

ULI Washington

A Technical Assistance Panel Report

**Improving Mature Commercial Centers:
Creating a Sense of Place in Montgomery County**

**Sponsored by:
The Maryland - National Capital Park and Planning
Commission**

July 12-13, 2005

Montgomery County, Maryland

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About ULI Washington—a District Council of the Urban Land Institute

ULI Washington is a district council of ULI—the Urban Land Institute, a nonprofit research and education organization supported by its members. Founded in 1936, the institute now has more than 25,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to provide responsible leadership in the use of land to enhance the total environment.

Members say that ULI is a trusted idea place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. With pride, ULI members commit to the best in land use policy and practice.

In the ULI fashion of offering an unbiased and non-partisan exchange on issues impacting the industry, ULI Washington provides the avenues for active dialogues between private industry, environmental organizations, and public agencies to help provide solutions to local and regional land use issues.

About The Technical Assistance Panel Program (TAP)

The objective of ULI Washington's TAP program is to provide expert, multidisciplinary advice on land use and real estate issues facing public agencies and non-profit organizations in the Washington metropolitan area. Drawing from its extensive membership base, ULI Washington conducts one and one-half day panels offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues.

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Acknowledgements

Both personally and on behalf of the Urban Land Institute's Washington District Council, the panel members and project staff would like to express their sincere appreciation to the Maryland – National Capital Park and Planning Commission for their gracious support and hospitality. This project is part of a coordinated effort with all the divisions in the M-NCPPC including the Community-Based Planning Division, the Research and Technology Center, and the Strategic Planning Division. Specifically, the panel would like to thank John Carter, Division Chief, Community-Based Planning, for inviting the panel to explore revitalization opportunities for Montgomery County's existing commercial centers.

Special thanks are extended to Kathy Reilly as project planner, for the time she took to coordinate the project and make sure that the panel went smoothly. The panel also appreciates the work of Calvin Nelson, Jason Sartori, Illana Branda, and Sam Dixon, for putting together the panel's extensive briefing materials and graphics, as well as former staff member Maria Martin who compiled the initial data. The panel would also like to extend its thanks to Karl Moritz, Division Chief, Research and Technology and his staff, Pamela Zorich, Matthew Greene, Sharon Suarez, Gary Goodwin, Krishna Akundi, and Wayne Koempel; Lisa Rother of the County Executive's Office, and Tedi Osias of the Housing Opportunities Commission, for their participation in the panel process.

ULI Washington hopes that the comments and recommendations provided in this report result in a valuable contribution to the redevelopment of Montgomery County's mature commercial centers. We encourage the M-NCPPC to inform us of new developments associated with this project and allow us to participate in future panels should the need arise.

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Foreword: Overview and Panel Assignment

Over the last 25 years, Montgomery County has evolved from a suburban, bedroom community into a thriving multi-dimensional County. With a median household income of \$85,400 and a strong office market, Montgomery County is the economic engine of Maryland.¹

Over the next 25 years Montgomery County is projected to add 170,000 new jobs and 80,000 units of new housing. While the County currently experiences a balance of housing and jobs, there will be many more opportunities for commercial development than for new housing, threatening the balance. Since the 1970s, 57% of those who live in Montgomery County work in the County. The M-NCPPC is proud of this statistic and would like to preserve this percentage.

This balance has unfortunately become increasingly more difficult to maintain. Single family homes are becoming out of reach for middle income families due to home prices increasing at a much faster rate than wages. The median sales price for existing homes is \$400,000 and new homes average \$750,000. Given the rise in housing costs and the finite availability of land, the M-NCPPC foresees the future of residential development to be focused on condominiums and apartments, anticipating that 60% of new residential left to be built will be multi-family housing. The M-NCPPC sees this form of housing as a great opportunity for affordable and workforce housing, an issue that has become increasingly important to the County and its residents.

Given the maturity of Montgomery County, the commitment to preserve its Agricultural Reserve, and the increased pressure on development, the M-NCPPC has redirected its focus to seek out opportunities within already developed areas, focusing redevelopment and reinvestment in existing communities. The M-NCPPC has especially focused on existing commercial centers and transportation corridors, bringing a new mix of uses and an emphasis on public transportation to the County.

Issues

The M-NCPPC created an inventory of over 100 commercial centers located in Montgomery County. In doing so, the M-NCPPC found that these centers covered 1,550 acres, over one-half of the commercial centers were over fifty years old, and a quarter of them were candidates for redevelopment; including housing opportunities.² As Montgomery County matures and vacant sites become less available, these existing centers provide significant opportunities for redevelopment. The majority of the existing centers are comprised of strip commercial centers without a sense of place, and are frequently located at highly visible suburban crossroads.

¹ According to the U.S. Department of Housing and Urban Development, the area median income for the Washington region in 2004 was \$85,400, which is the 7th highest median income in the Country.

² The M-NCPPC considers a center candidates for development when the land becomes more valuable than the existing development

Although near major transportation corridors, these centers often lack convenient pedestrian connections within and between other commercial centers.

The M-NCPPC sees the opportunity to take existing commercial centers that lack an identifiable sense of community and redevelop them into thriving neighborhood centers. The challenge is determining how to do it. Currently, many commercial centers are not zoned for residential uses, yet obsolete uses such as abattoirs and blacksmith shops fall within the parameters. The M-NCPPC recognizes that if housing were allowed, new development in the existing centers could accommodate over 9,300 residential units at a mere 6 units per acre and that number could increase to 23,200 units if the density were increased to 15 units per acre.³

The Assignment

Recognizing the challenge of how to improve existing commercial centers to create neighborhood centers with a mix of housing opportunities, the M-NCPPC invited ULI Washington to convene a Technical Assistance Panel (TAP) on July 12-13, 2005. A twelve member panel spent an intensive one and one-half days touring a selection of representative commercial centers, participating in a briefing led by the M-NCPPC, and spending a full day behind closed doors deliberating on the presented issues and formulating recommendations.

In the context of the challenges outlined above, the M-NCPPC asked the panel to:

- Provide a justification for redeveloping mature commercial centers;
- Create a vision for what the redevelopment should entail;
- Create prototypes for redevelopment;
- Offer successful principles for redevelopment;
- Outline the challenges that must first be overcome; and
- Provide the M-NCPPC with tools and action steps to achieve the vision.

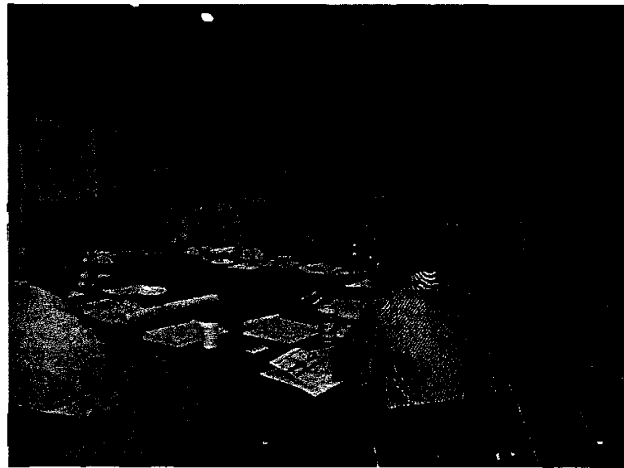
After finalizing its recommendations, the panel presented its findings to the staff and guests of the M-NCPPC.

³ These figures assume development on all 1,550 acres included in the inventory but does not take into account additional new commercial development that would occur on the same parcels.

Introduction and Summary of Recommendations

Montgomery County is part of a large metropolitan area that is experiencing strong growth. In February 2005, ULI Washington held Reality Check, a regional visioning exercise where 300 elected officials and community, environmental, housing and business leaders in 20 jurisdictions met to consider how to accommodate the additional 2 million people and 1.6 million jobs proposed for the Washington metropolitan region by the year 2030.⁴ While many jurisdictions will share in determining where to place this growth, few jurisdictions have as finite an amount of land available to house these people as Montgomery County. The panel therefore applauds the M-NCPPC for participating in Reality Check and taking the initiative to begin planning for the anticipated growth, in order to create a strong community for both existing residents and newcomers to live, work and play.⁵

The M-NCPPC has joined progressive metropolitan planners country wide in its shift towards reinventing suburban strips. According to the Urban Land Institute's publication *The Ten Principles for Reinventing America's Suburban Strips*, this shift reflects both the growing success of many downtown revitalization efforts and the realization that suburban commercial centers are not physically integrated in communities and are **becoming unsustainable**; Montgomery County's commercial centers are no different.



Panel members discuss the presented issues and opportunities.

After reviewing the inventory of Montgomery County's centers, and touring a number of sites in close proximity to the M-NCPPC's offices, the panel concluded that there was ample opportunity to redevelop these centers into neighborhood centers. The panel created a vision for these centers that reinforced a sense of place through the development of community streets with a mix of uses, housing, pedestrian connections and access to transportation.

The panel began by looking at the market potential for redevelopment and determined that while the market will vary depending on the centers' location, there is significant demand for new housing and sustainable retail, making the redevelopment initiative very acceptable. The challenges for successful redevelopment will be to create the infrastructure that will link surrounding roads and connect adjacent sites to the centers. The physical barriers that surround these sites need to be removed. The panel also emphasized the importance of parking. Parking is the greatest challenge in adding density to a site and a key element in the break down of site redevelopment. Another obstacle is the space constraints and high cost of providing structured

⁴ Figures provided by the Metropolitan Washington Council of Governments

⁵ For more information on Reality Check visit www.realitycheckwashington.org

parking and meeting market demands for parking. There is therefore a need to coordinate redevelopment with other forms of transportation such as bus, rail, flex-car and walking. The regulatory process will also be a challenge for redevelopment. In the panel's opinion, in order to ensure successful redevelopment, the approval process will need to become streamlined.

In order to prioritize development for the centers, the panel found it necessary to categorize the centers based upon their size and function. Four categories were created: Small, Medium, Large and Transit Influenced. Small Centers included unanchored centers of five or fewer acres; Medium Centers included centers on five to fifteen acres with one anchor; Large Centers are categorized as over fifteen acres with two or more anchors; Transit Influenced Centers are within 2000 feet of transit or multi-modal transportation hubs.

The panel determined that due to their size, Small Centers were not the primary focus for redevelopment, but that Medium and Large Centers could achieve the panel's vision for redevelopment. The panel also created the Transit Influenced category, which in the panel's opinion includes centers that are suitable for redevelopment, but should be included in the M-NCPPC's guidelines for transit-oriented development.

In order to redevelop the Medium and Large Centers, the panel recommends creating a master plan for housing that includes an overlay zone that can be applied to the inventory of commercial centers. The panel recommends that the overlay zone provide for a mix of needed uses including housing. The panel recommends that 75% of new development within the centers be for housing and that 25% of that housing development be set aside for affordable and workforce housing. The panel also recognized the need to preserve retail, requiring that the existing supply of retail be maintained or expanded.

Within the overlay zone, the panel set forth planning and design guidelines to help shape and create sustainable neighborhood centers. Guidelines include orienting the redeveloped centers to create community streets achievable through, intensified landscaping, higher architectural standards and amenities.

Market Opportunities and Challenges

While reinventing the existing commercial centers to include housing and a wider mix of uses, is definitely warranted, it is important that the M-NCPPC know its market. Not all of the centers in Montgomery County's inventory will respond to the panel's recommendations similarly. What will work in one center may not work in another. The demographics, corridors and immediate trade area will determine the potential and timing for each center's redevelopment.

Opportunities

The initiative taken by the M-NCPPC to improve upon its existing commercial centers by creating neighborhood centers that include housing provides tremendous opportunities for current landowners and residents alike. Currently, there is no development potential for housing in most existing retail centers due to their zoning. The M-NCPPC can capitalize on the changed zoning to meet unmet market demands.

Housing. There is a recognized need for more affordable and workforce housing. While the County's Moderately Priced Dwelling Unit (MPDU) program has been successful, creating approximately 11,000 units of affordable housing, the supply does not meet the growing demand. The Housing Opportunities Commission currently has 7,000 families waiting for public housing, and 10,000 families waiting for vouchers.

While the MPDU program is available for those with an Area Median Income (AMI) of 65% or less, the panel applauds the County for recognizing the underserved workforce housing market between 65% and 120% of the AMI.⁶ The County has the opportunity to institutionalize a program to serve this market by creating set asides for workforce housing, as part of the new redevelopment opportunities at these centers.

Retail. Preserving retail development is extremely important when improving existing centers. With the 7th highest median income in the nation and the expected growth of housing and jobs, there will be growing demand for goods and services. Retail development also provides tax revenues to the County. By maintaining or even increasing the level of retail within these existing centers, the County will have the opportunity to leverage that increased tax revenue to offset the cost of other initiatives. The importance of the preservation of retail development should be stressed in the existing commercial centers.

Challenges

While landowners will receive new opportunities with the increased flexibility in uses and density for redevelopment, the benefit does not come without costs. While the landowner bears limited direct costs associated with the rezoning of land, the necessary steps that an owner must accomplish prior to being able to begin redevelopment significantly increase the cost of redevelopment by 20% - 50%. The additional density on the site does not guarantee increased revenue to the land owner.

⁶ According to the U.S. Department of Housing and Urban Development, the area Median Income for the Washington region in 2004 was \$85,400.

Infrastructure. Over 50% of the existing centers were built in the 1950s or earlier, long before underground utilities were required. Redevelopment of the centers would undoubtedly require the land owner to reconfigure utilities. Sidewalks, roads, ingress and egress points will likely have to change, adding additional costs to the redevelopment.

The panel was also concerned with issues surrounding storm water management. Currently the surfaces are almost 100% impervious, providing little place for storm water management facilities. The cost and process required to properly address storm water management will be significant.

Parking. The panel has found that parking requirements need to be maintained. Unless a project site is located in a Central Business District (CBD) or is within walking distance of a Metro stop, the ratio of 5 spaces per 1000 square feet remains the rule. The market drives the parking requirement, not the code. In the panel's experience, the code has actually proven to be deficient, requiring less parking than needed within the center. While the idea of shared parking works well with some uses and the panel encourages it for office and retail development, it has not proven successful for housing. Residents require dedicated parking spaces and housing projects typically provide 1.5 parking spaces per unit, adding further to the parking requirement. Parking is often



Panel members create prototypes for redevelopment

the most difficult obstacle to adding density to a project, a key reason why these types of projects will break down. Development should focus on making the parking work.

The other challenge that parking structures face, is that retailers prefer parking fields as opposed to parking structures. If the center is in a close-in location with a captive trade area, then structured parking will not turn away a retailer. The panel advises the M-NCPPC however that it may be difficult to attract retailers to lesser known centers with parking structures.

Economic. Negotiations with long term and reluctant tenants will also prove to be a significant cost to the land owner. Retailers that are currently successful may have little incentive to agree to redevelopment. Long term tenants such as anchors are also difficult to persuade. For tenants to give up their parking area, temporarily close their doors, or be bought out entirely will pose a significant cost to land owners.

The associated cost of affordable and workforce housing will also take its toll on the financial model. Developers of affordable housing decrease their revenue with each affordable unit and hope to break even with workforce housing units. Requiring both types of housing on site will reduce the overall revenue of the project and may result in the reduction of other amenities.

Owners. Land owners themselves may have their reasons for not wanting to affect the reliable and predictable return on investment that they currently receive from these centers. Many of the existing sites are owned by publicly held companies, and to upset the current shopping center model may not be well received by shareholders. Furthermore, Real Estate Investment Trusts (REITs) own a large number of the sites and to redevelop the centers with condominiums would require selling the land or entering into long-term ground leases. REITs are not interested in giving up control of their centers or altering their business model from rental uses.

Community Outreach. The M-NCPPC may also find community opposition to the redevelopment of the centers. Community members may oppose change, wanting to preserve the existing neighborhood services. They may also voice concerns about the toll that additional residents and patrons of the centers may have on roads and schools. The outreach process is also a concern. The M-NCPPC must augment the political process by building on its initiatives to better engage community members.

Redevelopment Strategies

In order to begin to plan for the redevelopment of Montgomery County's retail centers, there first needs to be a vision for the redevelopment of centers. Given what the panel heard from the M-NCPPC staff and what has proven to be successful in other centers, the panel believes that revitalized centers should reinforce a sense of place through the development of community streets. These community streets should have strong pedestrian connections to create a walkable, pedestrian friendly environment. Civic space and amenities should be integrated into the centers creating the identity for the neighborhoods in which they are located.

Revitalized centers should increase their current density to accommodate market rate, work force and affordable housing. Large parking fields should be transformed to accommodate structured parking and residential units, and additional housing should be included over retail development. Where feasible, these centers should also provide for multi-modal transportation with linkages to public transportation, bike paths and trails.

Redevelopment Criteria

While the majority of the centers inventoried could accommodate housing and therefore are fit for redevelopment, the panel recognizes that the centers will not be redeveloped at once. To begin to prioritize the sites for redevelopment, the panel looked at a set of criteria that the M-NCPPC could use to determine whether the site is ready for redevelopment.

Transportation Corridors. Redevelopment should be integrated along designated transportation (transit) corridors. Given the known benefits of public transportation and the mix of housing that is desired within these centers, redevelopment along transportation corridors should be a priority.

Civic Identity. Centers with a lack of strong civic identity should be targeted for redevelopment in order to enhance the neighborhood's identity and help create a sense of place.

Economic Life. Centers at or nearing the end of their economic life should also take priority. The age of the center may not by itself warrant redevelopment. As discussed under Market Potential, if the center is successful, owners may not want to disrupt the center. There are a number of centers that are underperforming and clearly at the end of their economic life span. Those centers with empty storefronts or whose tenant base does not meet the needs of their surrounding communities should be prioritized.

Neighborhood Transition. The panel noted there that are centers in Montgomery County that have remained static, although the surrounding neighborhood has changed considerably. Priority should be given to those centers where there is an opportunity for redevelopment to mirror changes in the community.

Accessibility and Visibility. Accessibility and visibility are keys to a successful center. Improving upon those centers that already have good accessibility and visibility should be a priority. Those centers that lack access and visibility should be targeted if that access is achievable.

Connections. The panel noted that if planned properly, many of the commercial centers could connect to adjacent commercial uses. Those centers with poor connectivity should be a focus for redevelopment.

Configuration and Depth of parcel. As the panel will further elaborate below, given the requirements and demands of larger tenants such as grocers, the depth of the parcel could limit the potential for redevelopment. Deeper parcels with room to accommodate service vehicles as well as a residential component should be placed ahead of narrow parcels.

Catalysts. The M-NCPPC should also look at the potential for redevelopment of the sites to act as a catalyst for further development in the community. Those parcels that have the potential to cause surrounding sites to redevelop would create a larger impact.



Narrow parcels are less likely candidates for housing

Relation to Others. Those centers that relate and contribute to the vision for a greater mixed-use node should be targeted for redevelopment.

In order to determine how to redevelop the sites, the panel felt that a framework for the centers should be created. By dividing the centers into four categories, the panel believes that the M-NCPPC could better evaluate redevelopment opportunities. The panel found that the identity and uses of centers were different depending upon the center's size. Centers less than five acres behaved differently than centers between five and fifteen acres, and those centers larger than fifteen acres had different opportunities and challenges than those under fifteen acres. The panel also noted that there were centers within the inventory with such close proximity to transit that entirely different opportunities were present.

Small Centers

Defined by the panel as centers less than five acres, 'Small Centers' are unanchored and have less than 50,000 square feet of commercial space. Centers of this scale are made up of mom and pop shops whose goods and services match the market in which they are located. These centers are often food oriented and often have fewer tenants with strong credit. Small Centers rely on access and visibility for success, require more parking because of the tenant mix, and are usually located in established neighborhoods. While small, these centers generally have a strong civic identity and redevelopment meets greater neighborhood resistance.

When reviewing these sites and their potential for redevelopment, the panel did not see these centers as providing a significant opportunity for housing. Small Centers tend to be on narrower sites, and once the bays required for servicing the retail are considered, there is little land left, making the density needed to support redevelopment difficult to create.

In the case of the Small Center, the panel recommends looking at these centers on a site-by-site basis. Unless the economics are in place and the site could accommodate greater than 100 units of housing, while still providing the parking needed to support the retail, the panel does not view Small Centers as candidates for significant housing additions.

While the panel concluded that the Small Centers will not be the force behind adding housing to the County, there are things that can be done to improve upon what is currently in place. These Small Centers are often near larger centers and adjacent to other services, providing the opportunity for connections. By increasing inter-parcel connections, the M-NCPPC could help to reduce the traffic burden on the centers' corridors. Small Centers can also benefit from improvements to building design, lighting, graphics, signage, landscaping and storefronts.

Medium Centers

The panel calculated that 90% of Montgomery County's commercial center inventory fits into the 'Medium Center' category. Sized between five and fifteen acres, Medium Centers generally have between 50,000 and 150,000 square feet of commercial space. Medium centers are often anchored by a grocery store and have one or more pad sites for a bank, a gas station, or a fast food restaurant. A main difference between small and medium centers is that the external pad sites within the center are often sold to the users and therefore the center has multiple owners making it inherently more difficult to gain control over development. Similarly, the large anchors in these centers often hold long term leases that also create redevelopment challenges.

Medium Centers are neighborhood serving, located on major roads, and rely heavily on visibility and ample parking. The parking ratio for these sites is generally five spaces for every 1,000 square feet of commercial space, and grocery stores mandate that they have 250 parking spaces directly outside of their front door. The remaining tenant make-up is generally composed of credit worthy tenants, strong mom and pop shops, and restaurants or other food options.

What makes these sites ideal for redevelopment is that Medium Centers are located along major corridors and typically have a strong ratio of depth to width which supports a range of uses and provides redevelopment opportunities. Medium Centers also have large, consolidated parking fields, providing the opportunity to add housing and structured parking. The Medium Centers that the panel members toured and recognized from the inventory are typically weak in design and offer few amenities to the community outside of the retailers' goods and services. The panel therefore sees great opportunity to brand these Medium Centers by adding a large housing component, civic uses and amenities; creating a synergy that revitalizes not only the center, but the greater community.

The challenges to redeveloping these centers primarily lie in the ownership and lease structures. The negotiation process between multiple owners can be difficult when redevelopment would mean upsetting the current tenant based and in some cases already high yields. Grocery stores with long term leases can also prove difficult to persuade, seeing very little reason to agree to disrupt their parking and store operator in order to accommodate redevelopment. Grocery stores also have significant service and loading requirements which must be respected in the redevelopment process.

Large Centers

The 'Large Center' category includes those centers over fifteen acres with more than 150,000 square feet of commercial space. Typically centers with two to three anchors as well as junior anchors (10,000 – 30,000 square feet) make up this category. Like Medium Centers, Large Centers have external pad sites with multiple owners, long term leases and large parking fields. Large centers typically have multiple points of ingress and egress and unlike the Small and Medium Centers, Large Centers typically have a much larger trade area drawing shoppers from both within and outside of the community.

Given the fact that these centers are on large parcels with large parking fields, Large Centers have the most flexible sites and offer maximum redevelopment opportunities. The panel believes that public uses and amenities can and should be supported within these Large Centers; helping to increase the mix of uses. To a greater extent than found in Medium Centers, Large Centers typically have multiple owners and multiple tenants with long term leases that could hinder or spoil opportunities for redevelopment. The sites themselves will take longer to redevelop and should be done in phases over a number of years.

Transit Influenced Centers

After reviewing the inventory of commercial centers, the panel believes that a fourth category is warranted. The Mid-Pike Plaza fits into the framework of a Medium Center, but its proximity to transit warrants a more intense redevelopment consistent with the county's Transit Station Mixed (TSM) Zone. Medium and Large Centers within 2000 feet of a Metro station fit this category of Transit Influenced Center.⁷

CENTER	ACREAGE	CATEGORY
Seminary Place	3.844	Small
Stoney Mill Square	13.456	Medium
Hillandale	14.446	Medium
White Oak	27.835	Large
Mid-Pike Plaza	10.057	Transit Influenced

Above are the Montgomery County centers toured by the panel, their acreage and corresponding category.

⁷ Currently the Transit Station Mixed (TSM) Zone applies to projects within 1500 feet of a Metro Station.

Planning and Design Principles

In order to ensure that the M-NCPPC's vision of a neighborhood center is executed, the panel recommends that the M-NCPPC develop design guidelines. While not as formal and rigorous as a Form Based Code, the panel believes that guidelines need to be in place to ensure consistent, sustainable redevelopment with a sense of place and a relationship to their environment. Redevelopment should focus on a main street form of development with community spaces and a comfortable pedestrian focus.

Orientation. Community street developments bring the buildings to the street, reducing setbacks and providing sidewalks that create pedestrian connections and create an urban environment. While parking requirements for anchors may hinder the overall effect of a community street environment, other design principles will enhance this sense of place.

Residential over Retail. A key element in an urban environment is placing residential over retail. This mix of uses has been very successful and should be used as a means to add housing to the projects, particularly those in more dense locations. This mix of uses reverts back to the way development used to occur and can still be found on main streets in most towns, further enhancing the vision of the M-NCPPC.

Amenities. The amenities that are integrated into a project play a tremendous role in creating the identity for the center. The fountain at Bethesda Row has become the focal point of the downtown project, defining the project and its sense of place. Other amenities such as mature trees and landscaping, wide sidewalks, community spaces, and streetscaping elements will enhance the community.

Architectural Standards. The panel strongly believes that high architectural standards should be required in the design guidelines in order to ensure appropriate development. The panel also encourages the architectural standards to consider surrounding uses. By blending the centers with surrounding development, community members will be less inclined to oppose the project.



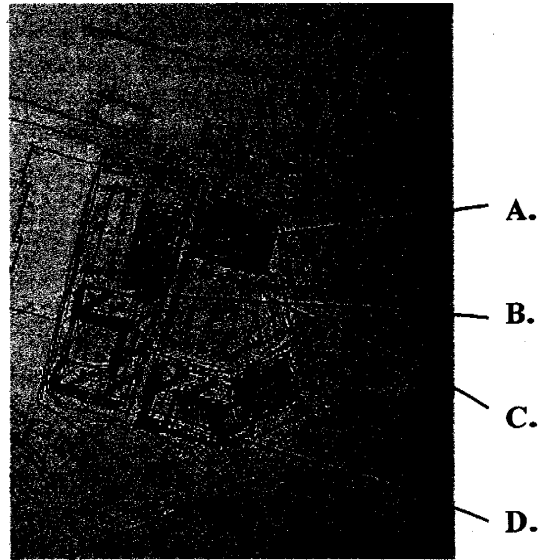
Large parking fields should be replaced with structured parking making room for housing.

Green Development. Eco-friendly green development is costly and while ideal, is not always financially viable. While the panel does not believe that strict guidelines should be set for green development, the panel encourages the M-NCPPC to consider providing subsidies or incentives to those developers who take the initiative to integrate green development into their projects. Green roofs are a good example of how existing centers can incorporate green development.

In order to illustrate the outlined principles, panel members took two representative centers and improved each in two different ways. First, the panel looked at a modified scheme for the centers – keeping a majority of the infrastructure in place. The panel then examined redevelopment of the centers by razing all or most of the existing buildings. The selected centers were meant only to be prototypes and not specific proposals for development.

Medium Center Prototype
Partial Reconstruction Scheme

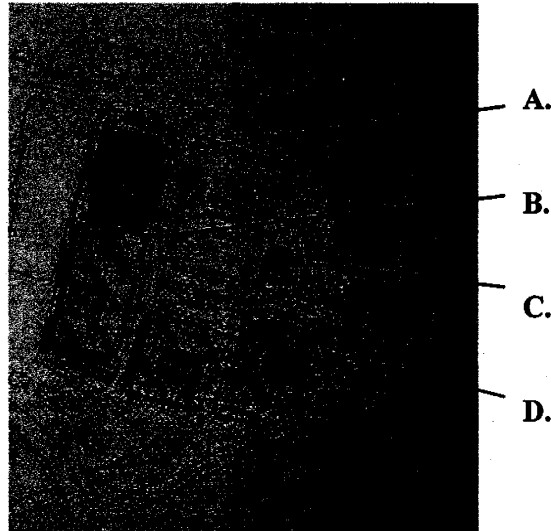
- Retain existing grocery store, drug store and existing small office structure.
- Building A - Construct new retail with 4-story residential above in line with drugstore.
- Building B - Construct inline retail with 4-story residential above next to old grocery site.
- Using grade advantage and construct below grade parking under Building B
- Building C – Retain existing grocery store.
- Building D – Demolish vacant department store
- Realign internal circulation to create internal streets connecting to adjacent roads.
- Open views to main artery to offer increased visibility of retail components.
- Retain surface parking field for food anchor.
- Add landscape elements along internal streets, within parking fields and along sidewalks. Sidewalks should be wide enough for outdoor seating and activities in order to be pedestrian friendly.
- Modified scheme provides 135,000 square feet of retail; 300 residential units and 1131 parking spots for a total of 442,000 square feet of development at an FAR of 0.7



Partial Redevelopment of a Medium Center

Complete Redevelopment Scheme

- Demolish drug store while maintaining retail, and existing small office structure.
- Construct new, larger grocery store. This allows existing grocery to remain in operation during construction.
- Demolish vacant department store and old grocery building
- Building A – Construct new 55,000 square foot grocery store
- Building B - Construct new retail with 4-story residential above and parking below in line with new grocery store



Complete Redevelopment of a Medium Center

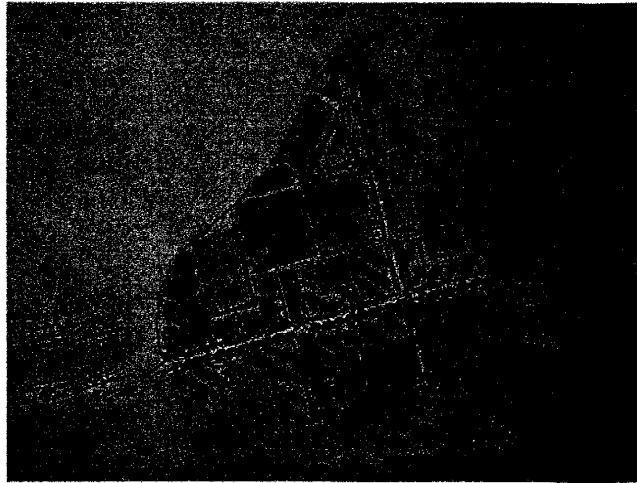
- Using grade advantage, construct below grade parking under Building B
- Building C - Provide a pad restaurant site at main artery entry point.
- Building D - Construct 2nd anchor and inline retail with 4-story residential.
- Realign internal circulation to create internal streets connecting to major roads.
- Open views to main artery to offer increased visibility of retail components.
- Retain surface parking field for food anchor.
- Add landscape elements along internal streets, within parking fields and along sidewalks. Sidewalks should be wide enough for outdoor seating and activities in order to be pedestrian friendly.
- Provide a gathering place in front of Building D inline retail.
- The completely redeveloped project provides 151,000 square feet of retail, 340 residential units, and 1,263 parking spots for a total of 497,000 square feet of development at an FAR of 0.8.⁸

⁸ The panel had only a short time to prepare these schemes and believes that additional residential units and amenities could be provided in another scheme.

Large Center – Prototype

Partial Reconstruction Scheme

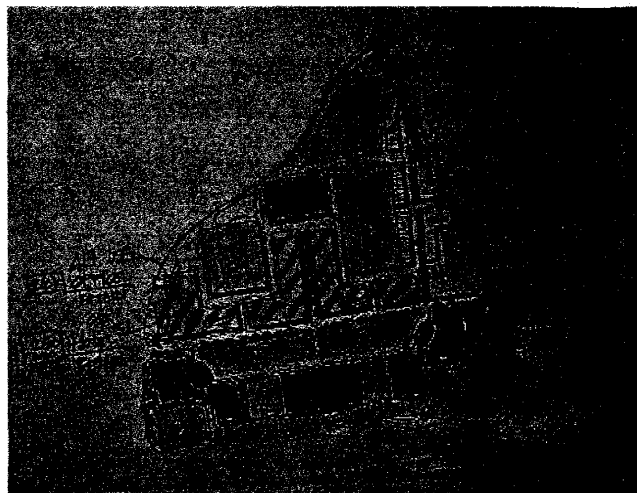
- Retain and renovate part of the existing center
- Allow for immediate development while potentially waiting for other phases or uses to come online
- Redevelop the upper portion of the scheme as mixed-use while keeping the lower portion as a single use
- This modified scheme provides 310,000 square feet of retail, 660 residential units, and 2,540 parking spots



Partial Redevelopment of a Large Center

Complete Redevelopment Scheme

- Well distributed parking strategy
- Anchors situated by greatest views and terminuses of street and / or intersections
- A balance of anchor to in line of 50/50
- Significant public open space to tie the development together
- Phasing: block-by-block layout
- All buildings / modules can have the flexibility to have a mix of housing or office or hotel above
- Placing some of the uses next to each other offers greater flexibility to be built without the need of other uses being built. Helps support phasing and the value of the economics.
- Create an internal street grid with primary and secondary roads. Primary roads connect to existing residential neighborhoods
- The complete redevelopment scheme provides 400,000 square feet of retail, 1,000 units of residential and 3,600 parking spots.



Complete Redevelopment of a Large Center

In both schemes the addition of residential units above the retail elements adds a mix of uses and increases the vitality of the revitalized complex. In each prototype, the concept of identifying and reinforcing primary circulation paths within the site are of great importance. In addition, the provision of significant landscaping and hardscape areas is crucial to creating the proper pedestrian ambiance.

While significant areas of surface parking have been retained primarily for marketing and convenience purposes, the density to be achieved will require a portion of the parking to be structured. This parking will be primarily used by the residents of the apartment or condominium units, and for overflow retail parking.

In either scheme, revitalized community retail center will greatly enhance the ambiance of the surrounding community and will create a stronger sense of place and a focal point for community activity and resident interaction.

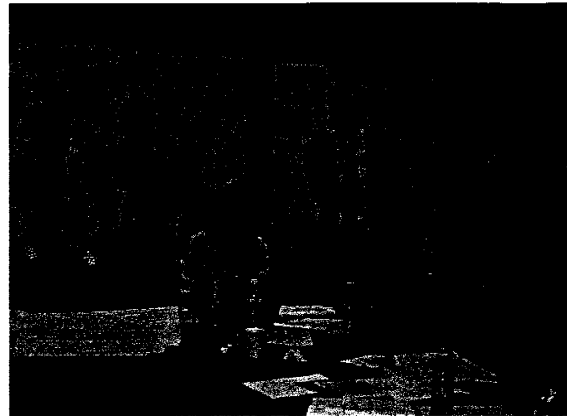
Implementation

The M-NCPPC should be prepared to take action to make the planning regulatory changes necessary to improve these centers. Zoning regulations do not currently allow for housing on many of the inventoried sites, although uses such as abattoirs and black smiths are currently allowed. Given the growth of the County and demand for uses such as housing, the panel strongly recommends that changes be made to current zoning regulations to allow for a mix of uses.

For those centers less than five acres, the panel does not recommend regulatory changes, but rather to allow redevelopment to take its natural course and evaluate redevelopment projects on a site by site basis. The panel encourages those centers to take advantage of the Montgomery County Department of Housing and Community Affairs' façade easement program and The Maryland State Highway Beautification program to improve the frontage of these centers. The panel does recommend however, that the M-NCPPC actively pursue improving inter-parcel connections where practical.

Master Plan

The Master Plan process should be one of the methods used to assist in implementing the recommendations in this report. This process will provide a significant opportunity to address the concerns of the community. In order to both **address the potential for redevelopment of Medium and Large Centers** and to achieve the vision for the future of commercial centers, the panel recommends that the M-NCPPC create a county-wide functional master plan for housing that provides a foundation for zoning changes and the development approvals necessary for redevelopment.



Panel members prepare for the final presentation.

Zoning

As part of the master plan, and in order to allow for housing on the commercial sites, the panel recommends establishing an overlay zone (or a hierarchy of zoning categories) to include residential, retail, office and hotel uses. The panel recommends that the currently allowable FAR in the commercial zones be increased under an overlay option to 2.5 to accommodate additional uses. This added density and additional uses provide a benefit to the developer, which the panel believes should not come without controls. Of this added density under the overlay option, the panel recommends that any zone require 75% of new development on the commercial sites be residential and that 25% of new housing be comprised of affordable and workforce housing.⁹ Given current initiatives to include affordable housing and the need to require workforce

⁹ Affordable housing is defined as less than 65% of Area Median Income (AMI), while Workforce housing is defined as between 65% and 120% AMI.

housing, the panel recommends that the M-NCPPC designate 15% of the housing requirement for affordable housing, and 10% for workforce housing.

While the addition of housing is one reason the panel was convened, the panel found that preserving the community retail by maintaining or expanding the retail supply within the commercial centers is critical. While the population in Montgomery County has increased by 40% the retail has only increased by 7%, creating a need to accommodate those residents in the community. The panel recommends allowing for the development of additional retail if market

demands and for the reduction in the level of retail only with approval from the Planning Board.



In order to transform the centers from retail centers to neighborhood centers, the panel recommends integrating civic uses as a strong component of redevelopment. While the panel believes that the County should help subsidize the cost of civic uses in redevelopment, they recommend that the overlay zone encourage civic uses in medium centers and require it in large centers.

The panel found that maintaining the existing supply of retail was important

The increased FAR provided within these centers will help to offset costs and potential economic risk brought on by the complications and expenses associated with adding structured parking, housing and the assemblage of parcels.

The panel also advises the M-NCPPC to incorporate the planning and design guidelines set forth in the Planning and Design Guidelines section into the zoning.

Fast-Tracking

As successfully demonstrated with the County's Green Tape process for urban redevelopment, the panel strongly favors the plan approval and permitting process of fast-tracking those redevelopment projects that the M-NCPPC sees as having strong economic importance for the County. This must be a coordinated effort between the municipality, state and local utility companies.

Transfer of Development Rights

The panel recommends the M-NCPPC consider creating a transfer of development rights (TDR) process within commercial nodes. This would give developers the flexibility to execute a better overall vision for the community, placing and intensifying housing and other uses where best suited. The panel recommends that the TDR standards be applicable to adjacent properties and those across the street from one another.

Adequate Public Facilities Ordinances

The Adequate Public Facilities Ordinances (APFO) allows the M-NCPPC to deny or delay new development. While understanding the intent behind the APFO, the panel recommends that the sponsor provide more flexibility in order to allow for the development of housing at the mature centers.

Tax Abatement

In order to raise funding to support County subsidized redevelopment for parking, infrastructure improvements, stormwater management, and affordable housing, the panel recommends that the County consider tax increment financing for centers greater than five acres. The panel recommends that 50% of the increment should be set aside for these uses as well as the Housing Initiative Fund. The panel applauds the County for taking the initiative to contribute 2.5% of its property taxes to the Housing Initiative Fund (HIF) and believes that more should be attributed to further finance the many initiatives that the HIF supports. The HIF could offer targeted funding by providing soft loans to owners for the affordable and workforce housing components of the redevelopment.

Infrastructure Incentives

The cost of infrastructure improvements for the redeveloped centers will largely influence what a developer will not be able to do on the center. In order to ease this burden, the panel recommends removing design and construction costs of structured parking from the tax base. The redevelopment will create a new tax base and owners will in essence be charged twice for parking. They will be paying for parking garages and then they will be taxed on the parking garages. Relieving some component of the infrastructure cost will encourage further redevelopment. With the exception of police, retail and residential properties typically cover expenses normally incurred by the municipality (trash removal, snow removal, sprinkler systems) and are therefore not a drain on county services.

Displacement Assistance for Current Tenants

One of the most difficult elements of redevelopment is displacing current tenants who have become integrated into the fabric of not only the center, but the community. In order to help those tenants who are generally family owned businesses, the panel believes that the County should provide relocation assistance for these tenants. This can be accomplished by helping retailers find a new temporary or permanent location, or reimbursing associated moving expenses.

Site Assemblage

The panel recognizes that one of the main challenges to redevelopment of this kind is having the various land owners of each of the Medium and Large Centers work together to assemble the parcels for redevelopment. In instances where negotiations amongst landowners break down, the panel recommends that the County consider invoking the tool of eminent domain. While a sensitive and often controversial means of assembling the parcels, the panel believes that eminent domain can be both appropriate and necessary in order to advance the greater goals and opportunities associated with redeveloping the centers.

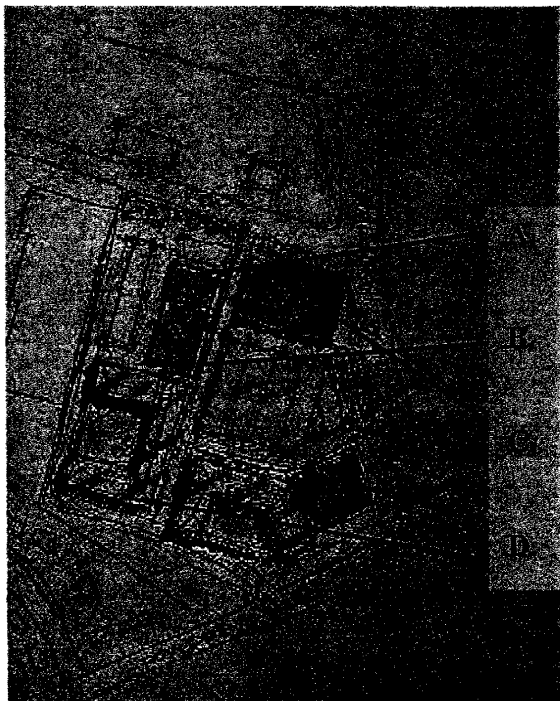
Conclusions

The panel continues to be impressed at the proactive steps that the M-NCPPC takes in its planning endeavors. Montgomery County has not become the economic engine of Maryland by accident. Good planning and thoughtful initiatives continue to draw residents and jobs to the County. By adding housing, creating linkages and connections to the existing centers, adding amenities, expanding initiatives for affordable housing, and streamlining the regulatory process, the panel believes that the existing commercial centers in Montgomery County will become great places to live, work and play.

APPENDIX

Prototype 1 – Medium Centers

A. Partial Redevelopment



- **Building A - New retail with 4-story residential above in line with drugstore.**
- **Building B – New retail with 4-story residential.**
- **Building C – Retain existing grocery store.**
- **Building D – Demolish vacant department store**

B. Complete Redevelopment

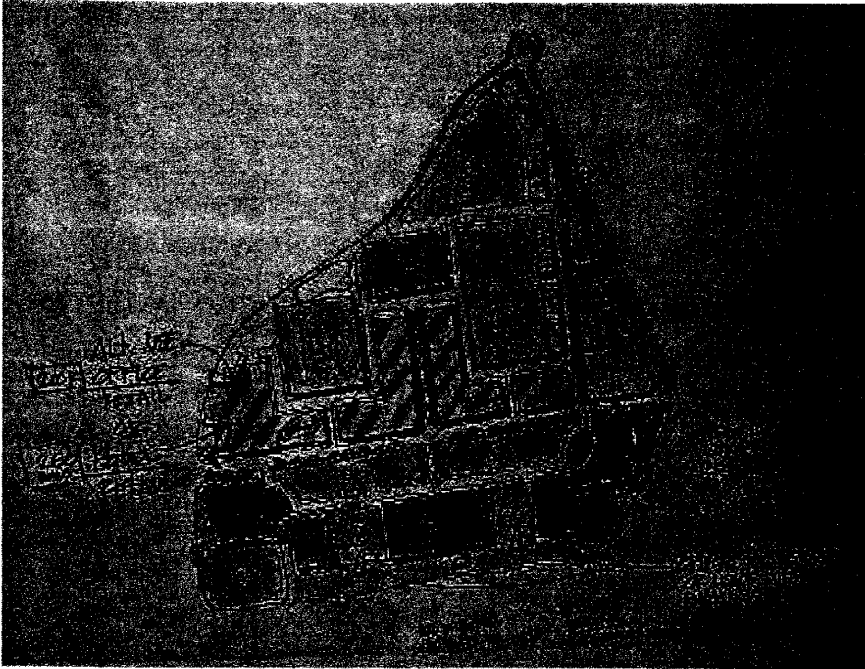


- **Building A – Construct new 55,000 square foot grocery store**
- **Building B - Construct new retail with 4-story residential above and parking below in line with new grocery store. Construct below grade parking**
- **Building C - Provide a pad restaurant site at main artery entry point.**
- **Building D - Construct 2nd anchor and inline retail with 4-story residential.**

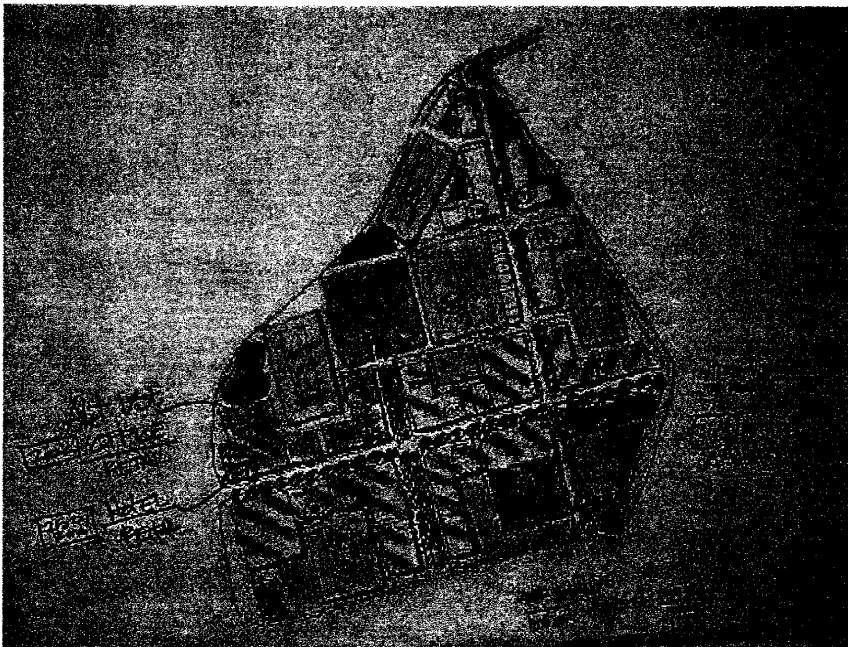
APPENDIX

Prototype 2 – Large Centers

A. Partial Redevelopment



B. Complete Redevelopment



About the Panel

Robert R. Harris
Holland & Knight
Bethesda, MD

Robert R. Harris is the executive partner of the firm's Bethesda office. His practice includes zoning, land use and municipal affairs and regularly represents clients before the various planning commissions, agencies, departments and elected officials in Maryland.

His representation of major corporations, builders, retailers, developers and landowners of all types includes advising and representing clients in a variety of real estate and land development matters including master planning, zoning, subdivision, site plans and special exceptions. This work includes representation in legislative matters at both the local and state levels. His work has enabled him to develop experience on a number of substantive issues including Smart Growth, traffic management, growth control, public infrastructure, environmental issues, urban design, retail operations and housing issues. He has served on numerous boards, committees and task forces advising the county and state on matters ranging from airport development, infrastructure finance, the Clean Air Act and master plans, to urban renewal and water and sewer service. He is an advisor to the Smart Growth Alliance, a group he helped form, comprised of businesses and land use and environmental organizations working to address Smart Growth issues.

Mr. Harris is active in many building, land use and business associations. He is a former president of the Montgomery County Chamber of Commerce where he continues to serve on its Board of Directors. He is a member of the Executive Committee of the Urban Land Institute, Washington, D.C. District Council. He also serves on the Board of Directors of the Suburban Maryland Building Industry Association. Mr. Harris has authored articles on many different topics affecting the real estate and development industry and is a regular speaker at conferences and seminars.

Mr. Harris was raised in the Washington area. He is a business and management graduate of the University of Maryland and received his J.D. with honors from The George Washington University.

Michael Beyard
Urban Land Institute
Washington, DC

Michael Beyard is an urban planner and economist with more than 25 years' experience in the related fields of real estate development, land use planning, and economic development. His experience is focused in both the United States and Europe on commercial and retail development, shopping centers, e-commerce, location-based entertainment, and downtown revitalization.

At the Urban Land Institute, Beyard is Senior Resident Fellow for Retail and Entertainment Development. He is the author/project director of numerous books including *Developing Retail Entertainment Destinations*, *Shopping Center Development Handbook*, *Dollars & Cents of Shopping Centers* series, *Value by Design*, *Developing Power Centers*, *Downtown Development Handbook*, *The Retailing Revolution*, *Ten Principles for Reinventing Suburban Strips*, and *Business and Industrial Park Development Handbook*. He created and directs ULI's International Conference on Reinventing Retail Development. He also created *ULI on the Future*, ULI's annual publication devoted to emerging land use and development trends and issues, and the *Entertainment Zone* newsletter.

In his role as Senior Resident Fellow, Beyard is also a featured speaker in the United States, Europe, and South America on retail, entertainment, and downtown development issues, and he is a widely quoted expert in national and international media including the *New York Times*, *Wall Street Journal*, CNN, ABC, CBS, NPR, *Los Angeles Times*, *Washington Post*, and *Chicago Tribune* as well as American and European planning and real estate journals.

Prior to his current position, Beyard was Vice President of Strategic Development and responsible for the Institute's research, data collection, books, and conferences in the commercial development field as well as its new strategic initiatives. He created ULI's program in the retail entertainment field including international conferences, books, *Urban Land* magazine supplements, and strategic partnerships with other organizations. In addition, he is the past director of ULI's advisory work in Central Europe under the auspices of the United States Agency for International Development (USAID), and the coordinator of program activities for ULI-Europe.

Before coming to ULI, Beyard was a senior consultant in the fields of urban planning and real estate development. He spent 10 years at Booz Allen & Hamilton, Planning Research Corporation, and Gladstone Associates advising both public and private clients on market analysis, feasibility, and development planning. Beyard has been honored with membership in Lambda Alpha, the International Land Economics Honorary Society and was an appointed member of the Mayor's Interactive Downtown Task Force in Washington, D.C. Beyard travels widely and to date has visited for business or adventure more than 60 countries in Europe, South America, Africa, Australia, and Asia including two trips overland across the Himalayas and a successful ascent of Mt. Kilimanjaro. He holds a B.A. in International Economics with honors from Rutgers College and a Masters in Urban Planning and Development from Cornell University where he was elected to Phi Kappa Phi.

Andrew K. Brown
Stanford Properties
Bethesda, MD

As Chairman, Andrew K. Brown directs all activities of Stanford Properties, a real estate investment and development company. Mr. Brown has acquired and developed over twenty residential and commercial projects with an aggregate value in excess of \$200 million since the company's founding in 1992. Mr. Brown directs site selection, acquisition, governmental entitlements, financing, construction, leasing, and ongoing asset management of completed projects.

Prior to founding Stanford Properties, Mr. Brown was the Director of Retail Development for Baier Properties where he directed an operating division with full profit & loss responsibility for a mid-sized local developer, building approximately 150,000 sf of commercial space per year. Supervised acquisition, governmental entitlement, project management staff and coordinated corporate staff functions including construction, finance, and property management.

Mr. Brown received his B.A. in Economics from Stanford University. Mr. Brown is an active member of the Urban Land Institute where he is a member of the Washington District Council's Executive Committee. Mr. Brown is a member of ICSC, a founding member of Greater D.C. Cares, Inc.; a founding member of Stanford Real Estate Association, and the President and Founder of New Community Foundation, Inc.

Matthew Cheney
The Mayhood Company
McLean, VA

Mr. Cheney is currently responsible for sales of two condominium communities The Sterling at the Metro and The Gallery at White Flint Place both located in North Bethesda and developed by The Donohoe Companies. He has been with The Mayhood Company for two years.

Mr. Cheney attended St. Lawrence University and earned a B.A. in History. He is a candidate for a Masters in Real Estate from Johns Hopkins University starting this fall. Mr. Cheney is an active member of the Urban Land Institute and recently served on ULI Washington's Young Leaders Group committee to establish a mentor program.

C.R. George Dove
WDG Architecture, PLLC
Washington, DC

Since completing his Master's Degree at The Catholic University of America in 1972, C.R. George Dove has contributed to the field of architecture through leadership in building a national practice recognized for design excellence and his service to the profession and community. He began his career with Weihe, Black, Kerr & Jeffries, now WDG Architecture, PLLC, and currently serves as Managing Principal. Under his stewardship, the firm grew from a small office of 15 into an organization of over 160, with offices in Washington, DC and Dallas, Texas.

Mr. Dove has been directly involved in the design and development of numerous award-winning projects recognized by design industry organizations including The American Institute of Architects. Projects include City Crescent Federal Office Building, The Metropolitan and NS&T Bank. In service to the profession and community, Mr. Dove has served as national Board Member and Regional Director of The American Institute of Architects (AIA), President of the Washington Chapter/AIA; President of the Washington Building Congress; and founding Board Member and current President of the Washington Architectural Foundation. He is an appointed member of the District of Columbia Housing and Community Development Architectural Review Panel and was recently elected to the prestigious AIA College of Fellows.

Jon Eisen
StreetSense
Bethesda, MD

A native of Washington, D.C., Jon Eisen has contributed to conceiving, creating and/or completing over 40 mixed-use planning, architecture and development projects. Mr. Eisen brings extensive unique project/development experience to our industry. As managing principal of StreetSense, a consulting, development and retail brokerage company, Jon's experience leads the company in the consulting and development divisions. He speaks annually at ULI and ICSC conferences and continues to strive to be on the leading edge of the industry through innovative analysis and planning.

Currently, Jon is leading the development and planning on mixed-use projects in, Nashville, TN; Orlando, FL; Philadelphia, PA; Washington, DC; Seattle, WA; San Diego, CA; and Kansas City, KS to name a few. Locally he has been advising Downtown DC, for over 4 years, on the retail and merchandising strategy for the emerging east end of DC, he is the master planner and master designer of National Harbor and two other major mixed-use town center developments for The Peterson Companies, he is the lead development and retail planner and strategist for the redevelopment of Crystal City for the Charles E.

Smith Company. At StreetSense, Jon has worked on, collectively, more than 25 million square feet of mixed-use planning and development.

Prior to StreetSense Jon was the Director of the DC office for Street-Works, Mr. Eisen assisted the following cities with planning and development advisory services and mixed-use market analysis: Washington, DC; Reston, Virginia; Denver, Colorado; Pittsburgh, Pennsylvania; Charlotte, North Carolina; Tempe, Arizona; and Bellevue, Washington. In addition to the many municipalities and developers, Jon had helped create and implement numerous retail and mixed-use developments across the country like Mizner Park, Bethesda Row, Reston Town Center Phase II, Santana Row, Charlotte, NC downtown plan, and Quendall Landing for Paul Allen, the co-founder of Microsoft.

Elyse Brown Force
MCF Investment Company / Mid-City Financial Corporation
Silver Spring, MD

Elyse Brown Force is Vice President of MCF Investment Company LLC, a member of the Mid-City Financial Corporation family of companies. Headquartered in Silver Spring, Maryland, the MCF Investment Company developments owner-occupied luxury condominiums, mixed-use developments and multi-family housing in the Washington, D.C. region,

Ms. Force specializes in the design, development and construction of new luxury and workforce communities, transit oriented mixed-use developments and the acquisition and repositioning of existing multi-family communities in Metropolitan Washington, D.C. area. Several of her past projects have been recognized nationally for their innovative design.

Ms. Force has a multi-faceted real estate background and has been involved in the industry for over twenty-one years working with both entrepreneurial companies and institutional investors.

Prior to joining Mid City, Ms. Force was the Vice President of *The Osprey Property Group*, responsible for managing the company's joint venture development and construction projects of luxury apartments, low-income housing tax credit communities for senior citizens and for-sale product in Maryland, Virginia and Delaware. Prior to *Osprey*, Ms. Force was Senior Asset Manager for *B.S.C. America*, providing financial advisory services for the acquisition, management and disposition of financial and real property assets. Before joining *B.S.C. America*, Ms. Force as Assistant Vice President for *Perpetual Real Estate Services, Inc.*, managing a portfolio of general partnership interest in real estate investments of a publicly traded financial institution; in this capacity, she managed the general partnership interest of eleven real estate joint ventures in residential and commercial land development, construction for-sale residential properties, construction, lease up, management and sale of commercial and retail properties with aggregate sell-out values in excess of \$390 million. Prior to *Perpetual*, she worked for a subsidiary of *The Turner Construction Company* and other local full service real estate developers locating and analyzing acquisition opportunities, coordinating the development, leasing and operations of investment properties. Just before joining MCF/Mid-City, Ms. Force assembled and acquired parcels at METRO sites for redevelopment. She began her career with the audit and tax division of the regional accounting firm of The Reznick Group.

Ms. Force is a member of the Urban Land Institute, and is active in ULI Washington's Workforce Housing Committee. She is also active in the Maryland National Building Industry Association and the National Association of Home Builders. Ms. Force received her B.S. in Accounting from the University of Maryland.

Richard L. Perlmutter
Principal and Founder
Argo Investment Company

Mr. Perlmutter founded Argo Investment Company in 1996. The firm currently is developing several retail and office projects. Since inception, Argo has closed over \$400 million of real estate transactions. Argo's projects include over 2 million square feet of class A office, urban retail, institutional, hotel and residential space.

Currently under development is Downtown Silver Spring, a 1.2 million square foot mixed-use redevelopment project in Montgomery County, Maryland. The project includes 500,000 square feet of urban retail, 100,000 square feet of civic space, 200,000 square feet of class A office, 170 room hotel, 170 luxury apartments, public plazas and multi-level parking structures. The overall project represents a public-private commitment of over \$320 million. All phases are either completed, under construction or will be under construction shortly.

As senior vice president of South Charles Realty, a division of Bank of America, Mr. Perlmutter was responsible for managing its troubled real estate portfolio. From 1990-1996, he completed over 500 transactions valued at \$1.5 billion.

During his tenure at Bank of America, Mr. Perlmutter developed Milestone, a master planned community of 1 million square feet of office space, 1 million square feet of retail space and over 2,000 residential units, consisting of apartments, condominiums, townhouses and single-family homes. The project was developed between 1992 and 2000.

Mr. Perlmutter began his career in real estate with Oxford Development Corporation and Bozzuto Associates where he developed over 3,000 apartments along the Eastern Seaboard from 1984-1990.

Upon graduating from law school at the University of Oregon in 1981, Mr. Perlmutter became counsel to the U. S. Senate Committee on Commerce Science and Transportation and also served as attorney-advisor to the secretary of the U.S. Department of Commerce. He completed undergraduate studies in urban planning at School of Architecture and Urban Planning of the State University of New York at Buffalo and graduate study in Urban Planning at the School of Architecture and Urban Planning of the University of California of Los Angeles

Mr. Perlmutter is active in community and professional organizations. He is a member of the Executive Committee of the Washington District Council of the Urban Land Institute, past president of the Board of Trustees of the Green Acres School, member of the Board of Directors of Carl M. Freeman Associates, chair of the Bethesda Center of Excellence, a U. S. Whitewater Canoe & Kayak Team Training Center, and member of the ULI Advisory Panels for Bryn Mawr, Pennsylvania, June 2004 and Jackson, Tennessee, August 2003. He resides in Potomac, Maryland with his wife, two teenage children, and more kayaks than he cares to count.

Eric Smart
Principal
Bolan Smart Associates

Eric Smart is a founding principal of Bolan Smart Associates, Inc., a national real estate economic consulting firm based in Washington DC. Prior to that, he was Vice President and Manager of the Washington office of Leggat McCall Advisors, Inc., which was acquired in 1990 to form Bolan Smart Associates. He has over 20 years of diversified experience in planning and development practice, with

expertise in marketability, valuation, financial analysis, negotiations and strategic planning. His clients have included investors, financial institutions, developers, architects, law firms, major users and government. In 1985, Mr. Smart was a senior research associate at ULI. He was a member of the University of Maryland University College Real Estate Advisory Board and was Chairperson of the Urban Land Institute's District Council for the Washington, DC area for four years. Mr. Smart currently teaches as a faculty practitioner in the Master of Science in Real Estate program at Johns Hopkins University.

Armond Spikell
Roadside Development / Madison Retail Group
Washington, DC

Armond Spikell is a Principal of Roadside Development and Madison Retail Group. For the past 17 years, Mr. Spikell has been directly involved in commercial real estate. During that time, he has developed, leased and brokered a variety of projects.

Prior to the formation of Madison Retail Group, his experience included the renovation and ground-up development of retail stores, the conversion of single purpose industrial buildings to multi-tenant use and the development of mini storage and elderly housing. As a real estate broker, Mr. Spikell represented banks, insurance companies, pension funds and individuals in the acquisition, financing and disposition of major assets.

Mr. Spikell began his real estate career with Smithy Braedon where he co-founded and managed the Retail Services Group. The Retail Services Group provided leasing, management, consulting and retail tenant representation. That division became the basis for the Madison Retail Group, which is now the foremost retail leasing company in the Washington, DC Metropolitan Area.

Prior to joining Smithy Braedon, Mr. Spikell was an Owner, Vice President and Director of Franchising of NTW (National Tire Wholesale). Mr. Spikell played a major roll in that company from start up through the roll out of hundreds of stores. The company now trades as NTB and is a division of Sears.

Michael G. Stevens, AICP
Washington, DC Marketing Center
Washington, DC

Mr. Stevens has been involved in downtown and neighborhood redevelopment initiatives for the majority of his twenty-five year career. A 1979 graduate of Virginia Tech with a Masters Degree in Urban Planning and a concentration in Urban Design, he started his career in Dallas, Texas where he worked for the city as a neighborhood planner and as the city's historic preservation officer. While in Dallas, he also worked for private planning and architectural firms (RTKL, Sasaki) as project manager for a number of downtown redevelopment plans for cities such as Dallas, Texas; Wichita, Kansas; Lubbock, Texas; and Nashville, Tennessee.

Mr. Stevens continued his downtown redevelopment efforts in his hometown of Jackson, Mississippi where he coordinated the Downtown Urban Design Plan and facilitated the establishment of the downtown management organization and its BID

In 1996 Mr. Stevens became Director of Planning for the Center City Commission in Memphis, Tennessee, a non-profit BID responsible for office and retail retention and recruitment, economic development, planning, financial incentives, and the creation of public/private partnerships for

development projects in the state's largest BID. He became Vice President of Development in 1997 and participated in or managed such projects as development of the Triple A AutoZone Ballpark, a 14,000 seat baseball park in the historic core of downtown Memphis; site selection and acquisition for the new downtown public elementary school; the development of hundreds of units of downtown market rate housing; the establishment of the South Main arts district; the creation of the Downtown Strategic Plan; the administration of tax abatements and development loans to small businesses; and the recruitment of retail and office projects.

Mr. Stevens joined the Washington, DC Marketing Center on July 24, 2000 as president of the organization. The Center is a public/private partnership that functions much like a county economic development agency and promotes the District through marketing initiatives, business retention programs, business attraction efforts and the provision of information on demographics, sites and incentives. The organization achieved certification as a public, 501(c)(3) nonprofit agency in November 2001 and continues in its role as a facilitator of economic development in the District in conjunction with the District Government, corporate sponsors and community stakeholders.

Douglas M. Wrenn
Rodgers Consulting
Germantown, Maryland

Douglas M. Wrenn is a Principal with Rodgers Consulting, Inc., where he directs the firm's work on a broad range of urban planning and site development projects. Prior to joining Rodgers Consulting, Mr. Wrenn was the Director of Redevelopment Programs for Montgomery County, Maryland. He was responsible for the management of all aspects of the County government's participation in a \$400 million public/private partnership to revitalize downtown Silver Spring and the County's recently created Redevelopment Office in Wheaton, Maryland.

Mr. Wrenn has many years of consulting experience as a land planner and urban development specialist. He has directed multi-disciplinary teams on large-scale community planning and urban redevelopment projects, for both public and private real estate interests. He established a national reputation for his work in urban waterfronts, initially as author of the Urban Land Institute's first book on the subject, and later as a planning consultant on numerous projects. He holds a BS degree in Resource Management and a Masters degree in Landscape Architecture, both from North Carolina State University. Mr. Wrenn is a member of the Urban Land Institute and is active in its Washington District Council. Mr. Wrenn sits on the district council's Executive Committee and is chair of the district council's Technical Assistance Panel Committee.