For the purposes of this study, low-to-moderate income households are defined as those earning up to 65 percent of the region's AMI (\$70,000 for a family of four). By this definition, about half of the Glenmont Study Area renter households are low-to-moderate income households.⁸

Typically, workforce households are defined as households earning up to 120 percent of the region's AMI. To capture the lower range of the typical workforce households, this study defined workforce households as those earning between 65 percent and 100 percent of the region's AMI (\$70,000 to \$96,900 for a family of four). Using this definition, 30 percent of renter households in the Glenmont Study Area are considered workforce households.⁹

A commonly used indicator of affordability is that a household should not spend more than 30 percent of their household income on housing costs, which include rent and utilities. In Glenmont, 42

⁸ U.S. Census American Community Survey, 2006-2010, Tenure by Housing Costs as Percentage of Household Income

⁹ Montgomery County Planning Estimate of U.S. Census, 2010 Decennial Census. Includes all rental units – condos, single family homes, and multi-family.

percent of all renter households are spending more than 30 percent of their annual household income on housing costs.¹⁰

Table 2: Glenmont Study Area Units Market Affordable to Low-Income Households by Number of Bedrooms

	Affordable Monthly Rent	Total Units	Affordable Units	% of Total Units
Efficiency	< \$1,021	51	11	22%
1-bedroom	< \$1,123	499	102	21%
2-bedroom	< \$1,342	1,347	456	34%
3-bedroom	< \$1,464	232	18	8%
Total		2,128	587	28%

For this analysis, market affordable rents are determined by taking 25 percent of the household income instead of 30 percent because we are unable to estimate utility costs.¹¹

Using this methodology, the maximum affordable rent for a Low-to-Moderate Income Household (adjusted for household size) are as follows:

- **Efficiency: \$1,021**
- **1-bedroom: \$1,123**

¹⁰ U.S. Census American Community Survey, 2006-2010, Tenure by Housing Costs as Percentage of Household Income.

¹¹ This methodology is consistent with the County’s methodology to determine eligibility for an MPDU unit. To be eligible for an MPDU, a household must earn at or below 65 percent of the Washington D.C. Metro Area Median Income (adjusted by household size). Rent for an MPDU unit is determined by taking 25 percent of the household’s monthly income.

- **2-bedroom: \$1,342**
- **3-bedroom: \$1,464**

Similarly, the maximum affordable rents for workforce households (adjusted for household size) are as follows:

- **Efficiency: \$1,571**
- **1-bedroom: \$1,728**
- **2-bedroom: \$2,064**
- **3-bedroom: \$2,252**

For more details on the methodology, please refer to Reference Note 1 at the back of this report.

Existing Market Affordable Units

In the Glenmont Study Area, 587 units are estimated to be market affordable to low-to-moderate income households. Of the 587 units, 296 are in the three projects in the Sector Plan Area: Privacy World, Winexburg Manor, and Glenmont Forest. The remaining 291 units are located in the four multi-family buildings outside of the Sector Plan Area.

Of the total 2,128 units in the Study Area, 1,198 are currently market affordable to workforce households (earning between 65 percent and 100 percent of AMI). Of the 1,198 units, 1,085 are

located in the Sector Plan Area in Privacy World, Winexburg Manor, and Glenmont Forest.¹²

The Montgomery County Department of Housing and Community Development (DHCA) Rental Facilities Survey provides the lowest and highest rents, vacancies, and turnover for the seven multi-family apartment buildings in the Glenmont Study Area.¹³ Using this data, staff estimated the approximate number of units that fall at or below the maximum affordable rent for low-to-moderate income households and workforce households by unit size. For more details on the methodology, see Reference Note 2.

The number of units with market affordable rents may be impacted by the number of years a tenant resides in the property because rents are typically lower for renewal tenants than for new tenants.¹⁴

Approximately 87 percent of the 587 units with rents affordable to low-to-moderate income households are occupied by renewal tenants. If tenants in these units were to move today, their new rents would likely be higher than they are today.

It is also important to reiterate that rents for all market affordable units are dictated by market dynamics and can change at any time.

Existing Rent-Restricted Affordable Units

Rent-restricted units refer to units with housing subsidies. In the Glenmont Study Area, 343 units are rent-restricted, and they fall in one of two categories: subsidies that are attached to the tenant (“tenant-based subsidies”); and subsidies that are attached to the unit (“unit-based subsidies”).

Tenant-based subsidies in the Glenmont Study Area include Housing Choice Vouchers (HCV) and the Shelter Plus Care Program. Of the 343 rent-restricted units, 169 units are restricted by tenant-based subsidies, 86 of which are in Privacy World, Winexburg Manor, and Glenmont Forest. These 86 units would be lost if the three properties are redeveloped, unless the property owner chooses to participate in the program and new tenants are granted such subsidies in new construction.

Unit-based subsidies are provided through programs such as Low-Income Housing Tax Credits (LIHTC), or a Housing Opportunities Commission Contract. Unit-based subsidies cover 195 of the 343 rent-restricted units in the Glenmont Study Area, none of which are located in the three properties in the Sector Plan, and therefore would not be affected by the redevelopment of the three properties.

¹² All rents in the Study Area are affordable to workforce households, but the above numbers reflect the balance of units that are not affordable to Low-to-moderate income households or that do not have rent-restrictions.

¹³ Multi-family is defined as a building with 12 units or more.

¹⁴ Rent for renewal tenants at Privacy World ranges from \$945 to \$1,395 for a one-bedroom unit versus \$1,410 to \$1,530 for a new tenant.

Redevelopment Scenario

Based on existing market conditions, redevelopment of Privacy World, Winexburg Manor, and Glenmont Forest will result in higher rents. The three apartment complexes currently have older units with few amenities and older finishes limiting them to low rents.

It is impossible to accurately predict achievable rents for the three redeveloped properties because the future market dynamics are unknown. However, if redevelopment occurred today, rents could be expected to align closely with recent multi-family developments in Wheaton including the Metropointe, Archstone, or the Encore at Wheaton. Table 4 summarizes the potential rent increases if the buildings were to redevelop today.

The estimated post-redevelopment increase in rents will eliminate an estimated total of 382 (296 market affordable and 86 rent-restricted) units affordable to low-to-moderate income households, 41 percent of all affordable multi-family units in the Study Area. At the same time, redevelopment of the three properties to the maximum recommended densities will result in 585 MPDUs, increasing the overall stock of affordable units from 930 to 1,133.

The estimated rent increases for the three redeveloped properties indicate that all units in the new construction will be affordable to workforce households (earning between 65 percent and 100 percent of the AMI).

Table 3 Current and Post-Redevelopment Estimated Rents

	Current Renewal Rents		Current Asking Rents		Post-Redevelopment Asking Rents	
	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>	<i>Low</i>	<i>High</i>
Privacy World						
Efficiency	N/A		N/A		\$1,180 - \$1,290	
1-bedroom	\$945 - \$1,395		\$1,410 - \$1,530		\$1,350 - \$1,550	
2-bedroom	\$1,040 - \$1,685		\$1,590 - \$1,710		\$1,600 - \$1,710	
3-bedroom	\$755 - \$1,975		\$2,050 - \$2,070		\$1,900 - \$2,090	
Winexburg Manor						
Efficiency	\$1,022 - \$1,080		\$1,080 - \$1,080		\$1,180 - \$1,290	
1-bedroom	\$1,162 - \$1,388		\$1,212 - \$1,388		\$1,350 - \$1,550	
2-bedroom	\$1,345 - \$1,705		\$1,394 - \$1,705		\$1,600 - \$1,710	
3-bedroom	N/A		N/A		\$1,900 - \$2,090	
Glenmont Forest						
Efficiency	\$989 - \$1,029		\$989 - \$1,029		\$1,180 - \$1,290	
1-bedroom	\$1,113 - \$1,255		\$1,118 - \$1,185		\$1,350 - \$1,550	
2-bedroom	\$1,243 - \$1,439		\$1,274 - \$1,444		\$1,600 - \$1,710	
3-bedroom	\$1,569 - \$1,708		\$1,574 - \$1,574		\$1,900 - \$2,090	

Note: It is expected that Post-redevelopment rents for each building will be similar, but actual rents will depend on developer’s style, preferences, and targeted market segment.

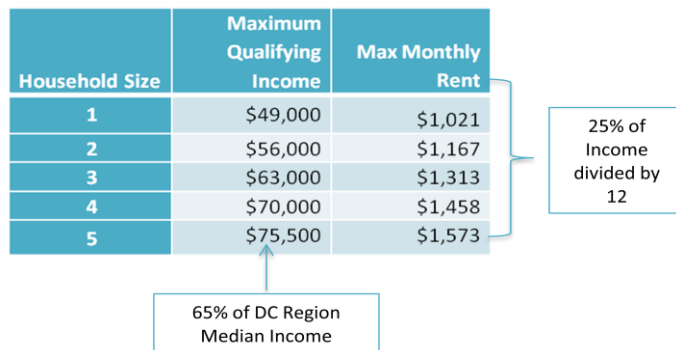
Reference Note 1: Maximum Affordable Rent Methodology

Using a methodology similar to the County’s MPDU program, maximum affordable rents are calculated as a percentage of the tenant’s household income.

First, low-to-moderate income households are determined to be those earning up to 65 percent AMI. The AMI is adjusted for household size – a larger family has a higher AMI. Figure 2 shows the incomes for low-to-moderate households by household size. The maximum affordable rent for each household size is calculated by taking 25 percent of the household income.

For this analysis, workforce households are determined to be those earning between 65 percent and 100 percent of the AMI. Similar to the low-to-moderate income households, the maximum affordable rent for each household size is determined by taking 25 percent of the household income.

Figure 2: MPDU Qualifying Income and Maximum Monthly Rent for Low-to-Moderate Income Households



This analysis looks at the current housing supply and how many units have rents in the affordable range determined for this study, not the households that reside in the units. Therefore, the maximum affordable rent by household size (Figure 2) needs to be translated to unit type.

Households may choose to live in a smaller or larger unit with a varying number of bedrooms based on their needs and preferences. For example, a four person household of two parents and two children may choose a two-bedroom apartment whereas a four person household of one parent, one grandparent, and two children may prefer a three-bedroom apartment. For this reason, a set of assumptions are used to relate household size with the unit type to reach at a simplified formula for number of persons in the household and the number of bedrooms that household will rent .

Using U.S. Census estimates of occupancy per room, rental household sizes in Glenmont and the County, and maximum occupancy requirements for the MPDU program, the assumptions in Table 5 were made to translate household sizes to apartment sizes. As an example, 70 percent of two-person households and 30 percent of one-person households are expected to choose a one-bedroom apartment. The percentages are applied to the maximum monthly rent by household size in Figure 2 and result in the maximum monthly rent by apartment size.

Using this methodology, the maximum affordable rent for low-to-moderate income households is \$1,021 for an efficiency, \$1,123 for a one-bedroom, \$1,342 for a two-bedroom, \$1,464 for a three-bedroom.

Similarly, the maximum affordable rents for workforce households (adjusted for household size) uses the same methodology and is calculated as \$1,571 for an efficiency, \$1,728 for a one-bedroom, \$2,064 for a two-bedroom, and \$2,252 for a three-bedroom unit.

Table 4: Apartment Size to Household Size Assumptions

		Household Size					
		1	2	3	4	5	
Apartment Size	Apartment Size	Efficiency	100%	0%	0%	0%	0%
	1 Bedroom	30%	70%	0%	0%	0%	
	2 Bedroom	0%	10%	60%	30%	0%	
	3 Bedroom	0%	0%	20%	50%	30%	

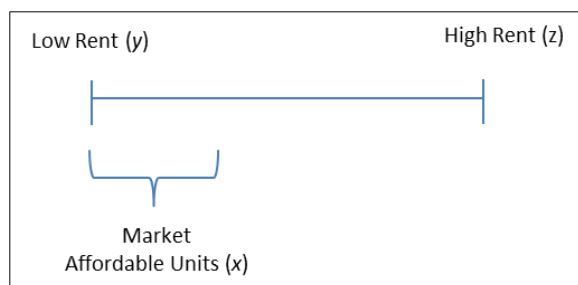
Reference Note 2: Estimating Market Affordable Units

The units with rents at or below the maximum amount affordable to low- to moderate-income, or workforce households without any subsidy are considered market affordable.

For example, the DHCA Rental Facilities Survey provides rents, turnover rate, vacancies, and other market data by unit type (efficiency, 1, 2, or 3 bedrooms). The data shows a range of rents for each unit type – for example, there are 105 one-bedroom units in Glenmont Forest rented to existing tenants (renewals) from \$1,113 to \$1,255. But since we don’t have an exact number of units in this group of 105 units renting at or below the maximum affordable rent for a one-bedroom unit of \$1,123, we had to develop a methodology to calculate that number.

In some cases, the maximum affordable rent is above the rent range, which means all units fall below and are considered market affordable. In other cases (see Figure 3), the maximum affordable

Figure 3: Illustration of Estimation Technique



rent falls within the high and low rent range.

To explain the estimation technique, the following equation is used:

$$n = \frac{x - y}{z - y} \times N$$

Where “N” represent the number of units by type, “y” represent the low rent for the unit type, “z” the high rent for the unit type and “x” represent the maximum affordable rent for the unit type.

When applicable, this equation is used to estimate the number of units that fall under the maximum affordable rent.

To go back to the example in Glenmont Forest, the maximum affordable rent of \$1,123 falls between \$1,113 and \$1,255. Applying the equation above, we find the estimate of existing tenants that are renting below \$1,123.

$$8 = \frac{\$1,123 - \$1,113}{\$1,255 - \$1,113} \times 105$$

The result is that 8 of the 105 units are estimated to be rented under \$1,123. The same formula is repeated for turnover tenants, which have a different rent range.

Table 5: Existing Multi-Family Rental Buildings in the Glenmont Study Area

Privacy World (Garden)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
1 Bedroom	100	28%	12	12%	5	5%	\$945	\$1,395	\$1,410	\$1,530
2 Bedrooms	226	63%	30	13%	46	20%	\$1,040	\$1,685	\$1,590	\$1,710
3 Bedrooms	35	10%	4	12%	2	6%	\$755	\$1,975	\$2,050	\$2,070
Total	360	100%	46	13%	53	15%				

Winexburg Manor (Midrise)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	36	21%	10	28%	0	0%	\$1,022	\$1,080	\$1,080	\$1,080
1 Bedroom	99	59%	31	31%	3	3%	\$1,162	\$1,380	\$1,212	\$1,380
2 Bedrooms	34	20%	9	26%	2	6%	\$1,420	\$1,529	\$1,466	\$1,529
3 Bedrooms	0	0%	0	N/A	0	N/A	\$0	\$0	N/A	N/A
Total	169	100%	50	30%	5	3%				

Winexburg Manor (Garden)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
1 Bedroom	54	12%	13	24%	0	0%	\$1,293	\$1,388	\$1,338	\$1,388
2 Bedrooms	402	88%	116	29%	16	4%	\$1,345	\$1,705	\$1,394	\$1,705
3 Bedrooms	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
Total	456	100%	129	28%	16	4%				

Glenmont Forest (Garden)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	14	3%	6	43%	2	14%	\$989	\$1,029	\$989	\$1,029
1 Bedroom	146	30%	41	28%	4	3%	\$1,113	\$1,255	\$1,118	\$1,185
2 Bedrooms	273	57%	74	27%	9	3%	\$1,243	\$1,439	\$1,274	\$1,444
3 Bedrooms	49	10%	13	27%	0	0%	\$1,569	\$1,708	\$1,574	\$1,574
Total	482	100%	134	28%	15	3%				

The Glen (Townhomes)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
1 Bedroom	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
2 Bedrooms	27	60%	13	48%	3	11%	no data		\$1,765	\$1,885
3 Bedrooms	18	40%	6	33%	2	11%	no data		\$1,780	\$1,905
Total	45	100%	19	42%	5	11%				

*The Glen has 45 units under contract with Housing Opportunities Commission that are not included in the above figures.

Glenmont Crossing/Woodberry Park Apartments (Townhomes)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
1 Bedroom	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
2 Bedrooms	21	22%	4	19%	1	5%	\$1,311	\$1,325	\$1,325	\$1,325
3 Bedrooms	76	78%	25	33%	6	8%	\$1,580	\$1,714	\$1,655	\$1,705
Total	97	100%	29	30%	7	7%				

Glenmont Crossing/Westerly Park Apartments (Garden)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
1 Bedroom	19	19%	7	37%	2	11%	\$893	\$1,225	\$1,225	\$1,225
2 Bedrooms	81	81%	27	33%	11	14%	\$1,192	\$1,395	\$1,280	\$1,395
3 Bedrooms	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
Total	100	100%	34	34%	13	13%				

Oakfield Apartments (Garden)



	Units	% Total	Annual		Vacant		Existing Tenants		New Tenants	
			Turnover	% Turnover	Units	% Vacant	Low Rent	High Rent	Low Rent	High Rent
Efficiency	1	0%	0	0%	0	0%	N/A		N/A	N/A
1 Bedroom	81	22%	25	31%	1	1%	no data		\$718	\$1,121
2 Bedrooms	256	68%	73	29%	4	2%	no data		\$854	\$1,333
3 Bedrooms	36	10%	8	22%	0	0%	no data		\$969	\$1,528
Total	374	100%	106	28%	5	1%				

*40% of Oakfield Apartment's units are made available to households earning below 60% AMI. These units are included in this data and are renting

STUDY PURPOSE

1. To analyze the feasibility of redeveloping the Glenmont Shopping center as envisioned in the Glenmont Sector Plan Vision.
2. To develop an implementation strategy that is realistic from a market and economic perspective.

STUDY PROCESS

W-ZHA estimated the cost to develop the Glenmont Town Center applying industry standards for the Washington, DC region. W-ZHA identified and analyzed existing residential and commercial projects in Glenmont and nearby areas to understand current market rents. Assumptions were made on supportable rents in the Glenmont Town Center given its competitive position in the marketplace. An investment yield analysis was conducted to determine development feasibility. The level of subsidy necessary to make the project feasible from the private investor’s perspective is presented as well as a description of various land assembly approaches.

DRAFT VISION FOR GLENMONT SHOPPING CENTER

The Glenmont Shopping Center is envisioned as Glenmont Town Center, a mixed-use, pedestrian-oriented hub. New transit-oriented development is envisioned that establishes a new image and identity for Glenmont. The Town Center will include retail, commercial and residential land uses. The preliminary development program has been defined by Montgomery County and is summarized in the table below.

Development Program Glenmont Town Center

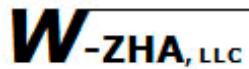
	Sq Ft	Units	Parking	Spaces
Residential	1,121,190	1,108	1.05 / Unit	1,163
Retail	254,900		4.0 /1,000 sf	1,020
Office	169,900		1.1 /1,000 sf	184
Total Buildings	1,545,990			2,367

Town Square 1.25 Acres

Floor Area Ratio (Net of Town Square) 1.95

Source: Montgomery County

F:\8000s, misc\80087 Glenmont\[numbers2.xlsx]dev program



The Vision includes three to five story buildings, some of which are single purpose (residential or office) and others that are mixed-use with retail on the ground floor and either office or residential above. The Town Center concept includes structured parking. A central “Town-Square” is an important feature of the Vision.

Glenmont Town Center Illustrative



GLENMONT SHOPPING CENTER EXISTING CONDITIONS

The Glenmont Shopping Center is a 196,381 square foot shopping center that occupies 19.45 acres of land. The Center includes a commercial strip portion that is approximately 112,220 square feet. Most of this portion of the shopping center was developed in the early 1960’s. There are out parcels that contain a Shopper’s Food Warehouse store (60,000 square feet), Country Boys (6,000 square feet), a McDonalds (3,400 square feet), a bank (2,880 square feet), and other uses. Most of the occupied out-parcel buildings were developed much later than the original strip center.

Glenmont Shopping Center consists of fifteen land parcels with twelve separate property owners¹. A significant challenge facing Glenmont Shopping Center’s redevelopment is its fragmented ownership.

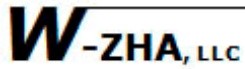
¹ “Georgia Avenue 12301 LLC” land is now owned by the State of Maryland.

Property Ownership Strip Center and Properties West



Property Ownership "Triangle Area"





According to County tax records, the assessed value of Glenmont Shopping Center is \$37.9 million or approximately \$2 million per acre.

REDEVELOPMENT FEASIBILITY

Redevelopment occurs when there is a higher and better use for a property. The private sector engages in redevelopment when projected net operating income from redevelopment is sufficient to pay for land acquisition and development and generates a sufficient investment return. W-ZHA tested the financial feasibility of the Glenmont Town Center Vision.

Development Cost

The following table summarizes development cost assumptions for the Vision's buildings and parking. The buildings assume stick-built construction. The parking is assumed to be above ground, structured parking.

Development Cost Assumptions: Buildings and Parking						
Glenmont Town Center						
Demolition	196,381	Sq Ft	*	\$4.00	Cost /Sq Ft	\$785,524
Residential	1,121,190	Sq Ft	*	\$155	Cost /Sq Ft =	\$173,784,524
Office	169,900	Sq Ft	*	\$120	Cost /Sq Ft =	\$20,388,000
Retail (cold & dark)	254,900	Sq Ft	*	\$100	Cost /Sq Ft =	\$25,490,000
Development Cost					=	\$219,662,524
Office/Retail Tenant Improvements	424,800	Sq Ft	*	\$40	Cost /Sq Ft =	\$16,992,000
Total Demo, Building, TI						\$237,440,048
Structured Parking	2,367	Spaces	*	\$20,000	Cost /Space =	\$47,340,000
Development Cost (Net of Land)						\$284,780,048

Source: RS Means; REIS; Developer Interviews; W-ZHA

f:\8000s, misc\80087 Glenmont\[Copy of numbers.xlsx]dev cost net town sq

The Vision calls for a central, "Town Square" of approximately 1.25 acres. There is no design for this space. For purposes of this analysis, a \$90 per land square foot development cost has been allocated for the Town Square space. This amounts to \$4.9 million



**Development Cost Assumptions: Town Square
Glenmont Town Center**

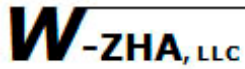
Town Square Land Area	54,450	Sq Ft	*	\$90	Cost /Sq Ft =	\$4,900,500
Development Cost (Buildings and Parking)						\$284,780,048
Total Cost (Net of Land)						\$289,680,548

Source: RS Means; REIS; Developer Interviews; W-ZHA
f:\8000s, misc\80087 Glenmont\[Copy of numbers.xlsx]town square

The estimated total cost to develop the Vision Plan is approximately \$290 million. This cost does not include the cost to acquire the property.

Residential Lease Rates

Current asking rents among apartment communities near Glenmont are summarized below. It is important to note that these apartment projects are not new and parking is free.



**Current Asking Rents
Glenmont Area Apartment Communities**

	Efficiency		
	Square Feet	Rent	Rent Per Sq Ft
The Glen	na - na	na - na	na - na
Winexburg Manor	473 - 473	\$1,080 - \$1,155	\$2.28 - \$2.44
Oakfield Apartments	na - na	na - na	na - na
Glenmont Forest	368 - 368	1,019 - 1,109	\$2.77 - \$3.01
Privacy World ^{/1}	na - na	na - na	na - na

	1-Bedroom		
	Square Feet	Rent	Rent Per Sq Ft
The Glen	na - na	na - na	na - na
Winexburg Manor	630 - 949	\$1,216 - \$1,505	\$1.48 - \$2.13
Oakfield Apartments	696 - 789	\$1,079 - \$1,115	\$1.37 - \$1.60
Glenmont Forest	542 - 708	\$1,168 - \$1,285	\$1.74 - \$2.25
Privacy World ^{/1}	741 - 859	\$1,335 - \$1,430	\$1.66 - \$1.90

	2-Bedroom		
	Square Feet	Rent	Rent Per Sq Ft
The Glen	1,115 - 1,144	\$1,816 - \$1,960	\$1.59 - \$1.74
Winexburg Manor	926 - 1,230	\$1,414 - \$1,850	\$1.27 - \$1.74
Oakfield Apartments	854 - 960	\$1,251 - \$1,326	\$1.30 - \$1.55
Glenmont Forest	728 - 915	\$1,329 - \$1,533	\$1.62 - \$1.99
Privacy World ^{/1}	938 - 1,053	\$1,490 - \$1,610	\$1.53 - \$1.59

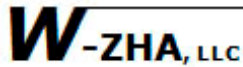
	3-Bedroom		
	Square Feet	Rent	Rent Per Sq Ft
The Glen	1,128 - 1,308	\$1,863 - \$2,020	\$1.47 - \$1.73
Winexburg Manor	na - na	na - na	na - na
Oakfield Apartments	960 - 1,077	\$1,485 - \$1,517	\$1.38 - \$1.41
Glenmont Forest	960 - 1,085	\$1,644 - \$1,769	\$1.56 - \$1.84
Privacy World ^{/1}	na - na	\$1,950 - \$1,970	na - na

1. Unit square feet not quoted, but estimated given floorplans.

Source: W-ZHA

f:\8000s, misc\80087 Glenmont\[Copy of numbers.xlsx]existing glenmont

The two projects closest to the Glenmont Metro Station command the highest residential rents in Glenmont. Rent for an 850 square foot apartment ranged from \$1.46 to \$1.72 per square foot.



The following table summarizes the asking lease rates among new stick-built apartment projects in neighboring communities. Gaithersburg properties offer the first parking space free, the projects in Rockville (Twinbrook) and Wheaton charge for parking.

Current Asking Rents								
Stick-Built Apartment Complexes in Surrounding Communities								
		Efficiency						
Property	Location	Square Feet		Rent		Rent Per Sq Ft		
The Alaire ^{/1}	Twinbrook Station	na	- na	na	- na	na	- na	
Metro Pointe ^{/2}	Wheaton Station	560	586	\$1,275	\$1,300	\$2.22	\$2.28	
Archstone Wheaton ^{/3}	Wheaton	na	- na	na	- na	na	- na	
Archstone Gaithersburg ^{/4}	Gaithersburg Station	na	- na	na	- na	na	- na	
Highland Square ^{/5}	Gaithersburg	na	- na	na	- na	na	- na	
1-Bedroom								
Property	Location	Square Feet		Rent		Rent Per Sq Ft		Rent ~ 850 SF
The Alaire ^{/1}	Twinbrook Station	640	- 1,059	\$1,500	- \$2,035	\$1.82	- \$2.26	\$2.09
Metro Pointe ^{/2}	Wheaton Station	705	- 1121	\$1,350	- \$1,838	\$1.57	- \$2.34	\$1.95
Archstone Wheaton ^{/3}	Wheaton	693	1265	\$1,455	\$2,044	\$1.63	\$2.31	\$2.13
Archstone Gaithersburg ^{/4}	Gaithersburg Station	809	- 1,038	\$1,605	\$2,029	\$1.95	- \$2.14	\$1.97
Highland Square ^{/5}	Gaithersburg	677	- 1,087	\$1,395	\$1,965	\$1.78	- \$2.15	\$1.90
2-Bedroom								
Property	Location	Square Feet		Rent		Rent Per Sq Ft		
The Alaire ^{/1}	Twinbrook Station	1,031	- 1,245	\$1,935	- \$2,525	\$1.85	- \$2.12	
Metro Pointe ^{/2}	Wheaton Station	927	- 1,118	\$1,835	- \$1,985	\$1.72	- \$2.01	
Archstone Wheaton ^{/3}	Wheaton	911	2,511	\$1,933	\$2,415	\$1.76	\$1.91	
Archstone Gaithersburg ^{/4}	Gaithersburg Station	956	1,425	\$1,960	\$2,448	\$1.57	- \$1.89	
Highland Square ^{/5}	Gaithersburg	1,067	1,562	\$1,890	\$2,590	\$1.66	- \$1.82	
3-Bedroom								
Property	Location	Square Feet		Rent		Rent Per Sq Ft		
The Alaire ^{/1}	Twinbrook Station	1,128	- 1,308	\$1,658	- \$2,237	\$1.47	- \$1.71	
Metro Pointe ^{/2}	Wheaton Station	1,411	- 1,411	2,500	- 2,500	\$1.77	- \$1.77	
Archstone Wheaton ^{/3}	Wheaton	na	- na	na	- na	na	- na	
Archstone Gaithersburg ^{/4}	Gaithersburg Station	na	- na	na	- na	na	- na	
Highland Square ^{/5}	Gaithersburg	na	- na	na	- na	na	- na	

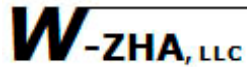
1. Parking costs \$50 per month in private parking below building and \$25 per month in adjacent public parking garage.
2. Parking costs \$85 per month per space. Structured parking.
3. Parking costs \$70 per month for first space and \$85 per month for second space. Structured parking.
4. 1st parking space is free, second parking space is \$25 per month, third parking space \$85 per month. Surface parking.
5. 1st parking space is free and \$50 per month for each additional space. Structured parking.

Source: W-ZHA

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Rent for an 850 square foot apartment in these newer projects ranges from \$1.90 to \$2.13 per square foot.

Glenmont is most comparable to Wheaton because of location. However, the asking rents for new product in Glenmont will likely be less than in Wheaton given that Glenmont is farther out and is not an employment or retail center. It is assumed that new residential product in Glenmont can achieve an average rent of \$1.85 per square foot or an average of \$1,570 per month.



A 12.5 percent Moderately Priced Dwelling Unit (MPDU) allocation has been assumed. The average MPDU rent is \$1,095 per month. This assumes that the MPDU units are designed for households of one to two people.

We have reviewed asking rents for office space on Georgia Avenue in Wheaton. Current Class B space leases for \$17.50 to \$24.50 psf. Given that Glenmont has no track record as an office market, is not an employment center, and is farther out we conclude that new space in a redeveloped Glenmont will lease for \$22.00 psf.

Listings for retail space in the Wheaton, Kensington, and Silver Spring have been reviewed. Retail rents range from \$21 to \$35 per square foot. Retail space in The Veridan, a new high-rise apartment building in Silver Spring is asking \$22.00 per square foot for retail space. We estimate that retail space in Glenmont will rent for \$22.00 per square foot full service.

Required Yield

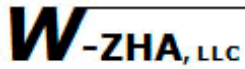
In our experience, when evaluating investment opportunities investors typically require a yield at least 1.5 to 2 percentage points above the overall capitalization rate for the the given land use. As of 1st quarter 2012, the overall capitalization rate for rental apartments ranged from 4.0 to 7.5 in the Mid-Atlantic market. The Washington, DC Region is at the low end of the capitalization rate scale, because of its relatively stable economy.

The overall capitalization rate for office in the in the Washington, DC Region ranged from 4.5 to 8 percent in the 1st Quarter of 2012. Nationally, strip retail's overall capitalization rate was 5.5 to 9.5 percent during this same time period. Once again, the Washington, DC Region is likely at the low end of the capitalization rate scale, because of its relatively stable economy.

The redevelopment program is dominated by residential uses. *Assuming the land can be assembled in an efficient manner*, an investment yield of 7.5 percent is sufficient to attract a private investor to the Glenmont redevelopment project. Project yield, in the case of income-generating uses, is simply the net operating income divided into the development cost. Note, every investor has their own yield threshold.

Conclusion

Given these assumptions, the project yield is 6.67 percent which is below the 7.5 percent threshold. The project is not feasible from a private investor's perspective even without the cost of land acquisition. Therefore, even if all property owners agree to cooperate and sell, there would be no private investment interest. Market rents are not high enough to cover land acquisition, development costs, structured parking cost and an adequate investor return.



Glenmont Town Center Development Economics
Stick Built with Structured Parking

Units			1,108
Market Rate	87.5%	970	
MPDU	12.5%	138	
Net Sq Ft /Unit		850	
Gross Sq Ft/ Unit		1,012	
Rentable Area		941,800	
Building Area		1,121,190	

Development Cost				
	GSF		Cost/GSF	
Demolition	196,381		\$4	\$785,524
Residential	1,121,190	*	\$155 =	\$173,784,524
Office	169,900	*	\$120 =	\$20,388,000
Office Tenant Improvements	169,900	*	\$40 =	\$6,796,000
Retail (cold & dark)	254,900	*	\$100 =	\$25,490,000
Retail Tenant Improvements	254,900	*	\$40 =	\$10,196,000
Total	1,545,990			\$237,440,048

Structured Parking				
	Spaces		Cost /Sp	
	2,367	*	\$18,000 =	\$42,606,000

Town Square				
	Sq Ft		Cost /Sq Ft	
	54,450	*	\$90 =	\$4,900,500

Total Development Cost (Net of Land Cost)	\$284,946,548
Assessed Value of Property	\$37,868,300
Total Cost	\$322,814,848

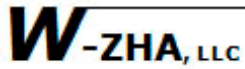
Net Operating Income				
	/Month		/Sq Ft /Mo	
<u>Apartments</u>				
Rent	\$1,573		\$1.85	\$18,303,900
MPDU Rent	\$1,095.00		\$1.29	\$1,813,320
Vacancy	Market --->	5% MPDU ---->	3%	(\$969,595)
Net Rent				\$19,147,625
Parking Income	\$50.00 /mo		1,163 Spaces	\$697,800
Other Income			10%	\$1,914,763
Total Income				\$21,760,188
Operating Cost /Unit			\$6,500	(\$7,202,000)
Net Operating Income				\$14,558,188

<u>Office</u>	SF/Year			
Rent	\$22.00			\$3,476,154
Vacancy			7%	(\$243,331)
Net Rental Income				\$3,232,823
Parking Income	\$50.00 /mo		184 Spaces	\$110,400
Operating Cost /psf	\$8.50			(\$1,444,150)
Net Operating Income				\$1,899,073

<u>Retail</u>	SF/Year			
Rent nnn	\$22.00			\$5,607,800
Vacancy			7%	(\$392,546)
Net Rent				\$5,215,254
Other Income			0%	\$0
Total Income				\$5,215,254
Operating Cost /psf			3%	(\$156,458)
Net Operating Income				\$5,058,796
Total Net Operating Income				\$21,516,058

Private Investment Prospects **Yield = 6.67%**

Source: W-ZHA
f:\8000s_misc\80087 Glenmont\[\numbers2.xlsx]Glenmont mixed use



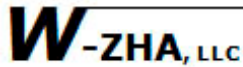
CONSIDERATION: ALLOW HIGH-RISE DEVELOPMENT ON THE SITE TO INCREASE DENSITY AND DRIVE MORE VALUE TO THE LAND

It has been suggested that one way to enhance private investor interest is to allow for higher density residential development at Glenmont Town Center. Rather than 3- to 5-story buildings, the plan should allow for 8- to 10-story buildings. The idea is that with more density, the land will become more valuable.

There are two reasons that allowing high-rise development on the Site will not resolve feasibility issues. The first is a cost issue and the second is a market issue. High-rise construction costs are approximately 20 percent higher than stick-built construction costs.

A yield analysis was performed to test the rent required to support the cost of high-rise assuming the same unit mix, but double the number of units. To support the increase in cost associated with taller buildings and the cost of parking and land, an average rental rate of \$1,930 per month, or \$2.27 per square foot per month must be achieved. This rent is 23 percent higher than what we consider to be supportable in Glenmont.

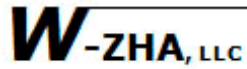
A monthly rent of \$1,930 per month is higher than the highest one-bedroom rent at Metro Pointe and well above the average rent per square foot for an 850 square foot apartment among new projects in Wheaton, Twinbrook and Gaithersburg.



Glenmont Town Center Development Economics High-Rise Building with Structured Parking			
Units			2,216
Market Rate	87.5%	1939	
MPDU	12.5%	277	
Net Sq Ft /Unit		850	
Gross Sq Ft/ Unit		1,012	
Rentable Area		1,883,600	
Building Area		2,242,381	
Development Cost			
	GSF	Cost/GSF	
Demolition	196,381	\$4	\$785,524
Residential	2,242,381	* \$186	= \$417,082,857
Office	169,900	* \$120	= \$20,388,000
Office Tenant Improvements	169,900	* \$40	= \$6,796,000
Retail (cold & dark)	254,900	* \$100	= \$25,490,000
Retail Tenant Improvements	254,900	* \$40	= \$10,196,000
Total	2,667,181		\$480,738,381
Structured Parking	Spaces	Cost /Sp	
	3,530	* \$18,000	= \$63,540,000
Town Square	Sq Ft	Cost /Sq Ft	
	54,450	* \$90	= \$4,900,500
Total Development Cost (Net of Land Cost)			\$549,178,881
Assessed Value of Property			\$37,868,300
Total Cost			\$587,047,181
Net Operating Income			
	/Month	/Sq Ft /Mo	
Apartment Required Rent	\$1,930	\$2.27	\$44,895,606
MPDU Rent	\$1,095.00	\$1.29	\$3,639,780
Vacancy	Market --->	5% MPDU ---->	3% (\$2,353,974)
Net Rent			\$46,181,412
Parking Income	\$50.00 /mo	1,163 Spaces	\$697,800
Other Income		10%	\$4,618,141
Total Income			\$51,497,354
Operating Cost /Unit		\$6,500	(\$14,404,000)
Net Operating Income			\$37,093,354
Office	SF/Year		
Rent	\$22.00		\$3,476,154
Vacancy		7%	(\$243,331)
Net Rental Income			\$3,232,823
Parking Income	\$50.00 /mo	184 Spaces	\$110,400
Operating Cost /psf	\$8.50		(\$1,444,150)
Net Operating Income			\$1,899,073
Retail	SF/Year		
Rent	\$22.00		\$5,607,800
Vacancy		7%	(\$392,546)
Net Rent			\$5,215,254
Other Income		0%	\$0
Total Income			\$5,215,254
Operating Cost /psf		3%	(\$156,458)
Net Operating Income			\$5,058,796
Total Net Operating Income			\$44,051,223
Private Investment Prospects		Yield =	7.50%

Source: W-ZHA

f:\8000s, misc\80087 Glenmont\{numbers2.xlsx}Glenmont mixed use



The level of rent required to make the project feasible is comparable to rents achieved in the high rise products nearby, which are in Silver Spring.

**Current Asking Rents
New High-Rise Apartment Projects**

Efficiency						
Property	Location	Square Feet		Rent		Rent Per Sq Ft
Solaire Metro Apts ^{/1}	Silver Spring	536	- 642	\$1,549	- \$2,000	\$2.49 - \$2.89
The Cameron ^{/2}	Silver Spring	475	475	\$1,450	\$1,450	\$3.05 \$3.05
The Portico ^{/3}	Silver Spring	576	- 576	\$1,605	- \$1,605	\$2.79 - \$2.79

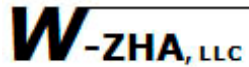
1-Bedroom							
Property	Location	Square Feet		Rent		Rent Per Sq Ft	Rent ~850 SF
Solaire Metro Apts ^{/1}	Silver Spring	632	- 868	\$1,749	- \$2,413	\$2.36 - \$3.57	\$2.59
The Cameron ^{/2}	Silver Spring	693	- 1,049	\$1,820	- \$2,440	\$2.33 - \$2.70	\$2.15
Portico ^{/3}	Silver Spring	767	767	\$1,940	\$1,960	\$2.53 \$2.56	na

2-Bedroom							
Property	Location	Square Feet		Rent		Rent Per Sq Ft	
Solaire Metro Apts ^{/1}	Silver Spring	1,000	- 1,500	\$2,605	- \$3,940	\$2.29	- \$2.62
The Cameron ^{/2}	Silver Spring	964	- 1,453	\$2,253	- \$2,564	\$2.05	- \$2.70
Portico ^{/3}	Silver Spring	1,121	1,137	\$2,600	\$2,670	\$2.32	\$2.35

1. Parking costs \$125 per month in underground garage.
2. Parking costs \$125 per month in underground garage.
3. Parking costs \$150 per month.

Source: W-ZHA
f:\8000s, misc\80087 Glenmont\[Copy of numbers.xlsx]Sheet9

Silver Spring is a cultural, employment, and retail center. As such, it commands higher rents than Glenmont.

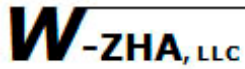


CONSIDERATION: SUBSIDIZE PUBLIC PARKING INFRASTRUCTURE TO MAKE THE PROJECT FEASIBLE FROM A PRIVATE INVESTOR'S PERSPECTIVE.

Structured parking is in the best interest of the community as it contributes to “place-making” by reducing the need for surface parking lots. Structured parking, however, adds cost to the project and, in turn, absorbs resources that could be used by the private sector for land acquisition.

In this scenario, it is assumed that all parking and a portion of the land beneath the parking are paid for by the public sector. A subsidy of approximately \$46.6 million or 14 percent of the project's development cost is necessary to provide an adequate private investment yield.

While financially feasible, the project is still severely hampered by the complexity of land acquisition.



**Development Economics: Incentive No Structured Parking Cost
Stick Built with Structured Parking**

Units			1,108
Market Rate	87.5%	970	
MPDU	12.5%	138	
Net Sq Ft /Unit		850	
Gross Sq Ft/ Unit		1,012	
Rentable Area		941,800	
Building Area		1,121,190	

Development Cost				
	GSF		Cost/GSF	
Demolition	196,381		\$4	\$785,524
Residential	1,121,190	*	\$155	= \$173,784,524
Office	169,900	*	\$120	= \$20,388,000
Office Tenant Improvements	169,900	*	\$40	= \$6,796,000
Retail (cold & dark)	254,900	*	\$100	= \$25,490,000
Retail Tenant Improvements	254,900	*	\$40	= \$10,196,000
Total	1,545,990			\$237,440,048

Structured Parking				
	Spaces		Cost /Sp	
	2,367	*	\$0	= \$0

Town Square				
	Sq Ft		Cost /Sq Ft	
	54,450	*	\$90	= \$4,900,500

Total Development Cost (Net of Land Cost)	\$242,340,548
Assessed Value of Property	\$33,868,300
Total Cost	\$276,208,848

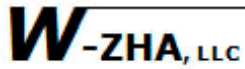
Net Operating Income				
	/Month		/Sq Ft /Mo	
<u>Apartments</u>				
Rent	\$1,573		\$1.85	\$18,303,900
MPDU Rent	\$1,095.00		\$1.29	\$1,813,320
Vacancy	Market --->	5% MPDU ---->	3%	(\$969,595)
Net Rent				\$19,147,625
Parking Income	\$0.00 /mo		1,163 Spaces	\$0
Other Income			10%	\$1,914,763
Total Income				\$21,062,388
Operating Cost /Unit			\$6,500	(\$7,202,000)
Net Operating Income				\$13,860,388

<u>Office</u>	SF/Year			
Rent	\$22.00			\$3,476,154
Vacancy			7%	(\$243,331)
Net Rental Income				\$3,232,823
Parking Income	\$0.00 /mo		184 Spaces	\$0
Operating Cost /psf	\$8.50			(\$1,444,150)
Net Operating Income				\$1,788,673

<u>Retail</u>	SF/Year			
Rent	\$22.00			\$5,607,800
Vacancy			7%	(\$392,546)
Net Rent				\$5,215,254
Other Income			0%	\$0
Total Income				\$5,215,254
Operating Cost /psf			3%	(\$156,458)
Net Operating Income				\$5,058,796
Total Net Operating Income				\$20,707,858

Private Investment Prospects **Yield = 7.50%**

Source: W-ZHA
f:\8000s_misc\80087 Glenmont\{numbers2.xlsx}Glenmont mixed use



CONSIDERATION: IMPLEMENT THE PROJECT IN PHASES IN ORDER TO MAKE THE PROJECT MORE MARKETABLE, REDUCE THE NUMBER OF LANDOWNERS, AND REDUCE THE LEVEL OF SUBSIDY REQUIRED TO MAKE THE PROJECT FEASIBLE.

The assemblage of the seven properties that represent the strip shopping center plus the Country Boy Market property total 11.4 acres (see map below).

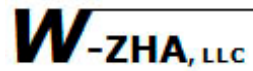
Phase I Properties



Not only are these properties old and obsolete, they represent the core of the project. This land area is of sufficient size to develop a mixed-use town center project. Seven interests own this property and its assessed value is \$21.8 million.

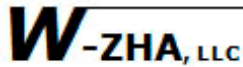
The first phase of the Town Center project could be developed on these 11.4 acres while the Shopper’s Food Warehouse, McDonalds, and other land uses in the “triangle” remain. Over time, as development economics improve, these out-parcels can redevelop.

Using the same floor area ratio as proposed in the Vision (1.95 net of Town Square land), the strip shopping center and Country Boy Market properties could support 954,700 square feet of new mixed-use development as well as a Town Square. A development program consisting of 720 dwelling units and 140,000 square feet of retail has been assumed.



For purposes of this analysis, this smaller development program is assumed to consist of residential and retail only, no office space. In the near- to mid-term, it is likely that the residential and retail markets will be stronger than the office market.

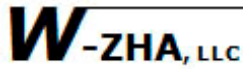
The project's net operating income is not sufficient to provide the investor a reasonable investment yield and cover the land, structured parking and development costs.



Phase I Development Economics Stick Built with Structured Parking				
Units				720
Market Rate	87.5%		630	
MPDU	12.5%		90	
Net Sq Ft /Unit	850			
Gross Sq Ft/ Unit	1,012			
Rentable Area	612,000			
Building Area	728,790			
Development Cost				
	GSF		Cost/GSF	
Demolition	124,469		\$4	\$497,876
Residential	728,790	*	\$155	\$112,962,476
Office	0	*	\$120	\$0
Office TI	0	*	\$40	\$0
Retail (cold & dark)	140,000	*	\$100	\$14,000,000
Retail TI	140,000	*	\$40	\$5,600,000
Total	868,790			\$133,060,352
Structured Parking				
Residential	720		756	
Office psf	0		0	
Retail psf	140,000		560	
	Spaces		Cost /Sp	
	1,316	*	\$18,000	\$23,688,000
Town Square				
	Sq Ft		Cost /Sp	
	54,450	*	\$90	\$4,900,500
Total Development Cost (Net of Land Cost)				\$161,648,852
Assessed Value of Property				\$21,830,900
Total Cost				\$183,479,752
Net Operating Income				
Apartments	/Month		/Sq Ft /Mo	
Rent	\$1,572.50		\$1.85	\$11,888,100
MPDU Rent	\$1,095.00		\$1.29	\$1,182,600
Vacancy	Market --->	5% MPDU ---->	3%	(\$629,883)
Net Rent				\$12,440,817
Parking Income	\$50.00 /mo		756 Spaces	\$453,600
Other Income			10%	\$1,244,082
Total Income				\$14,138,499
Operating Cost /Unit			\$6,500	(\$4,680,000)
Net Operating Income				\$9,458,499
Retail				
	SF/Year			
Rent nnn	\$22.00			\$3,080,000
Vacancy			7%	(\$215,600)
Net Rent				\$2,864,400
Other Income			0%	\$0
Total Income				\$2,864,400
Operating Cost /psf			3%	(\$85,932)
Net Operating Income				\$2,778,468
Total Net Operating Income				\$12,236,967

Private Investment Prospects **Yield = 6.67%**

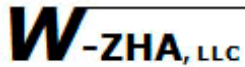
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A subsidy of \$25.5 million would be required to develop the Phase I program. The subsidy represents 9 percent of the land, development, and parking cost for this phase of development.

Phase I Development Economics: Parking Subsidy					
Stick Built with Structured Parking					
Units					720
Market Rate	87.5%		630		
MPDU	12.5%		90		
Net Sq Ft /Unit	850				
Gross Sq Ft/ Unit	1,012				
Rentable Area	612,000				
Building Area	728,790				
Development Cost					
	GSF		Cost/GSF		
Demolition	124,469		\$4	=	\$497,876
Residential	728,790	*	\$155	=	\$112,962,476
Office	0	*	\$120	=	\$0
Office TI	0	*	\$40	=	\$0
Retail (cold & dark)	140,000	*	\$100	=	\$14,000,000
Retail TI	140,000	*	\$40	=	\$5,600,000
Total	868,790			=	\$133,060,352
Structured Parking					
Residential	720		756		
Office psf	0		0		
Retail psf	140,000		560		
	Spaces		Cost /Sp		
	1,316	*	\$0	=	\$0
Town Square					
	Sq Ft		Cost /Sp		
	54,450	*	\$90	=	\$4,900,500
Total Development Cost (Net of Land Cost)					\$137,960,852
Assessed Value of Property					\$19,230,900
Total Cost					\$157,191,752
Net Operating Income					
	/Month		/Sq Ft /Mo		
Apartment Rent	\$1,572.50		\$1.85		\$11,888,100
MPDU Rent	\$1,095.00		\$1.29		\$1,182,600
Vacancy	Market --->	5% MPDU ---->	3%		(\$629,883)
Net Rent					\$12,440,817
Parking Income	\$0.00 /mo		756 Spaces		\$0
Other Income			10%		\$1,244,082
Total Income					\$13,684,899
Operating Cost /Unit			\$6,500		(\$4,680,000)
Net Operating Income					\$9,004,899
Retail					
	SF/Year				
Rent nnn	\$22.00				\$3,080,000
Vacancy			7%		(\$215,600)
Net Rent					\$2,864,400
Other Income			0%		\$0
Total Income					\$2,864,400
Operating Cost /psf			3%		(\$85,932)
Net Operating Income					\$2,778,468
Total Net Operating Income					\$11,783,367
Private Investment Prospects			Yield =		7.50%

Source: W-ZHA
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LAND ASSEMBLY APPROACHES AND IMPLEMENTATION

Land assembly occurs when there is a higher and better use for the land than what exists today. Before considering land assembly, an incentive package must be developed that makes the redevelopment of the Glenmont Shopping Center an attractive investment. The following alternatives assume that redevelopment makes investment sense.

Market-Driven

This is how most land assembly occurs in the United States. A private investor independently purchases and/or options property to allow for redevelopment.

Advantages

- Minimizes County expense and time.

Disadvantages

- Redevelopment timing is driven by the market, which may result in an extended timeframe.
- A single land owner who is unwilling to sell can make the project infeasible.
- Other than land use regulations, the County and community have little influence on the character of development.

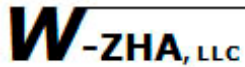
Eminent Domain

Eminent domain has been used as a means to acquire land in redevelopment areas across the country. Under eminent domain, the jurisdiction seizes private land for a public purpose. Eminent domain is typically used when public use assets such as roads, utilities, parking garages, etc. need land for their development.

Eminent domain for economic development purposes typically requires that the properties in question be blighted. At an assessed value of \$2 million per acre, it would be difficult to consider Glenmont Shopping Center a blighted property. Eminent domain for economic development purposes is controversial and can result in litigation (see *Kelso vs. City of New London*).

Advantages

- An independent appraisal determines value.
- If eminent domain employed the County controls the land.



Disadvantages

- Eminent domain for economic development purposes can be controversial and result in litigation.
- Condemnation can be time consuming.

Private Land Pooling

The private property owners could form a development company to undertake site redevelopment. The owners would transfer their property (land and improvements) to the development company in exchange for a percent interest in the company. The percentage would likely be based on their share of assessed value and/or the land area. The entity could be a joint venture, corporation or a limited liability corporation. Either a property owner could take the lead in development or a Developer could be retained by the development company.

The New Town at Capital City Market in Washington, DC has adopted this approach. This project has yet to be implemented.

Advantages

- Provides unified ownership of the Site.
- Landowners take the lead in redevelopment.

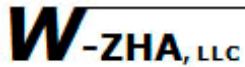
Disadvantages

- The risk of the hold-out property owner remains.
- It is unlikely that the landowners will recoup their land value upon redevelopment, which may deter their motivation to align.
- The type of development that may be feasible in the near term (surface parked retail) is not what the community envisions.
- It is unlikely that the communities' Vision for the Site will be realized under this approach, given market and economic realities.

Public/Private Venture

This approach is similar to the Private Land Pooling approach except the County (or a legal entity thereof) would form a development corporation. The development corporation would be the Managing Member of a Limited Liability Corporation (LLC). The County would provide financial incentives (tax abatement, grants, etc) to make the project economically feasible.

In exchange, the property owners would contribute their property in exchange for a limited partner interest. The Managing Member would solicit developers and enter into a development



agreement. The development agreement would ensure 1) that the property owners' interests are satisfied and 2) that redevelopment is consistent with the community's Vision.

The Skyland Shopping Center redevelopment in Washington, DC is an example of this approach. The National Capital Revitalization Corporation is managing that project.

Advantages

- County would initiate the process;
- The County could provide a methodology for determining equitable property value;
- Potential for condemnation may exist;
- Allows for the use of government incentives to make the project feasible;
- Ensures that the community's Vision is realized

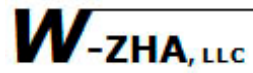
Disadvantages

- Significant County financial incentives will be necessary to attract a private investor;
- This approach will require significant resources to work with the property owners, structure an equitable business arrangement, solicit and select a developer, and negotiate a development agreement;
- There is still the risk that a property owner will not participate. Compulsory purchase is controversial and can result in litigation.

Recommended Approach

The Public/Private Venture Approach is the only feasible alternative because subsidy is necessary. The County must be involved because public/private financing is necessary to make the Vision a reality. The following steps are recommended to implement the Glenmont Town Center Plan:

1. Develop a Phase I Site Plan that achieves the Vision and, at the same time, strives to reduce the costs of development (particularly structured parking). Phase I would only include the strip shopping center properties and the Country Boys Market property;
2. Identify potential sources of subsidy to make the project an attractive private investment opportunity;
3. Conduct a Developer Roundtable to present public/private development approach and receive feedback;



4. Present to property owners their options with regard to future value of land and how the County subsidy commitment is a unique, short term opportunity that should incentivize them to participate.
5. Develop Limited Liability Corporation with business terms that clearly spell out the County incentive package and existing property owner obligations and rights;
6. Solicit private developers;
7. Enter into a Non-Profit/Private Development Agreement.