

ULI Washington

A Technical Assistance Panel Report

Redevelopment of Landover Mall and Vicinity

Sponsored by:

The Maryland-National Capital Park and Planning Commission,
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As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to provide responsible leadership in the use of land to enhance the total environment. Members say that ULI is a trusted idea place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. ULI members proudly commit to the best in land use policy and practice.

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

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Special thanks are extended to John Funk, project facilitator, and Chad Williams, Senior Planner, for managing the project, from the initial meeting through the production of the final report. The panel also would like to thank District 5 County Councilmember David Harrington and Kwasi Holman, President and CEO of the Prince George's County Economic Development Corporation, for leading the panel briefing.

The panel also appreciates the contributions of Christine Osei, Planner Coordinator, and Catherine Jones, Senior Planner, for their roles in the process, as well as Andrea Harrison, Legislative Aide to Councilmember Harrington, for participating in the bus tour of the Landover area. In addition, the panel extends its thanks to the members of the community and area stakeholders who participated in the roundtable discussions and attended the final presentation.

ULI Washington hopes that the comments and recommendations provided in this report make a valuable contribution to the redevelopment of Landover Mall and vicinity. We encourage the Prince George's County Planning Department to inform us of new developments associated with this project and allow us to participate in future panels should the need arise.

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Foreword: Overview and Panel Assignment

When Landover Mall opened in 1972, it was the second regional mall in the Washington, D.C., metropolitan area and served as a retail draw for residents of Prince George’s County and beyond. The 88-acre site housed 1.3 million square feet of general merchandise and specialty retail and entertainment tenants anchored by Garfinckel’s, Sears, Hechts, and Woodward & Lothrop. The mall was perceived by many as unsafe, and by the mid-1980s slipping sales, rising shoplifting rates, and other crime in and around the mall contributed to the closing of a number of its anchors. Other anchors left because their parent companies went out of business. New anchors took the place of some of the old ones, but residents quickly realized that the quality of the merchandise these stores carried was not the same as that carried by stores in other locations. Residents and visitors alike chose to shop elsewhere.

By 2002, Landover Mall had closed, leaving only a Sears store, which will close when a new store at Ritchie Station Marketplace is completed within the next few years. Landover Crossing, located across the street from Landover Mall, is also largely vacant; its major tenants, Circuit City and Sam’s Club, have closed due to relocation opportunities and lease issues. The Boulevard at the Capital Centre—a new, 480,000-square-foot retail and entertainment lifestyle center built in a “Main Street” format—has opened on the site of the former Capital Centre arena, less than two miles from Landover Mall. The Boulevard has taken the place of Landover Mall, serving the retail needs of the community. Lerner Enterprises, which owns the mall, has already begun demolition on the site, with the understanding that whatever the future holds for it is not likely to include the original mall.



Figure 1: Landover Mall and vicinity planning map shows both existing zoning and ¼ and ½ mile radiuses from the Landover Mall site.

While county officials and staff have been actively engaged in numerous economic development projects across Prince George’s County, the county has only recently begun to seriously explore redevelopment opportunities for the Landover Mall Community Center.¹ This area is now

¹ Throughout this report, various parts of the study area will be referred to in three ways: 1) Landover Mall, indicating the current mall; 2) the Landover Mall site, indicating the more than 88-acre parcel that represents the primary redevelopment opportunity; and 3) the Landover Mall Community Center, indicating the county’s defined redevelopment area that extends beyond the mall to include adjacent properties.

emerging as one of the county's top redevelopment priorities, and the county would like to see Landover Mall and adjacent sites redeveloped into a lively community center, in keeping with the recommendations of the 2002 Approved General Plan for Prince George's County.

Issues

Recognizing that a comprehensive study must be undertaken in order to redevelop the Landover Mall and adjacent sites to their highest and best use, The Maryland-National Capital Park and Planning Commission (M-NCPPC) initiated the Landover Mall and Vicinity Planning Study. Although the potential exists to create a community center, before such a center can be planned and developed M-NCPPC must reevaluate issues of pedestrian and traffic safety, utilization of municipal services, topography, crime, fragmented property ownership, design themes, connectivity to nearby sites, and infrastructure.

The Assignment

The M-NCPPC Prince George's County Planning Department invited ULI Washington to convene a Technical Assistance Panel (TAP) on January 17 and 18, 2006, to commence the process by generating redevelopment scenarios for Landover Mall and adjacent properties. M-NCPPC asked the panel to formulate three development scenarios for the redevelopment of Landover Mall and vicinity, including one that incorporates a medical mall. M-NCPPC also asked the panel to develop a preliminary market analysis for the area and provide preliminary estimates of the appropriate mix of land uses and development that could be supported in the surrounding study area. Some of the specific issues the panel was asked to address include the following:

1. The feasibility of mixed-use development, horizontal and/or vertical, and appropriate land uses, both on the Landover Mall site and within the entire Landover Mall Community Center;
2. Crime and the generally negative perception of the community by nonresidents;
3. Lack of connectivity within the community center and to nearby sites, including FedEx Field and the Boulevard at the Capital Centre;
4. The type of uses that would successfully create a catalyst for redevelopment of the Landover Mall site and lead to the revitalization and redevelopment of the surrounding area within the radius of the community center;
5. The demand for a medical mall in this area; the feasibility of a full-service hospital and/or professional medical office campus on the Landover Mall site; and the rationale behind this determination;
6. How proposed development in the area, particularly in the Woodmore Towne Centre project, will affect the redevelopment potential of Landover Mall and vicinity;
7. Measures to improve pedestrian safety in the vicinity of Landover Mall;

8. The potential methods, programs, or incentives to attract a mix of uses appropriate for the community center designated in the General Plan;
9. The appropriate phasing plan for redevelopment; and the focus of the first phase of redevelopment;
10. The role the county should play in redevelopment of the Landover Mall site and adjacent properties, including the Landover Crossing Shopping Center/

The 12-member panel assembled for an intensive one and a half days of work to respond to these issues. Panel members — who contribute their time — were selected for their relevant expertise and objectivity. The panel spent time touring the Landover study area and participated in a briefing led by Councilmember David Harrington and Kwasi Holman, President and CEO of the Prince George's County Economic Development Corporation. The panel then met with stakeholders and community members to gain a better sense of both the issues and their concerns. The remainder of the panel's time was spent behind closed doors, discussing the issues and working together to reach consensus on potential redevelopment scenarios. At the end of the day, the panel presented its findings to M-NCPPC and invited guests. This report presents the panel's findings, conclusions, and recommendations.

Introduction and Summary of Recommendations

While the housing stock is primarily geared toward low- to moderate-income residents, there is an emerging middle class in the area. With more than 163,000 residents and 67,000 jobs within a three-mile radius of the mall, the study area provides the potential foundation for additional economic development and reinvestment.

Commercial and retail development in Prince George's County is not keeping pace with residential growth. In 2005, ULI Washington took on a visioning exercise for the region's growth in which more than 300 of the region's leaders came together to look at how the Washington metropolitan area should prepare for the two million additional residents and 1.6 million additional jobs that are anticipated by the year 2030. The group recognized the current disparities in economic development and promoted principles that would create a better balance of jobs and housing throughout the region and increase development on the eastern side of metropolitan Washington.

The panel recognizes, however, that "old habits die hard." While a stronger commercial and retail market will develop naturally over the next five to 25 years, an immediate change in perspective and growth is not expected. Taking this into consideration, the panel explored opportunities that the county could exploit over the next five to ten years.

To gain a better understanding of the project's scope and external impacts, the panel began by touring Landover Mall and the surrounding area. The panel traveled through the city of Glenarden, established commercial corridors, and residential neighborhoods; through the Landover Mall and Landover Crossing retail centers, which remain mostly vacant; through adjoining residential neighborhoods experiencing varying degrees of deterioration; and past new and upcoming developments, including Summerfield at Morgan Station, the Boulevard at the Capital Centre, and the entrance to the proposed Woodmore Towne Centre mixed-use project.



Panel members meet with members of the community during roundtable discussions to discuss their hopes and concerns

The panel took the opportunity to hear community concerns when it met with community leaders and local stakeholders for roundtable discussions later that day. The panel learned from those discussions that there was limited community support for the high-density residential scheme originally proposed for the site. If housing was to be developed, some community members wanted it to consist of single-family homes. Community members generally felt that residential uses would put too much of a strain on infrastructure—primarily on the county's secondary schools, which are nearing or at capacity—and that if low-end, for-sale condominiums were built, they could be easily flipped to rental apartments if the market were to soften, only

exacerbating the issues associated with the adjacent Glenarden and Maple Ridge apartment complexes.

What the community sought, the panel learned, was high-end retail, including stores like Neiman Marcus, Nordstrom, Starbucks, and Whole Foods. Community members wanted a community college or some other educational facility, higher-quality jobs, office space, and something else that would benefit citizens. They wanted recreational amenities that were more affordable than the Prince George's Sports & Learning Complex, and they wanted a public safety plan that specifically targeted consumer safety and crime prevention.



The panel spent a full day discussing redevelopment opportunities for Landover and adjacent properties

Community members shared their concerns about the medical mall concept. They did not feel that it would bring sufficient economic development to the area, yet believed that it would bring an abundance of environmental issues. They also expressed concern that both M-NCPPC and the owner of the mall, Lerner Enterprises, were not including the community in the redevelopment process and therefore requested to be included and kept informed as the redevelopment moved forward.

center² that responded to community needs while taking market as well as physical planning issues into consideration. The panel formulated and discussed three possible scenarios, all of which are described in greater detail in the Planning and Design section of this report.

Taking all this into consideration, the panel spent the evening and the following day discussing potentially feasible scenarios for a community

Scenario One: Mixed-Use Urban Village. This is the panel's preferred scenario. It responds most directly to what the panel heard was envisioned for the mall. The urban village model provides a Main Street atmosphere that combines retail, residential, workplace, and civic space. This scenario reduces the amount of residential product by 50 percent from the original proposal for high-density housing, and includes programmed recreational and civic uses such as an ice-skating rink.

Scenario Two: Induced Demand. The panel concluded early on that there does not appear to be sufficient market depth to support a medical mall because of the absence of nearby "demand generators" such as a hospital. In this scenario, significant public intervention would be required to induce redevelopment, such as attracting a government agency or private/institutional user to the site by offering economic development incentives. The use of such incentives is intended to

² Community centers are concentrations of activities, services, and land uses that serve the immediate community. These typically include a variety of public facilities and services —integrated commercial, office, and some residential development—and can include mixed-use and higher-intensity redevelopment. Community centers also should be served by mass transit.

leverage subsequent private sector investment. If the county were to attract an end user such as a hospital, government agency, or for-profit university to the Landover Mall site, the site's central location, the availability of more than 80 acres of developable land, and immediate access to I-495 / the Capital Beltway are significant advantages. Such uses would still allow an opportunity to provide a mix of other uses that serve the entire community.

Scenario Three: Interim Holding Strategy. Given its strategic location adjacent to the Capital Beltway, which provides immediate access to the entire metropolitan area, the panel believes that the Landover Mall site is positioned to regain its stature as a regional economic engine. However, it will require time for market forces to evolve in this part of Prince George's County. The panel believes that this may take ten or more years. The panel therefore sought a near-term alternative that would bring residents and visitors to the site while at the same time providing tax revenue to the county. The panel believes that an interim use, such as an auto mall with a cluster of car dealerships, would serve as an immediate and strong regional draw.

The panel also notes that if this redevelopment is to be successful, the county must integrate adjacent apartment complexes into the redevelopment, taking steps to eliminate crime, improve the overall quality of life, and enhance pedestrian safety. Connections and linkages to surrounding and nearby uses, including an Evarts Street Bridge connection across I-495, are also important and will be feasible only with the full support of the county.

Market Potential

The panel was charged with providing a preliminary market analysis for Landover Mall and vicinity in order to determine what mix of uses could be supported in the site's redevelopment. Focusing on a three-mile trade area, the panel analyzed different segments of the market.

Retail

Within the trade area, there are almost 160,000 residents with a median household income nearing \$56,000. This is a solidly middle-income area with \$3.1 billion in annual income and approximately \$680 million in annual household buying power. Moreover, trade area buying power is expected to increase over the next five years with the anticipated completion of more than 2,000 new housing units in several nearby residential developments.

As a result, developers and retailers are recognizing the trade area's competitive market potential with new retail projects. The Boulevard at the Capital Centre, which opened in November 2003, and the proposed Woodmore Towne Centre will provide more than one million square feet of retail space, in effect creating the potential for significant competition for retail development within the Landover Mall Community Center.



Photo by Alan Gilbert, Tilt-up Concrete Assn.

The neighboring Boulevard at the Capital Centre is a successful entertainment destination

Given the success of the Boulevard at the Capital Centre and the proposed retail mix at Woodmore Towne Centre, the panel feels that any retail uses within the Landover Mall Community Center will require a clearly identified market niche. The Boulevard is the county's entertainment destination, and Woodmore Towne Centre will contain big-box retailers that are expected to adequately serve the surrounding trade area. To be successful, any retail uses within the Landover Mall Community Center must complement rather than compete with these nearby retail centers.

Office/Workplace

After analyzing current market trends, the panel believes that opportunities for short-term speculative office development within the Landover Mall Community Center will be limited. Notably, job growth has lagged in the study area. Currently, there are 67,000 jobs within a three-mile radius, representing about 16 percent of the county's job base. While this is expected to change with county officials' continued focus on economic development initiatives that enhance prospects for future growth, it will take time. The site is also a secondary or even tertiary location for office development, behind New Carrollton and Greenbelt, which have evolved into the county's primary Class A office locations. While multi-tenant office development is not

likely to be the primary catalyst for the mall's redevelopment, the panel believes that speculative commercial office development—which could include professional office condominiums—is a long-term and necessary component of mixed-use development. While attracting office users to the site will require time and patience, the panel recommends that a small percentage of the site be set aside for future office development oriented to professional and business services that are geared to the surrounding residential market.

Residential

While the panel believes that residential development may be the most marketable use for the Landover Mall site, nearby projects that are either proposed or currently under construction (Summerfield at Morgan Station, Woodmore Towne Centre, and the Metropolitan of Largo) will provide hundreds of new dwelling units that may fulfill the near-term housing demand. Notably, the panel understands the community's concerns that a proposal for 100 percent residential development would *not* be appropriate for the site. However, in order to ensure that overall development economics are feasible for the project's retail component as well as to balance the mix of uses on the site, the panel firmly believes that a significant portion of the site—up to 35 acres—should be set aside for residential development.

The panel recommends a mix of housing types ranging from mixed-income, for-sale flats to market-rate condominiums and stacked townhouses. While the panel understands that the community would like executive-level, single-family homes on the site, the panel does not believe that single-family detached housing is the highest and best use, and notes that this product would not make the most of the site's value and locational attributes.

Medical Mall

The panel was asked to evaluate demand for a medical mall, defined as a group of medical office buildings with supporting uses. After considering other medical office buildings and hospitals throughout the region, the panel concluded that, by itself, the medical mall would not be a catalyst for redevelopment. The panel believes that in order to make this scenario feasible, a cluster of medical office buildings would require a demand generator, namely an on-site, full-service hospital.

Constraints

In order to fully understand the site's redevelopment potential and create a framework for redevelopment strategies, the panel discussed both the constraints and opportunities at Landover Mall and adjacent properties.

Distance from Metro. While the area has a number of Metrorail stations, none of them are within walking distance of Landover Mall, making the site less accessible than other areas within the county.

Status and Appearance of Adjacent Properties. There is currently nothing to give the mall a sense of place or provide a “wow factor” for potential investors and tenants. Vacant properties, low-end uses, deteriorating adjacent and nearby residential uses, and the looming size and magnitude of parking associated with FedEx Field constrain redevelopment opportunities.

Off the Path of Office Growth. Office growth in Prince George’s County is taking place around Metrorail stations such as the one at New Carrollton. Landover is a secondary or even tertiary office location.

Significant Retail Competition. While Landover Mall is vacant, new retail space in nearby projects is excelling. The Boulevard at the Capital Centre, the proposed Ritchie Station Marketplace and Woodmore Towne Centre—all located within close proximity of Landover Mall and pulling shoppers from the same trade area—definitely limit the types of retail uses that the Landover Mall Community Center could support.

Site History. According to stakeholders, Landover Mall never fully realized its potential as a regional powerhouse. What prospective retail tenants remember about the mall are the crime and safety issues surrounding its demise. This stigma will prove especially constraining in light of the alternative retail locations available.



With the exception of Sears, Landover Mall stands vacant today.

FedEx Field. Located in what was to be a neighborhood center, the stadium and its large parking lots and fields loom over Landover. While FedEx Field brings visibility to Landover, it is only used 10 to 20 times per year in a manner that does not help create a positive sense of place for the study area.

Location. While the mall’s location is exceptional from some standpoints, the panel learned from its briefing and stakeholder interviews that this location is a constraint in the sense that in Prince George’s County, there is a perceived “divide” in market characteristics between what is located outside of the Beltway as opposed to inside the Beltway. Because Landover Mall is located inside the Beltway, and because the marketplace perceives this area as having fewer services, fewer jobs, and less discretionary income than the area outside the Beltway, this location will be a constraint to attracting reinvestment to the site.

Opportunities

Despite the many constraints to redevelopment described above, the panel saw many opportunities for the redevelopment of the Landover Mall and adjacent properties.

Location. Although the mall’s inside-the-Beltway location is perceived negatively in Prince George’s County, in any other county in the region this location would be considered extremely attractive. As the market evolves, with a continued focus on economic development initiatives, the mall’s location at an interchange on I-95/I-495, accompanied by its proximity to the District of Columbia, could be expected to enhance the Landover Mall Community Center’s overall marketability for redevelopment. The panel noted that a tremendous amount of infrastructure is already in place, including two new Metrorail stations and a new highway interchange at Arena

Drive, providing easy access to and from the Landover Mall Community Center, which should make this location highly desirable.

Frontage on Primary and Secondary Arterials. The mall's location along such well-traveled roads as the Capital Beltway and Landover Road (MD 202) is a critical element in marketing the site to tenants and investors.

Site Size. The fact that the site contains more than 88 acres of generally flat, developable land is a significant competitive advantage. While current market conditions suggest a focus on mixed-use redevelopment opportunities, the site's overall size allows for a marketing strategy oriented to larger, more institutional users should the county secure a tenant.

Market Tested with Successful Retail Projects. The Boulevard at the Capital Centre has proven that there is sufficient market depth for high-quality restaurants and retail uses in the surrounding trade area.

Opportunity to Complement Other Development Projects. The proximity of the proposed Woodmore Towne Centre and Boulevard at Capital Centre to Landover Mall and the uses anticipated there create an opportunity to focus the redevelopment of Landover Mall and adjacent properties in a way that complements the uses at these other development projects.

Opportunity to Create a Sense of Place. The Boulevard at the Capital Centre, the proposed Woodmore Towne Centre, and future development on the Landover Mall site have the potential to create a synergistic effect that could strengthen each center and enhance Landover's overall identity.

Lerner Enterprises. Landover Mall's owner has a very long-term view backed by necessary resources and complemented by a track record of success, all of which should ensure that this project is redeveloped to its highest and best use.

Momentum. The county's population density and demographics show positive momentum. New market-rate housing will also provide households with the incomes necessary to support additional top-quality retail development.

The panel concludes that Landover Mall is a critical site for redevelopment, one that must be planned and designed to achieve the county's economic development objectives. However, a number of other projects and economic initiatives are competing for the county's attention. This competition is compounded by the difficulties associated with matching the community's vision with the market. Yet the panel strongly believes that five years from now, as Woodmore Towne Centre reaches completion and market dynamics continue to shift in the county's favor, opportunities for the redevelopment of Landover Mall and vicinity will improve significantly.

Redevelopment Strategies

Community members and public officials told the panel that they wanted the Landover Mall site redeveloped into a place with high-end retail space, market-rate housing (at moderate densities), and urban parks and/or other active civic uses. The panel also considered the 2002 general plan, which designates Landover Mall as a Community Center. The plan notes that:

“Community Centers are concentrations of activities, services and land uses that serve the immediate community near these Centers. These typically include a variety of public facilities and services—integrated commercial, office and some residential development—and can include mixed-use and higher-intensity redevelopment in some communities. Community Centers should also be served by mass transit.”

The General Plan provides guidance for the mix of uses in a Community Center as follows:

- Residential uses: 20 to 80 percent of total development;
- Retail and services: 5 to 50 percent of total development;
- Commercial office development: 5 to 50 percent of total development; and
- Public uses: 10 to 20 percent of total development.

Given the policy framework for redevelopment and the community’s needs and requests, as well as supporting market information, the panel determined that mixed-use development focused on retail and residential uses that support the community center model would best suit the Landover Mall site.

Linkages and Connections

When panel members discussed a vision for the Landover Mall site, they felt it was essential to look at how the property interacts with adjacent sites and with other mixed-use and retail developments in the area. The panel found it necessary to recommend uses complementary to surrounding sites and to create linkages with nearby projects in order to create a sense of place in Landover.



Panel members review how to create linkages and connections within the community center and to nearby areas.

Evarts Street Bridge. Originally included in the Landover and Largo/Lottford master plans but never executed, this bridge is designed to connect Evarts Street across I-495/the Capital Beltway to currently undeveloped land. Today, that land is the proposed site of the Woodmore Towne Centre, which is planned to have more than 700,000 square feet of retail space, one million square feet of office space, 480 residential units, and a hotel and conference center.

Woodmore Towne Centre’s proposed retail uses are likely to attract residents and visitors from throughout the region, create synergy between the two projects, and further ensure the success of

both the Landover Mall Community Center and Woodmore Towne Centre. As a result, the bridge connection will be a necessary element for the Landover Mall site's redevelopment.

The bridge will link the two projects and provide better ingress and egress for both. The panel recommends that county and state officials investigate the feasibility of having Capital Beltway ramps to and from the north connect to the Evarts Street Bridge, as suggested in the 1993 Approved Master Plan Sectional Map Amendment for Landover and Vicinity (Planning Area 72.) The master plan, however, also recommends a grade-separated interchange at the intersection of Brightseat Road and Route 202. This is contrary to the panel's recommendations that these roads be redeveloped as streets rather than highways. The panel therefore recommends that this proposed interchange be removed from the sector plan.

Bus Circulator. The panel proposes that the county establish a special circulator bus service that would link the Landover Mall Community Center and Glenarden to both the Morgan Boulevard and Largo Town Center Metrorail stations and serve other destinations such as the Prince George's Sports and Learning Complex. The suggested route, which is represented by a purple dash in Figure 2 (shown to the right) would take residents and visitors from the Morgan Boulevard station to the Landover Mall site, through Woodmore Towne Centre, and then to the Boulevard at the Capital Centre and the Largo Town Center station. The circulator would also connect north through Glenarden to the New Carrollton Metro station.

This special bus should have a strong identity, high-quality vehicles, and frequent service similar to that of the new DC Circulator bus that serves downtown Washington. The operational characteristics of the bus service are important to the success of the concept. The panel recommends that the circulator have the following features:

- Provide exclusive bus lanes where possible. There is excess road capacity for FedEx Field parking access that the county can devote to bus lanes on non-game days. The new section of Evarts Street also could accommodate bus lanes.
- Provide buses with the technology to trigger traffic signals to reduce intersection delays.
- Institute "NextBus," a traveler information service that provides estimates of bus arrival times at bus stops and on the Internet.



Figure 2: Panel members focused on a circulation plan that would better link the Landover Mall site and adjacent properties to Metro and nearby current and proposed retail centers. Larger version shown in Appendix .

Pedestrian Access. The panel repeatedly heard about the need for a more pedestrian-friendly environment and focused on that request when looking at the best redevelopment strategies for the site. The panel recommends that the redevelopment, at its foundation, focus on walkability. The redesign of the streets should involve a comprehensive review to create a more inviting and safe environment for walking and bicycling. Recommended changes include the following:

- Narrowing street cross sections to ease pedestrian crossings and reduce automobile speeds;
- Reducing automobile lane widths and adding bike lanes;
- Modifying intersections with pedestrian crossings to include medians where possible, removing free-flow right-turn lanes, adjusting signal phasing to enable pedestrians to cross safely, and installing pedestrian countdown lighting fixtures.

Improving pedestrian access would also require enhancing the existing Henry P. Johnson Neighborhood Park to the north, preserving the stream valley to the west of the site, and extending that open space framework onto the Landover Mall site and south toward the Prince George’s Sports and Learning Complex.



Figure 3: Pedestrian connections and Linkages

- Large black dots mark key intersections that must be pedestrian friendly .
- Pink stars indicate both the town circle (above) and civic square (below) areas where pedestrians could congregate .
- Purple arrow indicates the necessary connection of Evarts Street and the Main Street of the Landover Mall site to the proposed Woodmore Towne Centre.
- Green dotted line represents the continuation of the pedestrian promenades to nearby park space and the county’s Sports and Learning Complex.
- Larger version in Appendix.

Extend the Redevelopment to Include Adjacent Parcels

While the Landover Mall site is significant and redevelopment of the project area itself would enhance the county, the panel believes that in order for the redevelopment to be successful, it must include the adjacent Glenarden and Maple Ridge apartment complexes, as well as the vacant and underutilized land on the south side of Landover Road (MD 202).

Glenarden and Maple Ridge Apartments. Considered by county officials to be a “breeding ground for criminal activity,”³ the Glenarden and Maple Ridge apartment complexes have been directly linked to the high levels of crime and shoplifting that created the stigma associated with Landover Mall. In order to truly transform this area into a “different” place, the apartment complexes must be integrated into the Landover Mall Community Center’s overall redevelopment.

The panel recommends repositioning both apartment complexes, eliminating some units and converting others to condominiums, to provide more housing options and promote homeownership. The panel would also like to see this residential area directly linked through streets and sidewalks to the redevelopment that occurs on the Landover Mall site. These linkages will be discussed further in the Planning and Design section.

Gateway to FedEx Field.

The panel would also like to capitalize on the site’s adjacency to FedEx Field and extend the experience of those visiting the Landover Mall Community Center into FedEx Field. While this venue is only used 10 to 20 times a year, it provides an identity for the surrounding area and should be highlighted. The panel sees a long-term opportunity to improve streetscapes, uses at the Landover Mall Community Center, and signage to the FedEx Field area.

³ Milloy, Courtland, “The Complexities of a Prince George’s Crime Incubator,” *Washington Post*, March 16, 2005.

Planning and Design

The panel generated and considered the following three potential scenarios for the redevelopment of the area known as the Landover Mall Community Center.

Scenario One: Mixed-Use Urban Village

When formulating Scenario One, the panel's goal was to create an urban experience that would be unique to the area while remaining grounded in the county's history. Woodmore Towne Centre and the Boulevard at the Capital Centre each fills a market niche, and it is important that the Landover Mall Community Center complement these retail centers. The Boulevard at the Capital Centre is the area's entertainment destination, while Woodmore Towne Centre will be a mixed-use project with big-box and destination retail uses as well as residential and office components. Given the magnitude of these projects, the panel recommends that the Landover Mall Community Center take on a mixed-use, urban identity.

To accomplish this, the panel created an urban grid, breaking the property into 400- by 400-foot blocks with alleys. This concept was continued across Brightseat Road to include the Glenarden and Maple Ridge apartment complexes. Including these complexes in the planning and design component is important to further enforce the sense of place.



Figure 4: Mixed-Use Urban Village Scenario

- Yellow: Existing uses, both residential and commercial.
- Green: Open space/parkland.
- Red: Proposed retail. Retail along main pedestrian promenade will be first floor retail with residential above.
- Orange: Proposed residential in a mix of condominiums and townhouses.
- Blue: Proposed office.
- Light Purple: Proposed hotel use.
- Dark Purple: Proposed public uses. An urban park has been proposed for the south of the plan while a school has been proposed for the north of the plan.
- Larger version in Appendix.

At the center of the site, the panel placed a “Main Street” that connects MD 202 and the Evarts Street Bridge. The design envisions street-level retail space below upper-floor residential units along Main Street, which would also be the village’s main pedestrian promenade for residents and visitors.

Larger-scale retail uses would be located near the Evarts Street Bridge, which would link them to the big-box retail component of Woodmore Towne Centre. The panel recommends anchoring the village with a grocery store, which would be a catalyst for further development and would complement the proposed retail mix at Woodmore Towne Centre.

Residential condominiums and townhouses would be located on the western portion of the site along Brightseat Road. The panel took into consideration the sponsor’s and community’s concerns about residential uses on the site and reduced the number of housing units in the original redevelopment scheme by half, producing a program of up to 1,000 housing units in a combination of for-sale market-rate condominiums and mixed-income units. Office buildings, which would be phased in as demand warrants, would be located at the easternmost portion of the site, which offers visibility from and frontage on I-95/I-495.

The panel foresees an urban park—the village’s civic space and public realm—becoming one of the village’s main draws. As was successfully done at Reston Town Center, the panel would like the urban park to include an area enclosed by a pavilion that can be used for ice skating in the winter, open-air concerts in the summer, a farmers’ market on weekends, and other programmed activities.

The panel recommends that the land to the northwest of the redeveloped apartment complexes be set aside for a public use such as a middle school. Given the number of nearby residential units in the pipeline—as well as those that could be accommodated on the Landover Mall site—and the fact that local schools are reported to be at or near capacity, the panel believes that this would be an appropriate location for this public use. The panel also recommends that the Landover Crossing site be redeveloped with new retail uses.

The panel envisions the mix of uses in the proposed urban village to include approximately 250,000 square feet of retail development on 25 acres oriented to high-quality tenants, destination restaurants, and convenience and service retail; 35 acres of civic space, stormwater management, parking and circulation; up to 100,000 square feet of office space on 3 acres; and 1,000 residential units on 35 acres, reflecting a moderate density in the range of 25 to 30 units per acre.

The mixed-use urban village scenario responds to the needs of the community and the definition of a Community Center by providing a variety of uses, including destination retail and civic space. The concept is intended to offer a high-quality environment and identity, and would help to strengthen Landover’s sense of place. The mix of residential unit types in the project will also enhance neighborhood stability.

The market, however, is not yet able to support this scenario. The panel believes that it will take five or more years until the market will accommodate the first phase of an urban village scenario.

This scenario also has a large residential component, which the panel believes is necessary to realistically position the project in the marketplace, but the community appears reluctant to support this aspect of the plan.

While today's market provides insufficient support for development of this scenario, the county can begin working on numerous initiatives to prepare for it now. The panel recommends that the county immediately begin conversations with state and federal agencies to discuss construction of the Evarts Street Bridge. The county should also take steps to reposition the Glenarden and Maple Ridge apartments and initiate streetscape and other infrastructure improvements to leverage subsequent private investment.

Scenario Two: Induced Demand

The panel was asked to incorporate a medical mall into one of its three scenarios. The panel believes that medical office buildings alone would not catalyze new development, and that the support of the Prince George's Hospital Center would be required in order to create a viable plan and accommodate a medical mall.

Prince George's Hospital Center has been experiencing financial difficulties and reportedly has considered relocating its facilities. In the panel's experience, while examples of successful hospital expansions do exist, other hospitals have had difficulty doing so and have found that building a new hospital has proven to be a better value. Given the need for a hospital in the county, a move could be foreseeable.

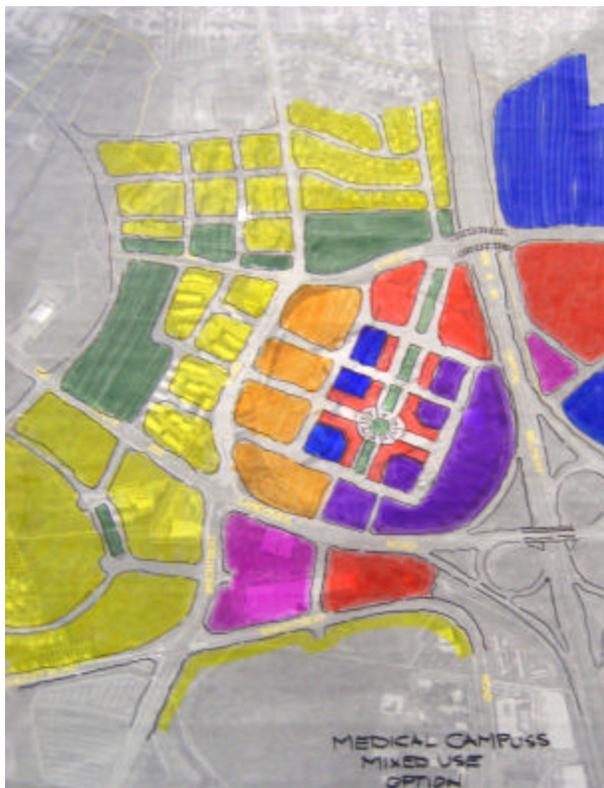


Figure 5: Induced Demand Scenario

- Yellow: Existing uses, both residential and commercial.
- Green: Open space/parkland.
- Red: Proposed retail. Retail along main pedestrian promenade will be first floor retail with office above.
- Orange: Proposed residential in a mix of condominiums and townhouses, including age-restricted housing.
- Blue: Proposed office.
- Light Purple: Proposed hotel uses .
- Dark Purple: Proposed public uses. An urban park has been proposed for the south of the plan while a hospital and medical office buildings or a university is proposed for the eastern portion.
- Larger version in Appendix

While the panel realizes that a decision to move the hospital center extends well beyond the scope of this assignment and requires significant public intervention, the panel does recognize that, given Landover Mall's location in the heart of the county, with tremendous highway access, it presents an ideal site for the hospital center. If the hospital decides to relocate and the Landover Mall site is chosen, the panel recommends locating the hospital on the easternmost portion of the site, along I-95, to give the hospital maximum exposure and the best possible access while preserving the remainder of the site for additional uses.

Even with a hospital relocation scenario, the panel recommends an urban grid with a mix of uses. The mix of uses in this scenario, however, would change to reflect the anchor use. The panel recommends that medical office buildings be located near the hospital and that the Main Street retail space include tenants that would support medical uses, such as a CVS Pharmacy, Hour Eyes eye care center, or similar convenience and service retailers.



While there are currently no plans for the future of Landover Mall, demolition has already begun to take place.

Although the panel again proposes a mix of residential uses, as recommended in scenario one, it foresees fewer housing units in this scenario. Given the medical orientation of the other proposed uses, this scenario could include age-qualified or assisted living residences. Across Landover Road at the current Landover Crossing shopping center, the panel envisions a hotel and restaurant to complement the hospital.

If the relocation of the hospital is determined not to be the highest and best use of the Landover Mall site, the panel could foresee a secondary or tertiary federal, state, or county agency—or an educational institution—using a large portion of the space, if the demand arises. In this alternative scenario, housing, retail, and office users would change to support the anchor use.

The strength of the induced demand concept is that it incorporates a new hospital for the county with other uses that would create an environment focused on medical uses. The medical office buildings would also generate traffic to the site, thus reinforcing its sense of place as a full-service medical campus. This scenario also takes full advantage of the site's location, which would provide easy access to all county residents.

The weaknesses or barriers to bringing a hospital to the site are the fact that the hospital—or any institutional use—would change the site's dynamics. Retail, office, and residential uses would primarily complement the hospital, but this may preclude attracting the high-end retailers that community members want. This scenario is also dependent upon inducing demand; that is, it requires county and hospital officials to approve the relocation and construction of an entirely new hospital facility on the Landover Mall site. One obvious issue is that ambulances will have a very difficult time maneuvering through traffic to reach the hospital when FedEx Field is in use. Finally, while the panel recognizes that Lerner Enterprises, the mall's owner, may be open to all scenarios, creating a project dedicated primarily to medical uses is not consistent with the firm's other projects.

The timeline for this scenario would be dependent upon attracting the hospital or a similar anchor tenant, such as a government agency or university, to the site to catalyze redevelopment. Once the principal user is secured, implementation could occur. In the interim, as in the urban village scenario, the panel recommends starting the redevelopment process by focusing on public sector infrastructure improvements such as the bridge, assistance in renovating or redeveloping the apartment complexes, and implementing streetscaping and other civic improvements.

Scenario Three: Interim Holding Strategy

The panel believes that the market in this area of Prince George's County could be sufficiently strong to accommodate the start of Scenario One in five years. On the other hand, the panel recognizes that the community and county may rather wait until the market matures to a point where a grander scheme would be feasible.

In Scenario Three, rather than leaving the site vacant with negligible impact on the county's tax rolls, the panel recommends a holding strategy that takes advantage of the site's location to create a regional attraction that would cost little to develop yet provide immediate economic benefits to the county. To achieve this, the panel recommends that the site be used as an auto mall—similar to those found along VA 7 in Tysons Corner, Virginia, or at US 29 and Briggs Chaney Road in Silver Spring—where a number of car dealerships lease space for a ten- to 20-year period, or until the market has matured.

The strength of this scenario is that it would quickly provide tax dollars to the county and attract customers to the trade area. Its weakness is that it does not create a community center and does not respond to area residents' desires for a mixed-use redevelopment.

While the holding strategy would apply to the Landover Mall site, the panel nonetheless recommends, as in the other scenarios, that immediate steps be undertaken to reposition the adjacent apartment complexes, construct the Evarts Street Bridge, and implement the public safety recommendations as further discussed in the Implementation section.

Implementation

Strong public commitment, an integrated planning effort, and a designation of financial resources will be required in order to begin to successfully revitalize the Landover Mall site and enhance the overall experience of residents and visitors to this area of Prince George's County.

Public Leadership

The commitment to this center's redevelopment must start at the top. The county executive must be the champion for the redevelopment effort, and his leadership must be carried on by the county council. The Maryland-National Capital Park and Planning Commission also must take on a strong leadership role. The panel recommends that M-NCPPC be a strong driver of the redevelopment planning process, while the Redevelopment Authority of Prince George's County, working alongside the Prince George's County Department of Housing and Community Development, will spearhead the plan's implementation.

While the panel recognizes that agencies in Prince George's County often work independent of each other, the panel believes that communication and integration among agencies is important. The panel therefore recommends that M-NCPPC coordinate all interagency communications for this redevelopment plan with the help of the Redevelopment Authority of Prince George's County and the Department of Housing and Community Development.

Integrated Planning

In addition to actually planning what type of uses will be viable on the site, a number of other plans need to be developed in order to reverse the stigmas associated with the Landover Mall site. By acting proactively to develop and implement these plans, the county will assure residents, visitors, and investors of its commitment to the area. These plans include the following:

Public Safety Plan. The panel read that 137,000 residents live within the study area and that 144,000 calls to the police were made during the past year. While some would like to believe that only the perception of crime exists, the reality is that it is happening. In order to attract residents and visitors to the area, the county must administer a public safety audit.

Neighborhood Development Plan. As noted previously, the demise of the Landover Mall was in part due to crime that stemmed from the low-income housing stock adjacent to the site. The county needs to create a plan to rehabilitate existing apartment communities and to increase the level of homeownership and the diversity of the housing stock in those communities through condominium conversions.

Streetscaping. The panel recommends that the county create and implement a uniform streetscaping plan and standards for Landover and Brightseat roads. A plan that would bring in landscaping, lighting, signage, sidewalks, and covered bus stops as well as other elements would help create a sense of place.

Pedestrian Safety Plan. Very few amenities currently exist for the pedestrians who choose to walk or wait for a bus along Landover Road or Brightseat Road. The streetscaping plan should incorporate a plan to ensure pedestrian safety. The panel recommends that the county undertake a pedestrian safety plan to determine the best means of accommodating area pedestrians.

Capital Improvements

The capital improvements that need to be made to the area will shape the future of the Landover Mall Community Center.

Evarts Street Bridge. A critical element in the redevelopment plan for Landover Mall is its connection to the Woodmore Towne Centre. While the panel knows that this is an extremely expensive undertaking, it feels that this should be a high priority. The county should work with federal and state agencies to seek participation and funding to finance the cost of the bridge.

Land Acquisition of Key Sites. While the Landover Mall site is the core of the redevelopment focus, additional parcels along Landover Road contribute to the corridor's image and sense of place. The panel therefore recommends that the county acquire underutilized sites such as Landover Crossing and nearby car dealerships and ready them for development. In taking on a leadership role, the county must do what it can to spur redevelopment. The county can then work with private developers to form public/private partnerships to redevelop the sites.

Circulator Bus. The county should finance the circulator bus described earlier in this report. This service should be initiated once redevelopment begins at the Landover Mall Community Center.

Current Programs and Processes

Prince George's County currently has a number of underutilized programs and procedures that could be improved upon in order to attract redevelopment to Landover.

Enterprise Zone. While this is an exceptional tool that has been well utilized in other markets, the panel learned that the benefits associated with being within an enterprise zone have not attracted anyone to this area of Prince George's County. To reverse this situation, the panel recommends that the county increase its marketing efforts and be available to educate interested parties on how the benefits of locating within an enterprise zone will affect them.

Newly Constructed or Substantially Rehabilitated Dwellings Tax Credit. This five-year tax credit currently applies to newly constructed or renovated dwellings within a one-quarter-mile radius of a Metrorail station in Prince George's County. While the panel likes this incentive, its reach is not broad enough to include the housing adjacent to Landover Mall. To encourage rehabilitation of this housing as well as the development of market-rate housing on the redevelopment site, the panel recommends that the Prince George's County Department of Housing and Community Development expand this tax credit to include dwellings within one-quarter-mile of a designated General Plan Center. The language could be narrowed to limit the credit to centers inside the Capital Beltway.

Fast Tracking. The panel strongly favors a fast-track plan approval and permitting process for redevelopment projects that the county sees as having strong economic importance. This must be

a coordinated effort among the municipality, state, and local utility companies. Projects within the enterprise zone would be especially appropriate for this process.

Fee Waivers. Another incentive, and a way to show that the county is open for business, is to waive application fees associated with redevelopment of the Landover Mall Community Center.

Conclusion

Any other area with a large (more than 88-acre site) inside the Capital Beltway would be experiencing significant competition among many Washington area developers to gain control and develop the site. But the Prince George's County market has not yet matured enough for this to happen there. The panel believes, however, that the Landover Mall site will once again become an economic engine for Landover and Prince George's County. It is simply a matter of practicing patience until the market matches the county's vision for the site.

With strong public leadership—which may include the use of economic incentives to jump-start opportunities—and an entrepreneurial approach to redevelopment, the panel strongly believes that Landover Mall will become a very successful community center containing a mix of commercial and residential uses that, combined with effective physical planning and investment in infrastructure and other public improvements, ties together the surrounding residential areas and adjacent and nearby retail centers, thus creating a much more positive sense of place for Landover.



Panel members from left to right: Louis J. Slade, Bryant F. Foulger, Tennille Smith Parker, Douglas M. Wrenn, John A. Asadoorian, Charlotte Neugebauer Kosmela, Kevin Tankersley, Robert Atkinson, Andrew K. Brown, W. Thomas Lavash, David W. Kitchens and Joseph R. Davis.

Appendix 1

Proposed Bus Circulation Route



Blue: Landover Mall Community Center.

Purple Dash: Proposed Bus Routes.

Red: Proposed Intersections – Connectivity Points.

Green: Open Space.

Appendix 2

Proposed Pedestrian Connections



- **Black Dots:** Key Intersections that must be Pedestrian Friendly.
- **Pink Stars:** Town Circle (above) and Civic Square (below.)
- **Purple Arrow:** Necessary Connection between Landover Mall and Proposed Woodmore Towne Centre .
- **Green Dash:** Continuation of Pedestrian Promenades to nearby Park Space and County's Sports and Learning Complex.

Appendix 3

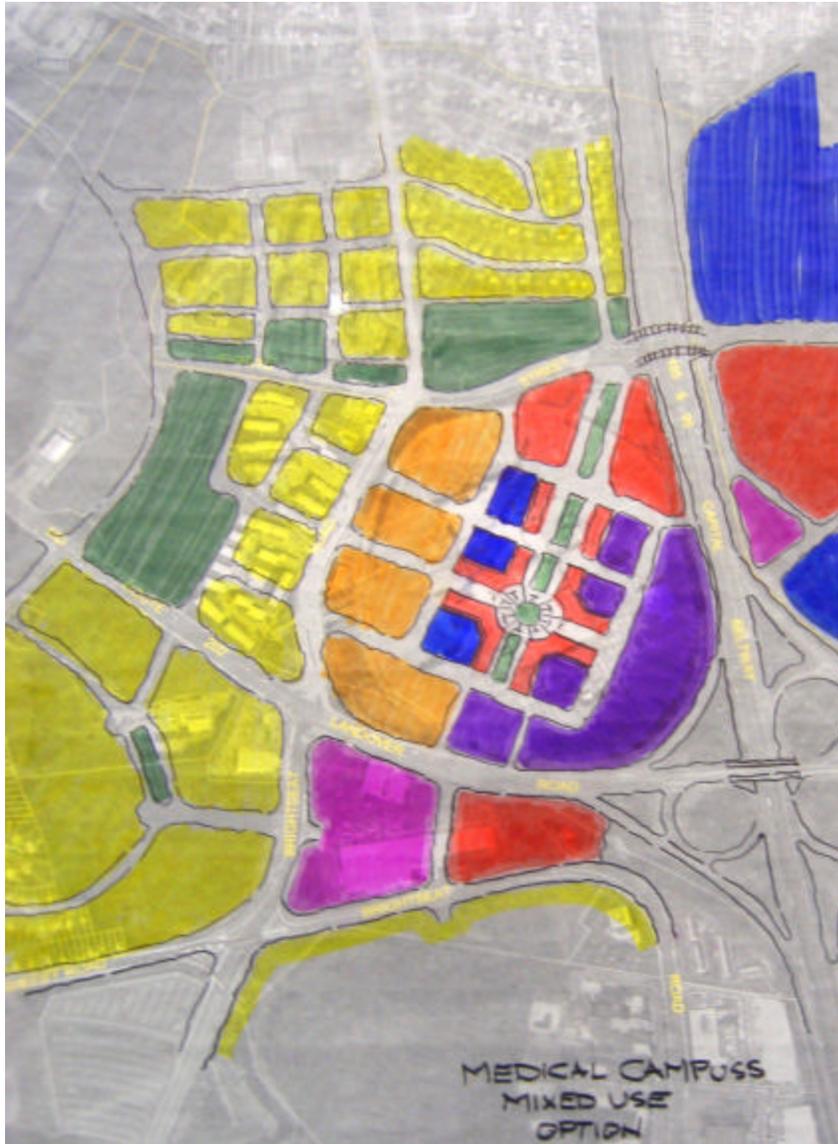
Scenario One: Mixed-Use Urban Village



- **Yellow:** Existing uses, both residential and commercial.
- **Green:** Open space/parkland.
- **Red:** Proposed retail. Retail along main pedestrian promenade will be first floor retail with residential above.
- **Orange:** Proposed residential in a mix of condominiums and townhouses.
- **Blue:** Proposed office.
- **Light Purple:** Proposed hotel use.
- **Dark Purple:** Proposed public uses. An urban park has been proposed for the south of the plan while a school has been proposed for the north of the plan.

Appendix 4

Scenario Two: Induced Demand



- **Yellow:** Existing uses, both residential and commercial.
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About the Panel

Douglas M. Wrenn
Rodgers Consulting, Inc.
Germantown, Maryland

Wrenn, a principal with Rodgers Consulting, Inc., directs the firm's work on a broad range of urban planning and site development projects. Prior to joining Rodgers Consulting, Wrenn was director of redevelopment programs for Montgomery County, Maryland, where he was responsible for managing 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 Wheaton Redevelopment Program Office.

Wrenn has many years of consulting experience as a land planner and urban development specialist. He has directed multidisciplinary teams working 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 master's degree in landscape architecture, both from North Carolina State University. Wrenn is a member of the Urban Land Institute and is active in its Washington District Council. He sits on the district council's Executive Committee and is chair of its Technical Assistance Panel Committee.

John A. Asadoorian
Asadoorian Retail Solutions
Washington, D.C.

Founding principal of Asadoorian Retail Solutions, Asadoorian is a native Washingtonian. His entry into the world of retail real estate occurred in 1986. Having witnessed the ebb and flow of retail in the nation's capital, Asadoorian developed a personal drive to see retail return to the city's core. In the years that followed, his entrepreneurial style suited him well as director of retail leasing for the Oliver Carr Company (now CarrAmerica) and then as senior vice president at Grubb & Ellis. Today, he employs a unique set of skills learned from both the property owner's and the tenant's perspectives.

Asadoorian's broad experience includes assisting in start-up retail and restaurant operations and being retained by nationally known retailers with multiunit concepts. He is also adept at representing the interests of property owners. The breadth and depth of Asadoorian's knowledge of the regional retail market comprises the greater Washington and Baltimore markets. On a national level, his focus includes major urban centers. Recognized as an authority in the regional real estate market, Asadoorian has been recognized as an expert by zoning commissions and planning councils. He has spoken at trade conferences and is quoted regularly in various newspapers and publications.

Asadoorian received a bachelor's degree in accounting from Syracuse University in 1984.

Robert Atkinson
Davis Carter Scott
McLean, Virginia

Atkinson is business development director at Davis Carter Scott, one of the leading architectural firms in the Washington metropolitan area. He has more than 27 years of experience in urban design, master planning, and economic development for both the private and public sectors. Prior to joining Davis Carter Scott, Atkinson spent 14 years with the Arlington County Department of Economic Development, where he was responsible for the development of the award-winning Rosslyn Station Area Plan Addendum, assisted numerous projects through the site plan approval process, and was an active participant in developing many of the county's land use policies. Widely known throughout the Washington area real estate and development communities, Atkinson has extensive knowledge of local development conditions and opportunities.

With a bachelor of university studies degree from the University of New Mexico in architecture, planning, and architectural history, Atkinson has undertaken numerous urban design, downtown planning and site retail design projects. He has also been instrumental in developing zoning and historic preservation ordinances, formulating development policies, and negotiating real estate transactions.

Andrew K. Brown
Stanford Properties, LC
Bethesda, Maryland

As chairman of Stanford Properties, LC, Brown directs all activities of the Bethesda-based real estate investment and development company. Since the company's founding in 1992, he has acquired and developed more than 25 residential and commercial projects with an aggregate value in excess of \$250 million. Brown's recent projects include the conversion of an underperforming big-box retail center into a high-density residential condominium project, the development of a traditional grocery-anchored retail center, and the development of a 50-acre mixed-use residential and retail town center. Brown directs site selection, acquisition, governmental entitlements, financing, construction, leasing, and ongoing asset management of completed projects.

Prior to founding Stanford Properties, Brown was director of retail development for Baier Properties, Inc., where he oversaw the development of numerous retail projects. Before joining Baier Properties, he held positions in acquisition and project management with two Washington-based real estate firms.

Brown received his BA in economics from Stanford University. He is an active member of the Urban Land Institute and serves on the Washington District Council's Executive Committee. Brown is a member of the International Council of Shopping Centers (ICSC); a founding member of Greater D.C. Cares, Inc.; a founding member of the Stanford Real Estate Association; and president and founder of New Community Foundation, Inc.

Joseph R. Davis
Wheaton Redevelopment Program
Wheaton, Maryland

Davis has led the Wheaton Redevelopment Program Office since April 2004. The program is a multiyear effort by Montgomery County to help revitalize downtown Wheaton. The effort includes helping property owners and developers work through the county's complex development approval procedures and processes. The program also seeks community input from residents and businesses on projects and programs to help the revitalization efforts in downtown Wheaton. The redevelopment program staff also implements an ongoing program to improve downtown building facades and streetscapes.

Previously, Davis served as Chief of the Development Review Division of the Maryland-National Capital Park and Planning Commission's Montgomery County Department of Park and Planning. In this position, he managed the subdivision and site plan approval programs, led the zoning legislation program, and directed the department's plan enforcement responsibilities. Davis retired from M-NCPPC after a 32-year career as an urban planner, program manager, and administrator. He is an active member of the Urban Land Institute and has served on the Washington District Council's Executive Committee since 2002.

Davis earned a master's degree in public administration from the University of Northern Colorado and a bachelor of science degree in political science and geography from Florida State University. In 2001, Davis completed the Smart Growth Leadership Program, which is run by the Maryland School of Public Affairs at the University of Maryland.

Bryant F. Foulger
Foulger-Pratt Companies
Rockville, Maryland

Foulger has been a principal and vice president of the Foulger-Pratt Companies for more than 25 years and has been active in real estate development for 27 years. Foulger-Pratt is made up of four operating companies: Foulger-Pratt Development, Foulger-Pratt Contracting, Foulger-Pratt Management, and Pioneer Building Services. Foulger's primary efforts are in the area of real estate development and property management.

Foulger-Pratt has developed and/or acquired more than 50 commercial real estate properties valued at more than \$1.1 billion, including Downtown Silver Spring in Silver Spring, Maryland; the NOAA Headquarters in Silver Spring; Crossroads Plaza in Salt Lake City, Utah; the headquarters of the Nature Conservancy in Arlington, Virginia; Blackwell Office Park in Rockville, Maryland; Milestone Business Park in Germantown, Maryland; Hunters Branch Office Park in Vienna, Virginia; and many other successful projects. Foulger also oversees the management of approximately 3 million square feet of the Foulger-Pratt property management portfolio.

The Montgomery County Chamber of Commerce named Foulger "Montgomery County Business Leader of the Year" for 2003. He and his brother Clayton were named "Private Sector Trendsetters of the Year" in the 2004 Trendlines Conference.

Foulger is active in community and church affairs. He sits on the Silver Spring Urban District Advisory Board and the AFI Silver Advisory Council; is a member of the Montgomery County Business Advisory Panel; is a trustee emeritus of the Bullis School in Potomac, Maryland; and completed a two-year volunteer mission for his church in Bogota, Colombia. He attended Brigham Young University and he and his wife Marianne are the proud parents of six children.

David W. Kitchens

Cooper Carry Architects

Alexandria, Virginia

As the principal-in-charge of Cooper Carry's Alexandria office, Kitchens communicates and preserves the firm's commitment to high-quality design services. During his 20 years of service at the firm he has participated in urban mixed-use design efforts on a variety of award-winning projects, including Underground Atlanta; Mizner Park in Boca Raton, Florida; and Bethesda Row in Bethesda, Maryland. These mixed-use developments have been recognized by a variety of organizations, including the American Institute of Architects (AIA), the Urban Land Institute, and the Congress of the New Urbanism. Kitchens continues to lead urban design efforts in many cities nationally as well as locally, including projects in Crystal City in Arlington, Virginia; Falls Church, Virginia; and several developments in Alexandria, Virginia, including a new hotel/condominium development at the Carlyle.

Kitchens grew up in Atlanta, Georgia, and received bachelor's and master's degrees in architecture from the Georgia Institute of Technology. His graduate studies concentrated on urban design and pedestrian urban spaces. He participates in AIA-sponsored Urban Design Assistance projects, making recommendations to cities for downtown redevelopment. He serves on the ULI Public/Private Development Council and is active with the urban design advisory board at the School of Architecture and Planning at the Catholic University of America. In his professional career, Kitchens's central goal is to create great buildings in connecting environments where people love to live, work, play, and learn.

Kitchens is certified by the National Council of Architectural Registration Boards (NCARB) and is a registered architect in Florida, Georgia, Maryland, New Jersey, Virginia, and the District of Columbia.

Charlotte Neugebauer Kosmela

SmithGroup, Inc.

Washington, D.C.

Kosmela, an urban designer and certified planner, is studio leader of the urban design and planning studio at SmithGroup's Washington, D.C., office. Her current work focuses on community planning, federal and institutional master planning, and mixed-use development design throughout the Mid-Atlantic region. Kosmela's current projects include the St. Elizabeth's West Campus Master Plan and the Clemson University International Center for Automotive Research.

Kosmela received a master's degree in architecture from the Royal Academy of Fine Arts, Copenhagen, Denmark, and has worked in the U.S. design and construction industry since 1992. Her work has garnered several awards, including a 2005 American Planning Association (APA) National Capital Area Chapter award for the Pentagon Reservation Master Plan.

Kosmela is active personally and professionally in the local and national design and planning community. She has served as faculty to APA's China Program, currently serves on the AIA Regional and Urban Design Committee (RUDC) Advisory Group, and is a contributing member to ULI's Washington, D.C., UrbanPlan II Committee.

W. Thomas Lavash
Economics Research Associates
Washington, D.C.

Lavash joined Economics Research Associates in 1994. He brings to public and private clients 22 years of experience in real estate and economic development consulting. His retail experience includes evaluating underperforming assets, testing market demand and financial feasibility for all types of retail uses, programming mixed-use projects, and crafting revitalization strategies in commercial districts and corridors.

Prior to joining Economics Research Associates, Lavash worked for Ratcliffe, Cali, Duffy, Hughes & Company (RCDH), where he completed 40 property valuations throughout the Northeast Corridor. Lavash appraised multifamily apartments, office buildings, and retail centers for NationsBank, Wells Fargo Realty, AMRESCO, and others. He also advised on acquisition and disposition strategies and property operations. Prior to that, Lavash worked for Halcyon Ltd., where he completed 65 market assessments of residential and commercial projects nationwide. Additional projects include retail redevelopment strategies for the Gimbel's building in Pittsburgh, Union Market in St. Louis, and the expansion of the World Trade Center in Boston.

Lavash is a member of the Urban Land Institute, is active in the Washington District Council, and is listed in *Who's Who in the East*. He has served on ULI Advisory Services panels that explored redevelopment opportunities in Fort Lauderdale, San Antonio, and Prince George's County, Maryland, as well as on an AIA Regional/Urban Design Assistance Team (R/UDAT) panel to evaluate redevelopment opportunities in Lawrence, Massachusetts.

Lavash holds a master of city planning degree from the University of Pennsylvania with a certificate in real estate development from its Wharton School of Business, and a bachelor of arts in urban studies, *cum laude*, from the University of Massachusetts at Dartmouth.

Tennille Smith Parker
City of Falls Church, Housing and Human Services
Falls Church, Virginia

Parker has served as senior housing specialist for the city of Falls Church since March 2003. She is responsible for the development and implementation of affordable housing products and programs, negotiating the inclusion of affordable housing in mixed-use projects, administering

the city's federal community development grants programs, and conducting outreach activities with affordable housing organizations and developers.

Prior to joining the city, Parker was a community planning and development specialist with the U. S. Department of Housing and Urban Development (HUD), an executive agency responsible for increasing homeownership, supporting community development, and fighting housing discrimination. In this capacity, she worked with the community development block grant (CDBG) program and was responsible for regulatory technical assistance for HUD's Mid-Atlantic, Southeast, and Caribbean field offices. She began her career at HUD in 1998 through an appointment under the Presidential Management Fellows program.

Originally, from Pittsburgh, Parker moved to northern Virginia to attend George Mason University, where she earned a bachelor of arts in government and politics. Parker also holds a master of public administration degree from the Maxwell School of Citizenship and Public Affairs at Syracuse University.

Louis J. Slade
Gorove/Slade Associates, Inc.
Washington, D.C.

Slade is a founder of Gorove/Slade Associates, Inc., where he directs all of the firm's work in the District of Columbia and with federal agencies. Slade's diverse experience bridges the disciplines of civil engineering design, urban transportation planning, traffic engineering, land development, environmental analysis, and transportation systems design. He has directed major regional comprehensive transportation planning studies and corridor studies, traffic circulation and transit studies, and parking needs and design optimization studies for central business districts and new developments. He has also devised and analyzed alternative public transportation modal options. Slade is familiar with road rating and sufficiency evaluation systems for primary and secondary roads. He has performed analytical assessments of air quality and noise levels of transportation facilities and systems. Slade has performed traffic impact assessments for residential, office, shopping and convention centers, and institutional complexes. He has been responsible for the transportation and parking components of academic, government, and corporate campuses. He also has extensive experience with large-scale spectator facilities such as sports arenas and stadiums.

Slade received his Bachelor of Science and Master of Science in civil engineering from Northwestern University. He is a registered professional engineer in the District of Columbia and Maryland, and a certified professional traffic operations engineer (PTOE). Slade is a fellow and life member of the Institute of Transportation Engineers, a member of the Urban Land Institute, and president of the George Washington Chapter of the Lambda Alpha International Land Economics Society.

Kevin Tankersley

LandDesign

Alexandria, Virginia

Tankersley is a principal in LandDesign's Washington, D.C.–area office. A landscape architect with 18 years' experience, he is responsible for managing projects ranging from community master plans to entitlements to detailed landscape and hardscape design and construction drawings.

Tankersley's current work includes design and construction documents for the Village at Snowshoe Mountain Resort in West Virginia; landscape design for the Sanctuary at Fairwood in Prince George's County, Maryland; and open space and streetscape design for Clarksburg Town Center in Montgomery County, Maryland. He has recently completed work on several urban infill projects, including the Ellington in Washington, D.C., and the Fannon property in Old Town Alexandria, Virginia.

Tankersley's recent and ongoing work on a variety of projects in Virginia includes the master planning, rezoning, and park design for Broadlands, a 1,300-acre planned community in Loudoun County; streetscape design guidelines for Carlyle, an 82-acre mixed-use development in Alexandria for Norfolk Southern Corporation; streetscape and waterfall design for Lee's Parke in Fredericksburg; and master planning for several research parks in Charlottesville for the University of Virginia Foundation.

Tankersley has Leadership in Energy and Environmental Design (LEED) accreditation and is a member of the American Society of Landscape Architects and the National Trust for Historic Preservation. He received his master of landscape architecture from North Carolina State University and his bachelor of science in horticulture from the University of Maryland.