



**Urban Land  
Institute**

Washington



## **A Technical Assistance Panel Report**

# **Developing a Revitalization Strategy for the Town of Kensington**

Sponsored by:  
Town of Kensington, MD

November 12 - 13, 2008

# Kensington, MD

## Developing a Revitalization Strategy for the Town of Kensington

November 12-13, 2008  
A Technical Assistance Panel Report

ULI Washington  
4909 Cordell Avenue  
2<sup>nd</sup> Floor  
Bethesda, MD 20814  
(240) 497-1919  
Fax: (240) 497-1818  
[www.washington.uli.org](http://www.washington.uli.org)

## **About ULI Washington A District Council of the Urban Land Institute**

ULI Washington is a district council of ULI—the Urban Land Institute, a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has over 40,000 members worldwide representing the entire spectrum of land use planning and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better communities.

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Washington carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through its educational programs and community outreach initiatives.

## **About the Technical Assistance Panel (TAP) Program**

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

### **Brian J. Cullen**

Chair, ULI Washington;  
Principal, Keane Enterprises, Inc.

### **Andrew K. Brown**

Chair, Technical Assistance Panel Program;  
Chairman, Stanford Properties, LC

### **Patricia A. Harris**

Vice-Chair, Technical Assistance Panel Program;  
Partner, Holland & Knight, LLP

### **Lisa W. Rother**

Executive Director  
ULI Washington

### **Meghan M. Welsch**

Director, Advisory Services and  
Development  
ULI Washington

### **Jason L. Stuart**

Director of Community Outreach  
ULI Washington

# Contents

**Acknowledgments.....Page 5**  
**ULI Washington Panel and Project Staff.....Page 7**  
**Foreword: Overview and Panel Assignment .....Page 8**  
**Executive Summary: The Panel’s Recommendations .....Page 13**  
**Market Potential .....Page 16**  
**Development Strategies .....Page 22**  
**Planning and Design.....Page 27**  
**Implementation.....Page 34**  
**Conclusion .....Page 36**  
**Appendix.....Page 37**  
**About the Panel (bios) .....Page 46**

## Acknowledgments

Both personally and on behalf of ULI Washington, the panel members and project staff would like to thank the town of Kensington for inviting ULI Washington to explore Kensington, and to provide guidance on potential redevelopment opportunities within their community. Specifically, the panel would like to thank the town of Kensington's Mayor, Peter C. Fosselman, for initiating the process and providing guidance and support, including leading the panel on a tour of the community, and the entire town Council: Mary Donatelli, Sean P. McMullen, Sharon Scott, and John Thompson, as well as Maryland State Delegate Alfred C. Carr, Jr., all of whom supported and participated in the process. The panel would also like to thank Sanford W. Daily, the Town Manager, who provided additional useful insights on the tour and throughout, and to Claudia Donnelly, Special Assistant to the Mayor, who served as the direct point of contact between the town and ULI staff, and who was indispensable in coordinating the preparation of briefing materials and all other logistical needs.

The panel also owes its gratitude to Charlie Maier and Kris Warner of Maier & Warner Public Relations, for their preparation of briefing materials, and to Frederick V. Boyd, from the Community-Based Planning Division of the Montgomery County Planning Department, for his involvement and assistance, including his provision of maps for the panel. Special thanks are also due to the following for their roles in preparing for and hosting the panel: Maureen Cappadona, Joseph Cutro, Harley Higgins, Sub-urban Trading Co., and Douglas M. Wrenn. Additionally, the panel would like to thank Café 1894 for hosting a cocktail reception to kick off the panel as well as the panel dinner. Finally, the panel extends its appreciation to the town residents and other stakeholders—some of whom are also mentioned above for their other roles—who participated in the panel's stakeholder input session, roundtable discussions, and panel presentation, including:

### **Stakeholder Participation:**

Charles Atwell, Business Owner

Mackie Barch, Town Resident

David Beaudet, Town Resident and former Town Council Member

Frederick Boyd, Community-Based Planning Division, Montgomery County Planning Department

Neil Burka, Businessman

Alfred Carr, Town Resident, former Town Council Member and current Maryland State District 18 Representative

Sanford Daily, Town Manager

Mary Donatelli, Town Resident and Town Council Member

Peter Fosselman, Mayor

Van Franke, Resident of Kensington and nearby Business Owner

Dennis McCurdy, President, Kensington Business District Association (KBDA)

Sean McMullen, Resident and Town Council Member

George Myers, Resident and Town Business Owner

Barbara Scharman, Resident  
Sharon Scott, Town Resident and Town Council Member  
John Thompson, Town Resident and Town Council Member  
Mark Hudson, Resident and nearby Business Owner  
Karen Jackson-Knight, President, Ken-Gar Citizens Association  
Duane Rollins, Resident, Town Business Owner and President of Kensington Merchants Association  
Deb Sangerholm, Town Business Owner  
Denise Willsey, Town Business Manager

The findings and recommendations provided in this report are based on the collective expertise of the panel, along with the briefing materials, and information gleaned from the tour, stakeholder presentations, and roundtable discussions conducted during the panel's one and one-half day effort. ULI Washington hopes that the following information will help guide the town of Kensington as it seeks to connect, enhance, and add to its many existing assets, so that many more residents of the region will have the same opportunity as the panel did, to "Explore Kensington."



*Panelists and town stakeholders participate in roundtable discussion groups at the outset of the process.*

# ULI Washington Panel and Project Staff

## Panel Chair

Patricia A. Harris  
Partner,  
Holland & Knight, LLP  
Bethesda, MD

## Panelists

Lauren N. Cahill  
Assistant Development Director,  
Western Development Corporation  
Washington, DC

Marc McCauley  
Senior Principal,  
RCLCO  
Bethesda, MD

Douglas A. Cooper  
Principal,  
Union Realty Partners, Inc.  
Washington, DC

Michael C. Swartz  
Principal,  
David M. Schwarz Architects, Inc.  
Washington, DC

Jonathan B. Eisen  
Managing Principal,  
StreetSense  
Bethesda, MD

Kevin Tankersley  
Principal,  
LandDesign  
Alexandria, VA

Bryant F. Foulger  
Principal,  
Foulger-Pratt Companies  
Rockville, MD

Martin J. Wells  
President,  
Wells + Associates  
McLean, VA

## ULI Washington Staff

Lisa W. Rother  
Executive Director

Meghan M. Welsch  
Director, Advisory Services and Development

Jason L. Stuart  
Director of Community Outreach

## Foreword: Overview and Panel Assignment

The town of Kensington is located in Montgomery County, Maryland – just two miles north of the Capital Beltway and five miles from the northern border of the city of Washington, DC. A charming, peaceful, turn-of-the-century Victorian community with a diverse population base, Kensington is also home to an attractive and unique business community and some of the most beautiful wooded streets and historic homes in the Washington, DC metropolitan area.

Kensington traces its architectural history back to 1890, when Washington, DC developer Brainard Warner designed and built a planned Victorian community, featuring a church, a library, and a local newspaper. Mr. Warner had fallen in love with the city of Kensington on a trip to England, and devised a plan to replicate that same charm back in his home country.

The area that is referred to as Kensington has a population of nearly 20,000 and features a robust business community, numerous antiques and art galleries – highlighted by two regionally renowned shopping areas, ‘Antique Row’ and the West Howard Antique District. A third shopping and commercial artery is Metropolitan Avenue, located on the north side of town, with an equal share of retail and restaurants, with some underused/dilapidated lots, a concrete plant, and warehouses. The town proper, however, measures just one-half a square mile in size and has 1,873 residents, as of the 2000 U.S. Census, and is transected by Connecticut Avenue, University Boulevard West, and Knowles Avenue; it is equidistant from two Metrorail Red Line stations, Wheaton and Grosvenor-Strathmore, and centers around the historic MARC commuter rail.

Kensington’s business community is composed of more than 300 businesses, and includes a recently-redeveloped Safeway grocery store, multiple antique shops and art galleries, a few restaurants, two performing arts theaters, dry cleaners, a fitness center, auto repair shops, a hardware store, bookstores, and the historic and popular Noyes Library for Young People. The town also hosts regular events for its residents and visitors, including a weekly Farmer’s Market, an annual 8k Race, Earth Arbor Day Festival, Labor Day Parade and Festival, and a holiday lighting event, among others. Tens of thousands of visitors come to the town each year, drawn to its world-class antiques and new home design businesses, as well as to visit its well-known and historic ‘Antique Row.’

As a place to live, work, and visit, Kensington has much to offer in the way of convenience, charm, and history – from its close proximity to Washington, DC, above-average income and education, to its quaint historical appeal, good schools, and an excellent quality of life.

While much of the Victorian charm and small-town roots of Kensington are still in evidence today – making much of it a historically preserved zone – it has experienced natural population growth, increased commerce, and higher volumes of traffic than what its roads were initially designed to handle. Kensington is also home to a large inventory of old buildings and several aging shopping centers, a lack of dining establishments, difficult and inaccessible pedestrian walkways, and a lack of directional signage for the town. In fact, the only major change in the town’s layout occurred in 1937, with the construction of a bridge over the original rail crossing, and the extension and widening of Connecticut Avenue, the town’s main thoroughfare, in 1957.

An out-of-date Sector Plan – last updated and approved in 1978, which makes it the oldest Sector Plan in Montgomery County—does not address many of these challenges.

For the past two years, the civic leaders of Kensington, led by Mayor Peter Fosselman, have been undertaking efforts to revitalize the town. These efforts include initiating a new marketing and branding plan, beginning the process with Maryland-National Capital Park and Planning Commission (M-NCPPC) of updating the outdated Sector Plan, and successfully lobbying for new state laws (quasi-zoning authority and liquor service). The goal of the town is to develop an overarching revitalization strategy to create a vibrant, mixed-use community for residents and visitors, and to improve its zoning strategies and processes to attract new businesses and revenue. This panel continues that effort.

### **Key Issues and Challenges**

As part of the town’s revitalization efforts, challenges were identified that, if appropriately addressed, could revitalize the town and enhance its charm for residents, businesses, and visitors alike. The town has identified these core issues as: a high volume of fast-moving vehicular traffic along principal arteries, poor pedestrian walkways and access, indirect and confusing traffic patterns, too many gas stations, older and tired shopping centers, too few restaurants, and less-unique specialty retail establishments.

Kensington’s main thoroughfare, Connecticut Avenue, is often referred to as ‘gasoline alley.’ According to the State Highway Administration, various sections of Connecticut Avenue, within Kensington, carry between 43,000-55,000 vehicles/day. The intersection at Plyers Mill Road and Connecticut Avenue is a chokepoint for vehicles, and a high speed limit on Connecticut Avenue makes the road dangerous for both pedestrians and drivers. Further, Connecticut Avenue and the CSX Rail Line act as a barrier for pedestrians, with few linkages from one side of the tracks to the other. For example, pedestrians have difficulty walking from ‘Antique Row’ to the West Howard Antiques District, without taking a long and hazardous path across many lanes of traffic on Connecticut Avenue. Sidewalks throughout the town are narrow, too close to the road, and often non-contiguous.

The pending Amendment to Kensington's 1978 Sector Plan will assist the town's efforts to evaluate current antiquated land use policies and zoning issues and create an opportunity to provide greater incentives and more flexibility to welcome new businesses and tenants, and in turn drive new visitors and commerce. Kensington currently has no mixed-use zones and no methodology or process in place to approve buildings combining ground-level retail with office space and/or residential units.

There are several significant issues that the town wishes to overcome with a comprehensive and strategic revitalization strategy. They are:

Dispersed Retail. Kensington's 'city center' features critical physical and logistical challenges, highlighted by three high-traffic, high-volume intersections: Connecticut and Knowles Avenues, Connecticut and Plyers Mill Avenues, and Connecticut and University Avenues. These intersections are difficult and dangerous for pedestrian crossings, with high volumes of traffic and roads that are six and seven lanes wide in places. Retail spaces on Kensington's roads are widely dispersed and non-centralized, inviting access by car rather than easy pedestrian access. There are also very few restaurants in Kensington, with just a handful of newer establishments featuring fine cuisine – making Kensington less of a 'destination' for outside visitors and residents alike. Finally, anchor tenants in most of Kensington's shopping centers are not necessarily 'destination' tenants – many 'chain' and less unique businesses are the norm.

Traffic. With a traffic count of 73,000 cars a day traveling through the town of Kensington – and with its primary shopping attractions and Victorian neighborhood charm hidden by aging storefronts and gas stations, the town has become less of a destination and more of a pass-through community, hindering opportunities for commerce and revenue.

Zoning Disincentives. The current existing zones within the town are for the most part single-use zones and include: R10 (residential multi-family), R60 (residential single-family) and C1, C2 (commercial); CT (commercial transition); CO, OM (office); and I1 (industrial). These limited zoning options and lack of a mixed-use zoning category clearly serve as a disincentive to the creative use of property by both current and potential real estate owners and developers. The current county special exception process is also lengthy and does not provide the real estate community with sufficient certainty.

Older, Existing Buildings and Shopping Centers. Many commercial buildings in Kensington were built at the turn of or during the middle of the last century, without loading docks parking spaces or Americans with Disabilities Act (ADA) accessibility. Improvement to these older buildings will require expensive build-outs to accommodate modern retail specifications and meet current building/fire codes.

Poor Signage and Town Branding. Streetscape signage, directional signage and Town 'branding' are inconsistent and confusing, or altogether non-existent.

## **Questions to be Addressed by the Panel**

In context of the challenges outlined above, Kensington's civic leaders have identified the following sets of questions for consideration by the ULI Washington panel in an effort to ultimately develop a vibrant, mixed-use community for residents and visitors.

### **Market Potential**

- What is the market potential for downtown Kensington for strong retail names, financially-capable retailers and restaurateurs?
- What uses can be supported within the town and which of those uses will prove catalytic to development?

### **Development Strategies**

- Given the various opportunity sites along Connecticut and Metropolitan Avenues, where should the town focus its revitalization efforts?
- The town currently has a state of the art (bio retention, transit oriented) parking lot planned along Metropolitan Avenue adjacent to the MARC train station. How can the lot support future development and how should the town allocate usage fees?

### **Planning and Design**

- Connecticut Avenue and the CSX Rail line act as barriers, providing few linkages from one side to another, and making it difficult for pedestrians to cross. What can be done to improve connectivity?
- The intersection at Plyers Mill Road and Connecticut Avenue is currently a choke point for vehicles. What can be done to alleviate this?
- Vehicular speed along Connecticut Avenue makes the road dangerous. What traffic calming measures and other improvements to improve walkability can be put in place along the corridor?
- What streetscape improvements should be incorporated in the revitalization strategy to show the town's commitment towards revitalization?
- What can be done about the excessive quantity and location of Kensington's gas stations?

- Would a form-based code for these sites be an appropriate vehicle for achieving quality urban design?

### **Implementation**

- What zoning changes need to be made in order to implement the panel's recommendations?
- What incentives can be put in place to encourage development of the private sector?
- What tools and sources can the town take advantage of to fund aspects of the revitalization?

# Executive Summary: The Panel's Recommendations

Although the panel's insights and recommendations are all largely directed towards the long term, the panel is pleased to be able to provide its thoughts in advance of the Sector Plan Amendment for Kensington and the area surrounding it. It is the panel's hope that it can provide the town's citizens and officials with a market-based "outsider's perspective"—albeit one informed by both presentations and numerous one-on-one discussions with town residents, elected officials, and stakeholders—of the types of redevelopment that may be fostered by the new Sector Plan, in order to attract new businesses and revenue, and to create a vibrant, mixed-use community for residents and visitors. Moreover, the panel has attempted to demonstrate which sites present the best opportunities for such redevelopment, in order to allow the community to focus its efforts on achievable goals.

## Market Potential

The panel concluded that there are already many strong elements in place within the town of Kensington. There are also, however, several challenges, including the lack of a critical mass of business and economic elements, and of connectivity among assets, which would create the cohesive whole desired by the residents. The panel did find the existence of unmet market demand, by both residents and commuters, with the following market potential:

- 50,000-75,000 square feet of smaller scale retail;
- 60,000-80,000 square feet of professional or medical office;
- Small (100-125 room) limited service hotel; and,
- 1,600 additional multi-family units.

Note: This figure assumes the current and projected population, and that the town, over a long-term period (e.g., twenty years) will gradually transition from a 97/3 ratio of single-family residential to multi-family residential, to an 80/20 ratio.

## Development Strategies

To this end, the panel sought to identify those sites that offer the best opportunities for redevelopment to satisfy this unmet market demand, developed in a mixed-use manner whenever possible. By focusing initially on identifying the best opportunities for redevelopment, the panel sought to assist the town and its partners in deciding where they could most effectively allocate resources for streetscape and other design improvements that could facilitate such development, and also focus on where other incentives and regulatory changes should be targeted.

In order to fulfill the market potential detailed above, and do so with a mix of uses and in a manner that provides a connected, walkable, lively, and coherent Kensington identity and experience, the panel focused on three separate sites. The panel did not attempt to dictate the uses for the sites, given the difficulty in predicting market conditions at the time of redevelopment. Moreover, the panel recognized that in many instances other uses currently exist on these sites, and that they may continue to do so for quite some time. Thus, the panel's recommendations reflect a long-term vision.

Given these caveats, the panel attempted to identify the sites (or collection of sites) that had the location, visibility, block depth, orientation, and uniformity of ownership that will present the best opportunities for redevelopment when dictated by market demand and real estate development economics. Weighing these factors, the panel determined that the best opportunities are provided by the sites currently occupied by Hardware City Shopping Center on the western side of Connecticut Avenue; the Konterra Cement Plant and Mizzell Lumber tracts on Metropolitan Avenue; and the fire station and surrounding parcels on Connecticut Avenue at Plyers Mill Road. The panel developed block studies for each of these sites, demonstrating possible configurations.

## **Planning and Design**

The greatest opportunities as well as the greatest challenges for the town of Kensington are presented by its street network, which carries a large number of commuters through the town. The network provides accessibility to both commuters and residents, but is also somewhat confusing to navigate, frequently overcrowded, and places primacy on automobiles and their users—particularly commuters—rather than pedestrians, and/or town residents. The panel recommended an integrated approach of infrastructure improvements and redevelopment along the town's main thoroughfare, Connecticut Avenue, and, just as importantly, along its secondary and tertiary streets.

The "branding" of a community is physically manifested in its streetscapes and built environment. As such, the panel called for both streetscape improvements and for creating opportunities for the types of development that provide residences, lodging, offices, retail, and entertainment venues, which add to the streetscape through their built form and through the residents, patrons, and visitors that will use those streetscapes and activate them. This complementary approach, however, leads one to the inevitable question: Which comes first? The streetscape improvements, or the new development? It is the panel's position that the improvements must come first, in order to create the environment that will more likely attract private investment. To that end, the panel made a number of detailed short- and long-term recommendations regarding potential improvements to Connecticut Avenue, as well as to secondary and tertiary streets within the town.

## Implementation

The panel noted that Kensington's current environment is reflective of several factors, including:

- The 1978 Kensington and Vicinity Sector Plan;
- The current zoning categories on the parcels;
- Small parcel sizes;
- Fragmented Ownership; and,
- Low-Density Commercial Uses;

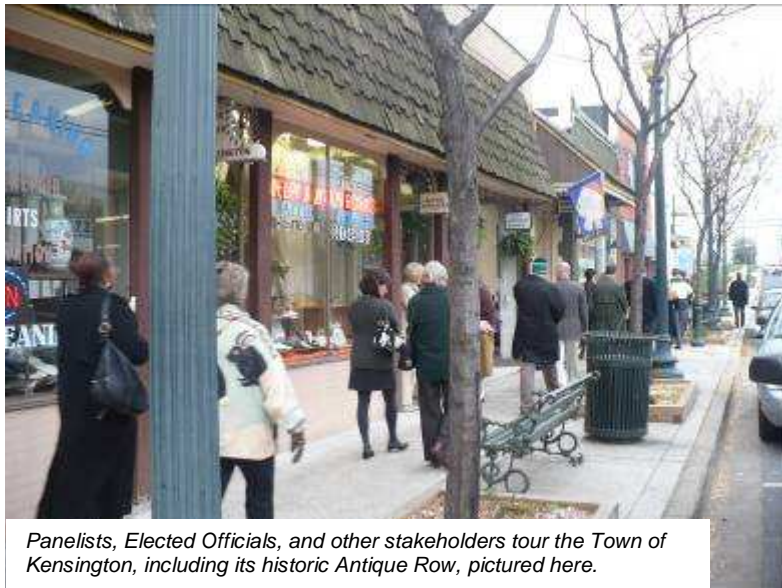
Thus, at the outset of the new Sector Plan process, the panel recommends that the town seek far more flexible zoning standards, which would allow for the following types of development, particularly on the opportunity sites discussed in this report:

- Mixed-Use zones with ground floor retail- office and/or residential above;
- A wide range of retail uses permitted;
- Minimum lot size to encourage assemblage;
- Floor Area Ratio (FAR) of 1.0 to 1.5 (Hardware City Shopping Center at 1.5; Metropolitan Avenue at 1.0; Fire Station at 1.0);
- Maximum Height 65 feet allowed;
- Build-to Line to define street edge;
- Eliminate gas stations as special exception uses;
- Create a street and block plan that allows for proper dimensions for development;
- Create a parking strategy for the redevelopment area, with flexible parking standards; and
- Define the limits of the town's core.

# Market Potential

Although the panel's charge was to assist with developing a revitalization strategy for the town of Kensington, it first spent a considerable amount of time taking note of the town's many assets, and cataloguing which aspects are already quite vital. Through this process, the panel concluded that there are already many strong elements in place, with the main challenge being the lack of a critical mass, and connectivity among assets, which would create the cohesive whole desired by the residents. In order to provide this connectivity, however, and in effect, close the circuit, the town must capitalize on several opportunities to create new nodes of activity, as those which currently exist are too dispersed and do not create a sufficient identity and "pull."

The creation of such a clear and vibrant physical identity and "pull" from the outside—specifically, among commuters on Connecticut Avenue—is essential in order to accomplish the following three main goals of the community, as heard by the panelists during their interactions with the town's citizens and stakeholders: a) preserve the unique character of the town; b) "take back Connecticut Avenue" through Kensington, such that the town and its citizens receive some of the benefits of this major thoroughfare, instead of only suffering its detriments; and c) provide greater residential, retail, dining, and other casual entertainment opportunities for residents, and thereby make Kensington a place where residents and their families have the ability and desire to live throughout all the stages of their lives. Fortunately, these three goals are actually quite complementary, as shall be laid out in this report.



*Panelists, Elected Officials, and other stakeholders tour the Town of Kensington, including its historic Antique Row, pictured here.*

## **Preserving—while at the same time capitalizing upon—the unique character of the town**

First and foremost among the town's many strengths is its unique and historic character. While many places in our nation have been accused of looking the same, Kensington has the advantage of distinctive neighborhoods with good housing stock, and a historic and appealing commercial district. People crave such authenticity of

experience and want to live and raise families, shop, dine, and recreate in places that are unique, special, and provide opportunities for community interaction, and thus such places should be preserved and promoted whenever possible. The boom in town

centers and other mixed-use projects is attributable in part to the recognition of this demand by the market; however, even the best new mixed-use projects and town centers suffer somewhat initially from their newness, as true character is something that must develop organically over time.

The current demographics of the town of Kensington provide yet another strength, with a median household income of \$96,016, well above the median for Montgomery County; educational attainment levels that are higher than the county average; and a very high level of home-ownership (87%). Kensington households are also relatively slower to turn over, with area residents having lived in their current homes for a median of nine years. This high degree of both home-ownership and stability no doubt contributes to the sense of community, civic pride, and civic involvement witnessed by the panel during their visit, which is another notable asset.

And yet, as we have seen in too many instances, historic assets and a stable, prosperous, and engaged community at one point in time do not, on their own, ensure continued vitality and success of a community. Even the best communities are not crystallized in amber: households age, demographics change, and other communities aggressively compete for public resources, residents, jobs, and economic development. Those communities who do not have an eye towards the future as well as on the past do so at their peril.

This is not to say, however, that the panel believed a radical makeover of the town, or a large influx of new residents and growth, is necessary or even desirable. Given the town's location—in between, but not immediately accessible to—two Metrorail stations, the town of Kensington is not slated for, nor is it an appropriate location for, the level of redevelopment or intensity of uses that is found in Wheaton and White Flint, as those two communities are built around Metrorail stations, which are greater drivers of density than MARC commuter rail stations.

The panel did think, however, that better use could be made of the MARC station and the mobility options it provides, as noted later in the report. Thus, the panel sought to provide recommendations that would allow the town to increase its benefit from both its own demographic strength and from that of the many commuters passing by the community, in order to make the citizens of the town of Kensington net beneficiaries of the mobility opportunities they provide to the region's commuters, instead of merely experiencing their negative externalities.

**"Taking back Connecticut Avenue" through Kensington, such that the town and its citizens receive some of the benefits of this major thoroughfare**



*The panel's tour included a crossing of the railroad tracks at Connecticut Avenue, giving the panel an "up close and personal" look at the thoroughfare.*

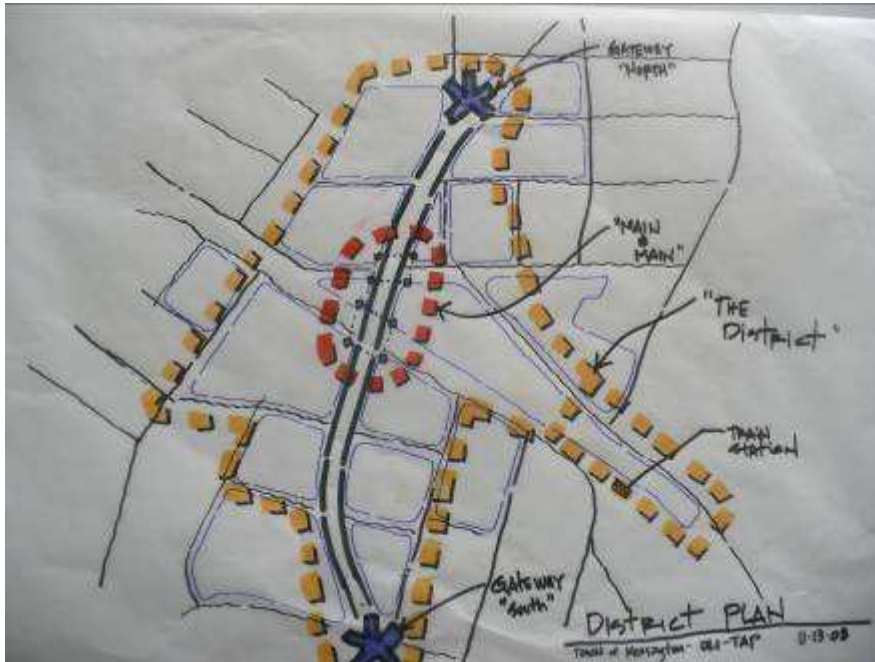
With the highest traffic counts of all of Kensington's thoroughfares, Connecticut Avenue is where retail would most naturally want to be located, in order to take advantage of the visibility afforded there. There is a conflict, however, between the type of retail uses that serve pass-through commuters and those that serve local residents and pedestrians. At present, the primary uses, specifically the gas stations, are situated to serve pass-through traffic.



*The Panel tours one of several gas stations along Connecticut Avenue (another is in the background)*

Unfortunately, there is not an easy solution, in the near-term at least, to the abundance of gas stations currently located there, or to the amount of traffic that passes through. The panel attempted to take the long-term and pragmatic view, recognizing that the State of Maryland will continue to need Connecticut Avenue to serve as a major thoroughfare, and that the many gas stations will likely remain in place until the land value becomes such that the market will force a major shift in land use.

Important streetscape improvements can and need to be made, as detailed in the section on Planning and Design. Such improvements are not enough on their own, though, to change the experience and perception of Kensington, for residents, for those passing through, and/or those who would be potential investors in Kensington. As the panel described it, the town of Kensington must, at its front door of Connecticut Avenue, offer people a sense upon entering the town that "something different is happening



here," thus prompting them to slow down, take note, and explore the community. In essence, the goal is to create a District with a "Main & Main" at its center.

Accomplishing this task is essential to both capturing some of the buying power of the commuters and to enhancing the quality of life for those who currently live and work—and would seek

to live and work—in a place like Kensington. Such an undertaking is one for the long-term; it requires a sustained commitment to a vision for the future, enabled and encouraged by an improved regulatory scheme, as laid out in the following sections.

**Providing opportunities for greater retail, dining, and other casual entertainment options for residents, and thereby making Kensington a place where residents and their families can and want to live throughout all the stages of their lives**

As noted above, the demographics of the town of Kensington are strong, and traffic counts on Connecticut Avenue alone are very high: according to the State Highway Administration, various sections of Connecticut Avenue, within Kensington, carry between 43,000-55,000 vehicles/day. By way of comparison:

- Rockville Pike north of Strathmore carries 54,900 vehicles;
- Georgia Avenue in Silver Spring carries 43,000 vehicles;
- Wisconsin Avenue in Bethesda carries less than 40,000 vehicles; and,
- Connecticut Avenue in DC, where it is six lanes wide, carries between 26,000-39,000 vehicles.

Fifty-five thousand vehicles/day is equivalent to one quarter of the traffic on the Beltway, so it presents a special challenge, but also an opportunity, if some of those commuters can be enticed to pause and consider Kensington as a destination for retail, dining, and entertainment.

Unfortunately, as currently constituted, few people passing by on Connecticut Avenue would know about the many charming and unique aspects of Kensington, or have reason to investigate further, as the current street design and land use does not provide

any clues about the character and function of the neighborhoods that are merely steps off Connecticut Avenue, and therefore does not draw them in. Rather, their only interaction with the town is likely pulling in for a tank of gas at one of the many stations lining Connecticut Avenue, or perhaps visiting Antique Row on Howard Avenue, or the specialty stores on Metropolitan Avenue. However, these attractions are not enough to make Kensington a "regular" destination, without more restaurants, complementary retail, or entertainment options.

Moreover, community stakeholders interviewed by the panel expressed a desire for more retail, restaurant, and entertainment options within the town of Kensington, so that they could walk and patronize such establishments within their own community, instead of having to frequently drive elsewhere. One stakeholder noted that providing such options is crucial in order to convince those who grow up in Kensington to continue living there as young adults. In much the same vein, Kensington's current residential options, with its overwhelming percentage (97%) of single-family residential stock, also discourages a range of household types from remaining in the community, including both young and older residents who may not want or be able to afford a single-family home. The ends of the demographic barbell—young and old—are more likely to gravitate towards multi-family residential environments, which require less maintenance and provide an opportunity to rent or buy at lower costs.

Given the existence in the town of Kensington of unmet market demand, by both residents and commuters, the panel estimated the following existing market potential:

- 50,000-75,000 square feet of smaller scale retail;
- 60,000-80,000 square feet of professional office;
- Small (100-125 room) limited service hotel; and,
- 1,600 additional multi-family units.

Note: This figure assumes the current and projected population, and that the town, over a long-term period (e.g., twenty years) will gradually transition from a 97/3 ratio of single-family residential to multi-family residential, to an 80/20 ratio.



The illustration to the left paints, in broad strokes, how this new retail could be distributed throughout the town. The integration of such additional development – carefully planned, located, and executed – could both provide some of the missing community ingredients cited by residents. With additional

residential options, new mixed-use development could provide opportunities for residents of Kensington to "age in place," enabling them to find a suitable place to live in the community throughout their lives. Similarly, providing such additional entertainment, office, residential, and hospitality options can, if properly sited and combined, add pedestrian activity and liveliness to the streetscape.

Adding such liveliness and activity to the streetscape is essential; although commendable efforts have been made with planters and benches on Howard Avenue, and with signage and brick pavers on Metropolitan Avenue, Connecticut Avenue is the gateway to Kensington and for the vast majority of those in the region, Connecticut Avenue is all that they may ever know about the town. Altering the current dynamic on Connecticut Avenue is a Planning and Design issue that is treated in detail later in this report, but it is also an important Market Potential issue, as steps must be taken to change the street from a net detriment to a net benefit for the community.

To that end, the panel sought to identify those sites that offer the best opportunities for redevelopment, for retail, multi-family residential, professional office, and a limited-service hotel, developed in a mixed-use manner whenever possible. By focusing initially on identifying the best opportunities for redevelopment, the panel sought to assist the town and its partners in deciding where they could most effectively allocate resources for streetscape and other design improvements that could facilitate such development, and also focus on where other incentives and regulatory changes should be targeted.

## Development Strategies

In order to fulfill the market potential detailed above, and do so with a mix of uses and in a manner that provides a connected, walkable, lively, and coherent Kensington identity and experience, the panel focused on three separate sites, as shown below: the sites currently occupied by Hardware City Shopping Center on the western side of Connecticut Avenue; the Konterra Cement Plant and Mizzell Lumber tracts on Metropolitan Avenue; and the Fire Station and surrounding parcels on Connecticut Avenue and Plyers Mill Road. The panel did not attempt to dictate the uses for the sites, given the difficulty in predicting market conditions. Moreover, the panel recognized that in many instances other uses currently exist on these sites, and that they may continue to do so for quite some time. Thus, the panel's recommendations reflecting a long-term vision. Given these caveats, the panel attempted to designate which physical areas had the location, visibility, block depth and orientation, and uniformity of ownership such that when that time comes and the land bases become more valuable, they will present the best opportunities for redevelopment.



Regarding the land currently occupied by several gas stations on the eastern side of Connecticut Avenue, the panel felt that opportunities for different types of retail establishments, including restaurants, would be realized only once the land bases for these sites justified such redevelopment. The panel noted that many neighborhood-serving establishments would seek to be located near the Safeway, using it as an anchor, and commended the town for working with Safeway to achieve what is actually a very good store prototype, given the design limitations on grocery stores and their need to limit glass exteriors as much as possible.

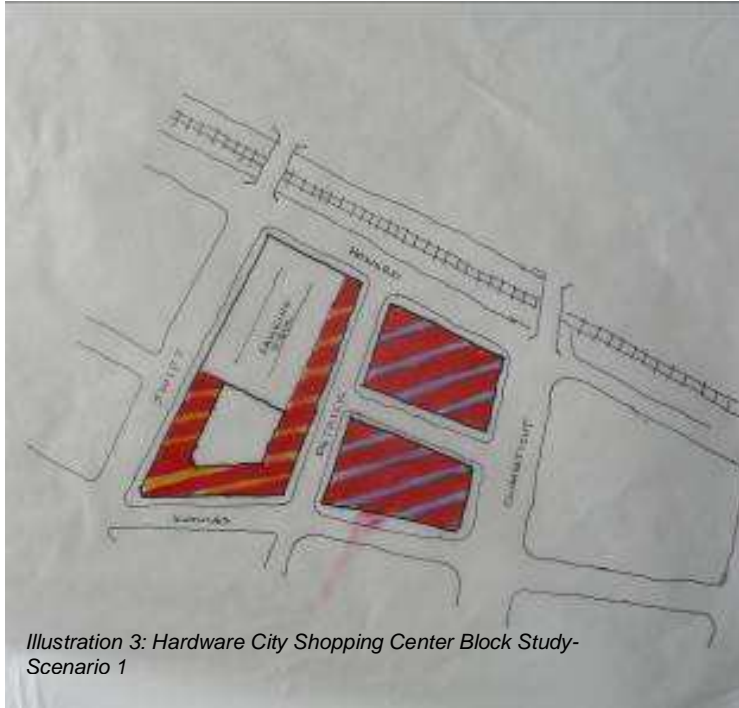
Because the other three sites mentioned above provide more readily available, larger-scale land assemblage opportunities, the panel focused on them in greater detail. Illustration 1 (previous) and Illustration 2 (below) present the future development scenarios on a broad scale; more detailed possibilities for each site are presented in turn.



Illustration 2: Redevelopment Opportunity Sites Use Plan

**Site 1: Site currently occupied by the Hardware City Shopping Center on the western side of Connecticut Avenue**

Most commercially-zoned properties in Kensington are small parcels, with separate owners. However, in order for a developer to redevelop on even a modest scale, he or she will need to be able to assemble enough land to have a critical mass to create a marketable product. The Hardware City Shopping Center site, which has great visibility, has the advantage of uniformity of ownership, leading the panel to focus on this site early-on as a potential "game-changer" for mixed-use redevelopment.



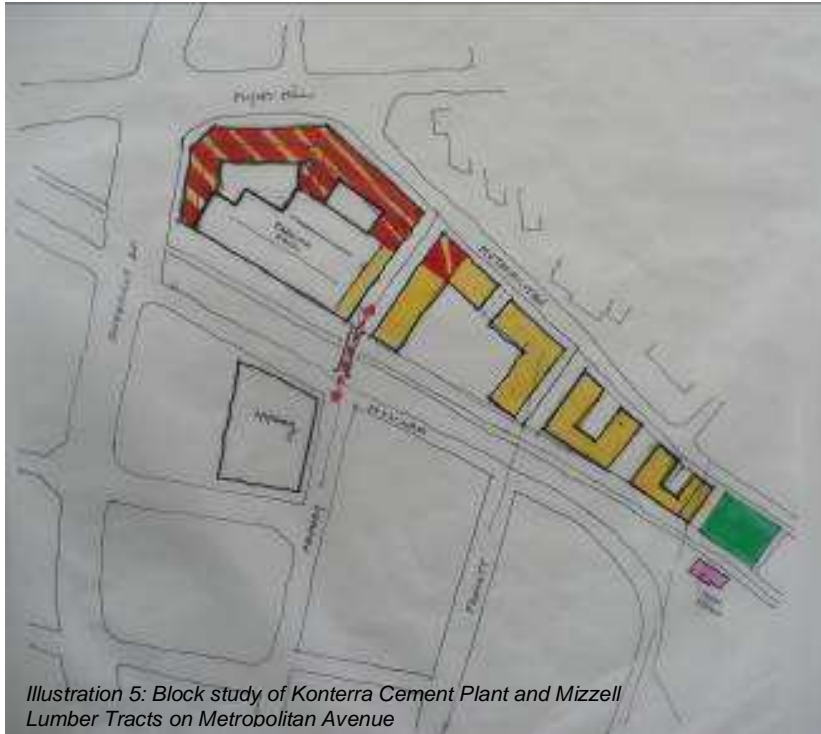
Such redevelopment would create an entrance to the town which, in conjunction with the streetscape improvements detailed in the Planning & Design section, would provide a counterbalance to the gas stations currently existing on the east side of Connecticut Avenue. Illustrations 3 and 4 depict two potential development scenarios. In Illustration 3, potential is created by splitting the existing block into two, with a series of internal streets that are both vehicular and pedestrian and a back lot that is anchored with residential over retail with a parking structure.

In Illustration 4, Dietrick Avenue terminates before intersecting with Howard. Retail lines Knowles Avenue and Connecticut Avenue and residential uses are provided on top. In both scenarios, a key issue is having enough land area to create the needed parking. Given current county parking ratio requirements, one of the problems



encountered in trying to create the "feel" of a small downtown and bringing shops to the street is the need to accommodate parking in a vertical manner, which requires larger land parcels and increases project costs. Further discussion regarding the possibilities created by closing several smaller streets within the town—and the opportunities such closures would create for more developable land area—can be found In the Planning & Design Section of the Report.

## Site 2: Konterra Cement Plant and Mizzell Lumber tracts on Metropolitan Avenue

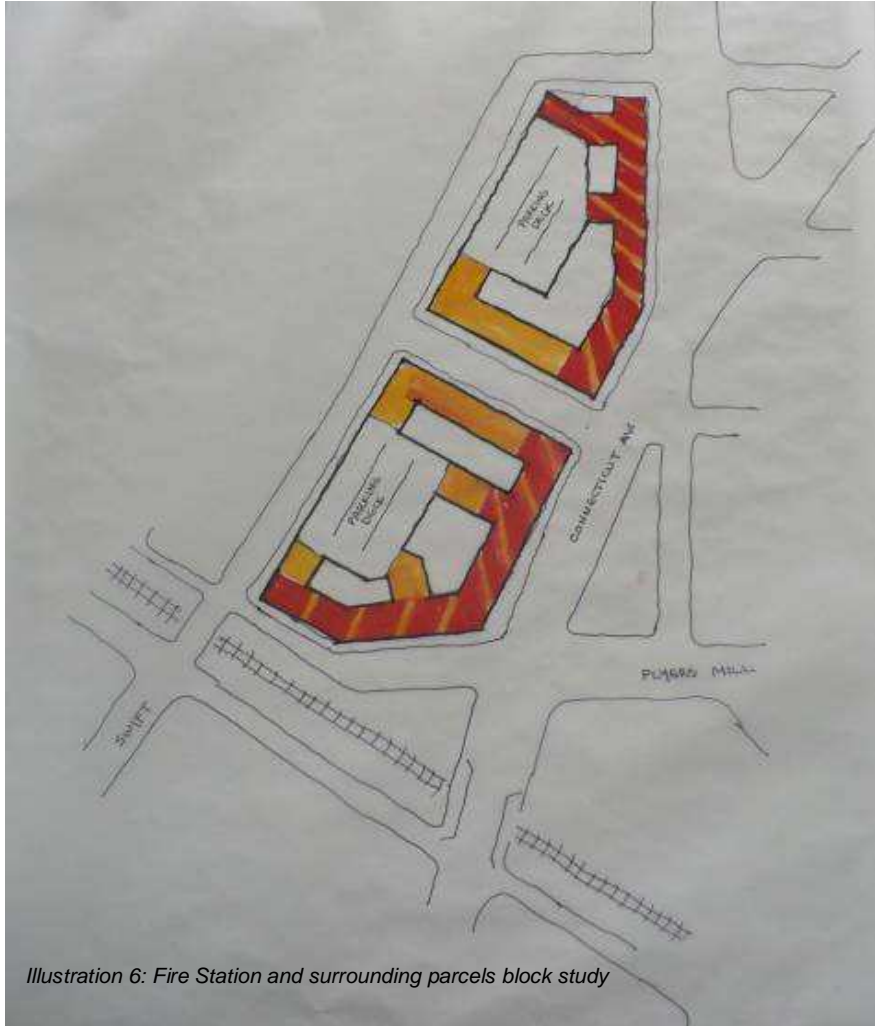


As mentioned in the Market Potential section, the panel viewed the MARC station as a strong building block for the town, and thus focused on it and the land adjoining it as a prime redevelopment opportunity. Although the town of Kensington is between two Metrorail stations and thus not directly accessible via Metrorail, it is nonetheless located directly on a MARC line, with six stops in the morning and six stops in the afternoon, providing service to Union Station in Washington, DC in 25 minutes.

This convenient access to downtown could serve as a selling point for multi-family residential, and the panel envisioned a series of 3- to 4- story buildings, or buildings with 4 stories over 1 story of parking, with the building becoming progressively larger in scale as the block depths increase. Although the panel discussed retail possibilities focused around the train station, the consensus was that there would simply not be enough people in the immediate vicinity to support more than perhaps one coffee purveyor, with retail seeking the higher-visibility sites adjacent to the main thoroughfares. As discussed further in the Planning & Design section, the panel also cited the need for additional pedestrian access over the railroad tracks in order to create a loop tying in to Howard Avenue and connecting to Antique Row.

## Site 3: Fire Station on Connecticut Avenue and Plyers Mill Road

Although admittedly a controversial issue, the panel did question whether the current fire station was the best use for the corner of Connecticut Avenue and Plyers Mill Road, given the visibility of the site and the congestion that the fire station causes whenever lights are pre-empted by a call.



*Illustration 6: Fire Station and surrounding parcels block study*

Thus, as a long-term proposition, the panel recommended further study regarding the possibility of relocating the station and redeveloping the site into lower-scale mixed-use. Assemblage with the parcels west and north of the station would be necessary to create the footprint needed for such a project.

## Planning and Design

The "branding" of a community is physically manifested in its streetscapes and built environment, which is why the panel called for both streetscape improvements and for creating opportunities for the types of development that provide residences, lodging, offices, and retail and entertainment venues. These various uses add to the streetscape through their built form and, perhaps more importantly, generate the residents, patrons, and visitors that will use those streetscapes and activate them. This complementary approach, however, leads to the inevitable question: which comes first? The streetscape improvements, or the new development? It was the panel's position that the improvements must come first, in order to create the environment that will more likely attract private investment. To that end, the panel spent a great deal of time identifying which areas provided the greatest opportunities for redevelopment, as discussed above in Development Strategies. Following the identification of the areas, the panel focused on which planning and design elements would create the most fertile environment for such redevelopment to occur.

### Hierarchy of Streets

Clearly, both the greater opportunities and the greatest challenges for the town of Kensington are presented by its street network, which carry a large number of commuters through the town and provide accessibility to both them and residents. However, the streets are somewhat confusing to navigate, frequently overcrowded, and place primacy on the automobile and their users—particularly commuters—rather than pedestrians, and/or town residents.

The panel recommends an integrated approach of improvement and redevelopment along the town's main thoroughfare, Connecticut Avenue. However, acknowledging that Connecticut Avenue will continue to be a major thoroughfare and there is only so much that can be done to foster a pedestrian-friendly, urban environment on it, the panel also recommends improvement to the town's secondary and tertiary streets. The panel recommends employing measures to slow down the traffic on Connecticut Avenue, and creating interesting streetscapes, such that users of the road will feel compelled to recognize that they have entered a unique place when driving through Kensington, and will be inspired to truly, "Explore Kensington," as the town's signage currently encourages them to do.

It is usually on secondary and even tertiary streets that we find the more walkable environments that encourage outdoor cafes and other venues that promote social interaction and convey civic vitality, and indeed, Kensington already has several interesting streets, including Howard Avenue along Antiques Row, and Metropolitan Avenue, where a number of local retail establishments have creatively reused existing space. It is also worth noting that both streets already feature a number of improvements, including pavers, historic signage and lighting, and plantings, for which the panel commends the town for its proactive efforts. What is lacking, however, is a

connection among the sites, which would enable the whole to become greater than the sum of its parts.



As a starting point, the panel mapped out the Primary, Secondary, and Tertiary streets of the town, and made recommendations accordingly. Given its primacy—both as a street and as a source of concern for residents, the panel spent a great deal of time discussing Connecticut Avenue, and potential improvements to it.

### **Primary Street- Connecticut Avenue**

The panel recognized that many recommendations have been made in the past regarding potential improvements to Connecticut Avenue, and that it likely can not add much to the discussion, given how comprehensively Connecticut Avenue has previously been evaluated. Rather, the panel recommended those ideas—both short- and long-term, that hold the most promise given the constraints that exist, in order to enable the town of Kensington to "take back" Connecticut Avenue, in a functional manner.

The challenges facing Connecticut Avenue are well-known: it is a six-lane median divided suburban arterial, with a thirty mile per hour posted speed limit, five gas stations that cater to very high volume of through traffic, and a character that can best be described as auto-dominant contemporary suburban. Because the signals are timed in a manner that so much of green time has to be devoted to north-south traffic, it is difficult to go east-west. Buses north of Knowles Avenue are very frequent (which is beneficial in many ways), however, they block one of three through lanes on Connecticut Avenue, and the fire department frequently pre-empt signals when responding to a call from its station on the corner of Connecticut and Plyers Mill.

Recommendations by the panel, which could be implemented in the short-term through coordination with the State Highway Administration and Montgomery County, include the following:

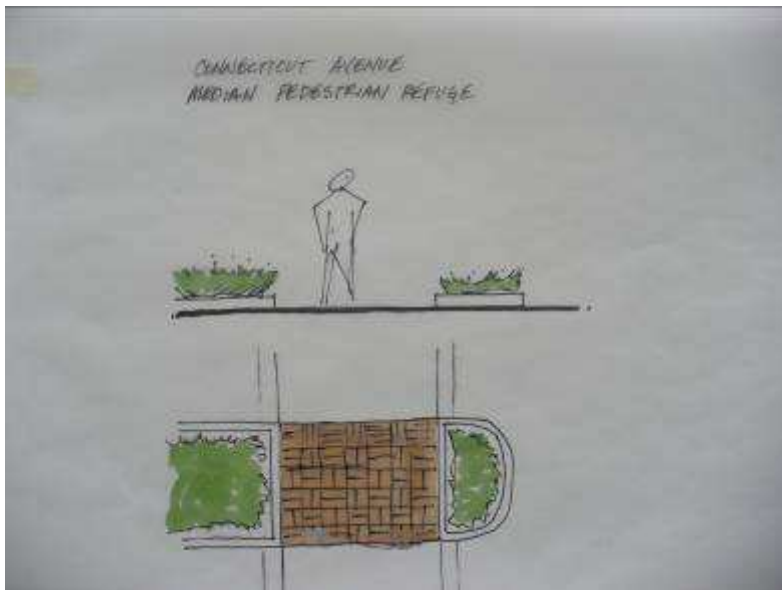
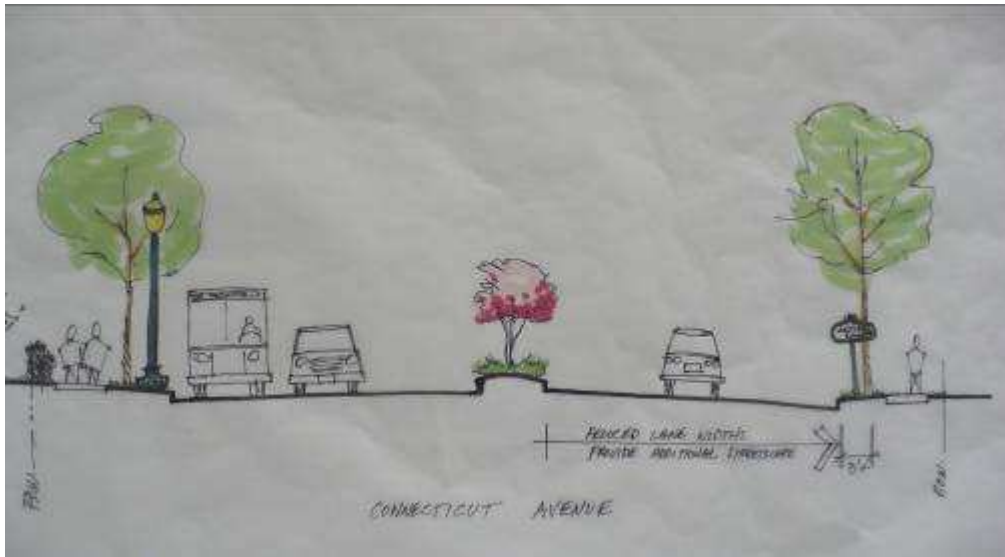
- Reduce speed limit from 30 to 25 mph (which is the speed limit in the District)
- Narrow travel lanes from 12 feet to 10 or 11 feet
- Construct median pedestrian refuges (6+ feet), which could be accomplished by narrowing of lanes
- Modify signal timing
  - 25 mph progression
  - Re-allocate green time from Connecticut Avenue (north-south) to side streets (east-west)
- Enhance pedestrian treatments
  - Pedestrian signal countdown heads
  - Textured crosswalks
- Reduce curb radii
- Provide for curb parking during off-peak times (creates security for pedestrians)
- Provide bus lay-by lane or re-locate bus stops

Note: This recommendation would require further study, as the panel does want to promote transit usage as much as possible, and yet experience has shown that many bus drivers do not like/use these lanes, as it is more difficult for them to then re-enter thoroughfare

- Consolidate driveways
- Underground overhead utilities
- Provide streetscape improvements (some of which have already been implemented in Kensington, particularly along side streets)
  - Special Kensington street signs
  - Historic character streetlights
  - Street trees coordinated
  - Widened tree lawns
  - Enhanced pedestrian walks (brick)

- Median landscape plantings
- Streetscape plantings along sides where possible
- Enhanced gateways
- Enhanced railroad bridge
- Pedestrian refuges at medians
- Wayfinding signage

The following illustrations provide examples of Connecticut Avenue streetscape improvements:



Transportation recommendations by the panel which could be implemented in the longer-term include the following:

- Construct roundabout: Plyers Mill Road/Metropolitan Avenue/Concord Street  
Note: This is worth further detailed studies, although backed-up westbound traffic on Connecticut Avenue could render recommendation dysfunctional
- Re-locate fire station
- Support regional solutions
  - Promote public transportation (Purple Line, BRT, Metro, enhanced bus, etc.)
  - Encourage compact, mixed-use, transit-oriented development
- Enhance connectivity
  - Summit Avenue Extension
  - One-way pair (Connecticut Avenue southbound/Amory Avenue Extended northbound between Baltimore Street and University Boulevard)

### **Secondary and Tertiary Streets**

As mentioned above, the panel noted the improvements already made on many of Kensington's secondary and tertiary streets, and commended the town and its partners for what they have already accomplished. Much of what the panel recommends regarding these streets is a continuation and expansion of those efforts, including:

- Historic character streetlights
- Street trees in tree wells
- Connected pedestrian walks with brick enhancements
- Coordinated/complete system of special pedestrian crosswalks
- Special Kensington street signs
- Consistent street furniture

As illustrated by the following:



### **Abandoning Streets**

Although it may at first seem counterintuitive to recommend closing a street when attempting to foster greater mobility, the panel noted that, should the redevelopment of some of the targeted areas become likely, the abandonment of several streets should be considered to promote land assemblage and increase buildable area. These streets do not currently serve as thoroughfares, but rather only provide access to a parking structure or a currently existing business. Several such streets were identified within the town boundaries, including Dupont Avenue off of Connecticut.

### **Pedestrian walkway**

As mentioned in the Development Strategies section of the report, the panel recommended a feasibility study regarding an additional pedestrian walkway over the railroad tracks, possibly extending from Armory Avenue to Metropolitan Avenue, in conjunction with any redevelopment of the Konterra Cement/Mizzell Lumber site. The panel recognizes the challenges involved in pedestrian bridges, particularly those over railroad tracks (which require higher clearances). However, the panel is concerned about the seemingly tenuous legal status of the currently-utilized at-grade crossing and

feels that additional pedestrian crossing opportunities are essential in order to effectuate the needed connectivity of the community and its assets. This crossing would be in addition to improvements being made to the Connecticut Avenue pedestrian crossing. The panel acknowledged that whenever pedestrians are given a choice to cross at grade or via walkway, they will choose the at-grade crossing the vast majority of time. Nonetheless, should the current at-track crossing of the railroad tracks become unusable, for whatever reason, pedestrians would need an alternative option.

## **Parking**

The residents and stakeholders expressed concern with respect to the sufficiency of parking in the community, and how best to accommodate the parking required by redevelopment. The panel recognized that there simply can't be development without sufficient parking being provided. The panel recommended further study of current parking availability to determine the extent of the actual issue. This study would evaluate how many spaces exist, both on- and off-street, short- and long-term, and public- and privately-owned, how many parking spaces are occupied at different times of the day, and the vacancy rates. Such data are necessary to properly address this issue, as well as to determine whether a parking district is called for- an issue about which the panel had mixed feelings and, in the absence of more information, could not reach a conclusion.

The panel noted, however, that parking should be within 500 feet of any destination, and to that end, the panel sought to distribute parking evenly throughout all redevelopment sites, as illustrated in the block studies found in the Development Strategies section of the report. The need for much of this parking to be structured, in order to enable buildings to be close to the street and to promote a pedestrian-friendly environment, further highlights the importance of being able to assemble large enough tracts of land to accommodate and incorporate such structures. This factor played a large role in the panel's selection of the redevelopment sites.

## Implementation

The panel noted that Kensington's current environment is reflective of several factors, including:

- The 1978 Kensington and Vicinity Sector Plan;
- The current zoning categories on the parcels;
- Small parcel sizes;
- Fragmented Ownership; and,
- Low-Density Commercial Uses.

## Sector Planning Process

Thus, at the outset of the new Sector Plan process, the panel recommended that the town seek far more flexible zoning standards for Kensington, which would set the parameters for new types of development, particularly on the opportunity sites discussed in this report:

- Mixed-Use zones with ground floor retail- office and/or residential above;
- A wide range of retail uses permitted;
- Minimum lot size to encourage assemblage;
- Floor Area Ratio (FAR) of 1.0 to 1.5 (Hardware City Shopping Center at 1.5; Metropolitan Avenue at 1.0; Fire Station at 1.0);
- Maximum Height 65 feet allowed;
- Build-to Line to define street edge;
- Eliminate gas stations as special exception uses;
- Create a street and block plan that allows for proper dimensions for development;
- Create a parking strategy for the redevelopment area, with flexible parking standards; and

- Define the limits of the town's core.

## **Parking and Transportation**

In conjunction with these zoning changes, the panel recommends that the town seek the following parking requirement modifications:

- Allow for on-street parking to count toward requirement; and
- Allow shared parking on all sites.

The panel also recommended working with the State Highway Administration to make the short-term changes proposed to Connecticut Avenue. The panel concedes that Connecticut Avenue is destined to operate in a congested condition irrespective of the changes made to it. The goal of the State Highway Administration is to maximize capacity on Connecticut Avenue which results in high volumes of vehicles going through Kensington. Based on the citizens of Kensington's desire to "take Connecticut Avenue back", the panel provided recommendations, as specified in the Planning and Design section of the report, to mitigate the adverse impact of Connecticut Avenue by slowing down the traffic; possibly diverting some of the traffic; and facilitating the crossing of Connecticut Avenue from the east side to the west side to make it possible for pedestrians to shop on both sides of the street.

## **Other Available Tools, Resources, and Incentives**

The panel recognizes that the town of Kensington has limited resources, and that the streetscape and other public space improvements recommended by the panel—in order to lay the groundwork for, and complement—potential redevelopment, is costly. To that end, the panel recommends the following possible funding sources:

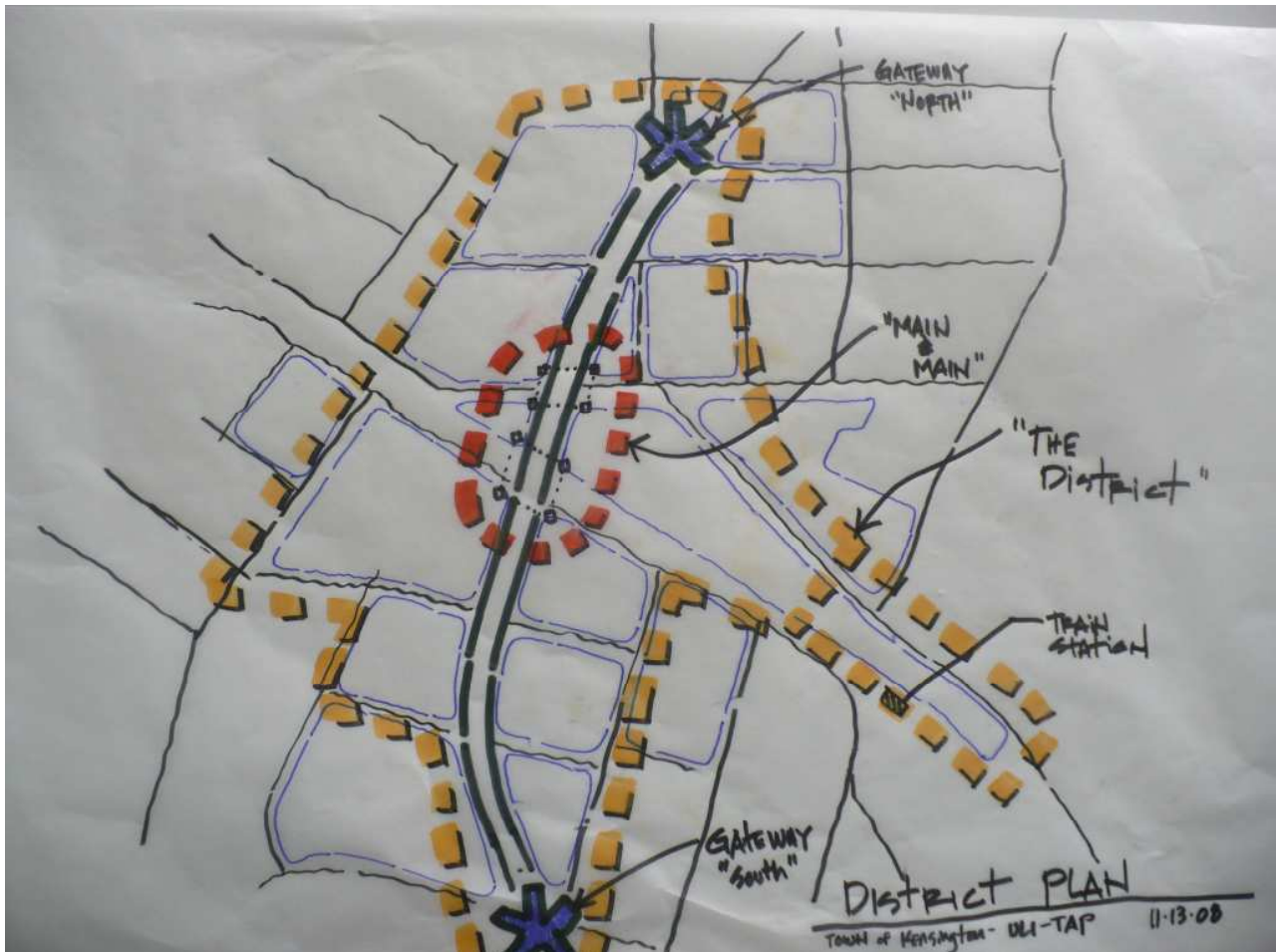
- Utilize existing taxing authority (parking or urban district tax, or Tax Increment Financing)
- Apply for funding under the Main Street Program (State Highway Administration, National Trust for Historic Preservation)
  - The character and elements that exist in the town should meet their criteria
- Secure perpetual rights to allow at-grade pedestrian crossings from CSX or identify alternative means of crossing tracks.

## Conclusion

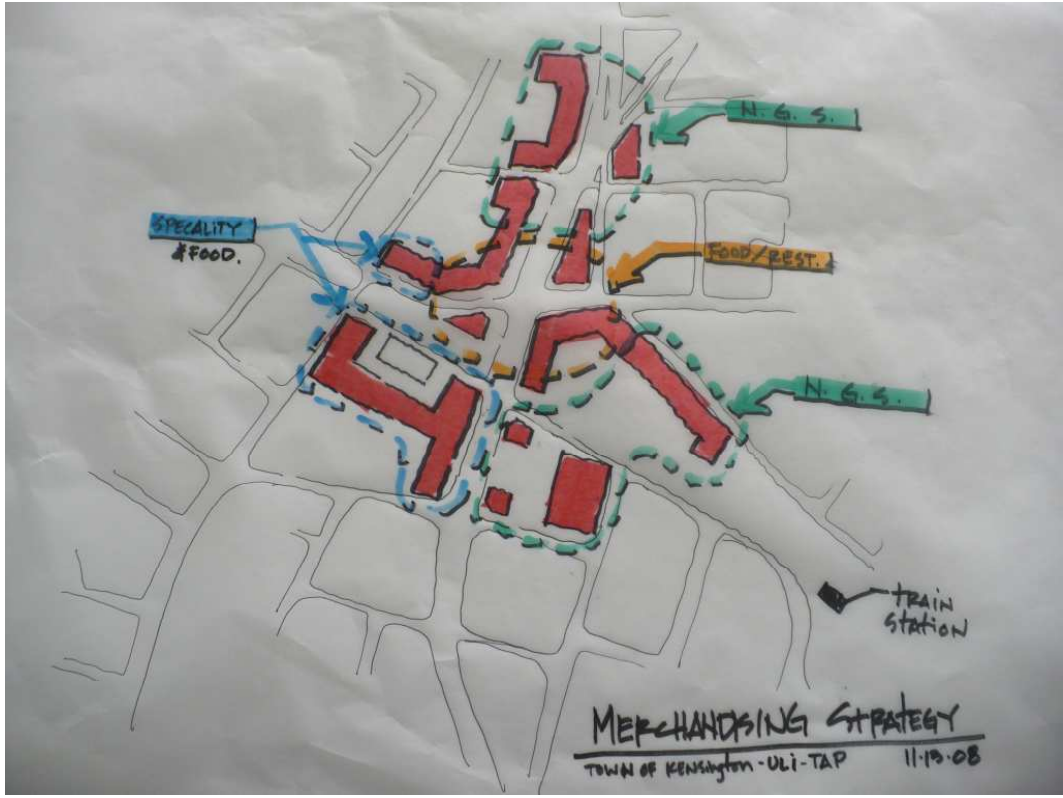
Although most of the panel's analysis and recommendations focused on the long-term, the panel is pleased to be able to provide its thoughts at the outset of the pending Sector Plan Amendment for the town of Kensington. It is the panel's hope that it can provide the town's citizens and officials with a market-based "outsider's perspective of the type of redevelopment citizens can seek to enable with the Sector Plan Amendment. ULI Washington hopes that the information in this report provides a springboard to that process, and helps guide the town of Kensington as it seeks to connect, enhance, and add to its many existing assets, so that many more residents of the region will have the same opportunity as the panel did, to "Explore Kensington."



## Appendix



The panel cited the importance of offering people a sense upon entering the town that "something different is happening here," thus prompting them to slow down, take note, and explore the community. In order to achieve that goal, the panel advised focusing redevelopment activities on creating a district with a "Main & Main" at its center, as detailed in the following illustrations.





The panel focused on three separate sites offering the best opportunities for long-term redevelopment: those currently occupied by Hardware City Shopping Center on the western side of Connecticut Avenue; the Konterra Cement Plant and Mizzell Lumber tracts on Metropolitan Avenue; and the Fire Station and surrounding parcels on Connecticut Avenue and Plyers Mill Road.

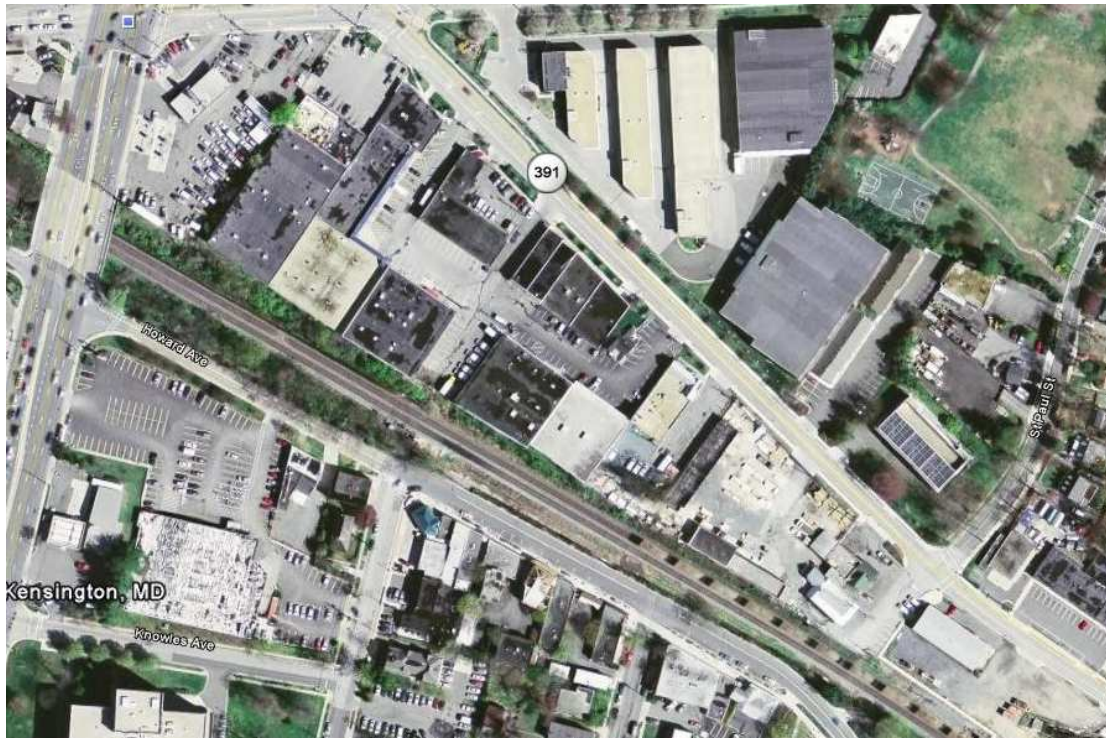


Aerial view of Hardware City Shopping Center and adjacent parcels



Hardware City Shopping Center Block Study- Scenario 1





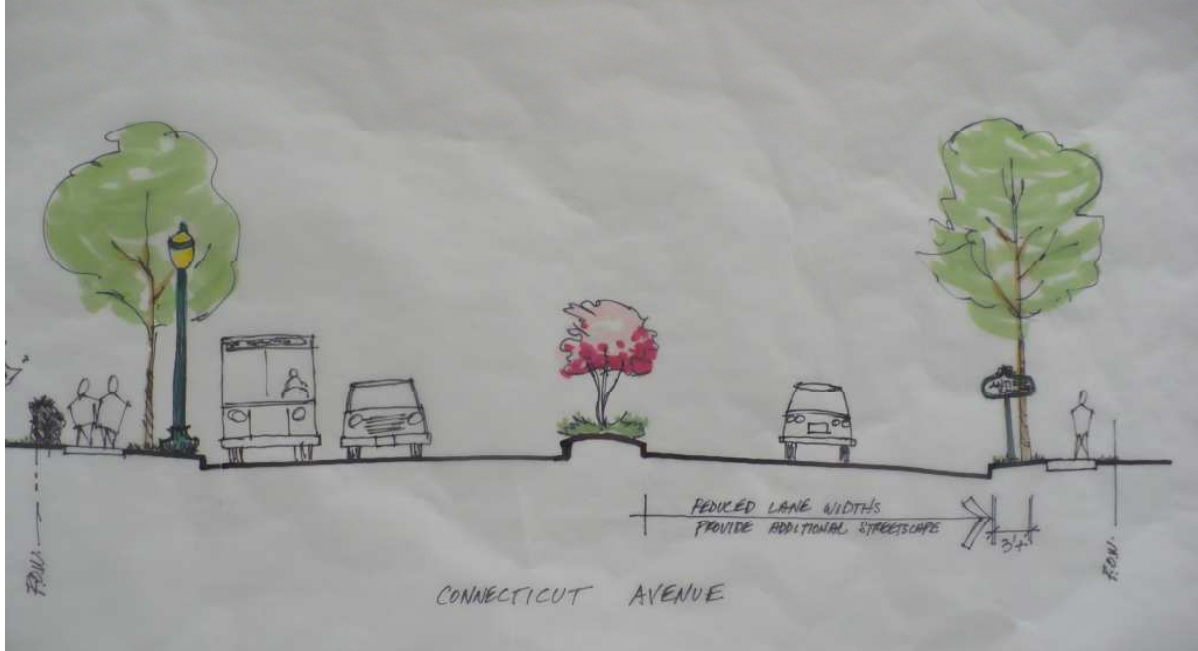
Arial view and block study of Metropolitan Avenue site



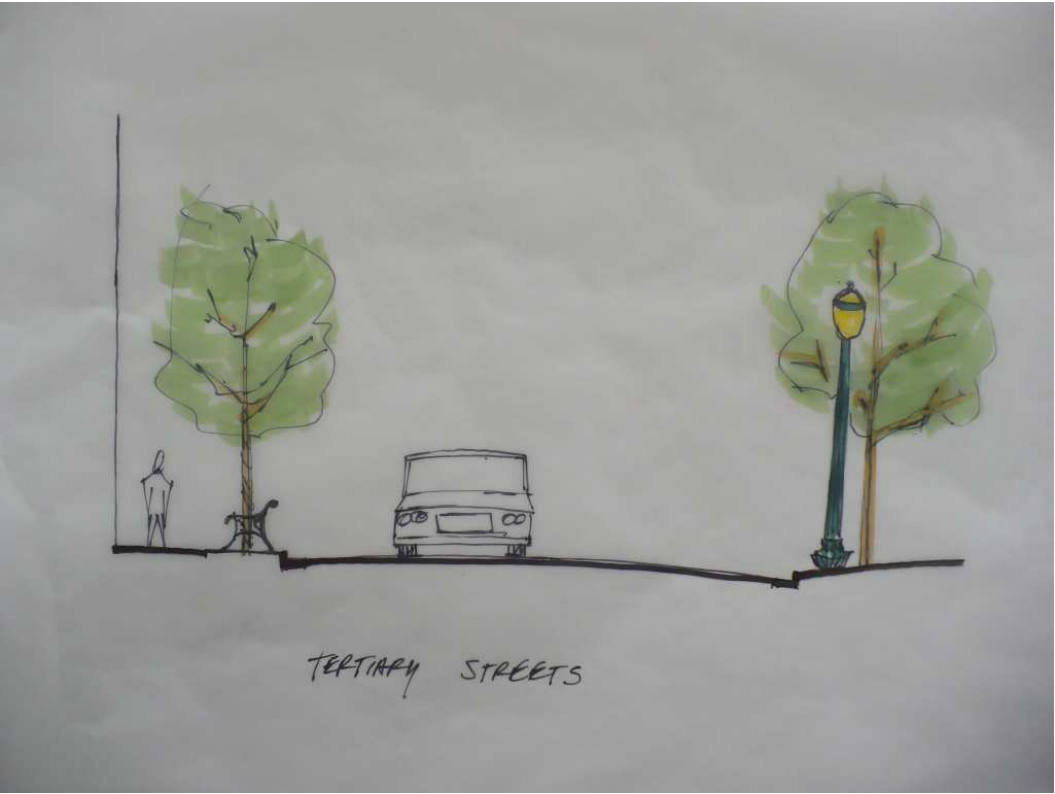
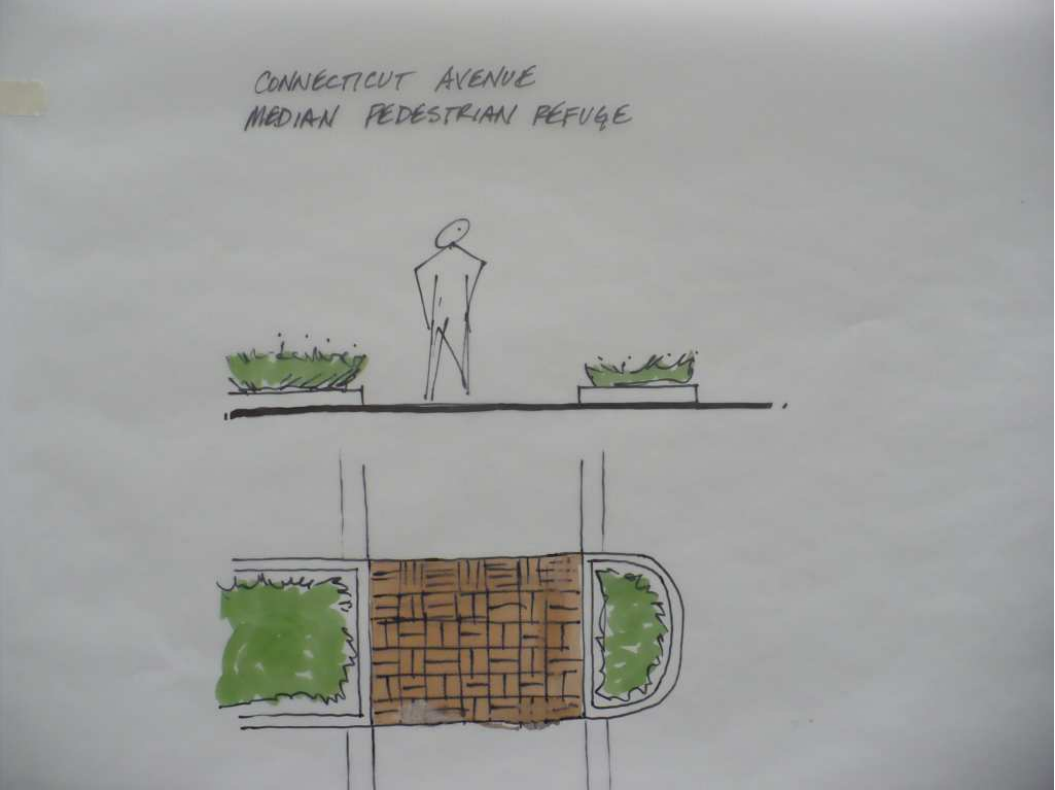
Arial view and block study of Fire Station and surrounding parcels site



Kensington's street network, depicting primary, secondary, and tertiary streets



Recommended streetscape improvements for Connecticut Avenue



Streetscape improvements for tertiary streets

## **About the Panel**

**Patricia A. Harris (Panel Chair)**  
**Holland & Knight, LLP**  
**Bethesda, MD**

Patricia A. Harris is a Partner in the Bethesda, Maryland, office of Holland & Knight and practices in the area of zoning and land use. She focuses on representing clients in zoning and land use matters before various administrative boards and commissions and elected officials, including the Montgomery County Council, the Maryland-National Capital Park and Planning Commission Planning Board, the Montgomery County Historic Preservation Commission, the Board of Appeals, Sign Review Board, the City of Gaithersburg and the City of Rockville Planning Commissions. Her representation includes such matters as site plans, special exceptions, subdivision approvals, historic preservation, local map amendments, zoning text amendments, master plan issues and building permit issues. Through her representation of various clients, Ms. Harris has developed experience on transit oriented developments and other issues relating to smart growth development.

Ms. Harris is a graduate of the University of Delaware, B.A., cum laude, Urban Planning, and George Washington University Law School, J.D., with honors. She is also involved in the following organizations: Greater Bethesda-Chevy Chase Chamber of Commerce, Board of Directors, Prior Vice President of Government Affairs and Economic Development, and Prior Chair of the Land Use and Economic Development Committee; Bethesda Urban Partnership, Member, Board of Directors; and, Urban Land Institute - Full Member, Juror, Washington Smart Growth Alliance Recognition Program and the 2004 "Reality Check" Effort.

**Lauren N. Cahill**  
**Western Development Corporation**  
**Washington, DC**

Lauren N. Cahill is an Assistant Development Director at Western Development Corporation located in Washington, DC. During her time at Western Development, she has been responsible for the project management Georgetown Park, a 300,000 + SF retail and residential redevelopment project in Washington, DC, and Towson Commons, a development project comprising approximately 320,000 SF of Class A office, retail and parking in Towson, Maryland. Specific responsibilities include overseeing the entitlement process, managing design development, reviewing purchase contracts and zoning agreements, communicating with State and Municipal economic development agencies and consultants to obtain subsidies and tax incentives for projects, as well as preparing reports and presentations to Equity Partners.

Ms. Cahill is the Vice Chair for Young Leaders Group (YLG) Urban Land Institute (ULI) of Washington, DC. Prior to re-locating to DC, she was Co-Chair of the YLG for ULI Philadelphia. She is also a member of ICSC and NCGBC. Ms. Cahill completed her undergraduate studies at Columbia University with a BA in architecture and received a master's degree in City Planning and a Degree Certificate in Real Estate Design Development from the University of Pennsylvania. Before joining Western Development Corporation in 2007, Ms. Cahill interned for the Urban and National Development Group at Liberty Property Trust (LPT) in Philadelphia that developed the Comcast Center, a LEED certified skyscraper in Philadelphia that is the tallest building between New York and Chicago. Prior to graduate school, Ms. Cahill worked at Robert A.M. Stern Architects in New York City as a Junior Architect.

**Douglas A. Cooper**  
**Union Realty Partners, Inc.**  
**Washington, DC**

Douglas A. Cooper, Principal, joined Union Realty Partners, Inc. in 1998 where he has managed the development of over 1,000,000 sq.ft. of commercial, single-family and multi-family residential development. Currently, he is leading the acquisition of several large-scale planned communities in the Washington region.

Mr. Cooper's project experience includes the redevelopment of Eckington Place, a former 250,000 sq. ft. industrial printing plant located at Florida and New York Avenues. The circa 1914 building was converted into Washington's first broadband data center building with tenants such as Qwest Communications (100,000 sq. ft.) and serves as XM Satellite Radio's headquarters (150,000 sq. ft.). Eckington Place was awarded Best Reuse and Best Overall Real Estate Deal of the Year by the *Washington Business Journal*. Mr. Cooper is also responsible for directing the development of 1901 West, a mixed-use residential and retail project in Annapolis, Maryland with 300 apartment units and 19,000 sq. ft. of retail. 1901 West was recognized in 2003 by the Smart Growth Alliance as a "smart growth" project.

Prior to joining Union Realty Partners, Inc., Mr. Cooper's development experience spanned nearly two decades with Simon Property Group, Quadrangle Development Company and Abrams and Associates. At these firms, his project management responsibilities included over 3 million square feet of office, retail and hotel development including: National Place/J.W. Marriott Hotel on Pennsylvania Avenue, in Washington, DC (1,400,000 square feet of office/retail/hotel w/775 guest rooms and The National Theatre); St. Charles Towne Center, a regional mall in St. Charles, Maryland; (1,000,000 square feet anchored by JC Penney, Macy's, and Sears); Seminole Town Center, a regional mall in Sanford, Florida; (1,000,000 square feet anchored by Burdines, Parisian's, Dillard's and JC Penney); and One Bethesda Center, an office, retail and residential complex in Bethesda, Maryland (180,000 square feet – Federal Data Systems Headquarters).

Mr. Cooper holds an M.S. in Real Estate and Urban Development from American University and a B.S. in Building Construction from Virginia Tech University. In 2006, he completed Harvard University's Advanced Management Development Program in Real Estate. From 1993 – 1998, Mr. Cooper served on the Board of Directors of DC Habitat for Humanity where he held positions as Treasurer and Chairman of the Finance Committee. Currently, he serves on the ULI Washington Executive Committee and the Sponsorship Committee. From 2003 – 2006, he served consecutively as Chair of the Newsletter Committee and Programs Committee.

**Jonathan B. Eisen**  
**StreetSense**  
**Bethesda, MD**

A native of Washington, D.C., Jon Eisen has contributed to creating and/or completing over 50 mixed-use planning, architecture and development projects in over 50 markets in the U.S. Mr. Eisen has extensive and unique project and development mixed-use experience. As the managing principal of StreetSense, Jon's experience leads the company in the consulting and development divisions. He speaks annually at ULI and ICSC conferences and continues to strive to be on the leading edge of the industry through innovative analysis and planning.

Currently, Jon is involved in the development of a number of large mixed-use projects, including Crown Farm in Gaithersburg, MD, One Loudoun in Ashburn, VA and the Redevelopment of Crystal City, VA. These projects will total over 10 million square feet at full phase build-out. He is also involved in producing development and architectural strategies for several other major mixed-use projects, including The Village at Valley Forge, Park Potomac, and National Harbor. These projects will total over 20 million square feet at full phase build-out.

During his tenure leading the Washington, D.C. office of Street-Works, Mr. Eisen assisted the following clients with planning, development, design services and mixed-use market analysis for: Reston Town Center Phase II, Reston, VA; Crocker Park, Cleveland, OH; Bethesda Row, Bethesda, MD; 5th & Forbes Redevelopment, Pittsburgh, PA. In addition to working with many municipalities, Mr. Eisen helped create and implement numerous retail and mixed-use developments across the country. Jon is also on the Board at the University of Maryland College of Architecture and Real Estate. Mr. Eisen teaches classes in the masters program in Real Estate. He received his Bachelor of Architecture, Master of Science in Construction Management, and Master of Science in Urban Planning and Affairs, all from Virginia Tech.

**Bryant F. Foulger**  
**Foulger-Pratt Companies**  
**Rockville, MD**

Bryant Foulger has been a principal of the Foulger-Pratt Companies for over 25 years. He oversees much of Foulger-Pratt's work in development services and property

management; and has been instrumental in the development of such projects as Downtown Silver Spring, Silver Spring Metro Center, Rockville Metro Center, Milestone Business Park, The Bennington, the Nature Conservancy headquarters, Hunters Branch Office Park, Blackwell Office Park, and many others.

Currently, Mr. Foulger is directing the development process for a new mixed-use project at the Silver Spring Transit Center, and a multi-tower residential community called Park Potomac Place in Rockville, Maryland. He also oversees the management of nearly four million square feet within the Foulger-Pratt property management portfolio.

Mr. Foulger was named Montgomery County Business Leader of the Year in 2003, and was named "Trendsetter of the Year," along with Clayton Foulger, at the 2004 Trendlines Conference. He is active on the Silver Spring Urban Advisory Board and the Montgomery County Business Advisory Panel. Mr. Foulger attended Brigham Young University.

**Marc McCauley**  
**RCLCO**  
**Bethesda, MD**

Marc McCauley is a Senior Principal who is based in the Washington, D.C. office of RCLCO. Since joining the firm in 1998, Marc has conducted market and financial analysis on a full range of real estate product types. His experience in such projects has included condition surveys and site evaluations; assessing demand; devising recommendations for amenity orientation, product programming, and absorption schedules; devising revitalization strategies; and financial feasibility analysis. Marc has particular interest in and experience with some of the more cutting-edge issues facing real estate today, including retail town center development, mixed-use development, and urban revitalization strategies. Prior to joining RCLCO, Marc worked for Marshall Township in western Pennsylvania, and initiated and developed a project aimed at revitalizing a historic downtown. In this role, he prepared grant applications to federal, state and nonprofit agencies in search of funding for infrastructure improvement projects, and presented the key findings to the Township council.

Significant past projects include working with the DC Housing Authority, where he provided market and feasibility analysis, as well as advisory services for negotiation with private developers and fiscal impact analysis; the City of Charlottesville, where he conducted market and fiscal impact analysis and prepared revitalization for all 14 commercial areas and corridors within the city, including downtown; and Crystal City, where he worked for Arlington County evaluating possible plans for the rejuvenation of Crystal City in the face of BRAC and the move-out of the Patent and Trademark Office, and the desire for a more balanced mix of residential and non-residential uses. Marc has also worked on Moorefield Station, a major mixed-use development adjacent to a planned future Metrorail station in Loudoun County. This work was conducted for Loudoun County to assist them in reviewing the developer's plans for the project, taking account of the predicted market benefits from proximity to a Metrorail station; and on,

DC USA, where he worked for the D.C. government on a major vertical power center at the Columbia Heights Metrorail station.

Marc earned his Bachelor of Science in Political Science from Emory University in Atlanta, Georgia, and his Masters in Urban and Regional Planning from the University of Pittsburgh. He is currently a member of the ULI, and serves on the Membership Committee of the Washington, D.C. District Council of ULI. He is also on the Retail Committee and Housing Committee for the District of Columbia Building Industry Association (DCBIA).

**Michael C. Swartz**  
**David M. Schwarz Architects, Inc.**  
**Washington, DC**

Michael C. Swartz is a principal with David M. Schwarz Architects in Washington D.C. and serves as Director of Planning. A graduate of Carnegie Mellon University, he has been with the firm for 25 years. His Professional memberships include the Urban Land Institute, The Congress for New Urbanism, and The U.S. Green Building Council. Mr. Swartz is also LEED accredited and a member of the American Institute of Architects. He is a registered Architect in the District of Columbia and Georgia.

Mr. Swartz's project experience includes master planning and mixed-use designs for: downtown Fort Worth, TX; Southlake Town Square, Southlake, TX; West Village, Dallas, TX; Parker Square, Flower Mound, TX; Frisco Square, Frisco, TX; Firewheel Town Center, Garland, TX; Regent Square, Houston, TX; Duke University, Durham, NC; and the University of Miami, Miami, FL, as well as a Ballpark for Duke University. Mr. Swartz's completed building design commissions include Southlake Town Hall, Southlake, TX; The Tarrant County Family Law Center, Fort Worth, TX and the Yale University Class of 1954 Environmental Science Center, New Haven, CT. Mr. Swartz is currently working on the design of the mixed-use development at Regent Square in Houston and The River Walk at Central Park, a new central business district in Flower Mound. He is also working on the design of a mixed-use boutique hotel development in a historic district of Washington DC and a new jail facility in downtown Fort Worth.

On numerous occasions Mr. Swartz has been a presenter and panel participant for the Urban Land Institute's Mixed Use Conferences. He also serves as a visiting critic at the University of Maryland.

**Kevin Tankersley**  
**LandDesign**  
**Alexandria, VA**

Kevin Tankersley is a LEED-accredited landscape architect and principal in the Washington, DC office of LandDesign, where he is involved in project administration and coordination, master planning, design development, preparation of construction documents and construction observation. He has served as project manager for a wide

variety of projects, including master-planned communities, research parks, urban infill projects, resorts, open spaces and streetscapes. Tankersley also has significant experience in the preparation of zoning and construction documents, design guidelines and coordination of entitlements.

He has recently been involved with a series of LEED project assessments including the Mars Pet Foods Corporate Research Campus in Nashville TN. LandDesign currently has one project in the LEED-ND pilot program and several projects which are being designed to the draft LEED-ND standards in anticipation of its full adoption by the U.S. Green Building Council in 2009.

Tankersley joined LandDesign in 1987, and is a member of the American Society of Landscape Architects, National Trust for Historic Preservation and Urban Land Institute. He received a B.S. in horticulture from the University of Maryland and a Master of Landscape Architecture degree from North Carolina State University. Tankersley believes the best designs are forged collaboratively by melding diverse ideas into a single strong concept, much as a cable is wound from many individual strands. The form and function of a place is enhanced when its story is clear. Clarity of vision is necessary to make design choices for smart growth, to achieve community goals.

**Martin J. Wells**  
**Wells + Associates**  
**McLean, VA**

Martin J. "Marty" Wells, P.E. is President of Wells + Associates, and has over 33 years of experience in traffic, transportation, transit, parking, and pedestrian planning and engineering. He has worked for private real estate developers; federal, state, and local governments; and institutions in 30 states and overseas. This experience includes traffic impact studies, transportation analyses of mixed-use developments, travel demand management studies, parking policy and needs studies, transit planning, and highway and parking facility design. Mr. Wells has provided expert testimony before numerous planning boards, elected officials, administrative hearing officers, and citizens groups.

Mr. Wells holds a Master of Science in Civil Engineering from Carnegie-Mellon University and a Bachelor of Science, Civil Engineering, Wayne State University, and is a Registered Professional Engineer in the following states: Virginia, Maryland, New Jersey, Pennsylvania, Colorado, Ohio, North Carolina, Michigan, West Virginia, Indiana, Hawaii, and the District of Columbia. His professional affiliations include the Institute of Transportation Engineers, American Planning Association, Urban Land Institute, and the Congress for the New Urbanism, and he has been published by the Institute of Transportation Engineers, Transportation Research Board, Urban Land Institute, American Society of Civil Engineers, National Trust for Historic Preservation, Health Facilities Management Magazine, and International Public Works Congress.