ULI Washington
Technical Assistance Panel

Land Assemblage Strategies for the Glenmont Shopping Center

Montgomery County
July 15-16, 2014
The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
ULI Washington

A District Council of the Urban Land Institute

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Emphasis on sharing best practices and providing outreach to communities

- Technical Assistance Panels
- Regional Land Use Leadership Institute
- UrbanPlan Program
- Washington Real Estate Trends Conference
- Case Studies
- Regionalism and Housing Initiative Councils

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Recent TAPs:

- Workhouse Arts Center, Lorton, VA
- Bowie State MARC Station
- Prince George’s County: Metro Green Line Corridor
- MDOT: Public Safety Training Academy/Shady Grove Life Sciences Center
- Manassas, VA: Mathis Avenue Corridor
- City of Annapolis: Annapolis City Dock
- D.C. Dept. of Housing and Community Development: Anacostia Gateway
- Maryland Dept. of Transportation: Wheaton CBD
- Interim Uses at the former Walter Reed Army Medical Center
- Revitalization and Development in East Frederick
- Harvesting the Value of Metrorail in Loudoun County, VA

http://washington.uli.org/TAPs
ULI Washington: Technical Assistance Panels (TAPs)
Panel Co-Chairs:

- **David Kitchens**, Cooper Carry – The Center for Connective Architecture
- **Calvin Gladney**, Mosaic Urban Partners
TAP Panelists

Panel Members:

- Agnes Artemel, Artemel & Associates, Inc.
- Mary Beth Avedesian, B.F. Saul Company
- Paul DesJardin, Metropolitan Washington Council of Governments
- Dan Hardy, Renaissance Planning Group
- Paul Moyer, Vanasse Hangen Burstlin
- Jeffrey Saxe, Kimley-Horn and Associates
- Mark Viani, Bean, Kinney and Korman
Existing Conditions: What we saw and heard

- Site is functioning, but future is unclear
- Serves some community need, but not a destination
- Parcels are adjacent, not necessarily complementary
- Little vacancy, long-term leases for several national tenants
- Solid, steady rents
Existing Conditions: What we saw and heard

- Fractured ownership and varying interests
- Vested interest by owners but little incentive for individual owners to make big improvements
- Storm Water Management for entire site – managed by two owners (not universally known)
- Little crime, but quality of life issues exist
Existing Conditions: What we saw and heard

- Proximate to Metro, but little connectivity; a missed opportunity
- Limited frontage for some owners
- Poorly maintained common areas
- Curb-cuts, traffic problems, awkward access from both Georgia Ave. and Randolph Rd.
- Perception that interchange improvements will exacerbate “drive-by” issue
Existing Conditions: What we saw and heard

- Lack of communication
- No coordinated property management
- Uncoordinated architecture and signage
- No landscaping
- No consensus of vision
- No single champion for entire site
Existing Conditions: Opportunities and Constraints
The Challenge with Land Assemblage

TAP was asked to answer this hard question:

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?
Steps in the Acquisition Process

1. Determine What Might Be For Sale
   a. 15 Parcels / 12 Owners
   b. Communicate w/ all Owners (via facilitator)
   c. Facilitator determines interest level in selling
   d. Focus on motivated sellers’ properties
Steps in the Acquisition Process

2. Collect Basic Property Info (if available) and compile in a Sales Package
   a. Title and covenants
   b. Survey
   c. Property Engineering Plans
   d. Adjacent Roadway Plans
   e. Demographics/Market Info
   f. Environmental
   g. Existing Tenant Info (i.e., Rent Roll)
   h. Zoning – Existing & Potential
Steps in the Acquisition Process

3. Strike a Deal
   a. Facilitator sends Sales Package to prospective buyers
   b. Facilitator collects offers
   c. Facilitator evaluates & presents offers to owners/sellers
   d. Buyer & Seller engage legal counsel ($50,000 at minimum, per property)
   e. Sign Purchase & Sale Agreement
4. Conduct Due Diligence on each Property
   a. 30-60 day process
   b. Buyer independently investigates all relevant property matters (i.e., title, survey, tenants, physical features, etc.)
   c. Cost $50,000 to $150,000 per property
Steps in the Acquisition Process

5. Solve any problems identified during due diligence

6. Entitlement ($500,000 – $1 million or more in third party consulting fees)

7. Settlement

Acquisition Process Timeline: 24 to 36 months
Assemblage Acquisition Cost: $$$$$$
How can the County Assist in this Process?

• Act as facilitator, or hire one
• Fund data collection
  – Engineering studies
  – Title report
  – Survey
  – Market study, which includes demographics
• Prepare Sales Package
• Solicit potential buyers
• Connect buyers and sellers
Crawling before Walking

Baby Steps
Crawling before Walking

• Near-term activities
  – Physical appearance
  – Connectivity
  – Marketing
  – Programming
  – Laying the groundwork for partnerships

• Setting the stage for redevelopment
  – Information
  – Initial collaboration and planning

• Redevelopment
Near Term Activities: Appearance

– Facades
– Landscaping
Near Term Activities: Connectivity

• Wayfinding
  – Orientation signing – relationship to Metro
  – Paving/signage
• Pedestrian circulation
• Improve access to Metro
• Vehicular access, amount/type of parking
Near Term Activities: Marketing

• Identifying the center
  – Signage
  – Website
  – Brochure

• Branding the center

• Branding Glenmont
  – Why Glenmont?
  – Establish icons: water tower
Near Term Activities: Programming

- Special events
  - Farmers market
  - Parklets
  - Educational events
    - Bike riding
    - Children’s science van
  - Tactical urbanism
Setting the Stage: Information

• Facilitator data collection
• Economic case
  – Center as a whole (private developer)
  – Each stakeholder
• Joint development opportunities
• Outreach to target developers
Setting the Stage: Collaboration

- Business association
  - Glenmont Owners Alliance (G.O.A.L. as a starting point?)
  - Merchants association
  - New quasi-public entity, based on owners on site
    - BID
    - SFDC as possible example
Redevelopment
Leverage Regional Transportation Investments

- Marketing
- Connectivity
- Transportation Demand Management
Leverage Transportation Investments

• Near-term activities
  – Reach intermodal market
  – Utilize interchange MOT
  – Pursue streetscaping
  – Promote increased accessibility
Leverage Transportation Investments

• Longer term considerations
  – Sketch Plan / implementation schedule, massing
  – Relationship to adjacent properties
  – BRT nodes - reflect pedestrian circulation
Regional Implications

• Replication/Lessons Learned for other jurisdictions
• Enhancing transportation options to access center
• Activity Center – make the shopping center be all it can be
• Balancing usability of Metro Station – increases usefulness of public investment in Metro
  – Increasing utility of Metro station
  – Influence directionality
Who Can Make This Happen?

• Public sector
  – Conduct preliminary due diligence
  – Market property to tenants/developers
  – Establish formal operating entity

• Non-profits
  – Community organizers, catalysts
  – Maryland Small Business and Technology Development Center (MD-SBTDC) or similar

• Private sector (owners/developers)
  – Build working relationships
  – Share information
Policy Recommendations

• Master lease with County or non-profit for programming
  – Maintenance
  – Temporary events
• Facilitate land condominium
• Tax rebates that can be applied towards center improvements
• Assemblage as a CR Zone density incentive
Implementation Recommendations

• Create first street
  – Incentivize dedication
  – Condemnation
  – Program around it; create a community gathering spot
Implementation Recommendation: External Catalyst
Implementation Recommendation: Internal Catalyst

- Improved pedestrian crossings
- Improve streetscape to Metro station
- Initial Mixed-use redevelopment with structured parking
- Construct 2-way Street with sidewalk and street trees
Implementation Recommendation: Internal Catalyst