

# ULI Washington Technical Assistance Panel

## Land Assemblage Strategies for the Glenmont Shopping Center

Montgomery County  
July 15-16, 2014



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# ULI – the Urban Land Institute

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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

**ULI at the local level:** 1,900+ Members: developers, architects, planners, public officials, financiers, students...

### **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



# ULI Washington: Technical Assistance Panels (TAPs)

## 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

# ULI Washington: Technical Assistance Panels (TAPs)





# TAP Panelists

## Panel Co-Chairs:

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



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# 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



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# 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



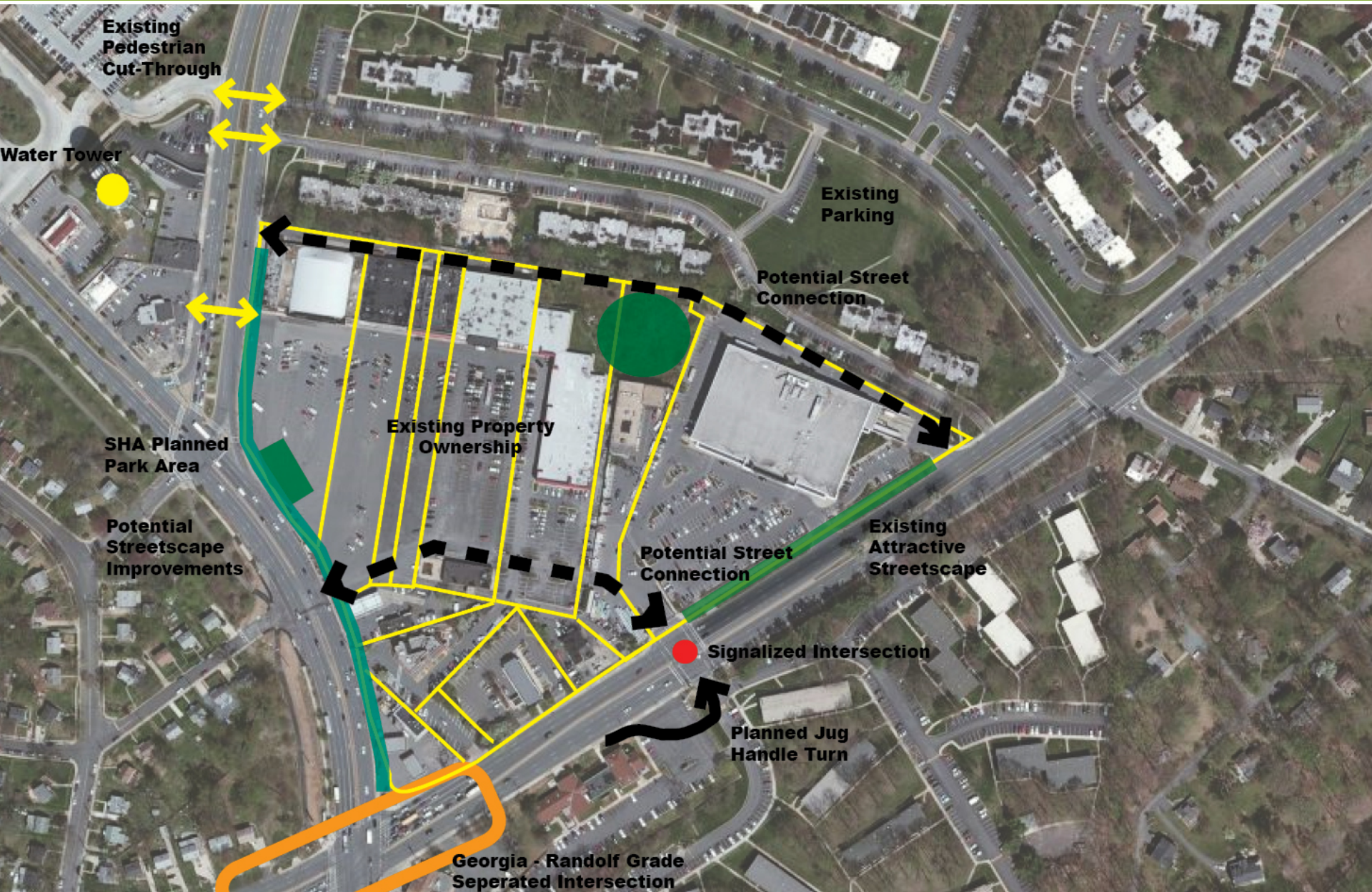
# Existing Conditions: What we saw and heard

- 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



# Steps in the Acquisition Process

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

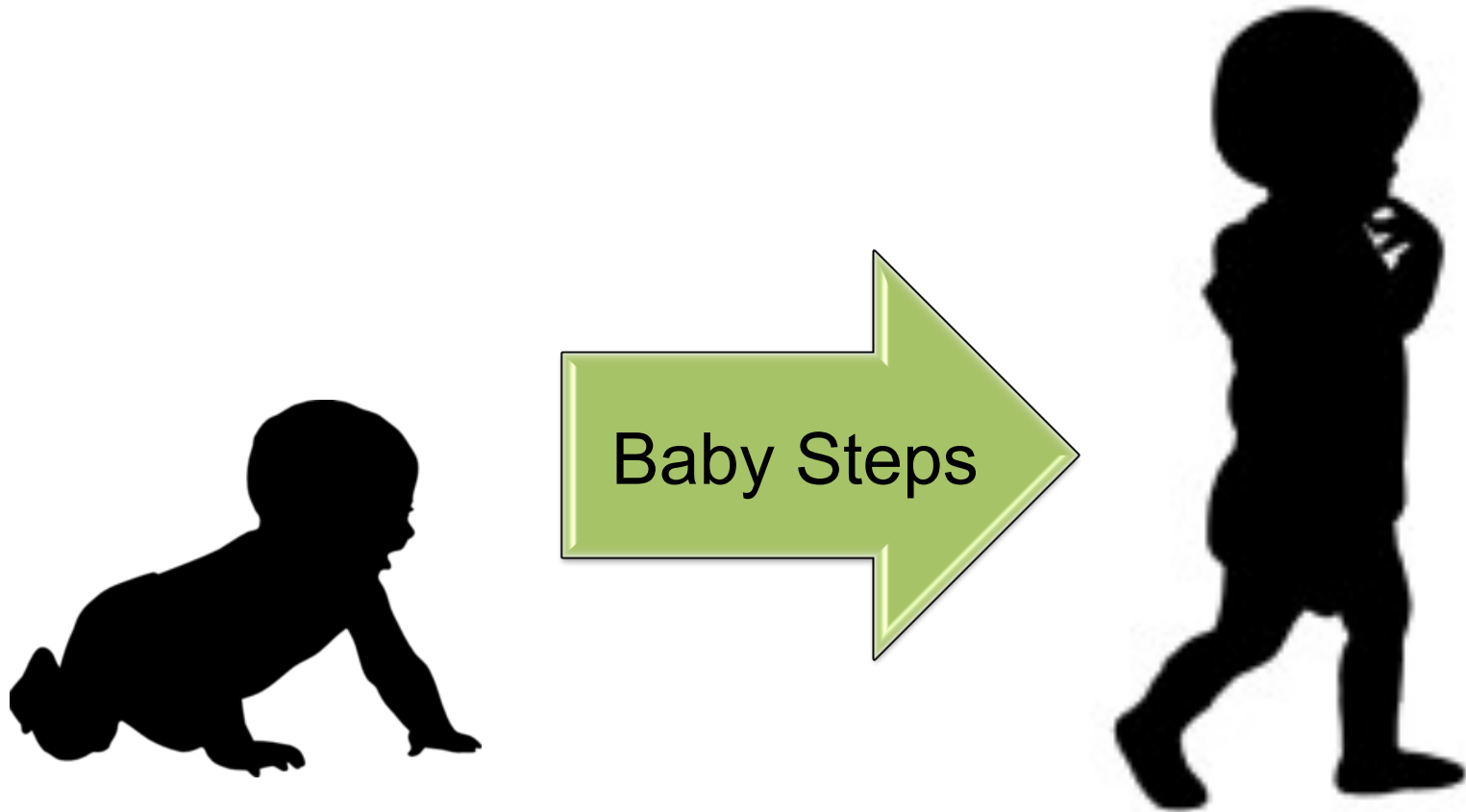
Acquisition Process Timeline: 24 to 36 months  
Assemblage Acquisition Cost: \$\$\$\$\$

# 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



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# 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



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# Near Term Activities: Programming

- Special events
  - Farmers market
  - Parklets
  - Educational events
    - Bike riding
    - Children's science van
  - Tactical urbanism



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# 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





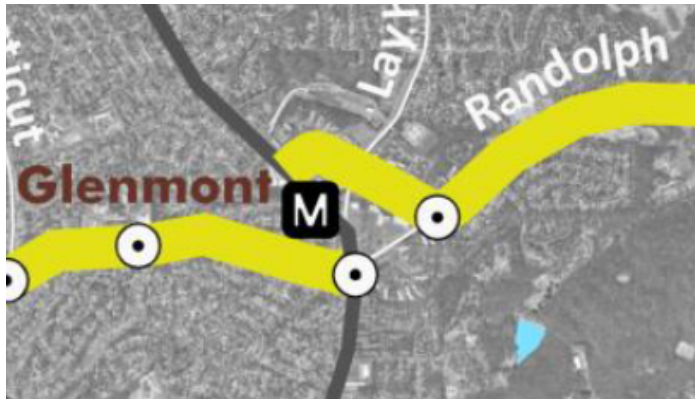
# Leverage Transportation Investments

- 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



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# 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





# Implementation Recommendation: Internal Catalyst

