



Washington

WESTPHALIA: REIMAGINING OPPORTUNITY

"Break the Cycle!"



Technical Assistance Panel Report | NOVEMBER 16-20, 2020
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ON THE COVER: Conceptual rendering of Westphalia. Source:
M-NCPPC.



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The Urban Land Institute is a global, member-driven organization comprising more than 40,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 80 countries. More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

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ULI Washington is one of ULI's largest District Councils worldwide, with over 2,300 members. We welcome membership and participation from individuals who share our commitment to responsible land use to sustain the growth and prosperity of the National Capital region. The opportunity to inform local land use policy remains a core objective of and achievement of ULI Washington.

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Jamie Weinbaum

ULI Washington Chair
Executive Vice President
Mid-City

Liz Price

Executive Director
ULI Washington

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An additional national offering is the project analysis session (PAS) offered at ULI's Fall and Spring Meetings, through which specific land use challenges are evaluated by a panel of volunteer experts selected from ULI's membership. This is a conversational format that lends itself to an open exchange of ideas among diverse industry practitioners with distinct points of view. From the streamlined two-hour session to the "deeper dive" eight-hour session, this intimate conversational format encourages creative thinking and problem solving.

Learn more at americas.uli.org/programs/advisory-services/.

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The goal of the ULI Advisory Services program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. On the local level, the ULI Washington technical assistance panel (TAP) program has assembled over 40 ULI-member teams in service of ULI's mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Drawing from its local membership base, ULI Washington conducts a one-and-a-half day-long TAP 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. In fulfillment of ULI's mission, this TAP report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

Learn more at washington.uli.org.

Technical Assistance Panel Leadership

Sukirti Ghosh

TAP Committee Co-Chair
Senior Associate & Urban Designer
Rhodeside & Harwell, Inc.

Stephanie Pankiewicz

TAP Committee Co-Chair
Partner
LandDesign

Technical Assistance Panel and Project Staff

Panel Chair

Suzianne Battista, AICP

Department of Planning & Development
Fairfax County, VA

Josh Olsen

Monument Realty
Washington, D.C.

Panel Members

Robert Diamond

Reed Smith LLP
McLean, VA

Daughan Pitts

Hayat Brown LLC
Washington, D.C.

David Flanagan

Elm Street Development
McLean, VA

Sherman Ragland

Tradewinds Realty Partners, LLC
Upper Marlboro, MD

Ruth Hoang

Jair Lynch
Washington, D.C.

Craig Stoner

EDSA
Baltimore, MD

Chris Kabatt

Wells + Associates
Silver Spring, MD

ULI Washington Project Staff

Alex Krefetz

TAP Manager, ULI Washington

Troy Marrocco

BCT Design Group
Baltimore, MD

Kaushambi Shah

Urban Designer and Report Writer
Rockville, MD

Abbey Oklak

Cooper Carry
Alexandria, VA

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BUZZ BUZZ HOME



Westphalia Town Center by Walton.

GUTSCHICK, LITTLE & WEBER, P.A.



Westphalia Row by Haverford Homes, Inc.

GUTSCHICK, LITTLE & WEBER, P.A.



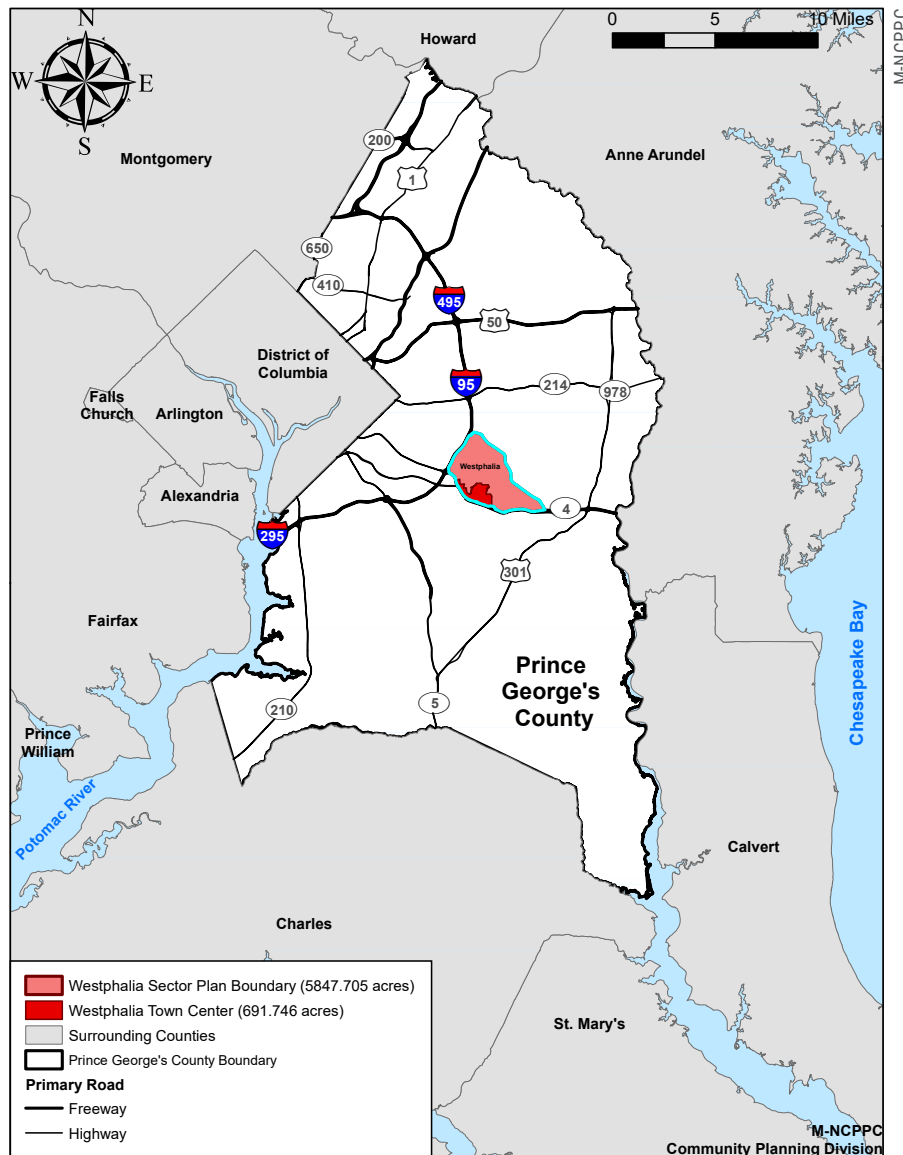
Westphalia Row by Haverford Homes, Inc.

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EXECUTIVE SUMMARY

From November 16 to 20, 2020, a multidisciplinary Technical Assistance Panel (TAP) of ULI Washington members met virtually to evaluate development opportunities and strategies for the Westphalia region located in central Prince George's County, Maryland. The study area as defined in the 2007 Approved Westphalia Sector Plan and Sectional Map Amendment contains about 6,000 acres, and is bounded to the north and east by Ritchie Marlboro Road, to the west by the Capital Beltway (I-95/I-495), and to the south by Pennsylvania Avenue (Route 4/MD-4). Within the 6,000 acres of the Westphalia Sector Plan, approximately 692 acres make up the Westphalia Town Center.



Westphalia and surrounding context.

The TAP was sponsored by The Maryland-National Capital Park & Planning Commission (M-NCPPC). In addition to considering the short and long-term impacts of COVID-19 (COVID) on development demand, Panelists addressed a number of key land use and development issues, including:

- Land use options
- Short and long-term development potential
- Prioritization and financing of infrastructure and amenities
- Current transportation options and future public transit potential
- Consumer/developer preferences
- Strengthening Westphalia's identity and sense of community
- Governance models
- Compatibility of desired uses with existing entitlements and approved land uses

Over the course of the virtual TAP, Panelists received a sponsor briefing, viewed a virtual tour of the site and surrounding area, and participated in a series of stakeholder interviews. During the TAP, the Panel interviewed stakeholders representing Prince George's County Economic Development Corporation, Prince George's County Public Schools, Prince George's County Arts & Humanities Council, Prince George's Community College, Prince George's County Police Department, Joint Base Andrews (Andrews Business & Community Alliance), local community members and business owners, developers and property owners. The Panel learned more about each stakeholder's unique vision and constraints. Panelists also drew on their own experience in the Greater Washington D.C. Metro Area and within Prince George's County to apply lessons learned to the site.

Panelists grouped their analysis and recommendations in three categories: Land Use, Governance and Funding Mechanisms. The recommendations can be summarized as follows:

- **Update the 2007 Westphalia Sector Plan:** Identify land uses more appropriate to the current and future market; right-size density and associated transportation network.
- **Adapt to trends and current market conditions:** Explore alternate land uses; provide additional housing products/types; and create experiential neighborhood-focused retail, restaurants and open spaces.
- **Establish alternative transit and streetscape:** Create a regional trail network; right-size street sections; study BRT and bus routing methods; and create pedestrian-focused amenities.
- **Create short-term activation:** Promote "tactical urbanism" and facilitate pop-up opportunities/events.
- **Create an umbrella organization ("Westphalia Civic Association"):** Include existing and future HOAs, landowners and other stakeholders and give everyone a seat at the table to shape Westphalia's future.
- **Strengthen Westphalia's identity:** Create wayfinding and branding; discuss improvements to existing community amenities, and shape new development in Westphalia.
- **Jumpstart a virtuous cycle for development in Westphalia:** Identify creative ideas to incentivize and fund catalytic development, including development of a grocery store and data centers.

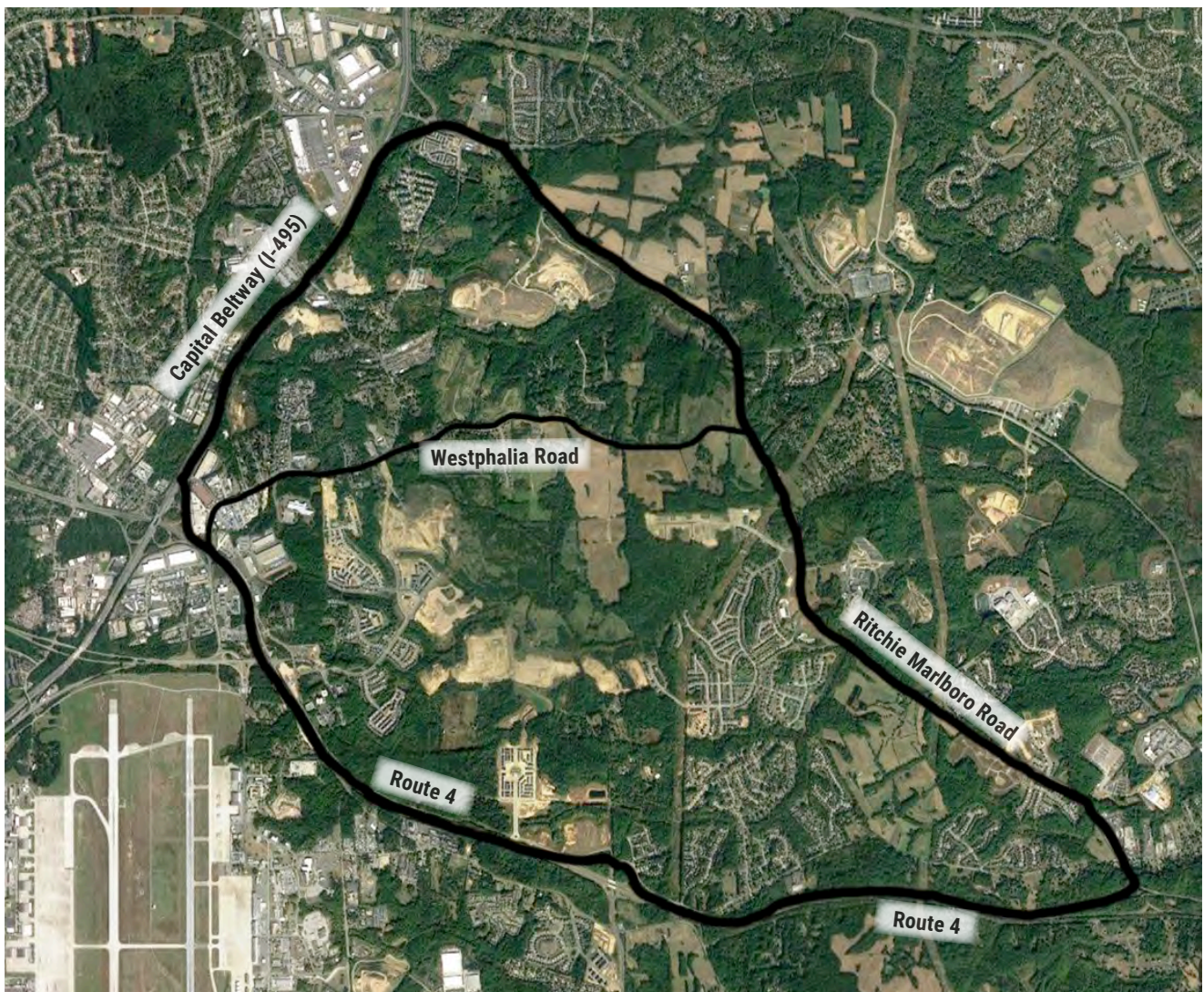
Finally, the Panel also proposed short-term actions with long-term benefits that would help advance the design and development of Westphalia.

BACKGROUND & SCOPE

Located in central Prince George's County, the Westphalia Sector Plan includes approximately 6,000 acres of land first identified in the 1994 Approved Master Plan and Sectional Map Amendment for Melwood-Westphalia. Over the following decade, portions of the land were designated for development and sold to private developers, predominantly focused on single-family detached housing. In 2006, the Prince George's County Council directed M-NCPPC to develop an updated sector plan, which was released in 2007. The Westphalia Sector Plan area is bounded to the north and east by Ritchie Marlboro Road, to the west by the Capital Beltway (I-495), and to the south by Pennsylvania Avenue (MD-4).

The 2007 Sector Plan outlined a vision for the new community including proposed retail, office, industrial, residential, and public facilities as well as connections

to the Washington region's transit infrastructure and a possible new Washington Metropolitan Area Transit Authority Metrorail station.



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Aerial map of Westphalia with the Westphalia Sector Plan boundary.

Since the publication of the plan, the majority of active and completed development on site has been residential, while other land uses identified in the plan have been slower to develop. Larger trends in real estate and development both within Prince George's County and the Greater Washington region have challenged implementation of the plan's envisioned mix of uses and densities, which anticipated greater connectivity to the WMATA system. The proposal to build a metro station at Westphalia and connecting it

to the existing Branch Avenue metro station would cost several billion dollars, was soon rejected. Recognizing the 2007 plan may no longer reflect an achievable vision, Prince George's County Councilmember Derrick Leon Davis convened his staff, M-NCPPC staff, and ULI Washington in an effort to evaluate the development potential of the area while considering the 2007 plan, the needs of today's stakeholders, and how to best achieve desired land use outcomes.

Questions for the Panel

ULI Washington worked with M-NCPPC to craft the following questions for the Panel about the future of Westphalia as per the 2007 Sector Plan:

- How can the unique history and features of Westphalia distinguish it from other portions of Prince George's County? What traits should be prioritized when considering future uses?
- What types of uses in the "town center" are best aligned with market trends throughout the Washington region?
- What development is feasible in both the short and long term?
- How can stakeholders prioritize and finance supportive infrastructure (including planned or potential roads, transit, open space, etc.) for Westphalia?
- How can implementation address current transportation needs while accommodating future public transit potential?
- Given both present and future conditions related to COVID, market trends, and consumer/developer preferences how can placemaking and open space strengthen Westphalia's identity and foster a sense of community?
- What model of governance would be most effective to manage the interests of future residents, property and business owners, and other stakeholders?
- Given the existing entitlements and approved land uses, how can the County government and developers achieve the desired uses within Westphalia?

EXISTING CONDITIONS & RECOMMENDATIONS

The Westphalia Reality

At the outset of the TAP, Panelists had the opportunity to interview multiple stakeholders including representatives from local government agencies, residents and developers. Throughout this process the Panel members heard several common themes, including shared struggles and frustrations from their various viewpoints. Residents expressed that developers had not built the Town Center amenities they had anticipated. They were primarily frustrated by the lack of a grocery store and local-serving retail. They stressed the lack of transparency and consensus building and breakdown in communication between the County, landowners and homeowners. Moreover, there are trust issues, which creates a barrier to successful planning and implementation. Stakeholders stressed the lack of cohesion and connectivity within Westphalia Town Center – incomplete road projects, disconnected sidewalk and trail networks, lack of branding and wayfinding. According to them, there was a need for an overall vision and marketing plan for the Town Center recognizing development phasing and prioritization of public improvements.

On a positive note, Panelists heard about Westphalia's many attributes. This included a range of housing typologies, affordable market-rate housing, and access to outdoor amenities. The Panel distilled this information, presented key findings and arrived at the conclusion that: Westphalia has nothing but opportunity, it just needs to be reimaged.

According to the Panel, Westphalia is an untapped resource. It is one of the largest undeveloped land assemblages left in the region with close proximity to Washington D.C. and major transportation routes. The housing in Westphalia is affordable for the region, and a dream home is obtainable here. However, Westphalia's development has stalled. The 2007 vision for a large, mixed-use development has not proceeded as anticipated. Single-family townhouses have succeeded, but the commercial development has stalled.

Panelists believe that Westphalia has potential to fully embrace its unique characteristics and provide amenities for local residents while attracting visitors. By recognizing and accepting market realities and focusing more on community building and organizing, the community can be re-envisioned, right-sized for



Townhomes and developable land in the Westphalia Town Center.



Single family home at the Parkside development in Westphalia.

today and tomorrow's market potential. Alternative land uses, appropriate locations for each, effective government structures, and funding for potential infrastructure projects are also important to consider. The Panel aimed to provide a tool box to the Westphalia community – not a prescriptive plan, but a palette of recommendations that can be further investigated to help solve Westphalia's challenges and encourage quicker realization of a vision. The Panel also included short and long-term recommendations, understanding that the ultimate re-tooled vision may take some time to realize.

The Panel divided their analysis and recommendations into three parts – Land Use, Governance, and Funding Mechanisms.

Land Use

Existing Conditions

At the beginning of the TAP workshops, Panel members reviewed the 2007 Sector Plan of Westphalia, and compared it to existing conditions in the study area. The Panel felt that the plan has good bones, but parts of it have become outdated. Key observations include:

- Metro does not currently plan to expand rail service to the Westphalia area.
- Strong demand for affordable housing persists.
- The County has excess retail space.
- New and future office space in the County is focused on Metro sites.



Land Use Plan as per Approved Westphalia Sector Plan and Sectional Map Amendment.

Panelists learned about existing private sector investments in Westphalia's site development and infrastructure within the sector plan area. During interviews, Panelists heard from residents about the as-yet unrealized vision of a retail Town Center. According to the Panel, the delay in achieving the retail center is quite common in the development process for large sites like Westphalia. However, going forward, it is important that clear communication and expectations be established between all stakeholders. Additionally, opportunities exist for the development plan to strengthen connections to the regional open space while the agricultural roots of the study area should be explored and celebrated.

Recommendations

Panelists made the following recommendations related to land use and infrastructure:

1. Refinements to the Sector Plan

It is important to revise the plan to right-size the land uses to current and future market opportunities. This includes residential, commercial and other market trending uses. The Panel suggested looking at potential revisions that will help strengthen the community through its build-out, increase residential and commercial absorption, and accelerate amenity construction that will satisfy the residents. They further recommended matching the traffic network to these right-sized densities by implementing multimodal options and "Complete Street" infrastructure.

The Plan should address current market conditions and trends. The Panel noted current land use planning and market shifts capitalize on outdoor spaces for social and dining opportunities. Many mixed-use developments include both a mix of uses and a mix of densities to maintain site activation well into the evening hours. Though the need for a big box retail anchor still exists, developers are now focusing on local retail/restaurant concepts and experiential spaces. Some neighborhood-serving retail and office uses – hair salons, nail salons, dry cleaner, dentist, urgent care and drugstore – would be very valuable to the Westphalia community.

2. Residential Development

The development plan should accommodate a variety of residential types and price points. Currently, the Westphalia Town Center focuses on townhouses. Different neighborhoods of Westphalia could focus on specific housing products, and this would in turn help draw different types of residents to Westphalia. The Panel foresees opportunity for multigenerational housing, neo-traditional single-family housing, condominium stacked flats, rental apartments, and senior living products that could be surface parked in this area for economic viability, rather than structured garages. Front yards, shared greens and such amenities could attract single family home buyers, and potentially renters too. In multigenerational housing, the Panel noted the opportunity to attract a range of residents - young families buying their first homes, families from JBA looking to live off of the Base, and also senior living.

3. Commercial Development

Office

Commercial development has been, and will likely continue to be, a challenge in Westphalia. The Panel acknowledged that some commercial uses are important to create a mixed-use dynamic, but Westphalia is unlikely to become a major office hub as the 2007 Sector Plan had once contemplated.

Around 2017, it was very clear that large-scale office space was not feasible in Westphalia. They failed to attract the FBI campus or a major corporate facility due to the lack of a metro station in Westphalia, and a major shift in the County's shift in policy of establishing job centers near existing metro stations. Around the same time, there was an evolution in the County's thinking, and Amazon expressed interest in a potential warehouse and logistics center in the Westphalia Town Center. The Economic Development Council (EDC) of Prince George's County was very interested in commercial development to increase their ability to collect higher taxes for the County. Also, 60 percent of the County's employed residents were commuting outside the County, and Amazon would create more jobs within the County. However, the community had concerns about the new facility and the project fell through.



VISIT LOUDOUN

Photo showing office and community-service facilities above local restaurants in One Loudoun.



DEVONLEIGH HOMES

Example of single-family housing.



STUART HOWARD ARCHITECTS INC.

Example of townhouse residential type.



BCT DESIGN GROUP

Example of senior housing residential type.



BUZZ BUZZ HOME

Example of 2 over 2 residential type.



BCT DESIGN GROUP

Example of multifamily residential type.



VILLAGE TO VILLAGE INTL.

Example of single family rental housing with shared greens

While a major office component does not seem viable, especially in the absence of a Metro station, the Panel did suggest some smaller-scale office components that might work in Westphalia. In the post-COVID world, flexible office and co-working spaces will likely continue to be a sought-after trend, as companies look to de-centralize and/or surrounding residents search for dedicated office space outside of their homes. According to David Iannucci, President & CEO of EDC, “post-COVID, suburban locations are going to be more attractive for office space than they were 5 years ago compared to downtown locations. Maybe that is an opportunity for Prince George’s County to capitalize on.”

Second, with the current trend of health and wellness, there is potential for medical offices to fill the traditional office space

According to David Iannucci, President and CEO Prince George’s County Economic Development Corporation, “approximately 7% of office workers in the US telework, and this is predicted to rise to 40% post-COVID.”

component in Westphalia. Again, according to David Iannucci, Kaiser has more patients in Prince George’s County than any jurisdiction in the Washington Metropolitan Area. They have a significant presence in the County and are continuously expanding. While their largest facility, Kaiser Permanente Largo Medical Center, is only six miles away, Westphalia could support additional community health facilities. Other healthcare systems and hospitals are in the process of creating more outpatient facilities, and these could be accommodated in medical office buildings in Westphalia. This would not only benefit residents in Westphalia, but also the employees and families of Joint Base Andrews.

These office spaces and community-service facilities could be above local restaurants and other retail, in tune with the Panel’s recommendation of ground level activation with pedestrian and community-friendly uses. According to them, outdoor dining is a major ongoing trend, and plazas and open spaces near commercial uses serve the community by creating flexible spaces to gather, relax, and work. A local example of this mix can be found at the One Loudoun project in Loudoun County.



BCT DESIGN GROUP

Example of low-scale office over retail.



BOSTON PLANNING & DEVELOPMENT AGENCY

Example of outdoor plaza and amenities.



THE SAN JOSE BLOG

Example of local restaurants and outdoor dining.



OJB LANDSCAPE ARCHITECTS

Example of low-scale office over retail.

Retail – Grocery Store

Panelists emphasized the need for a grocer to serve this community, as expressed by multiple stakeholder groups during the interview process. Residents in Westphalia expressed an urgent need, and pointed to nearby locations where grocers have succeeded. From a retail developer's perspective, the conditions to open a grocery store relate to factors including the size of the store, the number of "rooftops" in its service area, and potential competition. Panelists considered these constraints and provided the following examples with scales relevant to Westphalia. More information about a potential grocer strategy is provided in the *Funding Mechanisms* section.



Map of Quarry Lake at Greenspring.



Residential development and green space amenity at Quarry Lake.



Residential development and swimming pool amenity at Quarry Lake.

1. Quarry Lake at Greenspring – Baltimore, MD

At Quarry Lake, the grocery store footprint is small (25,000 SF) but with a strong mix of complementary uses including community focused-retail, a mix of housing products, office, community amenities and a clear branded identity. Regardless of the scale, all the uses have been blended well together.

2. Cascades Overlook – Sterling, VA

Cascades Overlook is a grocery-led mixed-use project with some community retail, restaurants, and outdoor gathering spaces. There is a vertical mix of uses with residential above the ground floor retail. This keeps the ground floor activated, especially in the evening hours.



Shops at Cascades Overlook.



Community retail mixed-use center at Cascades Overlook.



Residential development over retail use in Cascades Overlook.

3. Woodmore Town Center – Glenarden, MD

At Woodmore Town Center, the anchor grocery store is a large (130,000 SF) Wegmans in the big-box retail format, surrounded by housing and recreational and green space. The larger community has a strong branded identity that is carried through the entire community and parcel.



DOCPLAYER



HERITAGE PARTNERS LLC

Clockwise from top: aerial map of the Woodmore Town Center in Glenarden, MD; residential development at the Woodmore Town Center; a community pool in the Woodmore Town Center; retail and signage in the WoodmoreTown Center; Wegmans grocery store in the Woodmore Town Center.



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ZILLOW



BUZZ BUZZ HOME

4. King of Prussia Town Center – King of Prussia, PA

King of Prussia is a successful example of mixed-use in the horizontal format. It is anchored by a grocery store along the east end of the site and multifamily apartments along the west end. The low building scale along a Main Street offers retail, dining and essential outdoor park area which has been very well received by the community.



Plan of the King of Prussia community retail mixed-use center.



Open green space and shops in King of Prussia.



Example of a warehouse facility.

4. Light Industrial & Warehousing

With the ongoing shift in the U.S. towards including e-commerce and data centers in mixed-use developments, Westphalia should consider these uses as a part of their plan. Moreover, these uses represent an opportunity for the County to expand its tax base. However, they must be sensitively incorporated into the fabric, particularly if adjacent to residential properties.



Example of warehousing.



Example of light industrial facility.



Example of a datacenter.

With regards to warehousing, light industrial, and data centers more generally, building sizes and design have to address the specific needs of the end user. More important for the Westphalia site is deciding on the appropriate location for these uses. Residents strongly objected to the conversion of designated retail space for use as an Amazon distribution center in the Westphalia Town Center development. Future warehousing development must keep this in mind when selecting locations within Westphalia. An open approach, as well as dialogue between the County and the residents will be very important going forward.

5. Community Facilities & Amenities

It is important to determine what will be the heartbeat of this community. What is the civic and public draw? Where do people go with their families? Panelists noted that the planned Central Park is a key regional amenity for the entire Westphalia Sector Plan area, and its completion will help create a central node for the community. Creating a

large 150 acre open space will help give the community an identity and central gathering space. Panelists also envision additional amenities supporting the planned park to create a full network of community open spaces. Potential supportive facilities could include a regional community/recreational center, a library and a connected parks and trails system where events could be held. These amenities could potentially draw users from JBA as well.

Medical and civic facilities are important to provide for health, education and civic functions both for the immediate residents and the surrounding Westphalia community. The Panel recommends acceleration of school construction planning, as demand for schools will rise with accelerated home construction. Charter schools could provide the needed schools alongside traditional County school development.

Community facilities, personal exercise options, recreation spaces, regional trails, community parks and fields are



KCBA ARCHITECTS

Example of a charter school.



SYSKA HENNESSY GROUP

Example of a library.



THE MOCO SHOW

Example of a community pool.



COOPER CARRY

Example of a regional trail.

important for residents of all ages to engage with the outdoors and maintain healthy lifestyles. These spaces could also be used for outdoor events and incorporate small-scale retail/food, following the demand during COVID. The planned central park is a significant part of Westphalia's regional community amenities, but it alone will not be enough for the entire community's needs. Completion of the park sooner rather than later will be a driver for more green spaces to connect individual neighborhoods to the central Westphalia amenity.

6. Transportation and Infrastructure

Density, Transit and Streetscape

Panelists addressed transportation features existing today as well as those planned for the future, per the existing Sector Plan. Westphalia is well connected to regional vehicular routes that provide access to major job and entertainment centers in the area including Pennsylvania Avenue (Route 4) and Ritchie Marlboro Road. The current Sector Plan also envisions a robust road and trail network, though it is not yet built.

The Panel emphasized the need to introduce multi-modal "Complete Streets" infrastructure to right-size the roadways given the proposed decrease in density, improve street sections with trails and bike facilities, facilitate pedestrian connections for the bus rapid transit, and increase bus route options.

Urban Boulevard

An Urban Boulevard is a multi-modal thoroughfare. It accommodates vehicular traffic and also provides adequate bicycle and pedestrian facilities with landscape features.

An example of right-sizing a road or accommodating other users is an Urban Boulevard - such as Presidential Parkway in Upper Marlboro. Today, the built section through Westphalia is auto-focused with four (4) lanes, a median and turn lanes. By right-sizing the density on-site, the road design can be narrowed to provide capacity beyond vehicles to other modes. Potential changes could include shared paths for bikes, car parking along the street, generous



Bicycle/Pedestrian Trail Network as per the Approved Westphalia Sector Plan and Sectional Map Amendment.

Complete streets enable safe, convenient and comfortable travel for all users. As per the Complete Streets Complete Networks: A Manual for the Design of Active Transportation by the Active Transportation Alliance of Chicago: “Simply put, it is a street that is safe and accessible for all users: pedestrians, bicyclists, transit users, and motor vehicle drivers. Complete Streets accommodate people of all ages and physical abilities.”



A portion of Presidential Parkway in Upper Marlboro.



A conceptual multi-modal complete street.



Example of a walkable street.



Street section of a walkable street.



Existing portion of Westphalia Road.



Proposed vision for Westphalia Road.

space for urban landscape and sidewalks for pedestrian life alongside cafes and outdoor dining.

Local Urban Street

Local Urban Streets are designed to facilitate slower vehicular speed with a narrow right-of-way, and highly amenitized to focus on the pedestrian experience. They support the internal pedestrian and vehicular traffic within the neighborhood, and provide connectivity while greatly supporting placemaking.

Within the Town Center, the roads could be designed as a Local Urban Street with urban landscape features including trees, bike lanes, protected crosswalks, traffic signals, providing capacity for vehicles and on-street parking.

Collector Road

A Collector Road is a low-to-moderate-capacity road which serves to move traffic from local streets to arterial roads, and are generally designed to provide access to residential properties.

In the more rural parts of Westphalia, Westphalia Road is a winding and country-like Collector Road. Within the Westphalia Road right-of-way, the vision of the current Sector Plan could be introduced, and the road could be adjusted to provide separate bike lanes and sidewalks along the road while still maintaining the rural character.

As Westphalia grows, Panelists recommend maintaining the ability to provide opportunities for additional modes of transportation. As more people move in, and the Town Center develops further, Panel members envision the potential for

bus lanes, connecting to existing bus routes, new bus routes, and bus rapid transit, which could connect into the larger WMATA system. Furthermore, autonomous vehicles which seemed so far out in the future just a couple of years ago, are now being tested in the Mosaic District in Fairfax, VA. An electric autonomous shuttle bus could potentially transport people from one part of Westphalia to another, and possibly even to Joint Base Andrews (JBA).

7. Create Short-term Activation

As development occurs and the Sector Plan gets refined, it is important to increase awareness and begin bringing people to the area. Short-term, low-cost and scalable interventions can be used to bring about long-term change. The “tactical urbanism” model can be used for pop-up retail and events to energize Westphalia, and promote socialization, entertainment venues and engagement amongst the community. Community-focused conveniences like a small grocery store/market, drug store, coffee shop, local chef concept, fitness and entertainment are important for the future success of Westphalia. These can be implemented by right-sizing transportation, making streets walkable, adding places to ride a bike, and adding attractive centers with occasional pop-up retail to draw people to the Town Center.

With regards to community gatherings that truly bring people together, Panelists shared some examples they have seen throughout the U.S. – temporary concert venues, beer gardens, pop-up miniature golf course, ice rinks, food truck rallies and movie screenings in the park.

Examples of Activation



A community movie night.

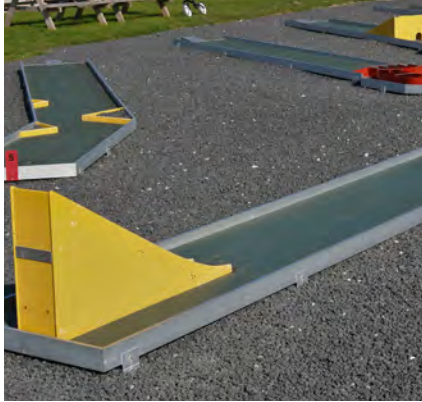


A food truck rally.



A seasonal ice rink.

Examples of Activation



A putt putt golf event.



A temporary concert venue.



A social beer garden.

In the book *Tactical Urbanism: Short-term Action for Long-term Change*, authors Anthony Garcia and Mike Lydon define the term “tactical urbanism” – as an approach to neighborhood building and activation using short-term, low-cost, and scalable interventions and policies.

The Tactical Spectrum diagram shows the range of projects from unsanctioned to sanctioned. In this context, unsanctioned refers to projects that citizens can do without any government support; sanctioned describes projects that require support and approval from government, usually city departments, by nature of their scale or complexity. In many cases, unsanctioned projects eventually gain support by the government - often a city’s planning or public works agency. This gradual shift from unsanctioned to sanctioned can ease some of the burden of project maintenance on volunteers while allowing cities to take leadership on facilitating bottom-up planning.



Tactical Urbanism: Short-term Action for Long-term Change, by Anthony Garcia and Mike Lydon.

Governance

Existing Conditions: Challenges

Panelists engaged with community residents during an UrbanPlan workshop the weekend prior to the TAP workshop. During the UrbanPlan session, the participants learned about the key challenges faced by the Westphalia community. According to the Panel, these issues could be addressed by the community through appropriate alliances among various private and public stakeholders in Westphalia.

- 1. Place, Identity and Vision** – Westphalia community members must define who they are as a community for true success.
- 2. Signage and Wayfinding** – While there have been some small-scale efforts to introduce signage and wayfinding in the study area, a more holistic approach that unifies Westphalia as a single community is needed.
- 3. Attracting the Right Retail** – A constant struggle exists between residents wanting retail and developers and retailers needing more residential units in place before they commit. The community may have to wait for a few years until large scale retail can be successful.
- 4. Existing Organizations/Community Groups** – There is a disconnect between the more established portions of Westphalia and the newer developments. Without a single entity to organize and mobilize residents, communication and developing a shared vision has been difficult.
- 5. Coordinating Across Multiple Developers** – Similar to the disconnect with the community groups, the absence of a central, organizing body has led to communication issues, as each individual developer is communicating independently. This has created transparency and trust issues between the development community and the residents.
- 6. Creating a Trail Network** – The current Sector Plan envisions a robust network of trails to encourage walkability across Westphalia, connecting the

neighborhoods to each other and to activity nodes, such as future retail locations. However, as the trail network buildout largely relies on development phasing, the timing of these public improvements is uncertain. Earlier delivery of the trail network could assist in creating an identity for Westphalia, which could attract more residents, therefore helping to realize the ultimate vision.

Columbia, Maryland – An Inspirational Example

During the TAP, stakeholders identified Columbia, Maryland as a successful model of development. Several participants stated (independently and unsolicited) that an aspirational goal was for Westphalia to be “like a mini-Columbia.” Several Panel members, who have first-hand experience with Columbia, picked up on this recurring comment.

The Panel emphasized Columbia’s untold story. Columbia’s governing body, the Columbia Association, was the invisible hand that played a major role in its success. Every home buyer becomes a member of the Columbia Association, and every developer has to follow the Association’s design guidelines. In the early days of the community, before the mall in Columbia and the town center had been developed, the Columbia Association stepped forward and sponsored activities around Lake Kittamaquidi and the adjoining



Mixed-use retail and residential in Columbia, MD.

DESIGN COLLECTIVE

amphitheater, which became the early focal point for building a sense of community among the citizens of Columbia. The Columbia Association continues to organize community-wide activities so that community members are encouraged to have a stake in development, entertainment, maintenance of common areas, and planning.

While it would be difficult for Westphalia to create an organization like the Columbia Association after the fact, there are other models from which to draw inspiration. The Westphalia community should consider creating an umbrella organization for HOAs, major landholders, and other stakeholders to gather on a regular basis and talk about the big picture – highlight signature qualities of the different sectors/neighborhoods, focus the vision for the discrete neighborhoods and discuss other issues that may fall through the cracks when one is living in a community that has not been incorporated. HOAs, County staff and elected officials cannot manage all of these initiatives alone, and it is important to empower residents to engage directly through this umbrella organization where the major stakeholders can work collaboratively.

Recommendations

The Panel members recommended the formation of a Westphalia Civic Association with the following structure and goals:

- 1. An umbrella organization where members would consist of existing and future HOAs, major landholders (including the current developers), and Westphalia stakeholders; M-NCPPC would have an advisory role.
- 2. Empower residents, create a seat at the table, transition from building phase to management phase.

3. Examples of similar civic associations

- **McLean Citizens Association (MCA)** represents residents throughout the McLean and Tysons area where residents come together to shape development in their community. The MCA is an organization that provides a collective voice for residents in community matters related to the land use and development process, including Comprehensive Plan amendments and zoning entitlements. Any resident living within the boundaries of the County’s McLean Planning District is eligible to join the MCA. Dues are \$15 a year. They do not offer membership to HOAs, community associations, nonprofits or businesses. However, 24 of their 40 board seats are held by representatives of active HOAs and Community Associations. There are also 6 officers and 14 board members at-large. They get additional limited revenue from sales of T-shirts and their 100-year history booklet. Historically they started McLean Day as a fundraiser for their projects, providing funding for Franklin Sherman school, library books for the community library and, even for paving roads. They even bought and sold real estate in McLean, some of which was acquired for a future community center.
- **Greater Tysons Citizens’ Coalition (GTCC)** represents the shared concerns of citizens and community leaders as Fairfax County urbanizes Tysons following the 2010 Comprehensive Plan Amendment. GTCC comprises citizens from communities in and around Tysons, including McLean, Vienna and Providence, who want

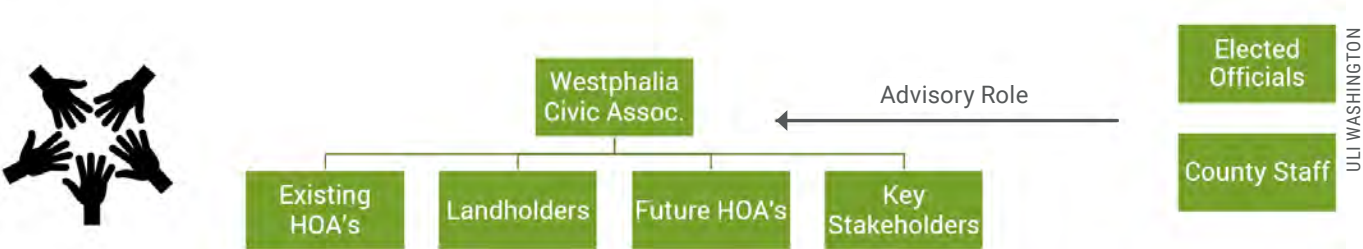


Diagram showing the structure and collaborative nature of the Westphalia Civic Association.

their voices heard and their concerns reflected in decisions that impact the character of the region. GTCC's main mission is to ensure that development increases in Tysons do not exceed corresponding infrastructure improvements, particularly the road networks and athletic fields. The group strives to protect neighborhoods and improve quality of life for the community. Members of the GTCC are volunteers.

- **Community Association of South Bowie** was formed when South Bowie grew through annexation, and some communities were feeling left out. The association was formed by various stakeholders in South Bowie to advocate for community amenities and work collaboratively with developers.

4. Funding

- The proposed Westphalia Civic Association could gather funds through membership dues, hosting a Westphalia Day, and soliciting donations. The association could use its funds directly for small infrastructure or organizing projects. They could put in the infrastructure for a farmers' market or weekly food truck gathering, or they could hire a staff member (or even a part-time consultant) that could help organize these efforts.

5. Goals/Objectives

- Short-term (1-2 years) – collaboratively defining the Westphalia identity as a place; cohesive branding, signage and wayfinding for the Westphalia community; advocating for pop-up retail and farmers' markets on the site where the community wants the retail to be in the future; seasonal activities like ice skating rinks, beer gardens, outdoor movie theatres and art installations to enjoy walkability and community life in Westphalia.
- Mid-term (3-5 years) – advocating for improvements by forming Public Private Partnerships (PPP); advocating for a more collaborative relationship with Joint Base

Andrews to bring more of their 17,000, day time population into Westphalia; working with the County Council on supportive legislation, schools, and other public facilities.

- Long-term (5+ years) – advocating for Business Improvement Districts (BID) and financing options for development of the Town Center; participating in revision of the Sector Plan.

The Panel suggests that pop-ups and a farmers' market could be proof of concept for the retail component, where the short-term uses can help demonstrate and draw demand, and makes it easier to establish retail uses. It would also be valuable to track visitors and residents from Joint Base Andrews patronizing the retail establishments.

In summary, if the association can be successful in the short-run with small-scale projects, then the residents, through the association, could take larger steps for the long-term to fulfill the vision of Westphalia.

Funding Mechanisms

Existing Conditions: Westphalia, The Chicken & Egg Problem



According to the Panel members, Westphalia has a chicken and egg problem. The question is which comes first – the residents or the amenities. There are already residents in Westphalia, but they are upset due to the lack of promised amenities. These amenities, in turn, are dependent on development. Once there is more development and more residents, there will potentially be more amenities. But, the lack of amenities actively



Example of temporary retail in shipping containers.

slows down development, because it is hard to attract new homeowners in the absence of amenities.

The challenge from a funding perspective is to find a way of jumpstarting this cycle again. Westphalia needs a new catalyst, because traditional options are not working at the speed at which the residents would like. The right catalyst would produce needed improvements in the short term. Then, a virtuous cycle could replace the current vicious cycle. If Westphalia could get some amenities and infrastructure in place, that would help attract more development, which could further fund amenities, which would further attract development, and so on.

Recommendations

Creative Ideas to Incentivize and Fund Catalytic Development

To accelerate development, Westphalia needs a sponsor or lead entity.

1. Developer-led initiative

- The first approach would be to help pay for desired development, and in particular the retail portion of the town center, by rethinking the uses, and potentially packaging light industrial uses like warehouses or data centers with more desirable uses. The additional land value created by allowing high-demand uses can be used to offset the uneconomic portions of the desired retail uses.
- Another approach would be to attract retail using methods that lower upfront costs to retailers. This can take the form of grants for parking



Example of a food hall concept.

or infrastructure construction, or maybe tax abatements. One step in this direction could be creating the infrastructure for temporary retail concepts like food truck rallies and farmers' markets.

- Using semi-permanent, interim development options, like shipping containers and other forms of modular development would also provide proof-of-concept for retail development. Another idea would be to introduce a food hall concept.

2. Community-led initiative

- If a Westphalia Civic Association or similar body were created, this group could help build community through sponsoring activation and placemaking efforts such as pop-up retail, pop-up concerts, etc. This group could also organize community building events such as watershed cleanups, and seek funding sources such as grants for items like specific stormwater management improvements.

3. Municipal-led initiative

- One example of a municipal-led option would be to redirect the Public Facilities Financing & Implementation Project (PFFIP) funds that were previously dedicated for specific road projects in the Westphalia area. The currently planned road infrastructure may no longer be necessary due to the projected future densities in the area. Therefore, these funds could be reallocated for other desired public infrastructure projects.

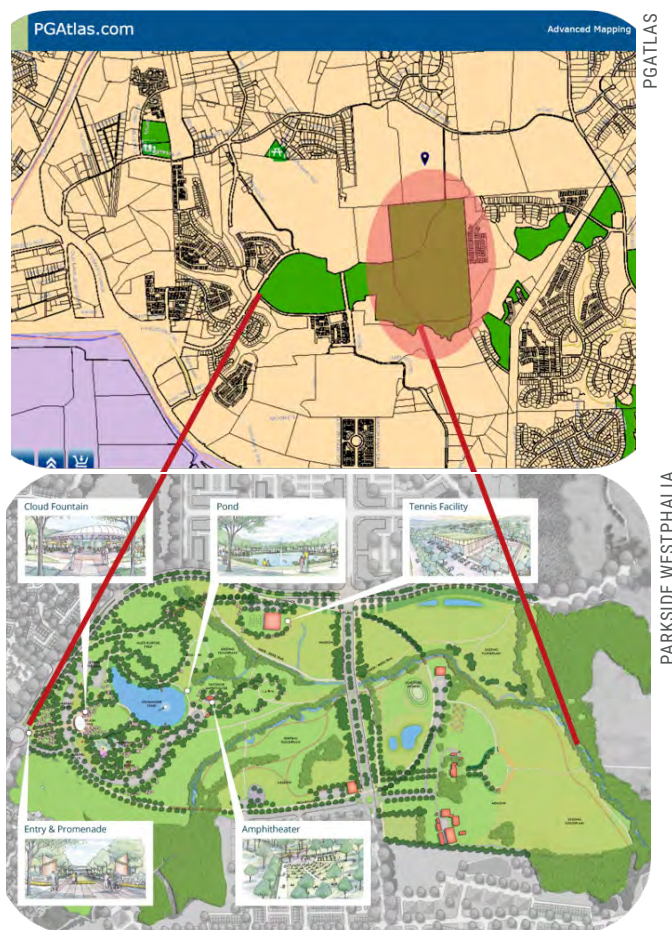
Public Facilities Financing & Implementation Project (PFFIP)

PFFIP is a program that was set up to fund road improvements in the Westphalia area through contributions from developers; there are two problems with it. The first is that the formula that was originally put in place has not worked as intended. Initial development in Westphalia occurred at lower densities (i.e., single family homes instead of townhomes) than anticipated. Based on the formula, these developments contributed fewer dollars to the account than expected. Now, future development is burdened with making up for this initial under-funding. Some stakeholders interviewed by the Panel said that the contribution level required by future development has become so high that developments are not moving forward. Second, some of the improvements that the PFFIP was intended to fund may not actually be necessary. According to the Panel, the solution is to revisit the program to reduce future contributions, and to take the existing funds and direct them to projects that will have a near-term impact on the community, such as the trail network. This would require Council action to amend the program.

- Another approach would be for excess municipal land in the area to be monetized and the funds used to pay for the construction of amenities. This idea is described in more detail below with respect to the excess central park land.

Excess Central Park Land – A Funding Resource

Moving to specifics, the Panel came up with an out-of-the-box option, which is to monetize some of the excess land associated with the “Central Park” planned for Westphalia. The adjoining images illustrate this possibility. The one on top shows all of the land associated with M-NCPPC’s Central Park project. The diagram on the bottom shows the design layout for the Central Park. The plan of the Central Park in the bottom image, corresponds to the two “green circles” demarcated by the red lines on the map shown on the top. This plan for the Central Park includes a lot of features that the community requested: walking/running trails, a splash pad, a pond, a tennis facility, a promenade, an amphitheater, as well as plenty of open space and vehicle parking. In other words, the planned Central Park seems to include everything that is desired. And yet, the parcel highlighted in red next to the green circles is 112 acres for which there is no planned use. This unprogrammed parcel is quite large - the 112 acres are large enough to fit about 5 or 6 developments the size of the currently developed portion of Westphalia Town Center.



Land dedicated to the Central Park in Westphalia and concept design layout of the Central Park.

The Panel suggested that one option would be for M-NCPPC to sell the excess 112 acres, and then use the resulting proceeds to fund infrastructure and amenities in Westphalia. First, the resulting funds could be partially used for construction of the planned Central Park, so it could become an amenity for the entire area. Second, there should still be some money after that investment (especially since there are already some funds dedicated for the park construction) for other community needs, such as the trail network to connect all of Westphalia to the Central Park, or transportation infrastructure, or the missing retail. The Panel members further explained that if selling the land does not work, there are still other ways of monetizing it. They suggested that one alternative would be ground leasing the land to a developer. This way M-NCPPC would still own the land, but the developer could come and build on top of that land. However, it would have to be a rental product like multifamily housing or single-family rental, since for-sale products cannot be developed on a ground lease. Single-family rentals, in particular, would do very well in this area with Joint Base Andrews nearby. Alternatively, M-NCPPC could contribute the excess 112 acres to a joint venture with a developer, and thereby M-NCPPC could participate in the development profit, which could then be funneled into amenities to jumpstart development in Westphalia. With this approach, there may even be enough additional revenue to support other M-NCPPC needs. In the end, though, the Panel advised the community that whichever approach is adopted, it should be kept simple. The priority is to raise the funds to facilitate amenities sooner rather

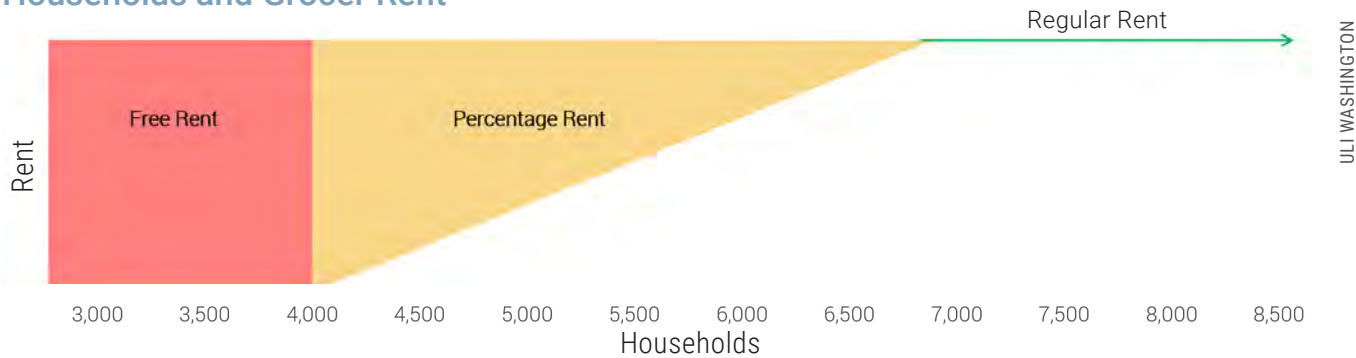
than later. Waiting another 5 to 10 years for key amenities to be established is too long a time, and would not be a very good catalyst.

Attracting A Grocery Store

Looking at another specific strategy, the Panel commented upon how the missing grocery store in Westphalia was frequently mentioned during the stakeholder interviews. Indeed, there really is no convenient grocery store nearby – Westphalia residents have to drive at least ten to fifteen minutes to reach a store. The challenge is that grocery store development requires a sufficient number of households in the community to ensure profitability. Traditionally, the rule of thumb has been that a grocery store needs to be supported by about 5,000 households. Westphalia currently has only 3,300 households. Also, in recent years grocers’ requirements have been increasing to as many as 7,000 households as grocery store footprints have become bigger and there is more competition in the market. If Westphalia wants to attract a grocer in the near-term, the Panel recommended subsidizing the store in some way. Perhaps some of the funds from the monetization of the Central Park land or a reallocation of the PFFIP funds could be used for this purpose.

The Panel provided the following graph. The Y-axis represents rent, and the X-axis represents households. The red section indicates free rent offered to the grocer initially to make the business work while the households are still being built. Then at a certain point, they can start paying a percentage of their sales as rent. As households continue to ramp up, and the grocery store gets more

Households and Grocer Rent



Graphical diagram showing households and grocer rent over time in the development process of a community.

business, they can pay more rent. Eventually, when the community establishes about 7,000 households, the grocer can start paying regular rent. Some sort of investment or subsidy is going to be needed to attract that grocer early in the development process for the period represented by the red section of the graph and maybe even a portion of the yellow section.

Subsidizing the rent for a grocery store is the most direct approach, but there are other ways to incentivize private development.

Such tools are typically used to plug development gaps; however, in this case they could be used to plug the timing gap for attracting a grocery store before there are enough households to fully support one. Here are the other tools in the toolbox:

1. Lower upfront costs – by providing developer subsidy and free land.
2. Lower ongoing costs – by providing tax abatements.
3. Lower financing costs – by seeking out low- or no-interest loans and bonds; and using public funds to pay for civic uses that would complement the retail use.
4. Invest future tax revenues into the project – by implementing a new Tax Increment Financing (TIF) program for the area. This could be a synthetic TIF with a special taxing district, or it could come through a community development authority or master homeowners association that could raise additional funds.

Data Centers & Electrical Infrastructure

The last specific need for a funding mechanism that the Panel addressed was data center development. The Panel noted the County's interest in attracting data centers to the County in general, and Westphalia was mentioned by some stakeholders as a potential location. Some of the undeveloped Westphalia Town Center land might be appropriate for data center development, since the original high-density plan is unlikely to happen without an extension of Metro service to the area. Panel members endorsed data center development as appropriate, because data centers do not generate much vehicle traffic and can be placed in

close proximity to residential uses; they pay high real estate taxes and would help diversify the County's tax base; and the jobs they attract are generally high paying. However, the challenge with data centers is that they require a lot of electrical power. This power is needed not only to meet their basic needs, but also to provide redundant power. If one substation goes down for any reason, data centers need to draw from another substation so that the services provided by the center will not be interrupted.

The challenge in Westphalia is how to get another substation to serve potential data centers. The solution might be a partnership with JBA, which is interested in getting an additional substation to provide redundant power to the Base. JBA has already approached PEPCO. The County and JBA, combined, might have enough leverage to get a new substation from PEPCO.

In order for this approach with PEPCO and to have the highest likelihood of success, the County should first demarcate land where the zoning allows for data center development. Second, they should add a data center developer or user to the coalition who is interested in developing once the infrastructure is in place. Lastly, the first phase of development may need inexpensive land, but later phases could pay more for land as the concept proves to be viable. Finally, the Panel noted that PEPCO is not the only power source in the County, and there are other electrical service providers that could be considered if needed.



An example of a data center.

CONCLUSION & NEXT STEPS

At the onset of the TAP, Panelists noted that Westphalia is a gem – a large undeveloped swath of land with close proximity to Washington D.C. and major transportation routes. Westphalia has nothing but opportunity, it just needs to be reimagined.

In the course of conducting the TAP, Panelists toured the study area virtually, interviewed a wide range of stakeholders and analyzed the existing conditions. Panelists identified recommendations in three categories – land use, governance and funding mechanisms.

- Update the 2007 Westphalia Sector Plan
- Adapt to trends and current market conditions
- Establish alternative transit and streetscape
- Create short-term activation
- Create an umbrella organization ("Westphalia Civic Association")
- Strengthen Westphalia's identity
- Jumpstart a virtuous cycle for development and funding of amenities and infrastructure in Westphalia

In conclusion, the Panel greatly appreciated the opportunity to analyze issues in Westphalia and present their ideas before an enthusiastic audience via a virtual meeting. The Panel encourages M-NCPPC to consider these recommendations as well as share them with the stakeholders in Westphalia.

ABOUT THE PANEL



Suzie Battista

Westphalia TAP Panel Chair
Fairfax County Department of Planning and Development
Fairfax County, VA

Suzie Battista, AICP, is currently Chief of the Urban Centers Section in the Fairfax County Department of Planning and Development. Her career with Fairfax County has focused on urban design and Comprehensive Plan implementation using creative problem-solving in the development review process. Suzie has extensive experience in all stages of development review and has worked on both large- and small-scale projects across the County, from the redevelopment of Transit Oriented Development areas such as Tysons to site-specific placemaking efforts in transitioning communities such as Bailey's Crossroads. Prior to joining Fairfax County, Suzie spent some years in the private sector doing land planning and landscape architecture work. She has a Bachelor's Degree in Landscape Architecture from Penn State and a Master's Degree in Urban and Regional Planning from Virginia Tech.

Robert Diamond

Reed Smith LLP
McLean, VA

Robert Diamond has practiced real property law in Virginia, Maryland and the District of Columbia for over 45 years, with special emphasis on preparing documents for condominiums, planned communities and mixed-use projects for developers, negotiating warranty and construction defect claims, representing community associations and litigating association-related issues in state and federal courts. He was a drafter of the Uniform Condominium Act and applies creativity and innovation in structuring real estate developments. He attended Vassar College, graduated from Colgate University and obtained his law degree from Columbia University.

David Flanagan

Elm Street Development
McLean, VA

David Flanagan is a Principal and President of Elm Street Development, Inc., a privately held real estate development firm operating in the Washington/Baltimore area. Elm Street has developed over 56,000

residential building lots in 300 communities, over 6,000 apartments, and multiple mixed-use projects during the past 43 years. Elm Street has received the *Developer of the Year* Award eleven times from the Maryland Building Industry Association and the Northern Virginia Building Industry Association. Flanagan is also a Principal of Craftmark Homes, a homebuilding company, and Legend Management, an apartment management company. Craftmark Homes has built over 7,000 homes in the Washington, D.C. area.

Ruth Hoang

Jair Lynch

Washington, D.C.

Ms. Hoang serves as project executive with oversight on a variety of development projects from inception to disposition at Jair Lynch Real Estate Partners. Currently, she is tasked with coordinating the horizontal neighborhood design and development efforts with Vision McMillan Partners, and leading the design and execution efforts on the two mixed-use multifamily and retail buildings totaling over 500 mixed-income residential units and 90,000 square feet of retail, including a full-service grocery store, on the 25 acre historic McMillan Sand Filtration Site. Ms. Hoang is a seasoned real estate executive with 20+ years of experience, specializing in the complete life-cycle development of multifamily and mixed-use communities from site selection to project completion having been involved in the pre-development of approximately 5,000 units and 100,000 SF of retail space in the mid-Atlantic region. Most recently, she lead the multifamily and mixed-use redevelopment of the Merriweather District in downtown Columbia, Maryland for the Howard Hughes Corporation; and has previously worked in development for Home Properties, JPI Development and the National Capital Revitalization Corporation, and in real estate consulting at Ernst & Young and RCLCo.

Chris Kabatt

Wells + Associates

Silver Spring, MD

Chris Kabatt, is a registered professional engineer with over two decades of experience in traffic, parking, transportation planning and engineering. He works extensively on residential, retail, mixed-use, office, healthcare, industrial and school projects. He provides expert testimony and represents clients before boards, commissions and citizen groups. Chris is a Principal at Wells + Associates and manages the Silver Spring office. He graduated from Penn State with a Bachelor of Science degree in Civil Engineering and resides in Montgomery County, Maryland with his wife and two daughters.

Troy Marrocco

BCT Design Group

Baltimore, MD

Troy Marrocco (CNU-Accredited / LEED Green Associate) has over twelve years of industry experience and joined BCT Design Group in September 2013. Troy serves as a Project Manager within the International & Commercial Studios, providing oversight of both domestic and international projects, coordinating project teams, and contributing significant knowledge of master planning, visioning / programming, and concept development. He works on a broad range of project types and scales, focusing on commercially-driven, mixed-use efforts. A Baltimore-area native, Troy is active in local Urban Land Institute (ULI) Committees and a proud graduate of the University of Miami (FL), where he earned both his Bachelor of Architecture and Master of Architecture in Suburb & Town Design.

Abbey Oklak

Cooper Carry

Alexandria, VA

Abbey L. Oklak, AIA, AICP is an architect and urban designer with Cooper Carry. She is passionate about walkable, mixed-use development and the communities they create. She has over thirteen years of experience designing buildings and masterplans that focus on place-making without sacrificing building efficiencies and development yields. Abbey currently focuses on creating schematic building plans, masterplans, and zoning approvals for projects across the United States. Previously, Abbey completed the Prince's Foundation for Building Community (PFBC)'s Graduate Fellowship program in London, England where she worked with the Foundation's design and education teams to create and teach about walkable mixed-use communities. Abbey also volunteers with the Congress for New Urbanism D.C. Chapter, is a professional member of the City of Alexandria Urban Design Advisory Council, is on the board of her local civic association. Abbey graduated from the University of Notre Dame with a Bachelor's Degree in Architecture in 2007 and from the University of Wales with a Masters in Sustainable Urbanism and Architecture in 2013. She is currently enrolled at Georgetown University to receive a Master's in Business Administration with an anticipated graduation in the spring of 2022. She is a registered architect in Virginia, AICP licensed, a LEED Accredited Professional.

Josh Olsen

Monument Realty

Washington, D.C.

Josh Olsen is the Executive Vice President in charge of acquisitions at Monument Realty, a Washington, D.C.-based owner and developer of

office, multifamily, hotels and retail. Monument Realty has owned or developed approximately 6 million square feet of commercial space and 4,500 residential units and hotel rooms. Mr. Olsen has worked at Monument Realty since 2003 and has done project management as well as acquisitions. Prior to joining Monument Realty, Mr. Olsen wrote a biography of real estate developer and urban visionary James Rouse entitled "Better Places, Better Lives," which was published by the Urban Land Institute (ULI). Mr. Olsen has also co-edited and authored articles for Urban Land magazine – most recently, "Finding Deals in D.C.: The Acquisitions Process," which was published in the issue that accompanied the last Fall Meeting in D.C. Mr. Olsen's deals and development projects have received several awards, such as "Best Land Deal" and "Best Adaptive Reuse Condominium Project." Mr. Olsen has personally been recognized multiple times as one of the top young people in the D.C. business community, including the Washington Business Journal's "40 under 40." Mr. Olsen has an undergraduate degree in architecture from Yale and earned a Master's Degree from the University of Bristol while a Fulbright Scholar to the United Kingdom.

Daughan Pitts

Hayat Brown LLC

Washington D.C.

Daughan Pitts is a Director with Hayat Brown in Washington D.C. She specializes in providing financial analysis and transaction support services to assist clients with leveraging underutilized assets and capturing value through public-private partnerships. With more than 13 years of public sector advisory and project management experience, Ms. Pitts has advised public and private sector clients on a variety of P3 transactions and projects, including serving as project manager for more than \$2.5 billion in development. She has experience in asset management, valuation services, negotiations, process design and development, feasibility assessments and market analysis. Prior to joining Hayat Brown, Ms. Pitts worked in JLL's Public Institutions Group in Washington D.C. where she provided asset management, transaction support and general advisory services to public-sector clients. Ms. Pitts holds a Master in Business Administration from the Wharton School at the University of Pennsylvania and a B.B.A. in Finance from Howard University.

Sherman Ragland

Tradewinds Realty Partners, LLC

Upper Marlboro, MD

Sherman Ragland is the Managing Director of Tradewinds Realty Partners, LLC, a real estate development firm based in Upper Marlboro, MD. Ragland is a past-Chairman of Prince George's

Chamber of Commerce, and current Chairman of the City of Bowie Economic Development Commission (EDC) and Chairman of the Bowie Business Innovation Center (Bowie BIC). He holds an MBA from the Wharton School of the University of Pennsylvania and Masters in Urban Planning from the University of Virginia. He is a member of the FORBES® Real Estate Council.

Kaushambi Shah

Urban Designer & Report Writer

Rockville, MD

Kaushambi Shah is an Urban Designer/Planner with a background in Architecture. She has 12 years of experience in the private sector, including design and planning in the domestic as well as international realm. Besides working on projects in U.S. cities like Philadelphia, Washington D.C., Baltimore, Boston, Fairfax and smaller towns in New York, she has also worked on projects in India, China, Saudi Arabia and Abu Dhabi. Her project experiences range from design of Entertainment Cities, Mixed Use Town Centers, Campus Plans and Redevelopment, Resort Communities, Residential Communities, Waterfront Developments and Transit Oriented Development. She has a Bachelor's in Architecture from the University of Mumbai, India and a Masters in Urban Design from the University of Michigan, Ann Arbor. She has served as a TAP report writer for multiple ULI Washington TAPs, including: "Research Boulevard: It's Not An Office Park!", "What's Next For Westfields?", "Creating an Eastern Gateway in Falls Church, "The Exchange: Transforming the Virtual Circle and Reconnecting the Neighborhoods" and "Rockville Town Center: Strengthening Its Vitality."

Craig Stoner, PLA, ASLA

EDSA

Baltimore, MD

With 18 years of experience in the landscape architecture and planning realm, and a practical eye for design, Craig is a strong proponent of creating environments that seamlessly integrate with their locations on an ecological, cultural, social and economic level. He has the unique ability to cognitively embrace the essence of a site and address the fine details that contribute to a cohesive project design. Craig utilizes his knowledge of design and construction to shape spaces that respond, engage and inspire the people who inhabit them. His strong organizational abilities allow him to streamline and synthesize complex project challenges – translating concepts into unique and equally beautiful places.



ULI Washington
2001 L St NW #200
Washington, DC 20036

washington.uli.org