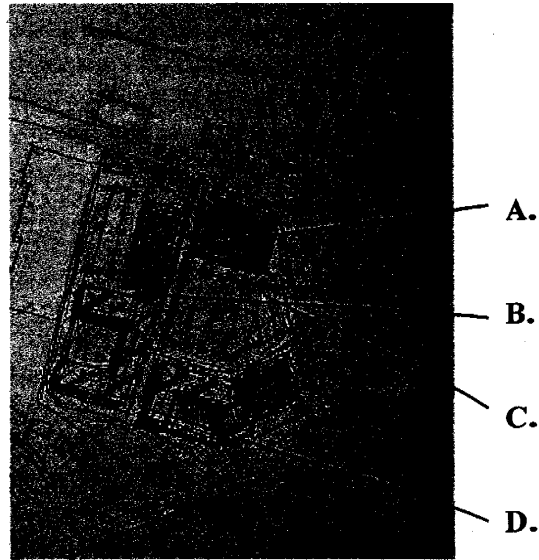


In order to illustrate the outlined principles, panel members took two representative centers and improved each in two different ways. First, the panel looked at a modified scheme for the centers – keeping a majority of the infrastructure in place. The panel then examined redevelopment of the centers 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

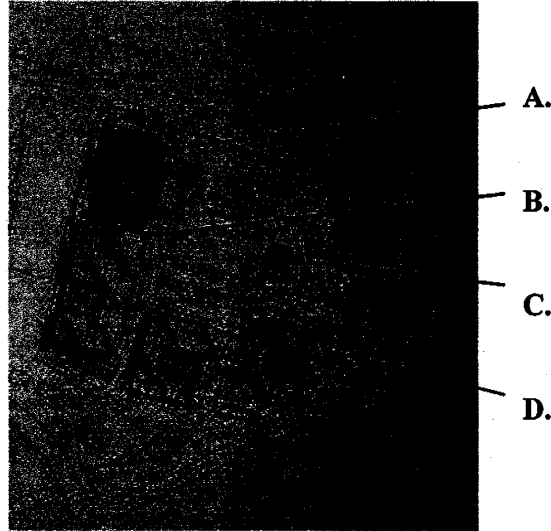
- Retain existing grocery store, drug store and existing small office structure.
- Building A - Construct new retail with 4-story residential above in line with drugstore.
- Building B - Construct inline retail with 4-story residential above next to old grocery site.
- Using grade advantage and construct 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

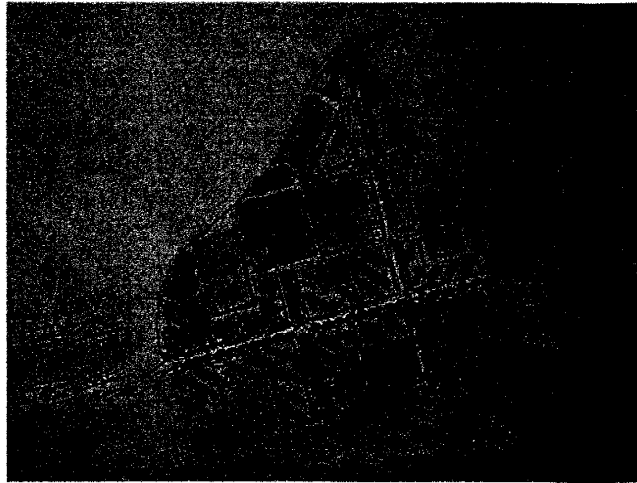
- Using grade advantage, construct below grade parking under Building B
- Building C - Provide a pad restaurant site at main artery entry point.
- Building D - Construct 2nd anchor and inline retail with 4-story residential.
- Realign internal circulation to create internal streets connecting to major 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

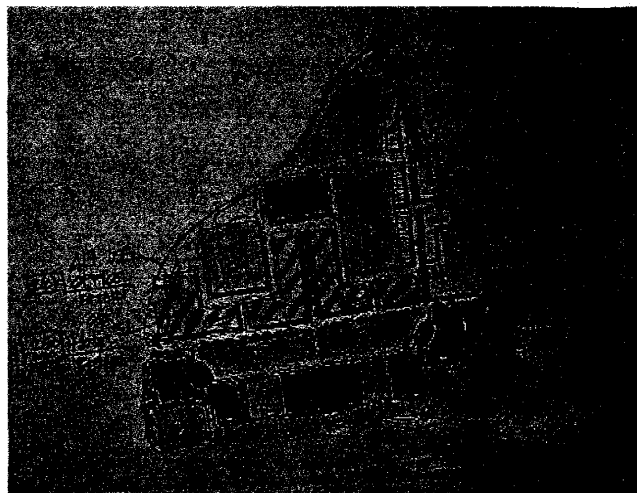
- Retain and renovate part of the existing center
- Allow for immediate development while potentially waiting for other phases or uses to come online
- Redevelop the upper portion of the scheme as mixed-use while keeping the lower portion as a single use
- This modified scheme provides 310,000 square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

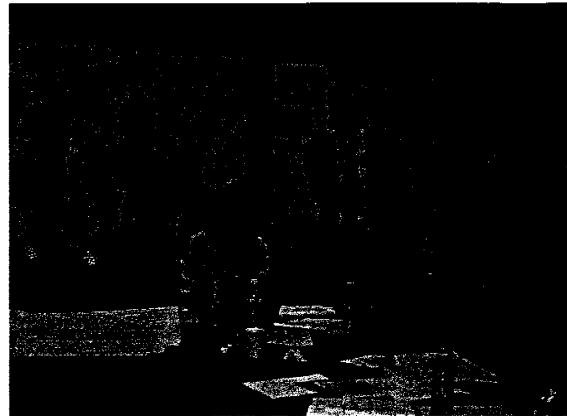
Implementation

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.

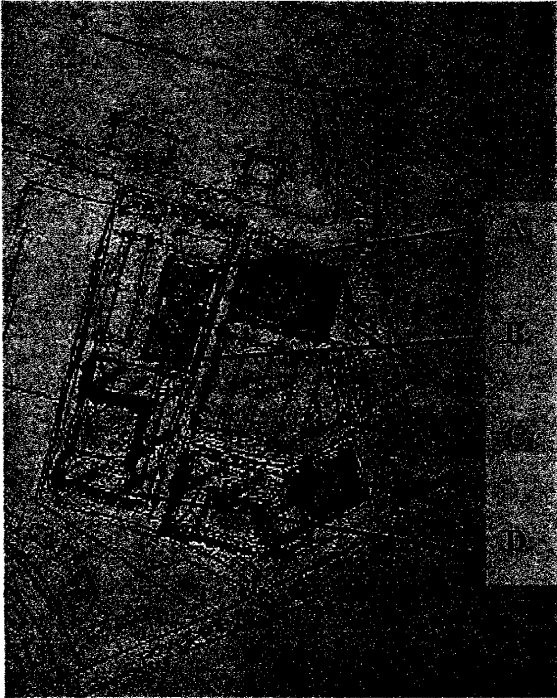
Conclusions

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

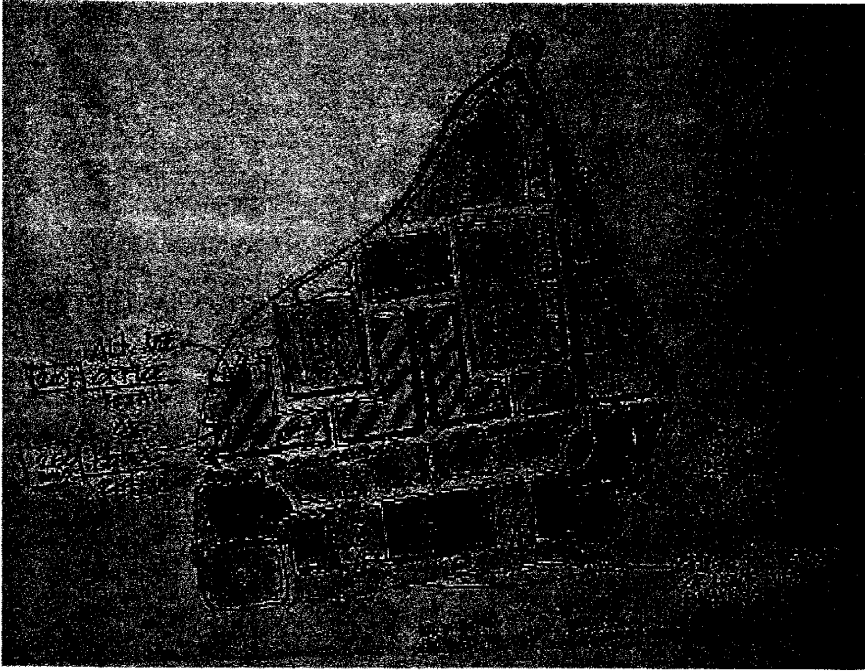


- **Building A – Construct new 55,000 square foot grocery store**
- **Building B - Construct new retail with 4-story residential above and parking below in line with new grocery store. Construct below grade parking**
- **Building C - Provide a pad restaurant site at main artery entry point.**
- **Building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

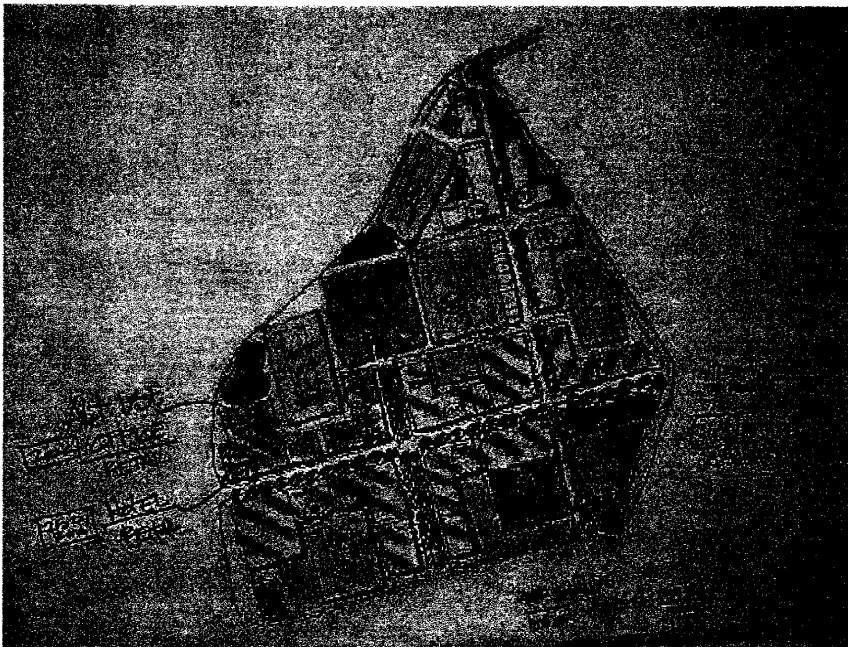
APPENDIX

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.