



## Quarterly Status Report

(October 2015 - December 2015)

To: **Prince George's County Executive  
Prince George's County Council**

From: **Largo Town Center Development Board**

The 15 Members of the LTC Development Board include:

**J. Kenneth Battle**, Development Board Chairman; **Nellvenia Johnson**, Chief of Staff for Council-member Derrick L. Davis, District 6; **Vanessa Akins-Mosley**, Prince George's County Planning Department; **Kenneth Baker**, RPAI; **Armin Groeschel**, Atapco Properties, Inc.; **Dr. Rodney Harrell**, Resident; **Larry Hentz**, Prince George's County Economic Development Corporation; **David Iannucci**, Economic Development and Public Infrastructure; **Donny James**, Revenue Authority of Prince George's County; **John Lupo**, Kaiser Permanente; **Louise McNairn**, Resident; **Charles Renninger**, Resident; **Kelvin Robinson**, Resident; **Andrew Scott**, WMATA; **Mark Wasserman**, University of Maryland Medical System





## **Introduction**

The Largo Town Center Development Board was created through County Resolution 32-2014 on May 13, 2014, pursuant to Charter Section 506 for the purpose of implementing land use and policy recommendations for the development of land within the Approved 2013 Largo Town Center Sector Plan and Sectional Map Amendment area, including a new regional medical campus as a major public health institution. By establishing a multi-agency, public-private partnership the Board's mission is to undertake an in-depth assessment of all recommendations in the [sector] plan, evaluate existing conditions, and recommend a strategic implementation plan that maximizes development potential within the Largo Town Center [sector] plan area, builds consensus of vision in the community, and provides procedural certainty of process.

The Board is comprised of 15 members. Meetings are open to the public and are held monthly (on a Monday) alternating between daytime (3pm) and evening (6pm) meeting times. Meeting minutes are kept by staff and are available to the public. To date, all meetings have been held in the County Administration Building, Room 2027.

## **Status as of December 31, 2015**

The Board met for the seventh time on October 19th, 2015 (minutes attached). At this meeting, the Board accepted the resignation of Chairman Enor Williams and were introduced to Mr. Kenneth Battle, the new incoming Board chairman.

The board heard a presentation from Mr. Kierre McCune who outlined the process of the Urban Land Institute (ULI) Technical Advisory Panel (TAP) and the work to be initiated on behalf of the County for Largo Town Center. The purpose of the TAP for Largo Town Center is to provide the County with strategies aiming to help stimulate investment to achieve the sector plan vision and to deal with existing issues inhibiting desired development scenarios.

Additionally, the board reviewed the revised Development Board Bylaws and voted to recommend that the County Council add term limit requirements to the existing governing resolution.

Also discussed was the Detailed Site Plan (DSP – 15029) (8800 Lottsford Rd.) where the existing landowner was seeking to add warehouse use to the MUI/DDO zone. The Board agreed that the requested change was not consistent with the sector plan nor did it support the goals of Transit Oriented Development in the TOD Core. The Board agreed to submit a letter to the Planning Board stating its opposition to the DSP.

The Board met for the eighth time on November 16, 2015 (minutes attached) and continued its discussion on DSP #15029 and the letter that was submitted by the Development Board to the Planning Board.

The Board also received an update on the regional medical center from Mr. David Iannucci, Asst. DCAO for Economic Development, who outlined where the County was in terms of work on the Certificate of Need (CON), design work, and broader budget issues related to the hospital.

Lastly, the Board was given an update by Jordan Exantus on the ULI TAP process and it was followed by discussion on the latest revisions to the bylaws.

## **Attachments**





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7th Meeting  
October 19, 2015  
3:00 p.m. – 5:00 p.m.

### AGENDA

#### I. Welcome, Approval of Meeting Minutes, and Introduction of New Board Chair

- Chair J. Kenneth Battle

#### II. Urban Land Institute (ULI) Technical Advisory Plan (TAP) for Largo Town Center

- Kierre McCune - M-NCPPC

#### III. Discussion on Detailed Site Plan #15029 (8800 Lottsford Road)

#### IV. Revised Largo Town Center Development Board Bylaws

- Leroy Maddox - Legislative Officer for County Council

#### V. Next Steps

#### VI. Adjourn





## **MEETING MINUTES**

### **Largo Town Center Development Board**

County Administration Building, Room 2027

14741 Governor Oden Bowie Drive

Upper Marlboro, MD

Monthly Meeting: October 19<sup>th</sup>, 2015

3:00pm – 5:00pm

**Member Attendees:** Kenneth Battle, Vanessa Akins, Kenneth Baker, Larry Hentz, Donny James, Nellvenia Johnson, John Lupo, Charles Renninger, Kelvin Robinson.

Quorum Achieved

**Staff Attendees:** Jackie Brown, Barbara Stone, Jordan Exantus, Leroy Maddox, Karen Zavakos.

**Other Attendees:** Lavinia Baxter (on behalf of David Iannucci), Kierre McCune – Maryland-National Capital Park and Planning Commission.

**Absent:** Armin Groeschel, Dr. Rodney Harrell, David Iannucci, Louise McNairn, Andrew Scott, Mark Wasserman.

In order according to the agenda:

#### **I. Welcome and Approval of Meeting Minutes - Chairman Kenneth Battle**

- i. The meeting was called to order by Mr. Battle who introduced himself as the new Board chair.
  - a) Background in government relations (lobbyist)
  - b) 45-year Prince George's County resident
- ii. Since quorum not achieved at start of meeting, minute approval was postponed.
- iii. Resignation letter from Mr. Williams was circulated.

#### **II. Presentation on Urban Land Institute (ULI) Technical Advisory Plan (TAP) for Largo Town Center – Kierre McCune, M-NCPPC**

- i. Mr. McCune outlined the process of a new initiative being launched with ULI to assemble a 5-person Technical Advisory Panel of experts to provide the County with strategies aiming to help stimulate investment to achieve the sector plan vision and deal with existing issues inhibiting desired development.
  - a) 5-day panel meeting – December 6<sup>th</sup> to December 11<sup>th</sup>
    - Participants will stay in (a hotel located in) Largo Town Center
    - Panel will be given extensive background info and taken on guided tour
    - On December 8<sup>th</sup>, the panel will conduct interviews, in 1-hour blocks
      - Board involvement requested
    - On December 11<sup>th</sup>, the panel will present findings and recommendations at the EDC offices at 1801 McCormick Drive (9am)
- ii. Discussion
  - a) Mrs. Johnson – What is the timeline for their final report?
    - Final report will be published 90 days after program ends



*Note: Quorum was achieved during presentation of item II. Directly afterwards, the prior month's meeting minutes were unanimously approved after a motion from Mr. Renninger and 2<sup>nd</sup> from Mr. Robinson.*

### **III. Revised Largo Town Center Development Board Bylaws – Leroy Maddox**

- i. Mr. Maddox explained revisions made to the draft bylaws based on previous discussion generated at September Board meeting.
  - a) Article I revised to reflect charter
  - b) Article II – purpose embellished with new language
    - Mr. Renninger – term limits not expressed in resolution
    - Mr. Maddox – still waiting on council member input
  - c) Article III – advisory members removed
    - Mr. Renninger – A III and B (2) – term limit issue again, needs to be verified before adoption
    - Mrs. Johnson – any suggestions on terms? Staggering?
      - Mr. Renninger – lottery system
      - Mr. Baker- board appoint new members as term limit approaches
      - Mrs. Johnson – (County) Council appoints members
    - Mrs. Johnson – since the resolution which created the board did not specify terms (which are typically included), it should be revised to address issue.
    - Mrs. Akins – The Board can make recommendation to the Council that term limits be added to the resolution.
      - Mr. Renninger – can we move to make a recommendation to the Council?
      - Mrs. Akins → Motion
      - 2<sup>nd</sup> Mr. Renninger → discussion
    - Mrs. Akins – 5-year term limit for everyone – can be reappointed
    - Mr. Renninger – add language which says board member will stay on until replacement confirmed
  - d) Vote – unanimous approval
  - e) Article V – additional responsibilities added (h) (i) (j)
    - Mr. Hentz – what is EDC technical assistance role?
      - Mrs. Akins – providing information and analysis as requested by the Board
    - Mrs. Johnson – add DPW&T and DPIE to technical staff that would also provide information and analysis as requested by the Board
  - f) Article VI – subcommittee language changed (4)
    - (d) updated
    - (e) attendance updated
  - g) Article VII – Quarterly Reports
    - Mrs. Akins – date is reflective of 1-quarter past date of inaugural meeting, report will be made available at November meeting.
    - Mrs. Johnson – schedule of reports?
      - We will work with staff to develop



- h) Mr. Maddox stated that he would make necessary revisions and relate recommendations to Council Chair.

#### **IV. Discussion on Detailed Site Plan # 15029 (8800 Lottsford Rd.)**

- i. Mrs. Zavakos presented a draft correspondence to Chairman Hewlett from the Development Board based on comments from September meeting.
  - a) Applicant wants to add warehouse use to MUI/DDO zone – Planning Board hearing October 29, 2015
  - b) Staff report says that request does NOT impair zoning and conforms to sector plan
  - c) While does not match desired vision, it is supportive of existing uses
- ii. Discussion
  - a) Mr. Renninger – property in question is exempt from DSP per LTC Sector Plan, they don't need a DSP approval. Warehouse is a prohibited use in the TOD Core and does impair achievement of vision. This is a banking issue, why would amend a sector plan to deal with a banking issue? This sets a bad precedent. Also, this "on-site storage" allowance does not specify whether storage need be indoors or outdoors, could be very bad.
  - b) Mr. Hentz – this is prime property, designed for density. This warehouse use is so far against the plan and vision; (we are) seeking dense, walkable, sustainable community.
  - c) Mr. Battle – Nonconforming use?
    - Mrs. Zavakos – subject to interpretation
  - d) Mr. Renninger – property is going through sale or refinancing → owner is having difficulty with banks to obtain financing. The use intends to change and is undisclosed. If the use table is amended you don't know what will come onto the site.
    - Mr. Hentz – would approval allow expansion?
      - Yes
  - e) Mr. Renninger – this sets a bad precedent → once you approve, others will point to this case. There are currently multiple people proposing 1-story developments in the LTC Sector Plan area.
  - f) Mr. Hentz – supporting will increase lifespan of business. Why assist a business on prime real estate that cannot sustain on its own?
  - g) Mr. Baker – approval with conditions?
    - Mrs. Zavakos – yes (referenced staff report)
  - h) Mr. Battle – how is change restricted to property?
    - Mrs. Zavakos – not available to another by right, you would have to go through process and justify criteria to board and district council
  - i) Mr. Hentz – 65 jobs? What are they?
    - Mrs. Akins – explanation/identification of jobs being loss was not provided by applicant



- j) Mr. Renninger – need to verify what conversation between applicant and financier has taken place. Can the County remedy the issue outside of the bank?
- k) Mr. Hentz – we need more information
- l) Mrs. Zvakos – financial situation not relevant to DSP
- m) Mr. Renninger – Motion – board not support request because it is not consistent with sector plan. (no 2<sup>nd</sup>)
- n) Mrs. Zvakos – exemption from DSP process mentioned in staff report
- o) Mr. Renninger – staff report findings make sense except for the part which says property conforms with sector plan – it does NOT.
- p) Mr. Battle – letter draft – can we work with this language?
- q) Mr. Renninger – yes, but add that does not conform to sector plan in 3<sup>rd</sup> paragraph
  - Mrs. Akins – also mention TOD Core
- r) Mr. Renninger – “we don’t find use consistent with goals, purpose and recommendations for the TOD Core”
- s) Mr. Renninger – other non-conforming uses look like surrounding buildings. This one does not fit, surrounding uses are mixed-use → this is completely incompatible.
- t) Mr. Battle – is it sufficient to say this is incompatible? Do we need to say more?
- u) Mrs. Zvakos – cautionary comment → additional uses of this type in TOD Core may erode sector plan
- v) Mr. Renninger – please circulate letter for additional comments and revisions after cautionary language has been added.
  - Motion – 2<sup>nd</sup> by Mrs. Johnson
- w) Mrs. Johnson – 3<sup>rd</sup> paragraph needs to be re-written with the language discussed then move forward.
- x) Mrs. Johnson – purpose of the Board is to measure consistency with plan.

#### **V. Next Steps**

- a) Mrs. Akins – when do we get the letter and how do we reach consensus and vote?
  - Mr. Battle – circulate electronically → timeframe?
    - Mrs. Brown – by Friday
- b) Next Meeting – November 16<sup>th</sup> at 6:00pm
- c) Motion to adjourn – Renninger
  - 2<sup>nd</sup>

#### **VI. Adjourn**





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8th Meeting  
November 16, 2015  
6:00 p.m. – 8:00 p.m.

## AGENDA

### I. Welcome and Approval of Meeting Minutes

- Chair J. Kenneth Battle

### II. Detailed Site Plan #15029 (8800 Lottsford Road)

- Chair J. Kenneth Battle

### III. Update: Regional Medical Center

- David Iannucci

### IV. Update: Urban Land Institute (ULI) Technical Advisory Plan (TAP) for Largo Town Center

- M-NCPPC Staff

### V. Revised Largo Town Center Development Board Bylaws

- Leroy Maddox - Legislative Officer for County Council

### VI. Next Steps

### VII. Adjourn





## **MEETING MINUTES**

### **Largo Town Center Development Board**

County Administration Building, Room 2027

14741 Governor Oden Bowie Drive

Upper Marlboro, MD

Monthly Meeting: November 16<sup>th</sup>, 2015

6:00pm – 8:00pm

**Member Attendees:** Vanessa Akins, Larry Hentz, David Iannucci, Nellvenia Johnson, John Lupo, Charles Renninger, Andrew Scott.

(Quorum Not Achieved)

**Staff Attendees:** Jackie Brown, Jordan Exantus, Leroy Maddox.

**Other Attendees:** Jacqueline Brown.

**Absent:** Kenneth Battle, Kenneth Baker, Armin Groeschel, Donny James, Dr. Rodney Harrell, Louise McNairn, Kelvin Robinson, and Mark Wasserman.

In order according to the agenda:

#### **I. Welcome and Approval of Meeting Minutes**

- i. Nellvenia Johnson, Acting Chair called the meeting to order. Due to the lack of a quorum the October minutes could not be approved. Vote on the minutes were deferred to the next meeting.

#### **II. Detailed Site Plan #15029**

- i. Mrs. Johnson asked Charles Renninger to give an overview of the Detailed Site Plan #15029 discussion held at the Prince George's County Planning Board meeting held October 29<sup>th</sup>.
- ii. Comments
  - a) Mr. Renninger stated that the Planning Board approved to amend the DSP by changing the use table to include warehouse use instead of showroom/sales distribution. This is different than what the applicant told the Development Board it was seeking to do.
  - b) Mrs. Johnson – The Development Board submitted a letter to the Planning Board in regards to Detailed Site Plan #15029 , but there was a significant level of confusion over the process (multiple different iterations of the letter and e-mail voting)
    - Mr. Maddox – e-mail is good for consensus building, but voting creates significant problems administratively and can lead to breakdown of process.
    - Mr. Renninger – letter that was ultimately sent to the Planning Board was very different than what was voted on in the meeting. The e-mails facilitated a re-write and undermined the formal vote.
    - Mrs. Johnson – can we address the issue in bylaws to stop this from happening again?



- Mr. Maddox – could include provision stating no electronic voting
  - Mr. Iannucci – more and more boards are authorizing electronic voting
- Mrs. Akins – letter that was ultimately sent to the Planning Board was very different than what was voted on in the meeting, which has standing?
  - Mr. Maddox – letter that was voted on in meeting.
- Mr. Renninger – can letter on record be changed?
  - Mrs. Johnson – record is closed, nothing can be done retroactively
- Mr. Iannucci – the full Board had an opportunity to vote on the revised letter. Amendments were heard on all sides.
- Mrs. Johnson- Board members not in attendance did not have the benefit of the dialogue

### **III. Update on Regional Medical Center – David Iannucci**

- i. Mr. Iannucci provided the Board with an update of the Regional Medical Center Project
  - a) Work on the Certificate of Need (CON) continues. There was an exchange of letters in October asking formal questions of University of Maryland Medical Systems (UMMS) and Dimensions Health Care.
    - Questions arose regarding finances and service demand.
    - CON approval is moving along slowly, hopeful of spring completion.
  - b) Design work for the project is 20% – 25% complete
    - Millions of dollars have been approved by the State.
  - c) Governor Hogan approved \$30 million for Medical Center construction, but did not approve an operating budget
    - The State will be issuing a letter to explain stance on issues related to project.
  - d) RPAI is ramping up development planning and there have been some exciting discussions about prospective tenants.
- ii. Comments
  - a) Mr. Lupo – Have questions (posed to UMMS and Dimensions) been answered?
    - Mr. Iannucci – yes, they are responding
  - b) Mr. Renninger – what is the impact of the activities at Laurel Hospital?
    - Mr. Iannucci – closure of Laurel not in the original CON, but should strengthen case for new hospital due to the decreased number of beds in the County. Laurel was losing a lot of money ..... UMMS projects they can run the new hospital at break-even or positive budget. There are some challenges from competitors, but we remain confident.
  - c) Mr. Renninger – has hospital timeline negatively impacted other interested parties?
    - Mr. Iannucci – no one has pulled out yet. Several actors, mostly medical providers are still procuring land for development and some are still waiting.
  - d) Mr. Lupo –What is the timeline for the CON?



- Mr. Iannucci – We hope to have approval by spring and break ground nine months afterwards with a 34 – 36 month construction schedule.

**IV. Update on Urban Land Institute (ULI) Technical Advisory Plan (TAP) for Largo Town Center – Jordan Exantus**

- Mr. Exantus provided the board with additional information on the ULI TAP for Largo Town Center including participant biographies, updated project scope, and the stakeholder interview process. Mr. Exantus urged Board Members to sign-up to be interviewed and to attend the panel presentation of preliminary recommendations December 11, 2015.

**V. Revised Largo Town Center Bylaws – Leroy Maddox**

- Mr. Maddox outlined revisions to Draft Largo Town Center Bylaws.
- Comments
  - Mr. Scott – Standards of Conduct – I am here on behalf of WMATA, and will be making recommendations which aim to increase ridership. At what point if any would there be a conflict of interest?
  - Mr. Renninger – we all have some level of conflict, just have to specify capacity you speaking in when addressing outside audiences.
  - Mrs. Johnson – in situations where a Board Member is presenting on an issue relating to their organization, must recuse themselves from vote.
  - Mr. Lupo – why lose vote?
    - Mr. Renninger – ethics laws require it
  - Mr. Scott – Can Article II B be explained?
    - Mrs. Akins – Purpose of the Development Board is to move the LTC Sector Plan towards implementation.
  - Mr. Renninger – meeting scheduling –advanced scheduling of meetings and the time for day and night meetings need to be discussed.
    - Mrs. Johnson – table for next meeting

**VI. Next Steps**

- Outcome of TAP process
- Bylaws
- Scheduling of Regular Meetings

**VII. Adjourn**

- Next meeting – January 11, 2015 at 5:00pm





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### Urban Land Institute (ULI) Technical Advisory Plan (TAP) for Largo Town Center

**Why:** Leadership from the County Council and County Executive's office want to take advantage of the recently approved Largo Town Center Sector Plan, Plan 2035 and approval of the Regional Medical Center. They were Interested in hearing from nonbiased industry professions on how best to implement the vision of both plans and stimulate private sector investment at Largo Town Center.

**Who:** ULI is a nonprofit education and research organization that fosters and encourages high standards for land use planning and development. The members of this Advisory Services Panel have been selected from the ULI membership for their expertise relevant to planning, marketing, land use, economics, urban design, and transit oriented development. All panel members donate their time, effort, and expertise to the Advisory Services program as a personal contribution to further the Institute's work and objectives. The Panel will help find creative, practical solutions for some of the most challenging issues facing today's urban, suburban and rural communities. During a concentrated one-week effort, panels address challenging real estate and land use issues and provide solutions.

**Stakeholder Interview Process:** Stakeholders were selected based on their expertise related to the project and subject matter. The list of stakeholders includes, but is not limited to local and regional developers, WMATA, County Executive's Office, County Council, Planning Board, Economic Development Corporation, Transportation Planners, UMUC, UMD, PGCCC, Business Round Table, The Prince George's County Chamber of Commerce, and the Congress For New Urbanism.

**LTC Development Board:** Kierre McCune, Countywide Planning Division attended October 19th LTC Development Board meeting. Mr. McCune gave an overview of the project and asked the Board members to save-the-date of December 8th to be interviewed by the Panel and to expect an email invitation in the coming weeks.

- Invitations were emailed to all potential stakeholders the week of November 1st (including all LTC Development Board Members). Mr. McCune's contact information was included in the invitation and available to answer any questions. Follow-up phone calls were made to each potential stakeholder to schedule an interview.
- As of Monday November 11th, six LTC Development Board Members have responded and are scheduled to be interviewed.

**\*Final Recommendations:** The week long process will culminate with a public presentation of the ULI Advisory Services Panel review and recommendations on Friday, December 11th at 9:00 a.m. at the Office of Central Services Building (Room 140), 1801 McCormick Drive, Largo. **All are welcome and encouraged to attend.**





## **Urban Land Institute Advisory Services Panel Largo Town Center**

### **Downtown Largo Town Center – Prince George’s County, MD**

Located in Prince George’s County, five miles east of Washington, D.C., the mixed-use Largo Town Center is highly accessible by automobile, intersecting several regionally important highways and roadways. The center contains approximately 800 acres of land, more than 200 acres of which are vacant or undeveloped. The area is anchored by the Largo Town Center Metro Station. The Metro station is the terminal station for the Blue Line and Silver Line in Prince George’s County and offers direct rapid transit access to the rest of the metropolitan Washington region as well as connections to Amtrak and commuter rail (MARC and Virginia Railway Express) service.

### **Study Area (half-mile study area and quarter-mile core)**

The study area for the Urban Land Institute’s Advisory Services Panel consists of the half-mile radius around the Largo Town Center Metro station. This half-mile radius covers 502 acres and represents a fifteen minute walk for the average person, and shown to be optimal for creating a successful downtown.

The approved sector plan emphasizes that the county, its residents, and business owners must recognize the properties within a quarter-mile of the Metro station, an area bounded by Arena Drive, Lottsford Road, and the Capital Beltway (I-495/I-95) as “uniquely situated” and, therefore, appropriate for dense development as well as community-centric uses that should not be promoted in other areas.

Ideally, the center will be its most dense and intense at the Metro station, growing out from that point. As a result, it is important for the panel to pay particular attention to the quarter-mile core within the context of the larger half-mile study area. Density should be prioritizing closest to the Metro station in the center’s quarter-mile core, the area that represents 160 acres around the station.

### **Planning Framework**

The Largo Town Center study area receives land use, zoning and planning guidance from two prevailing documents; the Plan Prince George’s 2035 Approved General Plan and the Largo Town Center Sector Plan and Sectional Map Amendment. These plans were recently approved with strong community input and support. Ideally, the panel’s recommendations will be consistent with both plans.

#### ***Plan Prince George’s 2035 Approved General Plan (Plan 2035)***

Plan 2035, the County’s comprehensive land use plan designates Largo Town Center and seven other centers as a Regional Transit District. These are high-density, vibrant, and transit-rich mixed-use areas envisioned to capture the majority of future residential and employment growth and development in the County.

Of the eight Regional Transit Districts, three are further designated as Downtowns (Prince George’s Plaza, New Carrollton, and Largo Town Center). Downtowns are targeted areas best suited to become economic engines and models for development in the County. This



will be done by funding and programmatic support whereby the majority of County resources and investment will be directed to Downtowns to ensure their success.

### ***The 2013 Approved Largo Town Center Sector Plan and Sectional Map Amendment***

The Largo Town Center Sector Plan envisions the transformation of the Largo Town Center Metro Station area into one of Prince George's County's premiere mixed-use "downtowns" and 24-hour activity centers by 2035. In 2017, the core area is anchored by a new Regional Medical Center plus a satellite university campus with the possibility of a future U.S. General Services Administration (GSA) tenant. The core area also features a mixed-use retail district along an extended Harry S Truman Drive. Largo Town Center is Prince George's County's primary local government center, offering a variety of services for county residents and businesses. A range of large and small businesses serve both the needs of citizens who reside within walking distance of the Largo Town Center Metro Station and the needs of visitors from the greater Washington metropolitan region.

The approved sector plan states that a major institutional user near the Metro station would serve as an important catalyst to commercial demand, creating a market distinction and attracting new tenants. Although the conclusions for residential, retail, commercial office, and hospitality real estate sector indicate limited, near-term demand for Largo Town Center, a number of significant, catalytic opportunities could "change the game" in terms of the area's market potential. These potential catalysts include: Introduction of a large-scale institutional user with the ability to drive localized demand to other market sectors, principally commercial office and retail.

### **Largo Town Center History**

The Largo office market peaked in 2002 with a nine percent vacancy rate and an inventory of 3.3 million square feet of space. Over the last six years, the occupied office space declined at a rate of 165,000 square feet annually. Market pressures from the economic recession and past adjustments to the office supply with the addition of space created a shift in the occupancy. Vacancy rates for office space in this submarket area reached 22.5 percent in 2012, indicating that nearly one out of every four square feet of available office space in the sector plan area was vacant.

### **Impending Project (Regional Medical Center)**

The District Council recently approved the plans for a 259-bed, 700,000-plus-square-foot hospital which is planned and funded for a site directly adjacent to the Metro station. This regional medical center could serve as the needed market catalyst for the center. The hospital is affiliated with the University of Maryland Medical System and is expected to open by January 2018.

### **ULI Advisory Services Panel Assignment**

The assignment for the panel is to provide unbiased input and offer recommendations to help Prince George's County stimulate private sector investment at Largo Town Center. The panel is asked by the sponsor to help facilitate the vision of the Largo Town Center Sector Plan and Plan 2035.

To realize the vision of both the Largo Town Center Sector Plan and Plan 2035, the panel should address the following questions:



### **Center Core (quarter-mile)**

1. The approved sector plan states that transforming Largo Town Center into a competitive and vibrant destination requires redevelopment of the existing parcels surrounding the Metro station and prioritizing those parcels with the highest visibility and accessibility. These prioritized properties, including The Boulevard at the Capital Centre and the WMATA-owned joint development site around the Metro station, comprise the transit-oriented development (TOD) core. They offer development opportunities that cannot be replicated in another Largo Town Center location. The approved sector plan envisions the center's core to be anchored by the Regional Medical Center plus a satellite university campus with the possibility of a future U.S. General Services Administration (GSA) tenant.

- What is the market for office and retail? Is the market at the density envisioned by the sector plan and Plan 2035?
- Given current and projected short-range market conditions and the Medical Center's construction timeline, which land use elements should be the highest priority for immediate (re)development?
- What role do civic greens, urban plazas, and squares play in this center's core?
- How important will it be to establish an urban street grid with smaller blocks?
- Should the County purchase land to ensure desired development?

### **Study Area Wide**

2. The approved sector plan states that the market analyses for each real estate sector concluded that limited new demand is available for Largo Town Center under current conditions except for residential development. The dispersion and uneven quality of existing residential, commercial (retail and office), and hospitality sector products compromise the area's market potential especially within the retail sector.

- What can the County do to create a welcoming environment for investors?
- What actions or strategies does the County need to implement to provide the best opportunity for the employment and commercial markets to succeed in the various time frames (0-5 years and 6-10 years)?
- Which elements of the sector plan can serve as short-term catalysts to influence future development?
- What tools, programs, and or financing options does the County currently have or need to create to effectively stimulate the growth envisioned by the sector plan and plan 2035? How and where should these funding sources and programs be applied?

3. The approved sector plan recommends future office space be constructed to serve a wide range of both medical, university and private sector tenants. What is the feasibility of thematically clustering predominant uses?

- How can the County utilize the Regional Medical Center to optimize the economic benefit (jobs and increased commercial tax base) to both the center and the County?
- How can the County cluster related uses to create a hub of excellence for health care around existing tenants (i.e. Kaiser Permanente)?
- How can the County effectively cluster government service related uses?



4. The approved sector plan states that significant public and private investments in **infrastructure improvements** will be necessary to support the plan's development objectives. Many of those investments are identified by the Plan's Action and Implementation Matrix (see pages 97-98).

- Which infrastructure investments will need to precede and/or be concurrent with the initial phases of construction for the regional medical center?
- Which infrastructure investments should be funded by the public sector and/or private developers?
- What will be the appropriate funding mechanisms to support infrastructure investment that supports short- and long-range development?

5. What kind of impacts should we anticipate in the commercial and office markets if the County seat (County Executive's Office and County Council Offices) and or other government agencies relocated from Upper Marlboro to Largo Town Center?

- How does the County need to factor impacts of relocating customer service related government agencies to the center versus agencies that have a more administrative function? Can this effect the proposed development strategy?
- What transportation enhancements would be needed for the public to successfully access government services if County Administrative offices relocated to 1301 McCormick Drive? This building is beyond an easy walking distance; 0.60 miles from the Metro station.
- Ideally, where is the most beneficial (customer access, economic stimulation, and Metro ridership) location(s) for additional agencies to locate within the center?

6. How should the County ensure the successful implementation of the sector plan and Plan 2035 and how should this relate to the Largo Town Center Development Board?

- Should a team of dedicated County staff be established to manage the day-to-day development process?

7. The approved sector plan makes recommendations to encourage developers to rebrand the area and develop a marketing strategy for complementary uses.

- Should this be an action undertaken by the County?
- If so, is this an urgent and immediate task?
- What isn't the County saying about the area that needs to be conveyed to the public and potential investors?





# Largo Town Center, MD

Advisory Services Panel

December 6-11, 2015

Biographies



Chair

**Dave Leininger**  
**Executive Vice President & Chief Financial Officer**  
**DART**  
**Dallas, TX**

Leininger joined DART as Senior Vice President, Chief Financial Officer in December 2008. In February 2012, he was promoted to Executive Vice President and given the additional oversight of the Information Technology, Marketing & Communications, Procurement, and Risk Management departments.

In 2011 Leininger was recognized by the *Dallas Business Journal* as CFO of the Year for Governmental Agencies. He is Chair of the American Public Transportation Association Financial Management Committee; a member of ULI's TOD Product Council; and a former member of the National Program Committee as Vice-Chair Public Policy.

Prior to joining DART, Leininger was associated with the City of Irving for five years, serving initially in the capacity of CFO and subsequently as Managing Director of Development Services and Economic Initiatives. His previous public sector experience includes positions as Budget Director and Director of the Office of Economic Development for the City of Dallas and Fiscal Services Administrator for the City of Garland. Leininger spent nearly twenty-five years in the private sector in a variety of real estate development roles, including Senior Vice President and Managing Director of the Recreational Real Estate practice of Economics Research Associates, Chief Executive Officer of ClubCorp Realty, Chief Operating Officer of Triland International, Senior Vice President and Chief Operating Officer of Network Security, Founder and Chairman of MultiNet Communications Corporation, Founder and Chairman of Community Management Associates, and Vice President and General Manager of the Las Colinas Association which serves the 6,500-acre Las Colinas development in Irving, Texas.



Panel

**Holly Barrett**  
**Executive Director**  
**Omaha Downtown Improvement District**  
**Omaha, NE**

*Forthcoming.*

**Ian Carlton**  
**Principal**  
**Ian Carlton Research & Consulting**  
**Portland, OR**

For more than a decade, Ian has examined the complex and context-specific relationships between transportation investments and urban development so that he can help others implement transit-oriented development (TOD) and capture the value of transit. Ian's research sponsors and consulting clients have included private and public sector entities committed to TOD: local governments, transit agencies, regional planning organizations, federal agencies, non-profits, landowners, and real estate developers.

To help draft and implement strategies that influence urban development, he leverages the latest transportation and land use studies as well as his professional experiences in real estate investment, transport planning, economic development, business strategy, and primary research. Ian's real estate experience spans the rehabilitation of historic homes in Atlanta, Georgia to 40-square kilometer TOD plan implementation in China. Ian's consulting work with U.S. city governments is equally diverse, with projects ranging from optimizing local transit services in a town of 100,000 residents, to writing an integrated transport and economic development plan for a city of 500,000 citizens, to developing a Transit Orientation Strategy for a city of nearly 4,000,000 people.

Ian previously worked on real estate development finance research for the Center for TOD and managed real estate development initiatives at Central Atlanta Progress. He also worked at Bain & Company, where he consulted with Fortune 500 executives to develop data-driven business strategies. Ian also co-owned residential property investment firms in the Atlanta area, which carried out more than one hundred transactions.

Ian has frequently collaborated with experts in the fields of real estate development and integrated transportation and land use planning to deliver customized solutions for clients. Collaborators have included the Center for Transit-Oriented Development, UC Berkeley Professor Robert Cervero, infill development expert Will Fleissig, and numerous others. Ian is a member of the Urban Land Institute's TOD Product Council and sits on the Transportation Research Board's Transportation and Land Development Committee.

Ian has a PhD from the University of California Berkeley where his research focused on TOD-related transit planning practices. He holds two masters degrees from UC Berkeley - City Planning and Transportation Engineering - and a Bachelor of Science in Architecture from the Georgia Institute of Technology.

**Charles Johnson, IV**  
**President**  
**C. H. Johnson Consulting, Inc.**  
**Chicago, IL**



President and Chief Executive Officer, ISHC, is a nationally recognized consultant with over 30 years of experience in convention, sports, hospitality, and general real estate consulting. Prior to forming Johnson Consulting, he worked for the Chicago-based real estate development firm, Stein and Company, which was design builder for the expansion at McCormick Place in Chicago. Prior to that, he was National Director of KPMG Peat Marwick's Convention, Sports, and Leisure Consulting practice. He served as program manager for the Puerto Rico Convention Center District project in San Juan, Puerto Rico for four years, and successfully guided that project from an idea to a highly regarded 110-acre urban redevelopment project. He has worked on numerous projects in western New York including the expansion analysis of the Buffalo Convention Center. .

Johnson has worked on over 600 public assembly and urban development consulting assignments in the U.S. and abroad. He is a member of ULI and he has served on five Advisory Services panels.

**Stanley Lowe**  
**President & CEO**  
**Pittsburgh Neighborhood Preservation Services**  
**Pittsburgh, PA**

Stanley A. Lowe has over twenty-nine years of experience providing technical assistance to public housing authorities, historic preservation organizations, government agencies, universities, and community-based organizations. He has proven expertise in community revitalization and economic development, real estate development, asset management, community planning, organizational restructuring, budget and financial management, and public housing management. Stanley is the President and CEO of Pittsburgh Neighborhood Preservation Services, and is the Managing Director of the Richard Mellon Scaife Community Development Initiative Grant. Mr. Lowe is former Executive Director of the Housing Authority for the City of Galveston, Texas and the former Managing Partner in charge of Gulf Coast operations for Fourth River Development LLC. While acting as Executive Director of the Housing Authority of Galveston, Mr. Lowe implemented and managed a \$160 million Housing Development Strategy, and worked in unison with the Galveston Housing Authority's (GHA's) Board of Directors to develop a comprehensive development plan for the revitalization of Galveston's public housing. He also developed a cooperation agreement between the GHA and the Denver Housing Authority to implement a \$6 million energy cost efficiency program, and acted as a liaison between the GHA and historical and advocacy groups community-wide to effectively implement a mixed-income housing strategy. While with Fourth River Development, Stanley directed development and consulting activities in the Louisiana, Mississippi, and Alabama Gulf Coast communities. Previous projects include work with the Mississippi Gulf Coast Renaissance Corporation (MGCRC), Northrop Grumman Ship Systems, and the City of Pascagoula to develop the Northrop Grumman East Bay Shipyards into a mixed-income residential community. More recently, he has worked as a Consultant for the Annie E. Casey Foundation in Baltimore, Maryland.

Over the years, Mr. Lowe has held a number of positions, including posts as the Vice President of the National Trust for Historic Preservation, President of the National Trust Community Development Financial Institution (CDFI), and Board Member of the National Trust Community Investment Corporation, where he played an instrumental role in the National Trust's successful efforts to combine New Markets Tax Credits with Historic Tax Credits for community revitalization. In Pittsburgh, PA, he worked as assistant to former Mayor Tom Murphy for Neighborhood Housing and Policy Planning, as Executive Director of Pittsburgh's Housing Authority, as Vice President of Pittsburgh History & Landmarks Foundation, and was a Board Member of the Pennsylvania Bureau of Historic Preservation, and the Pittsburgh Board of Code Review. Of further note in the Pittsburgh community, he founded the Pittsburgh Community Reinvestment Group, a coalition of thirty-three community-based organizations striving to improve housing and

*All biographies as of 11/16/15*



financial opportunities for Pittsburgh's low-income neighborhoods. Mr. Lowe is also a former Board Member of Citizens Bank of Pennsylvania and Chairman of its CRA Committee.

**Mark Troen**  
**Senior Vice President**  
**Brookwood Group Inc.**  
**Palm Beach Gardens, FL**

Mark Troen is a Brookwood shareholder and Senior Vice President, based in Florida and New York. Until recently, he served as managing principal of Brookwood's affiliate. The Winnmark Group, whose strategic real estate services and development activities have merged with Brookwood Group.

He has 30 years of real estate experience, having worked with investment banks, development companies, real estate firms, institutions and corporations. He has managed \$10 Billion in transactions, achieving excellent returns on high-risk, turnaround and problem assets. Mark has acquired, sourced, negotiated, conceived, analyzed, planned, entitled, developed, completed and restructured mixed-use, retail, office, industrial, and residential projects nationwide and internationally, ranging in size from \$5 Million to \$1 Billion and up to 1,000,000 square feet and 3,000 acres.

At The Weitzman Group, Mr. Troen created the Development Advisory Services practice for mixed-use, commercial, residential, and land properties. In the process, he transformed and rebranded a highly regarded real estate feasibility firm into a comprehensive real estate services provider.

As Chief Development Officer at Monday Properties, he developed new properties; redeveloped existing assets; marketed fee-generating services; revitalized a troubled loft conversion; planned signature developments; and sourced new acquisitions for a 7-million square foot New York and Washington, DC office, residential, and mixed-use portfolio.

Mr. Troen was a co-founder of Racebrook Capital Advisors (where he specialized in the acquisition of opportunistic real estate assets, non-performing/sub-performing loans, and distressed properties) and recently served as the Chief Operating Officer of Sheldon Good & Company (a Racebrook Portfolio Company), where he reinvigorated a 45-year old nationwide real estate auction services firm; revamped legacy operations and restructured business development, marketing, and project management; introduced innovative technology to prospect for clients and manage the sales process; and achieved \$375 Million in closed real estate sales.

Mr. Troen is active with the Urban Land Institute (ULI); is the Chair Emeritus of the Urban Development Mixed-Use Council Gold; and has served on ULI Advisory Services Panels in Chicago, Charlotte, Detroit, and Raleigh-Durham. He has served on Consulting Corps Panels in Seattle, Boston, Las Cruces, NM and co-chaired the panel in Fresno, CA.

**Adella Weber**  
**Senior Urban Designer, Advance Planning Group**  
**Jacobs**  
**Atlanta, GA**

*Forthcoming.*



**Thomas Weyandt**  
**Former Deputy Chief Operating Officer**  
**Atlanta, GA**

Tom Weyandt retired in 2014 from a lengthy career in urban and transportation planning. He most recently worked as a senior policy advisor to Mayor Kasim Reed of Atlanta and, as Deputy Chief Operating Officer, had oversight of the public works and planning and development functions for the city. He earlier served as Planning Director and Commissioner of Community Development for Mayor's Andrew Young and Maynard Jackson.

Tom worked in multiple capacities at the Atlanta Regional Commission (ARC) including, at various times, Chief of Socio-Economic Analysis, Director of Transportation Planning and Director of Comprehensive Planning. His experience at ARC included oversight of environmental resources, land use and transportation planning, research and transportation demand management. While working for ARC he developed the Livable Centers Initiative - a program to link land use planning and implementation with transportation development for the creation of more transportation efficient communities.

Tom served as Executive Director of Research Atlanta, a public policy think tank at the Andrew Young School of Policy Studies. He has lectured on urban development and transportation issues throughout the United States as well as in international forums in Spain, Korea, China and Canada.

In retirement, Tom works on a variety of local consulting projects. He also serves on the McPherson Implementing Local Redevelopment Authority and serves as chair of the Development Committee - charged with redevelopment of a recently closed military post. His favorite post-retirement activity is wrapping chocolate bars at Xocolatl Small Batch Chocolate - his son's new bean-to-bar chocolate shop.



## ULI Project Staff

**Alison Johnson**  
**Project Manager, Content**  
**Urban Land Institute**  
**Washington, DC**

Alison Johnson is an experienced grant and volunteer program manager. With more than a decade of experience, she has engaged in a variety of activities from coordinating advocacy projects, developing capacity building and technical assistance grant program and outreach plans, and consulting with local nonprofits on their grant management policies. Prior to working in the nonprofit sector, she provided financial services support as a member of private client asset management team and administered the annual and disaster-relief grant programs at the Credit Suisse Americas Foundation.

In her current position as ULI's Program Manager of Content, Alison provides strategic guidance and project coordination for the full spectrum of ULI's research and knowledge sharing initiatives, which includes Advisory Services and Education programs. Working within the ULI enterprise and with external partners, Johnson has coordinated projects that support peer-to-peer engagement and knowledge sharing, disseminates urban development policy best practices, and integrates ULI's key research programs on health and the built environment, urbanization, leadership, and community building.

Johnson came to ULI in 2010 to serve as government compliance manager. As manager, Johnson contributed to ULI's capacity, financial analysis, and program planning/reporting associated with a grant from the US Department of Housing and Urban Development to provide technical assistance to jurisdictions receiving funding from the Neighborhood Stabilization Program, a federal stimulus program.

Johnson earned a Master of Urban Planning from the Robert F. Wagner Graduate School of Public Service at New York University and a B.A. in Political and Economic Philosophy from Wheeling Jesuit University in Wheeling, West Virginia.

**Steven Gu**  
**Associate, Education & Advisory Group**  
**ULI-the Urban Land Institute**  
**Washington, DC**

Steven is an associate in the Education and Advisory Group at the Urban Land Institute. Previously, Steven was an intern with ULI in 2013 and 2014, where he researched and designed a matrix on public official and community outreach programs around land use, communicated with public officials and leaders in the real estate industry for content development; created electronic database of advisory panel reports for future marketing purposes and library reference, developed a matrix on natural disaster recovery case studies for 2014 Colorado Advisory Panel and published content on Nichols Prize award winners for the "Visionaries in Urban Development" book.

Prior to his ULI experience, Steven was an extern with the National Coalition of Asian Pacific American Community Development (CAPACD), was co-founder and site administrator for the Prospect (theprospect.net), an online resource for students who are interested in pursuing higher education from the perspective of current students and higher education experts, an Admissions Fellow with the Admissions Office at Swarthmore College, and a Constituent Services Intern with Senator Daylin Leach's Office in King of Prussia, PA.

Steven has Bachelor of Arts with Honors in Urban Studies and Political Science from Swarthmore College and was a 2015 Fulbright Finalist for Urban Planning Research in Singapore.

*All biographies as of 11/16/15*