



Urban Land
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Washington



Technical Assistance Panel Report

Land Assemblage Strategies for the Glenmont Shopping Center

Sponsored by:

Office of Planning and Development,

Montgomery County Department of General Services

Montgomery County Department of Economic Development

Metropolitan Washington Council of Governments

July 15-16, 2014

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ULI Washington

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About ULI Washington

A District Council of the Urban Land Institute

ULI Washington is a district council of the Urban Land Institute (ULI), a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has over 30,000 members worldwide representing the entire spectrum of land use planning 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 communities.

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Washington carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through educational programs and community outreach initiatives.

About the Technical Assistance Panel (TAP) Program

The objective of ULI Washington's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary, and objective advice on land use and real estate issues facing public agencies and nonprofit organizations in the Metropolitan Washington Region. 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. Learn more at <http://washington.uli.org/TAPs>.

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Study Area Background and Panel Assignment

Glenmont in a Regional Context

Glenmont, an unincorporated area in eastern Montgomery County, MD, lies about 15 miles north of Washington, DC, just outside the Capital Beltway, or Interstate 495. It is a community that sits at the terminus of the region's red Metrorail line, and exhibits elements of a traditional post-World War II suburban development pattern. Auto-oriented streets dominate the area's residential neighborhoods, which are comprised of single-family homes, garden-style apartments, and townhomes. Glenmont also features a large and outdated strip-style shopping center, known as the Glenmont Shopping Center, which served as the study area for this TAP.

Glenmont was named an Activity Center by the Metropolitan Washington Council of Governments, or COG, in 2013. Activity Centers, which are defined by COG as urban centers, traditional towns, transit hubs, and areas expecting future growth, are viewed as key places where the region's growth and development will be concentrated over the next 30 years. Activity Centers were identified by COG in cooperation with local jurisdictions through a combination of criteria that included: identification as a priority development area in a locally-adopted land use plan, above-average densities, mixed-use development, existing or planned high-capacity transit, a grid of connected streets, and combined housing and transportation costs of no more than 45 percent of Area Median Income. As an Activity Center, Glenmont was specifically categorized as a *suburban multi-use center*, which COG characterizes as a suburban market in an established location that experiences moderate rents.

Like other Activity Centers in the region, Glenmont has key assets that could be leveraged to enhance its potential for growth. For instance, Glenmont has a Metrorail station, but currently lacks the land use framework and market demand to fully harness the potential of its transit infrastructure. The Glenmont Metro Station is the second-lowest ridership of all Metro terminal stations. The location of the Glenmont Metro Station in the area, combined with plans for future transportation investment, could provide opportunities for increased transit-oriented development and enhanced accessibility. Yet without the appropriate policies in place, Glenmont – with its aging commercial shopping strip – will likely struggle to accelerate investment and development.

Overview of the Glenmont Shopping Center Study Area

The Glenmont Shopping Center, which is located at 12331 Georgia Avenue in Silver Spring, MD, is triangle-shaped, and sits on approximately 20 acres. The study area is bounded by Georgia Avenue, Randolph Road, Glen Waye garden-style condominiums, and Layhill Road. Physically, the Glenmont Shopping Center is a disjointed and unattractive strip shopping center with abundant surface parking. The Center's major anchors are CVS, Shoppers Food Warehouse, and Country Boy – a family owned market and garden supply shop. Other tenants include Staples, McDonald's, Capital One Bank, an express Motor Vehicle Administration (or MVA office), Western Union, Pizza Hut, a karate studio, and other various retail outlets.

Although the study area is fully leased and experiences limited vacancy, the physical structure is worn, and the Center lacks retail and entertainment services desired by the surrounding community. Perhaps the most significant challenge facing the Glenmont Shopping Center is its fragmented ownership. The Center is comprised of 15 different parcels, owned by 12 different property owners. This, combined with the lack of market demand for improvement, has inhibited redevelopment potential.



Aerial view of Glenmont Shopping Center, located at 12331 Georgia Avenue in Silver Spring. Source: Montgomery County TAP briefing materials.

The 12 property owners of the Glenmont Shopping Center have endured a history of both cooperation and friction. The property owners, each with their own set of interests, include national companies, regional land-owners, and local families. Because rents tend to be stable and vacancy rates are minimal, there is little incentive for any individual owner to change the regular course of business. Additionally, there is no association that is financially responsible for parking lot maintenance and upgrading of the storefronts. The fractured ownership inhibits the potential for enhanced success of the Glenmont Shopping Center as a whole. Any significant redevelopment would require assembling all or some of the parcels. The Center's property owners have come together on several occasions to address these challenges, and have exhibited various levels of both camaraderie and conflict over the past several decades.



The Glenmont Shopping Center is a disjointed strip-shopping retail center, with worn facades and a variety of uses – many of which do not necessarily serve the surrounding community. Photo source: ULI Washington.

There is broad interest in improving the Glenmont Shopping Center, however. Montgomery County's Glenmont Sector Plan, which was adopted in December 2013, envisions new transit-oriented, mixed-use development around the Metro station, with the redevelopment of the Glenmont Shopping Center as a pinnacle piece of this plan. In fact, mixed-use development with high quality pedestrian connections has been envisioned for the Glenmont Shopping Center site since Montgomery County published its *1997 Sector Plan for the Glenmont Transit Impact Area and Vicinity*, which was completed before the Glenmont Metro Station opened. In order to pave the way for future redevelopment, the Glenmont Shopping Center was rezoned in the Glenmont Sector Plan so that any project on the property may have a mix of commercial and residential uses with up to 2.5 FAR for either commercial or residential square footage, and with heights up to 120 feet.

In conjunction with the vision for redeveloping the Glenmont Shopping Center, the surrounding Glenmont area has seen significant public infrastructure investments in recent years, including the Glenmont Metro Station with a parking garage in 1998, and an additional Metro parking garage in 2012. In addition, construction recently began on the grade-separated interchange at Georgia Avenue and Randolph Road, and is scheduled to be completed in spring 2017. Two Bus Rapid Transit (BRT) lines are also planned for the area, and will run along Georgia Avenue and Randolph Road.



The above map contextualizes the Glenmont Shopping Center with its surrounding land uses. Source: Montgomery County TAP briefing materials.

Taken in a larger context, the study area is surrounded by low and medium density garden-style apartments and single-family homes. The Glenmont Metro Station lies to

the northwest of the study area. Additionally, Glenmont Metrocenter, a development to the north of the Glenmont Metro Station, currently has approvals for up to 1,325 multi-family units, 225 townhomes and 90,000 square feet of commercial space. The study area is near a number of parks, including Glenfield Park, Saddlebrook Park, Glenmont Greenway Urban Park, and Wheaton Regional Park.

Panel Assignment

Given the challenging nature of the site, and the County's ambitious goals for mixed-use redevelopment, the Montgomery County Department of General Services requested that TAP Panelists formulate recommendations for how to achieve a successful land assemblage. In particular, the County is interested in understanding what role, if any, it might play in fostering a successful land assemblage so that the Glenmont Sector Plan can be fully implemented. The TAP was asked to address the following questions:

1. Given market realities, what are reasonable expectations for redevelopment of the Glenmont Shopping Center?
2. How can the County assist with a successful land assemblage? What strategies should be employed to assemble 15 parcels of land held by 12 different property owners?
3. Given that there may have to be some public investment to facilitate the assemblage of the retail shopping center, what public/private deal structure would be best suited for this approach?
4. How should a public subsidy be structured in order to achieve the desired land assemblage? To what extent should the subsidy be used for specific projects? What might some of these projects be?
5. Are there other regional or national examples where a similar land assemblage has occurred that could provide some important lessons?
6. In addition to land assemblage, what other strategies could be utilized to attract private investment to the area?
7. How can redevelopment of the Glenmont Shopping Center take advantage of transportation improvements in the area, including the Metrorail station, the grade-separated interchange, and proposed bus rapid transit routes?
8. What regional challenges will be addressed through structuring a deal that will lead to redeveloping this site?
9. How can investment in the Glenmont Activity Center enhance the quality of life for area residents, strengthen the local economy, and benefit the region?

Glenmont Shopping Center's Existing Conditions

During a site visit and guided tour to the Glenmont Shopping Center, the Panel took note of the study area's existing conditions as a way to build a foundation for its recommendations.

By and large, the Panel observed that the site is functioning as a stable shopping center, but its future is unclear. Panelists agreed that the Center serves some community need, as evidenced by its solid and steady rents, limited vacancy, and several long-term leases for some of the national tenants – some of which span 20-30 years. However, the disjointed nature of the study area leaves something to be desired: it is comprised of adjacent, but not necessarily complementary parcels. Panelists agreed that there is very little in its physical structure that would attract neighborhood residents to shop there, which presents an obstacle to attracting new customers or other users of the site.



Panelists also acknowledged that the study area's fractured ownership, combined with the varying interests of the landowners, creates obstacle to success. The majority of the site's property owners have a vested interest in their individual portion of the study area. Yet because the study area remains moderately successful, there is little incentive for any individual owner to make big improvements, which Panelists emphasized is a hindrance to the overall achievement of the Glenmont Shopping Center. Common areas are poorly maintained; architecture, signage, and property management are all uncoordinated; and there is no landscaping to break up the vast surface parking – which is never filled to capacity. Furthermore, there is limited street frontage for many of the Center's businesses. And while the Center experiences minimal crime, it suffers from quality-of-life challenges, such as loitering and littering.

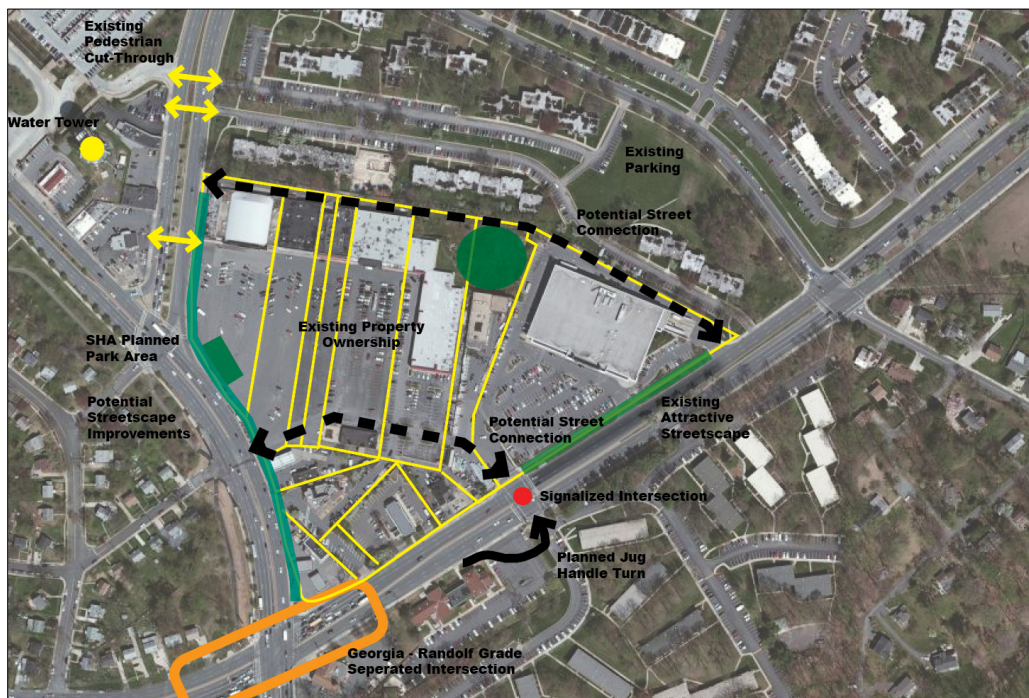




Panelists also acknowledged a major missed opportunity in that the study area is proximate to the Glenmont Metro station, but possesses minimal connectivity to the station itself. This is coupled with other transportation accessibility issues: awkwardly-placed curb cuts, surrounding traffic problems, and clumsy access from both Georgia Avenue and Randolph Road make entering and exiting the Center difficult. Furthermore, while the County is working to create a new grade-separated interchange at Georgia Avenue and

Randolph Road, there is a perception that these improvements will exacerbate the “drive-by” issue rather than ameliorate it. With regard to environmental infrastructure, much of the site consists of impervious surface. Only two owners manage the Stormwater Management facility for the entire site – a fact that is not universally known or understood by several of the study area’s property owners.

Overall, the lack of communication among the Center’s property owners hampers the ability to arrive at a consensus of a broad vision for the Center. Finally, and perhaps most importantly, the Panel detected a major absence of any single champion for the site, which perhaps contributes to the continual status quo and stagnation of growth.



In this Shopping Center map, which was developed by the Panel, the yellow lines illustrate individual parcel lines, while the black lines indicate access opportunities and issues identified in sector plan. Yellow arrows signify current pedestrian crossings. Map Source: ULI Washington.

Panel Recommendations

The Panel provided a host of recommendations that include short-, interim-, and long-term strategies for the County to consider. Throughout the TAP, the Panel emphasized the importance of collaboration between the public sector, non-profits, and the private sector in order to achieve the goals set forth in these recommendations. What follows is a more detailed discussion of the Panel's recommendations, along with suggested roles and opportunities for collaboration among the public, non-profit, and private sectors.

The Importance of a Facilitator in the Acquisition Process

The Panel understood the main challenge of this TAP was to provide suggestions for how the County might assist with a successful land assemblage that could result in redeveloping the study area. Immediately, the Panel acknowledged that assembling a parcel with 15 different properties is a massive undertaking. In order to provide context for the complexity of a land assemblage, the Panel first provided a broad overview of the acquisition process.

First and foremost, there is a need to communicate with all of the property owners to ascertain who might be interested in selling their property, and what opportunities for assemblage might exist based on the proximity of motivated property owners. The Panel suggested that a broker or Facilitator would typically act in this capacity to bring properties to market. To accomplish this, a Facilitator would communicate with all of the property owners, determine the level of interest in selling, and collect basic property information – including such elements as titles and covenants, property engineering plans, adjacent roadway plans, and demographic and zoning information – for those property owners who are motivated to sell. Ultimately, these efforts culminate in creating a Sales Package.

A Facilitator would then take the Sales Package and deliver it to potential buyers in the market with the intent of striking a deal. A Facilitator would collect offers, and evaluate and present these offers to the property owners in order to engage buyers and sellers into contract negotiations. According to Panelists, these negotiations can cost a minimum of \$50,000 per property. Once a Purchase and Sale Agreement is reached, a buyer will typically conduct due diligence on each property over a 30-60 day period. Here, the buyer will engage third-party consultants and independently investigate all relevant property matters – including but not limited to issues relating to title, survey, tenants, and physical features – which can cost anywhere between \$50,000 and \$150,000 per property. Any problems that are identified through this process must be solved before settlement. According to the Panel, a buyer will not close on a property until all entitlements are approved, and the costs of this can range from \$500,000 to \$1 million, or sometimes more.

Overall, the total acquisition process timeline for a single property can take 24 to 36 months, and is extremely costly. For these reasons, the Panel cautioned that assembling a group of individual properties of the Glenmont Shopping Center is a hugely ambitious endeavor. Furthermore, the absence of a Facilitator for the Glenmont Shopping Center renders forging a successful assemblage nearly impossible. To address this void, the Panel suggested that the County could

take the initiative and either assume the role of a Facilitator for the properties in the Glenmont Shopping Center, or hire a land-use professional to serve as a Facilitator. In providing for a Facilitator, the County could conduct such helpful tasks as funding data collection like engineering studies, title reports, surveys, and market studies, as well as preparing a Sales Package that could connect interested buyers with property owners who wish to sell. This Facilitator could also assist in the negotiation process, as well as serve other important educational and advocacy roles, such as explaining the steps in the process as they are implemented.

Seizing Near-Term Opportunities

Even with a Facilitator in place, the Panel emphasized that land assemblage will be a very challenging proposition. While achieving a full-scale redevelopment of the site may be a viable long-term goal, there are several smaller-scale opportunities on which the County, property owners, and community stakeholders could collaborate. The Panel emphasized that seizing these near-term opportunities can benefit the study area in the near-term while also laying the foundation for forming important partnerships that will be critical to redeveloping the site over the long-term.



One obvious near-term opportunity is to enhance the appearance and connectivity of the Glenmont Shopping Center. Doing so will better connect it to the rest of the community and other area facilities, and allow for increased circulation on the parcel itself. Improvements to appearance can vary in cost, but can go a long way to beautify the area and make it more cohesive. The panel suggested harmonizing facades through architectural treatments, adding landscaping, and improving wayfinding. The Panel also emphasized that access to Metro is critical. Because properties within the study area are not taking full advantage of their proximity to Metro, the study area suffers from a loss of potential shoppers. More could be done to connect the study area to the Glenmont Metro station, including a signage program that would direct pedestrians to the Metro station. Additionally, by improving the area near the bus stop on Layhill Road, the study area's most proximate façade to the street would provide a better image for the center. Panelists further recommended that the County examine the existing curb cuts around the study area to determine if there are functional improvements that could be made. The Panel also recommended studying the amount and type of parking

that might be necessary to serve the retail in the study area, and creating a coordinating parking plan throughout the study area.

Marketing the Glenmont Shopping Center is another near-term opportunity that should be optimized. The current poor signage and worn facade make it unclear what retail services exist in the center, and anyone who is not already familiar with the Glenmont Shopping Center would not

be drawn into the study area. The Panel therefore recommended creating a brochure and corresponding website with information about the Center's stores, hours, and contact information. Panelists suggested that one of the property owners could spearhead this low-cost recommendation. The Panel also suggested branding the Center – and the greater Glenmont Activity Center. One way to do this could be through a logo-design contest, and by decorating the nearby water tower, which the Panel contended could serve as a location icon. Involving the community in this branding effort would not only market the study area, but also attract attention and get more people involved and invested in the site.



This rendering, produced by Panelists, illustrates how appearance-related improvements can benefit the Center in the near-term. Image source: ULI Washington.

Activating the site through strategic programming and sponsored events is yet another near-term opportunity. A Facilitator could help with this effort, which the Panel suggested is not hugely expensive but would require some amount of coordination between property owners, stakeholders, and the County. Alternatively, the Panel suggested that property owners could enter into a master lease either with the County, or with a non-profit organization for maintenance and programming temporary events, such as farmer markets and educational programs like a children's science van. Such events also result in raising foot traffic in the study area, which leads to increased numbers of visitors using the shopping center's services. Additionally, the Panel suggested other creative ideas such as embracing parklets, or mini-parks that are created within one or two parking spots and used as public space. Parklets add green space, and can humanize an area by helping people grow interested in being in a space. Overall, taking steps such as these to activate the study area will draw more people to the Glenmont Shopping Center, which will drive up neighborhood investment in the study area.

Setting the Stage with Interim Goals

As these near-term opportunities materialize, the Panel recommended examining a series of interim goals that could further set the stage for future redevelopment of the Glenmont Shopping Center. First and foremost, the Panel emphasized the importance of education and data collection on the site itself. Here, a Facilitator would take active steps to serve as a “development teacher” through data collection and number crunching in a way that makes an economic case for both the individual property owners, and for the study area as a whole. Examining joint development options and direct outreach to target regional or national developers could be part of this educational process.

Capitalizing on strategic collaborative opportunities will be important. Creating a formal organization to support and advocate for the Glenmont Shopping Center could productively enhance cooperation among property owners and stakeholders, as well as provide internal and external education and awareness for the overall site. The Panel recommended establishing a business improvement district, merchants association, or other quasi-public entity as a way to strategically bring the Center’s disparate owners together.

As a regional example of one such entity, the Panel pointed to Fairfax County’s Southeast Fairfax Development Corporation, or SFDC, which is a nonprofit economic development organization dedicated to promoting the redevelopment and revitalization of the Richmond Highway corridor of U.S. Route 1 from the Beltway to Fort Belvoir.¹ The SFDC assists property owners with ways to increase business, serves as an educational resource for owners on County- and State-mandated land-use changes, and provides information on ways to enhance property values. Another option suggested by the Panel is to establish a public-sector operating entity – perhaps through the Maryland Small Business Development Center Network – that would provide resources and support to the small business owners in the study area. Formalizing a collaborative association of property owners, according to the Panel, is a necessary step towards redevelopment.

Regional Implications for Leveraging Transportation Investment

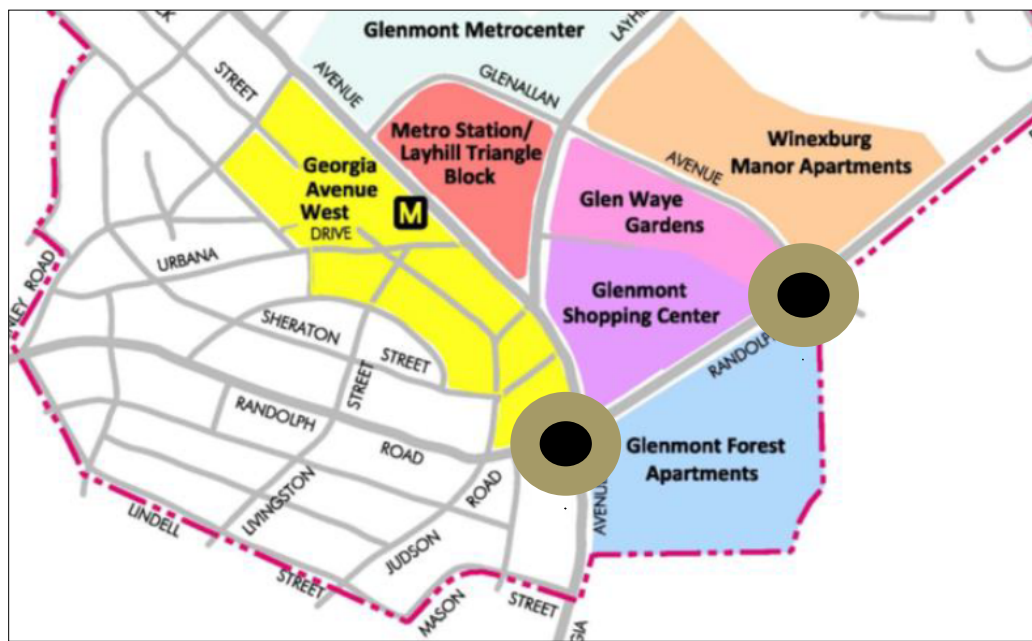
Any redevelopment the Glenmont Shopping Center, a COG-designated Activity Center, will have implications for both the local community and for the region. The Panel recognized the large amount of public infrastructure investment surrounding the site, and encouraged additional near- and long-term transportation improvements that could enhance the site’s potential, as well as better connect it to other places in the Region.

In the near-term, the Panel recommended that the County do more to reach an intermodal market. Providing more bus service to the study area could bring in potential shoppers and broaden the site’s impact to other places in the County. The Panel also recommended working with the Maryland State Highway Administration to establish a Maintenance Traffic Plan, which would demonstrate how businesses can remain open during surrounding road construction so that the

¹ <http://www.sfdc.org/about-sfdc/sr>

study area – and individual businesses within it – can remain economically viable in the short-term. In addition, pursuing streetscaping efforts and enhancing local connections would increase accessibility, allowing easier access to the study area once the nearby Interchange construction is complete.

Longer-term transportation considerations must also be taken into account. In particular, the County's plan for establishing a major BRT network will have regional implications for connecting the Glenmont Shopping Center with other areas. The Panel recommended creating a sketch plan – or mini-master plan – for how the Center will develop as these transportation investments come to fruition. This sketch plan should consider such factors as the site's relationship to adjacent properties, other BRT nodes in the system, and pedestrian circulation, in order to help the County plan for ways in which the study area can evolve as the surrounding area grows.



The map above illustrates planned BRT stops within the study area's sector plan. Map Source: ULI Washington.

The Panel also reinforced the importance of strengthening the connection between the study area and the Glenmont Metro Station. By creating Glenmont as a destination, the County, landowners, and stakeholders can also help increase the utility of the Metro station, and perhaps even influence ridership directionality of the system over the long-term. Currently, the Glenmont Metro Station is one of the most underutilized stations in the system. Enhancing the study area and better connecting it to the Metro could result in creating a destination that could spur more people to visit the Glenmont Shopping Center via Metro, thereby increasing ridership to this underutilized station.

Suggested Policy Changes

Throughout the TAP, the Panel acknowledged that patience would be required for the right combination of circumstances to occur in order to achieve a land assemblage necessary for redevelopment. In conjunction with the early and interim recommendations suggested above, the Panel developed the following policy-level recommendations for the County to consider that could help provide incentives to achieving the aforementioned goals, while simultaneously laying framework for achieving the overall redevelopment vision.

First, the Panel recognized that the recent rewriting of Montgomery County's zoning code created a set of Commercial Residential (or CR) Zones that are intended to encourage a variety of uses in the county's commercial areas. According to the Maryland-National Capital Park and Planning Commission, the CR Zones are designed to allow a mix of commercial and residential uses, create interactive streets, provide public space, and foster jobs and services where people can live, work, shop and play within a given neighborhood.² The CR Zones give developers or land owners an opportunity to earn density based on certain criteria that adds public benefit. According to the County's Commercial/Residential Zone Incentive Density Implementation Guidelines, which were approved in July of 2012, "an applicant wishing to develop above the standard method density – up to the maximum allowed by the zone – must apply for an optional method development approval. During this application process, the applicant proposes to provide specific public benefits and amenities that support the project's incentive density."³ Some of these public benefits include: transit proximity; connectivity between uses, activities, and mobility options; and diversity of uses and activities, among others.⁴

Given the unique circumstances surrounding the Glenmont Shopping Center, the Panel recommended adding assemblage as a CR Code Density incentive. For instance, the Panel suggested that if a developer were to approach the County with a pre-assembled package of land, the County could consider awarding a 1.0 FAR to that developer in return. The Panel also recommended other creative strategies such having the County consider facilitating a land condominium, or offering tax rebates that could be applied towards Center improvements.

Other policy recommendations are more physical in nature, taking into account the surrounding land-use context and existing on-the-ground facilities. The Panel encouraged the County to consider the study area in the context of the surrounding neighborhood development, and recommended identifying an external catalyst that could generate improvements for the study area, and potentially to the entire neighborhood. Within this recommendation, the Panel acknowledged that Glenmont Metrocenter, the property north of the Glenmont Metrorail Station, is an approved development slated for a large combination of multi-family units, townhomes, and commercial space. According to the Panel, if Glenmont Metrocenter becomes more developed, more rooftops

² http://www.montgomeryplanning.org/development/com_res_zones.shtml

³ <http://www.montgomeryplanning.org/development/documents/CRZoneGuidelinesFINAL.pdf>, p. 8.

⁴ Ibid, p. 11.

will come to the area. Since retail development tends to follow residential development, this trend could support redeveloping the retail within the Glenmont Shopping Center.



Considering an external catalyst as a way to incentivize redevelopment is one strategy put forth by the Panel. Glenmont Metrocenter, the development to the north of the study area, is therefore an important consideration to the redevelopment of the Glenmont Shopping Center. Image Source: ULI Washington.

Furthermore, since redeveloping the entire site all at once may be difficult, the Panel suggested an alternative option of redeveloping the study area in “bite size chunks.” Assembling smaller contiguous parcels on an incremental basis could result in redeveloping the entire site over time. With this approach, the Panel recommended focusing first on the potential of the Staples site, in large part because it enjoys the most street frontage of all the parcels in the study area. According to the Panel, this site is also large enough to accommodate a mixed-use development with structured parking. Whereas the Panel acknowledged difficulties with some of the longer-term leases, the Panel nevertheless underscored the influence that a “domino effect” can have on development. In essence, once one parcel redevelops, the playing field opens for others to participate.



This rendering illustrates an incremental approach to developing the Glenmont Shopping Center, beginning with the Staples site, which enjoys the most street frontage. Image Source: ULI Washington.

This incremental approach to redevelopment includes some specific Panel suggestions such as creating and developing a street within the Glenmont Shopping Center either through incentivizing, or perhaps even through condemnation, that would serve as a community gathering spot for temporary programming described earlier. A 2-way street, illustrated in the above image, could be adorned with street trees and include sidewalks, would include programming opportunities, and would intentionally draw pedestrians into the study area. Other elements of an incremental redevelopment plan should include improved pedestrian crossings and streetscaping to the Glenmont Metro Station in order to maximize connectivity options.

Conclusion

The Glenmont Shopping Center is a site that holds significant potential for both Montgomery County and for the Region. The Panel encouraged a wide variety of activities and options for the County to consider – ranging from short-term beautification and programming to longer-term policy changes – that could result in incentivizing redevelopment in the study area.

Overall, the Panel emphasized that it will take patience, combined with a precise combination of both investment and collaboration from players in the public, non-profit, and private sectors, in order for the Glenmont Shopping Center to become poised to achieve its vision of a transit-oriented, mixed-use development at the terminus of Metro's red line. A major theme throughout the Panel's presentation was the importance of "crawling before walking" as a way to illustrate that there are several small steps the County can pursue now to better position the study area to reach its full potential later.

A final sketch provided by the Panel, below, is a rendering illustrating the potential of what could be on the ground over the next 15-20 years if the recommendations in this report are considered and acted upon.



About the Panel

David W. Kitchens, AIA, Panel Co-Chair

Principal

Cooper Carry

David Kitchens, AI, serves as Principal-in-Charge of Cooper Carry's Alexandria, Virginia office. Cooper Carry is a dynamic, context-driven architecture and design firm focused on the creation of exceptional places. In 30 years of service with Cooper Carry, Mr. Kitchens has led mixed-use design efforts on a variety of award-winning projects including Mizner Park in Boca Raton, Florida. This mixed-use development has been recognized by a variety of organizations including the AIA, which bestowed upon it the Excellence of Design Award. Mr. Kitchens lead the design of the master plan and many of the buildings that make up Bethesda Row. The project was awarded the Best Block in America 2002 by The Congress for New Urbanism, the Excellence Award from the Urban Land Institute and the Maryland/DC NAIOOP Award of Excellence for Best Smart Growth Master Plan. Most recently, Mr. Kitchens has participated in the development of the White Flint Sector plan, which also includes the master plans for the North Bethesda Center and the White Flint Mall. He is also leading the design of redevelopment efforts for Landmark Mall in Alexandria, Virginia and Ballston Mall in Arlington, Virginia.

Through his leadership, the Alexandria, Virginia office of Cooper Carry is recognized as a regional and national innovator in mixed-use urban design and architecture that creates walkable community environments and takes advantage of sustainable modes of connectivity and transit.

Calvin Gladney, LEED AP, Panel Co-Chair

Managing Partner

Mosaic Urban

Calvin Gladney, LEED AP, is Managing Partner of Mosaic Urban, and is a trusted advisor to cities and non-profits seeking to sustainably regenerate urban communities. Mr. Gladney is also a nationally recognized public speaker on revitalization of cities and urban neighborhoods. Over the past three years, Mr. Gladney has served as a strategic advisor on projects with estimated development costs of over \$1 billion and totaling more than 5M square feet of planned development. In addition to his strategic advisory work, Mr. Gladney and Mosaic are currently working with Donatelli Development to develop a new mixed-use, mixed-income apartment building in the Petworth neighborhood of the District of Columbia. The new building follows on the heels of Mosaic's successful partnership with Donatelli and a local restaurant group to develop and open a restaurant in two vacant storefronts in the same neighborhood. The new French bistro, named "Chez Billy" after a local businessman that owned the now landmarked historic building, opened in 2012 to rave reviews and great local support.

Prior to founding Mosaic, Mr. Gladney served as Vice President of the Anacostia Waterfront Corp. (AWC), a D.C. quasi-public real estate corporation where he assisted the CEO with the management of the Corporation and was the project manager for a master-planned, mixed-use

redevelopment of 67 acres of City land.

Mr. Gladney also previously served as the General Counsel and Transactions Manager at BRIDGE Housing Corporation, a private developer in San Francisco, CA. Prior to his tenure at BRIDGE, Mr. Gladney was the first Senior Development Director and Counsel at the National Capital Revitalization Corporation (NCRC), a quasi-public D.C. real estate corporation. At NCRC Mr. Gladney helped select private developers for over \$250M of residential and retail development projects. Mr. Gladney graduated cum laude from Harvard Law School, received his B.S. from Cornell University and is a LEED Accredited Professional. He is a member of Urban Land Institute's national Public/Private Partnership Council (Blue Flight) and a member of the Executive Committee of ULI's Washington, D.C. District Council. Mr. Gladney also serves as an adjunct professor at Georgetown University's Masters in Real Estate Program where he co-teaches a class on real estate entrepreneurship.

Agnes Artemel

President

Artemel & Associates, Inc

Agnès Artemel is president of Artemel & Associates Inc., a woman-owned firm founded in 1995 and SWaM-certified by Virginia's DMBE. The firm's projects encompass market and feasibility studies for land development projects, economic impact analysis of infrastructure projects, management of economic development and non-profit organizations, and public outreach and education regarding the interrelationships of transportation and land use. Ms. Artemel has led project analysis and development in the housing, office, hotel, retail, museum, and industrial sectors at locations throughout the United States, with a concentration in the Mid-Atlantic States.

For the private sector, she has analyzed land carrying capacity, the zoning and regulatory environment, and market potential of proposed new projects; and assisted with processing real estate development projects through municipal approvals. She has extensive experience in community relations and with building grassroots support for new projects. She has prepared parking management plans and strategies to reduce traffic impacts on residential neighborhoods. For the public sector, Ms. Artemel conducts economic base analyses, forecasts the economic impact of major infrastructure projects, and analyzes mitigation strategies to cope with large-scale economic changes such as facility closures or new construction projects. For non-profits, she formulates business and management plans and assists with a variety of special projects, including designing social media approaches to specific issues. She also conducts sponsored research on a variety of topics including a recent set of studies on the impact of application fees and proffers on housing costs. Revitalization of aging commercial corridors is one of her special areas of interest.

She was the founding Executive Director of the Eisenhower Avenue Public Private Partnership and developed the strategic plan and annual work plans for the first five years of that organization's existence. Ms. Artemel is also a Director of the Alexandria Industrial Development Authority, and is a former member of the Mayor's Task Force on BRAC and the Ad Hoc Carlyle PTO Task Force in

Alexandria. She has been a guest lecturer in the Master's programs at Catholic University and Virginia Tech, and a speaker at conferences, most recently the annual conference of the Virginia Chapter of the American Planning Association.

She has served as a panelist on a number of Urban Land Institute Technical Advisory Panels and assisted ULI Washington with their annual Trends conference and the Regional Leadership Institute. She is an appointee to the Technical Advisory Committee of the Northern Virginia Transportation Authority, and a member of the Steering Committee for Alexandria's Eisenhower West Small Area Plan. Ms. Artemel holds a Master's Degree in Urban and Regional Planning from the George Washington University.

Mary Beth Avedesian

Senior Vice President – Acquisitions & Development
B. F. Saul Company and Saul Centers, Inc.

Founded in 1892, B. F. Saul Company has been one of the most successful privately-owned real estate companies in the U.S. Along with its affiliated public company, Saul Centers, Inc., the company owns, manages and leases 55 retail centers, 20 hotels and 4M SF of office primarily in the mid-Atlantic region.

Ms. Avedesian has been with the Acquisitions and Development Department for the Saul organization for 11 years. In addition to evaluating new commercial real estate opportunities, she recently successfully completed the entitlement process for a proposed hotel in Rosslyn, VA. In the role of development manager, Ms. Avedesian oversaw Saul's largest-ever ground-up development – Clarendon Center and Lyon Place Apartments – a \$200M mixed-use project that opened in 2011 adjacent to the Clarendon Metro station in Arlington, VA.

Ms. Avedesian's diverse expertise spans many disciplines, including strategic planning, asset management, marketing, finance, public and private stakeholder negotiations, and acquisitions underwriting & closings. Throughout her 27-year career in commercial real estate, she has utilized these skills in various acquisitions and development management positions at Clark Construction, Washington Real Estate Investment Trust, and Himmel/MKDG (the developer of Phase I of Reston Town Center in Reston, VA). Ms. Avedesian has a BS degree from Michigan State University and an MBA from Harvard Business School.

Paul DesJardins

Director of Community Planning and Services
Metropolitan Washington Council of Governments

Paul DesJardin is the Director of the Department of Community Planning and Services (DCPS) for the Metropolitan Washington Council of Governments (COG), the regional organization of the Washington area's major local governments, plus area members of the Maryland and Virginia

legislatures, the U.S. Senate, and the U.S. House of Representatives. Mr. DesJardin is responsible for directing the Department's technical and policy work in regional planning; land use/transportation and TOD-related studies; regional economic analysis and demographic forecasting; affordable housing; and foster care/child welfare. Mr. DesJardin and DCPS are lead policy and technical staff to several key COG regional committees including the Region Forward Coalition, Planning Directors Technical Advisory Committee, Housing Directors Advisory Committee, the Washington Area Housing Partnership, and the Capital Area Foreclosure Network (CAFN). Mr. DesJardin is a member of the American Planning Association, National Capital Area Chapter; the co-chair of CAFN; a member of the PNC Bank Community Development Advisory Board; and the WAMU-FM Community Council.

Dan Hardy

Principal

Renaissance Planning Group

Mr. Hardy is a principal with Renaissance Planning Group and has experience in developing transportation solutions that balance transportation and land use options to optimize multimodal travel demand and transportation network services in congested communities. Prior to joining Renaissance, Dan served as the Transportation Planning Chief for the Montgomery County Planning Department. Dan managed a 15-person Transportation Planning Division responsible for transportation elements of Countywide growth policies, master plans, and development review cases in a rapidly growing County of nearly one million residents with high expectations for involvement in decision making. His expertise includes both developing and applying growth management policies and practices.

Paul Moyer

Mid-Atlantic Director of Planning,

Vanasse Hangen Brustlin

Mr. Moyer's extensive planning background and knowledge of the national capital region help VHB expand its planning practice throughout the Mid-Atlantic region, and bolsters the firm's ability to offer more comprehensive services to its federal, municipal, and private clients. Paul has worked on award-winning planning projects for federal, county/municipal, and private clients across the Mid-Atlantic as well as throughout the eastern U.S. His 25-year career has included master planning, environmental planning, and community planning, as well as extensive experience leading consensus-building processes. Paul has collaborated with VHB previously in Virginia on projects including the Laurel Hill Master Plan and Sportsplex in Fairfax, the Reuse Plan for the Naval Radio Transmitter Facility in Suffolk, and the Capital One Headquarters project in Richmond.

Jeff Saxe

Practice Builder

Kimley-Horn and Associates

Jeffrey Saxe is currently a senior project manager at Kimley-Horn and Associates. He is responsible for managing the entitlement process and pre- developments services for various private sector as well as public sector clients. Recent projects include a Comprehensive Plan Amendment approval for a 2.4 Million foot mixed use project at a future Metrorail station in Fairfax County, master planning and rezoning of 65 acres at a future VRE station in Spotsylvania County and advising a public authority on coordination with private property owners at the proposed Silver Line stations.

Previously, Mr. Saxe was the Senior Vice President of Planning for The Peterson Companies, a private real estate development company. He had been with The Peterson Companies for over twenty years, and was responsible for and managed the land planning and zoning process for most of The Peterson Companies' projects throughout Northern Virginia and Montgomery County, Maryland.

Mr. Saxe has handled the land planning and zoning approval of numerous major projects in the Washington, D.C. area, including the 2500 unit Centre Ridge community; Fairfax Corner, a 1.8M foot mixed-use project; Virginia Gateway, a 450 acre multi-use project; Fair Lakes, a 7M square foot multi- use project developed over 20 years, and many other complex land-use approvals. Jeff has managed the zoning approval processes in eight jurisdictions within the Washington-Baltimore area.

Mr. Saxe is a member of the Fairfax Center Area Land Use Committee, the Urban Land Institute, ICSC and the American Planning Association. Prior to joining The Peterson Companies, Mr. Saxe was a Senior Planner with the Office of Comprehensive Planning for Fairfax County, Virginia for six years. He holds a Master of Science degree in Land Use Planning.

Mark Viani

Attorney

Bean, Kinney & Korman

Mark Viani is a shareholder of Bean, Kinney & Korman practicing in the areas of land use, real estate, environmental, municipal and other areas of administrative law in Virginia, Maryland, and the District of Columbia. He provides extensive services to clients throughout the region who have encountered growth management and increasingly complex legislative and regulatory issues during all phases of the development process. In this regard, he has represented, among others, local and national retail, office, residential and mixed-use developers and builders, golf course developers, nonprofit institutions and organizations, financial institutions, and hospitals.

Mr. Viani also has extensive experience in the area of local government and municipal law. He represents numerous municipal and public agency clients on a variety of legal matters in federal and state courts and administrative proceedings. He is a LEED Accredited Professional with knowledge of the law as it relates to the design, construction and operation of green buildings. Mr. Viani participates in various community, civic, charitable, business and professional organizations and services.

Prior to becoming a lawyer, Mr. Viani served as an officer in the 1st Cavalry Division of the U.S. Army, in Texas and the Persian Gulf region. He was also previously a partner at an Am Law 100 law firm in the land use and real estate practice group.

