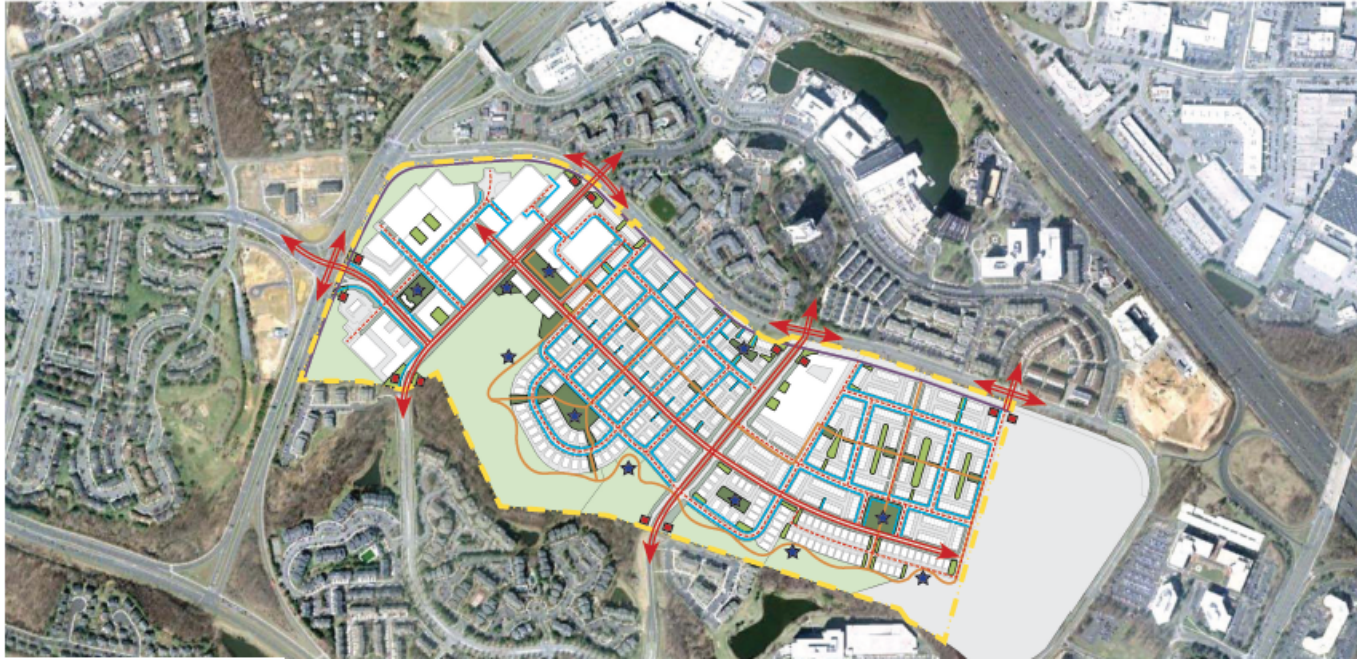


The Role of the Master Developer

IN URBAN MIXED-USE PROJECTS

Case Studies in the Land Packaging Phase



Presented By:

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Karl Alt

December 8, 2011

Case Study Crown

Purpose of Today's Presentation

PART 1: WHAT IS THE LAND PACKAGING PROCESS?

PART 2: WHAT IS A MASTER DEVELOPER?

PART 3: THE CASE STUDY OF THE REPACKAGING OF CROWN

PART 3: LAND DEVELOPMENT 101

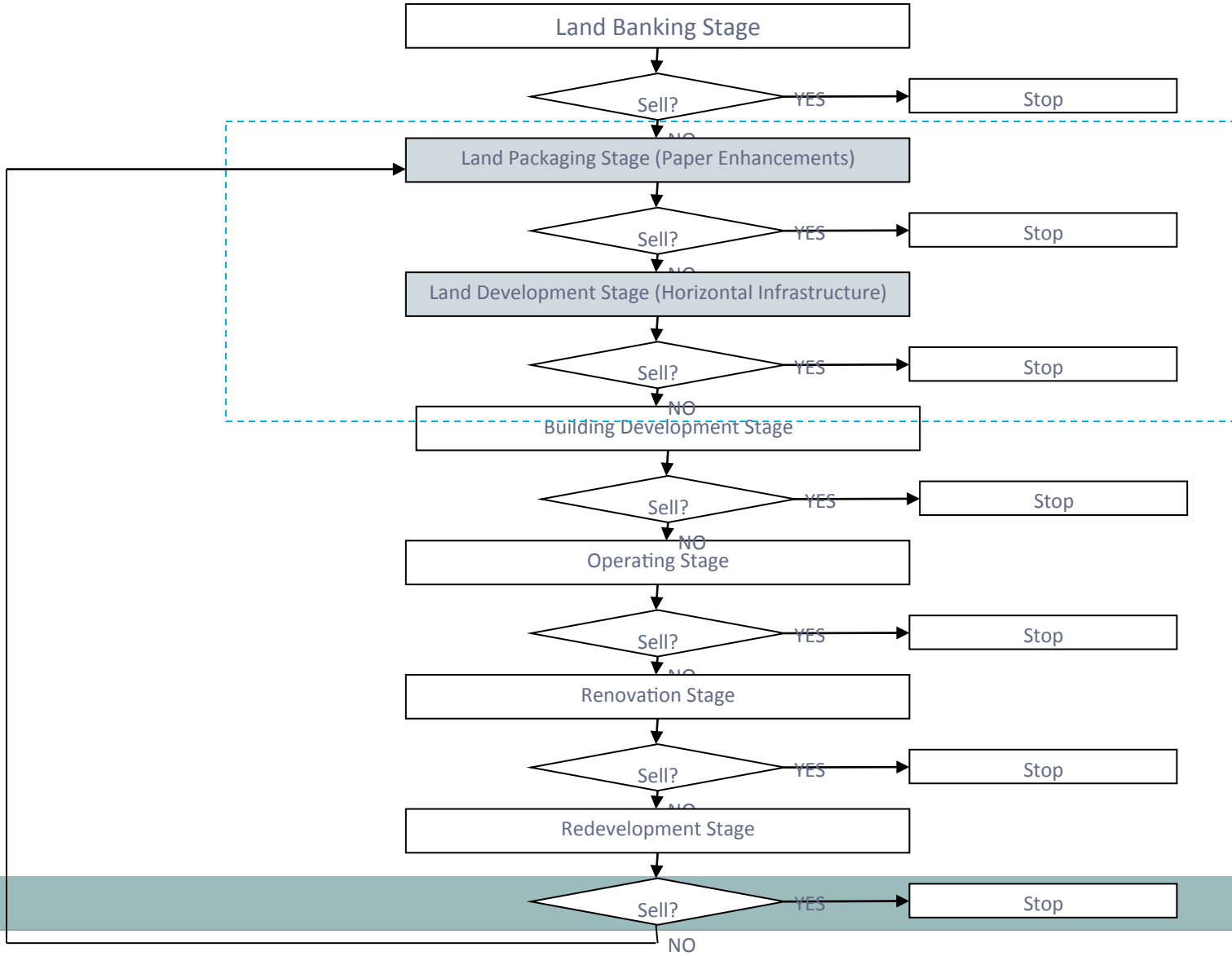


What is Land Packaging?

Development Process



Master Developer Focus



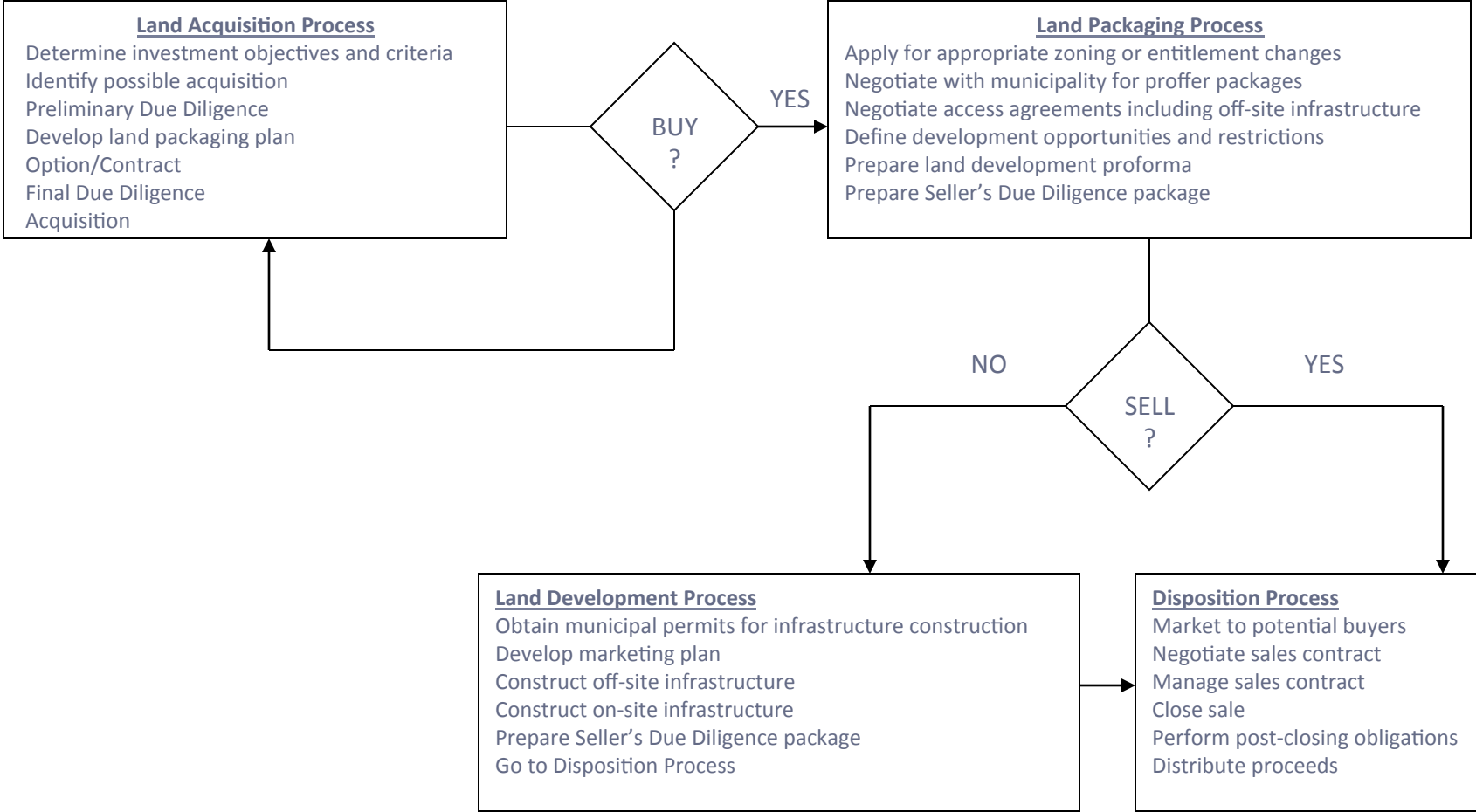
What is a “Master Developer”?
What is the Role of Master
Developer?

Master Developer

We Master Develop Urban Mixed-Use projects

- Master Developer: Take on several roles which require multiple skill sets
- Urban: High density which means many neighbors and many conflicts
- Mixed-Use: Multiple business agendas which means many conflicts
- Large, Complex, Challenging Deals!
- Write the play and set the stage

Master Developer Flow Chart





Complex Projects



Armed Forces Retirement Home



Shipyards

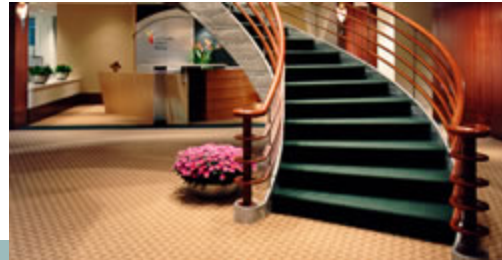


Crown



Lesson's Learned (and learning)

- Embrace complexity
- Accept the existence of different realities and with different values and cultural perspectives
- Appreciate the folly of solving regional problems at the site plan level
- Practice deep cleansing breaths
- Go to work every day ... with a good night's sleep and a sense of humor



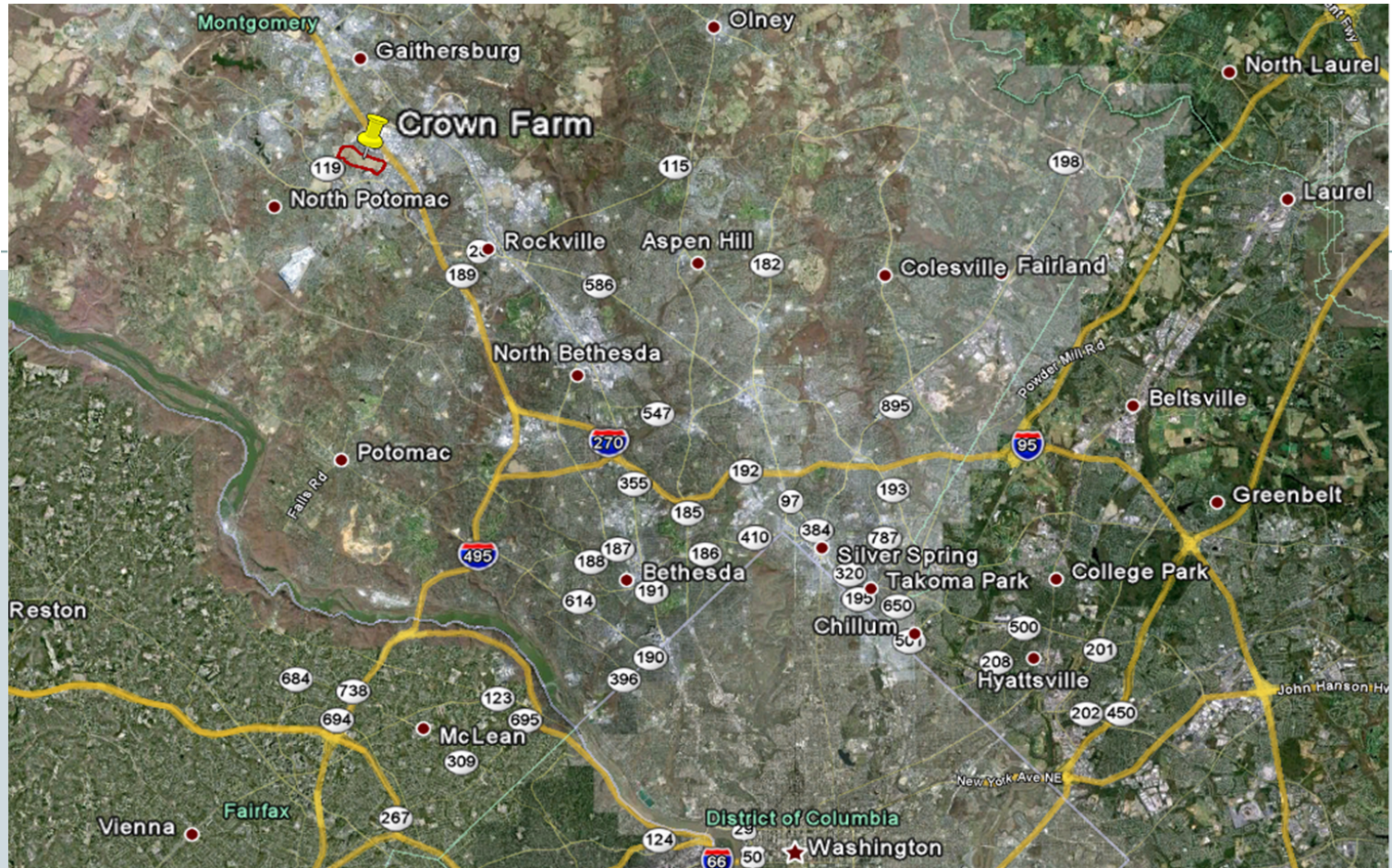
THE TAO...

There is no way to happiness, happiness is the way

- ✦ “Temperament may be more important than intellect ...”
-Warren Buffet
- ✦ Honesty (say what we do)
- ✦ Integrity (do what we say)
- ✦ Humility (what we do affects people for the next hundred years)
- ✦ Creative problem-solving (no problems; only opportunities)
- ✦ Make money to do the development rather than do the development to make money
- ✦ Jim Mozey’s “Ethic of Development:” a clear set of environmentally based values is essential to succeed both politically and economically in the market place.

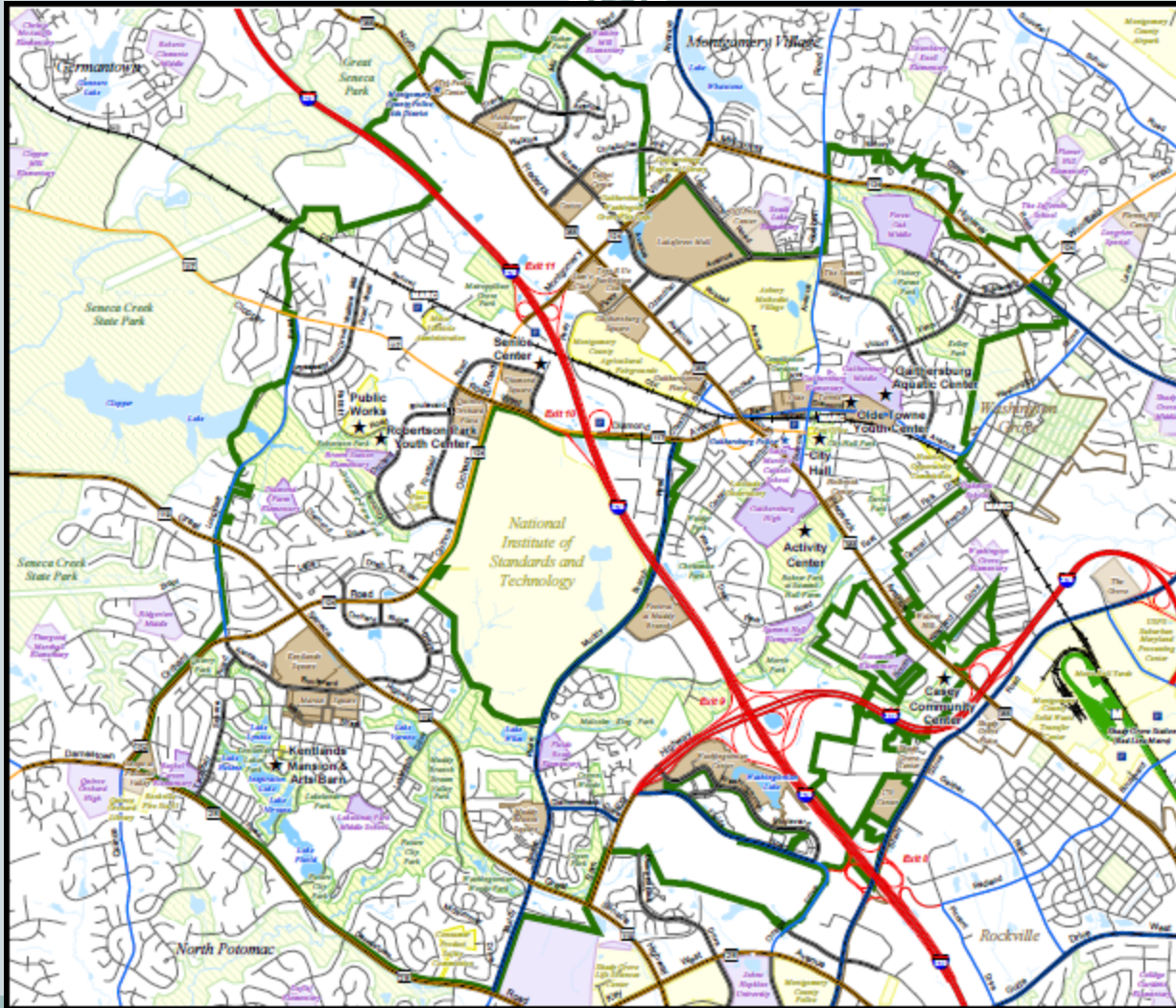
Crown, "Take Two"

A TALE OF REALITY



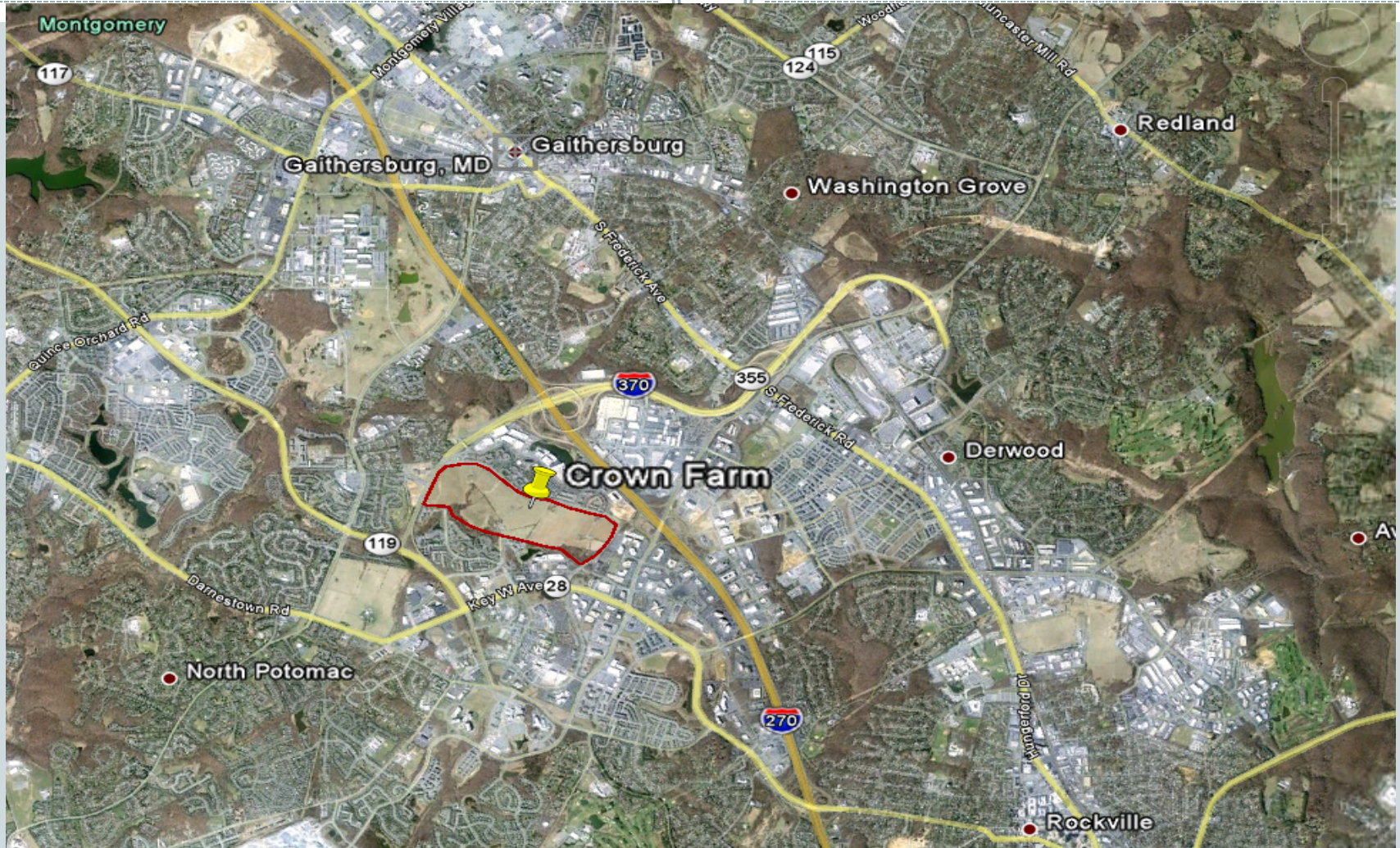
Crown

- 182 Acres Annexed into the City of Gaithersburg in 2006



Crown

- Project Location – Health and Sciences I270 Corridor terminus of the Inter County Connector ICC

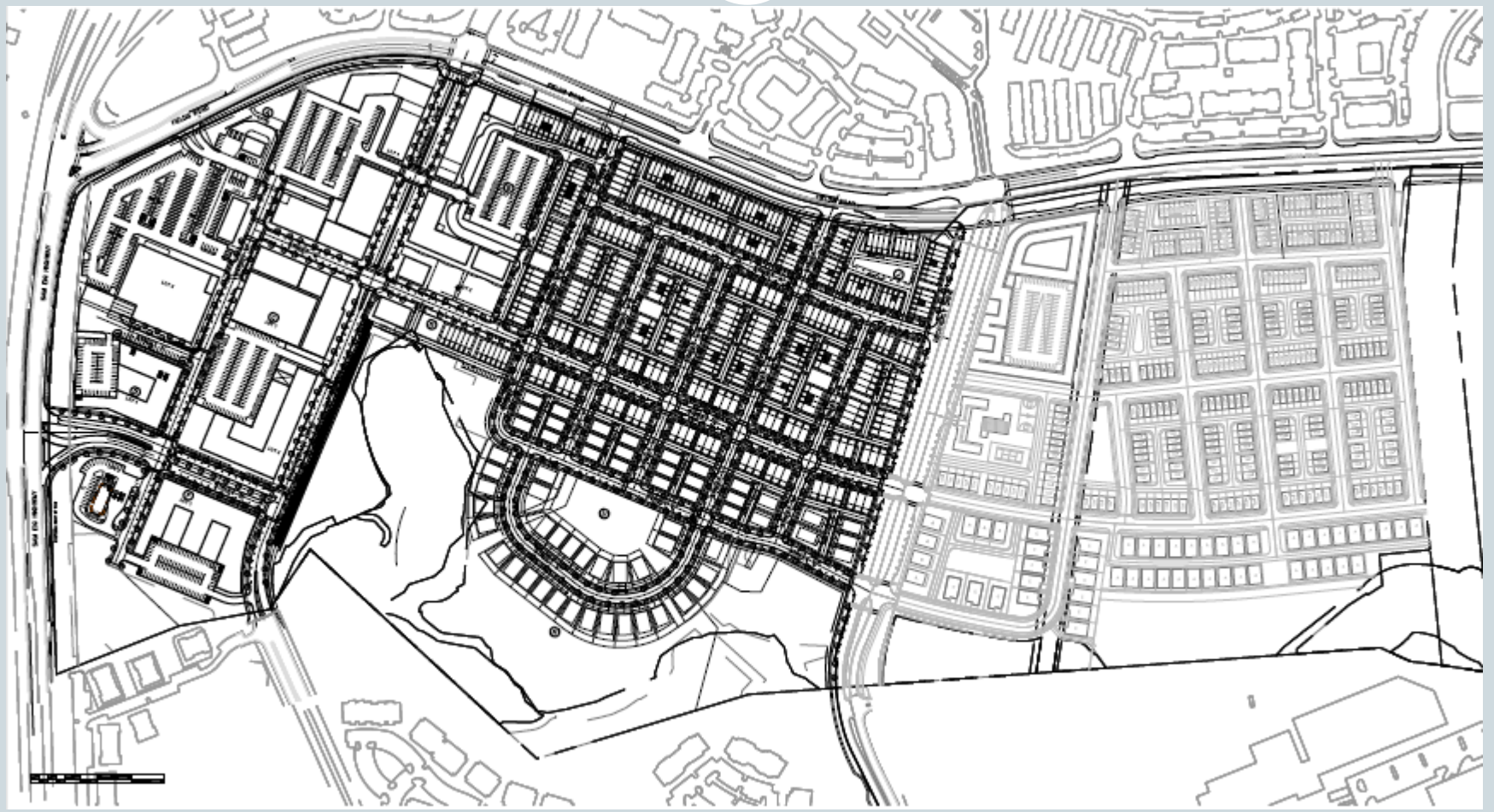


Crown – Aerial Site Location “The Hole of the Donut”



Conceptual Master Plan

2,250 units, 350K Commercial Retail



Crown Farm, "Take One"

A TALE OF REALITY

Crown Farm was originally purchased and entitled in 2006 by a joint venture of National Builders.

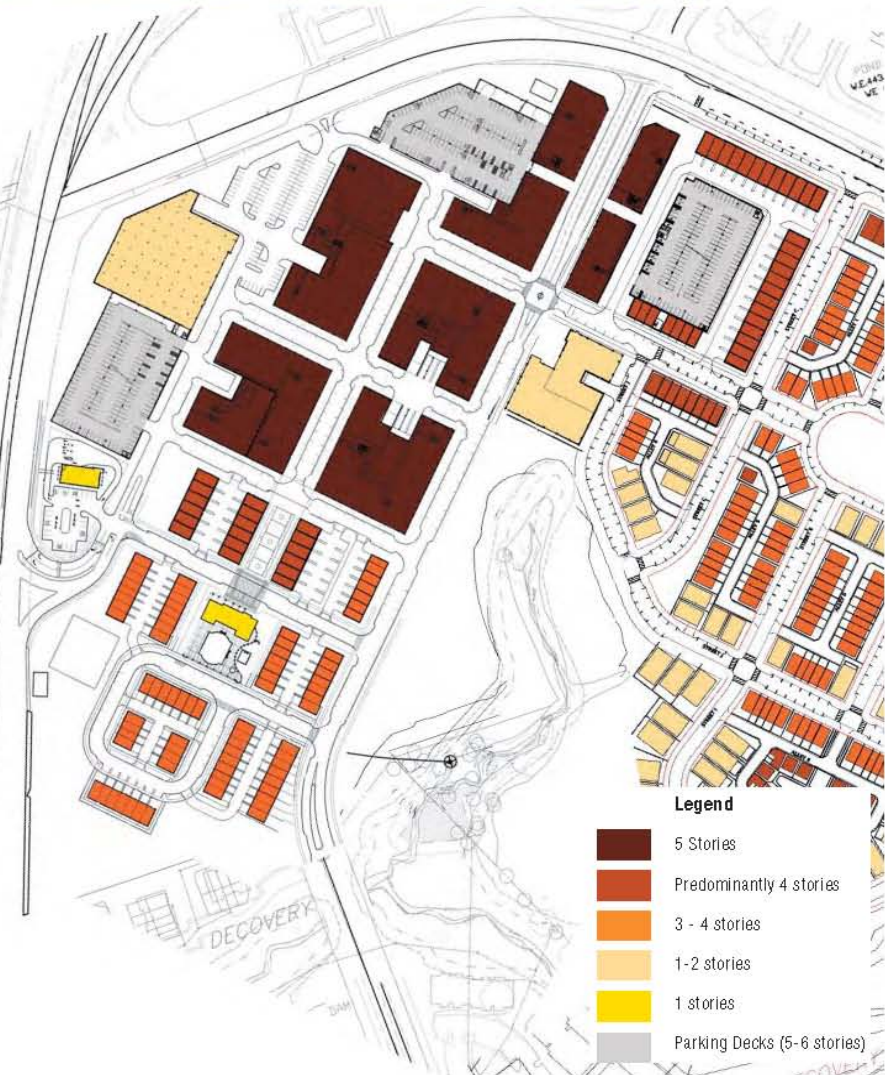
In December 2009 SunBrook acquired the development out of bankruptcy

Aventiene

Gaithersburg, Maryland



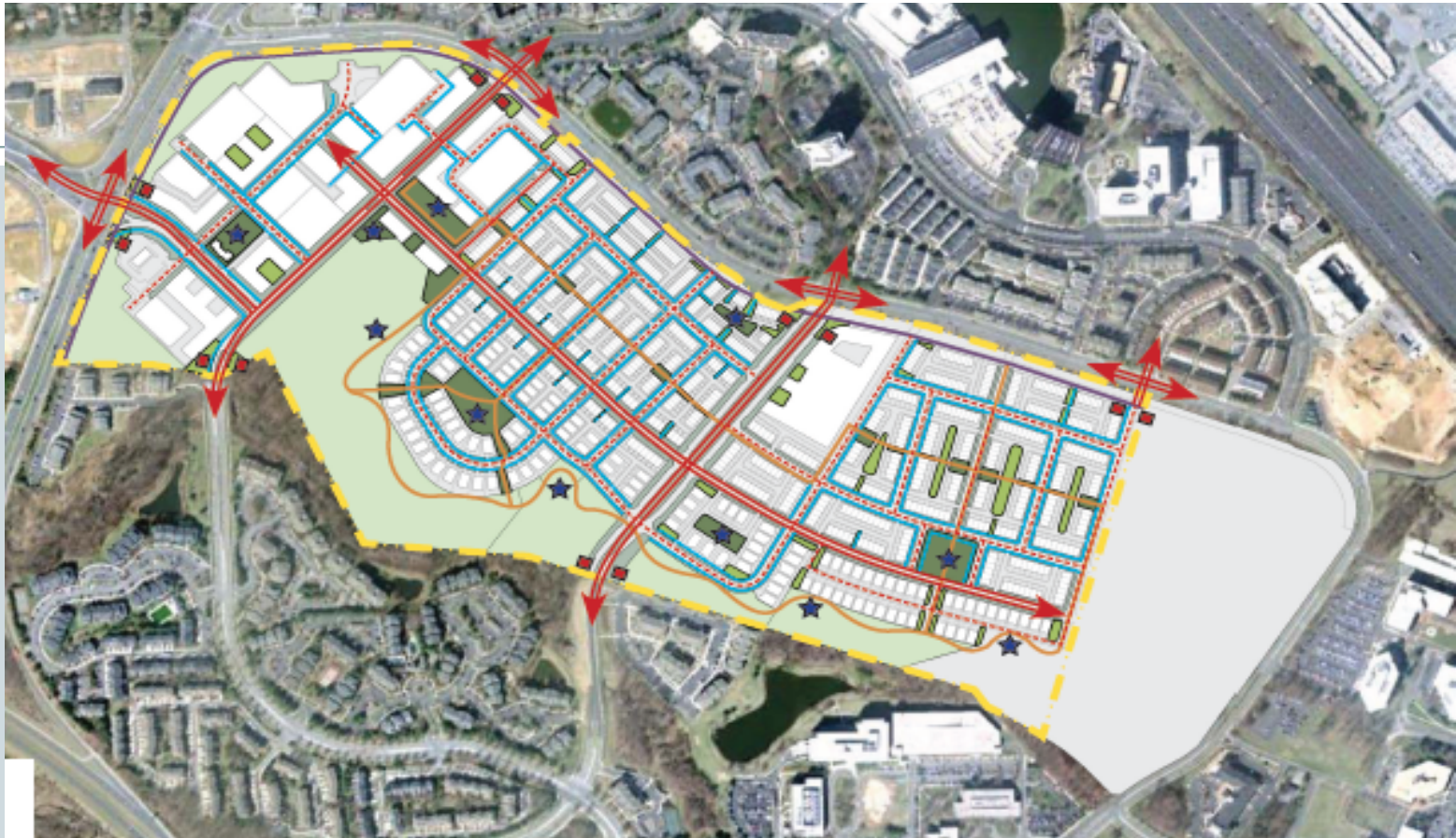
On May 5, 2010 Sunbrook obtained all final site plan approvals of the “original” plan and....



Crown Farm, "Take Two"

A TALE OF REALITY

On May 6, 2010 Sunbrook began the packaging process of the entire site all over again.



Crown Farm “Take Two”



The City of Gaithersburg, MD packaging process?

- Amend Annexation Agreement
- **Revise Sketch Plan**
- **Develop Neighborhood 1&2 Schematic Development Plan**
- **Develop Neighborhood 1 Infrastructure and Neighborhood 2 Final Site Plans**
- Develop Neighborhood 1 Final Engineering Plans
- Finalize Development Agreements and Bonds
- Bonds and Agreements
- Construction Permits (Shovel ready!)

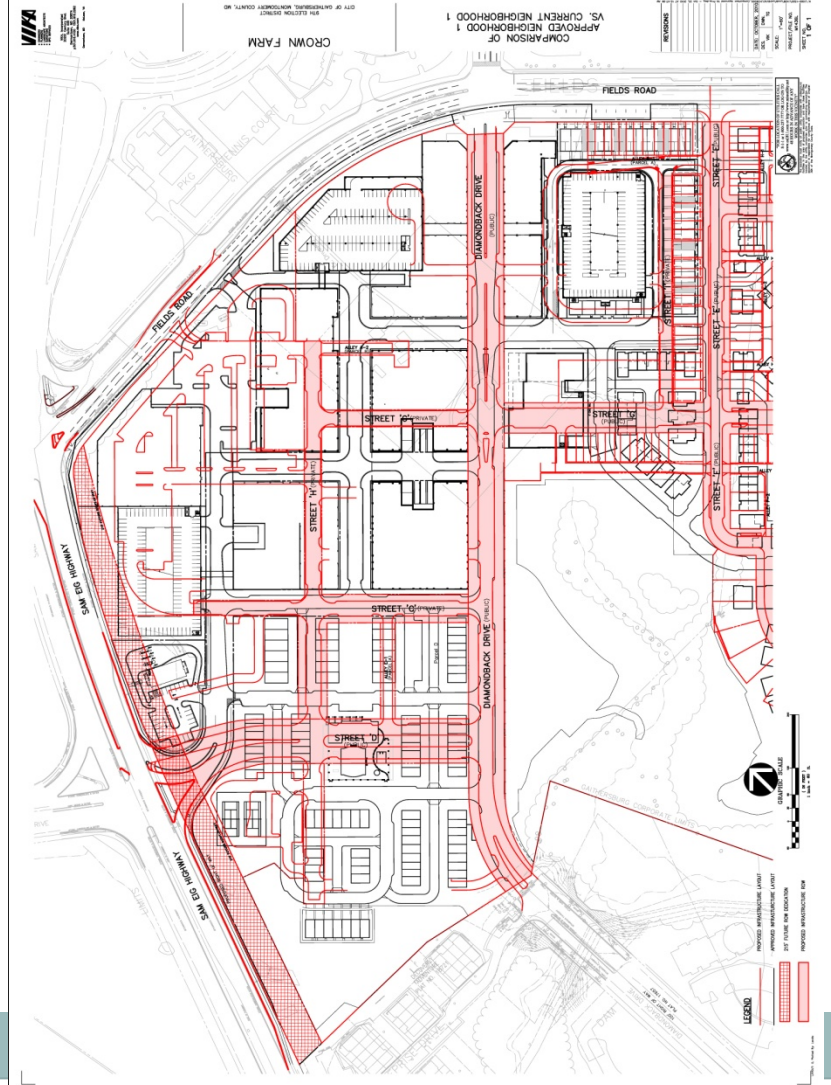
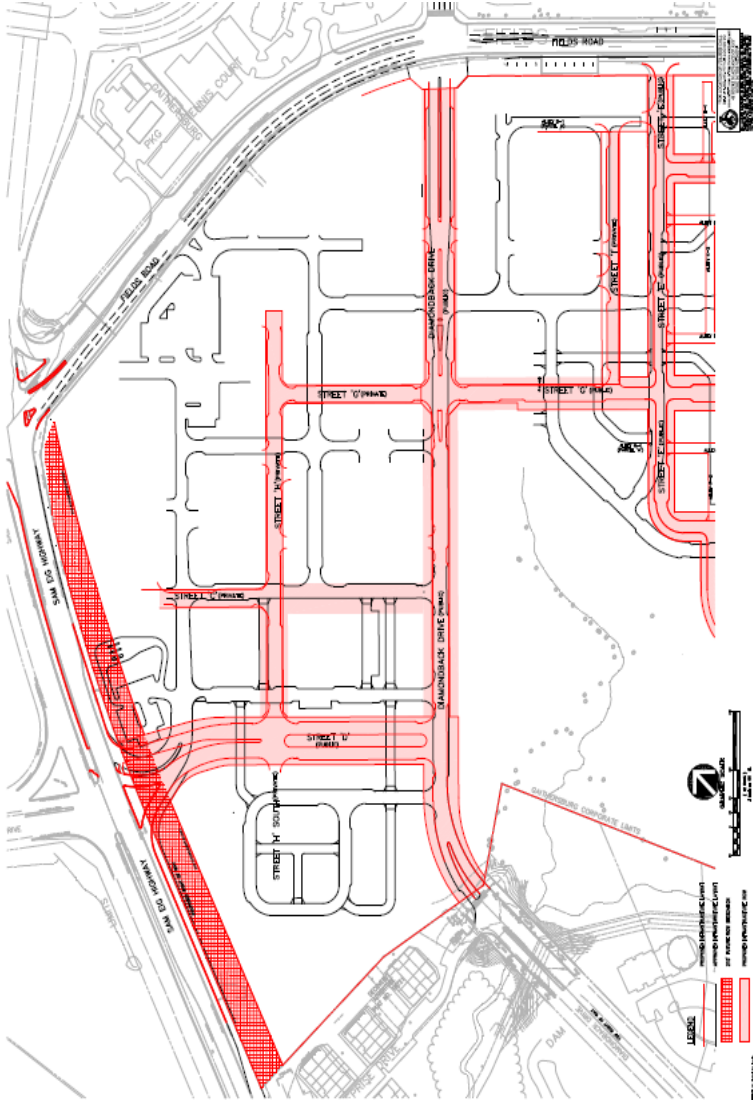
Crown Farm “Take Two”



Why repackaging the entitlements?

- **Changing Market Conditions**
 - Mixed Use complexities
- **Multi-builder Program**
 - Product segmentation
- **County Right of Way taking**
 - Neighborhood One Impacts
- **Design efficiencies**
 - Infrastructure Design vs Usable density
- **Preservation of approvals**
 - Vesting of Stormwater approvals (ESD)

The ROW "taking"



Crown “Take Two”

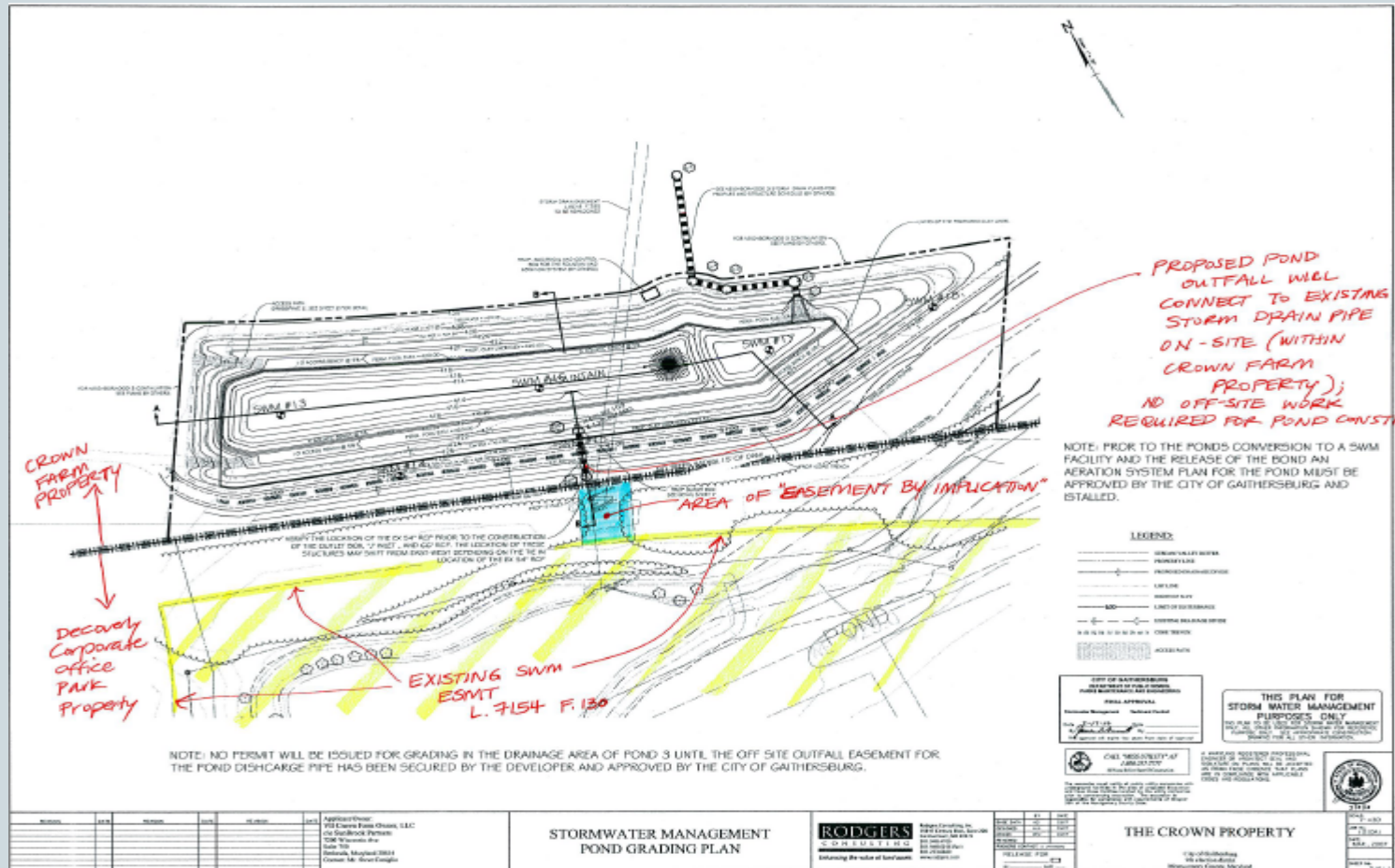


Why amend the annexation Agreement?

STEP 1

- Redistribution of MPDU’s
- Consolidation of the Neighborhood Amenities
 - Adjustment of completion triggers
- Fee in lieu of (FILO) Work Force Housing
 - Timing and Structure of Payment
- Flexibility of uses and products.
- Preservation of approvals (sunset provisions)
- Address conditions (Stormwater easement)

Address Special Conditions



Crown “Take Two”



Sketch Plan Approvals (20,000 FT) STEP 2

- Wider Ranges of uses
- Consolidation of the Neighborhood Amenities
- Relocation of major open spaces
- Range of Heights.
- Commercial Core vs Transit Oriented Development
- Adjustment of framework infrastructure
- Usable Density vs Density Increase
- Reallocation of Density

Flexibility



NEIGHBORHOOD 1

COMMERCIAL
235,000 - 300,000 GSF

SINGLE FAMILY ATTACHED
AND MULTIFAMILY
650 - 1200 UNITS

NEIGHBORHOOD 2

SINGLE FAMILY
AND MULTIFAMILY
320- 420 UNITS

Sketch Plan Comparison

APPROVED SKETCH PLAN

TOTAL MAXIMUM DENSITY

320,000 GSF OF COMMERCIAL
2,250 MULTIFAMILY, SINGLE FAMILY ATTACHED
AND DETACHED UNITS

NEIGHBORHOOD 1 - MIXED-USE

UP TO 5 STORIES
COMMERCIAL: 300,000 gross square feet
SINGLE FAMILY ATTACHED
AND MULTIFAMILY: 882 - 927 UNITS
ACREAGE: 43+/-

NEIGHBORHOOD 2

UP TO 4 STORIES
SINGLE FAMILY ATTACHED AND DETACHED AND
MULTIFAMILY : 310 - 325 UNITS
ACREAGE: 43+/-

NEIGHBORHOOD 3

UP TO 4 STORIES
SINGLE FAMILY ATTACHED AND DETACHED AND
MULTIFAMILY : 280 - 290 UNITS
ACREAGE: 47+/-

NEIGHBORHOOD 4 - CITY PARK

ACREAGE: 5+/-

NEIGHBORHOOD 5 - MIXED-USE

UP TO 20 STORIES
COMMERCIAL: 10,000 - 20,000 gross square feet
MULTIFAMILY: 700 - 820 UNITS
ACREAGE: 11+/-

NEIGHBORHOOD 6 - SCHOOL SITE

ACREAGE: -32+/-

PROPOSED SKETCH PLAN

TOTAL MAXIMUM DENSITY

320,000 GSF OF COMMERCIAL
2,250 MULTIFAMILY, SINGLE FAMILY ATTACHED
AND DETACHED UNITS

NEIGHBORHOOD 1 - MIXED-USE

UP TO 8 STORIES
COMMERCIAL: 235,000 - 300,000 gross square feet
SINGLE FAMILY ATTACHED
AND MULTIFAMILY: 650 - 1200 UNITS
ACREAGE: 41+/-

NEIGHBORHOOD 2

UP TO 4 STORIES
SINGLE FAMILY ATTACHED AND DETACHED AND
MULTIFAMILY : 320 - 420 UNITS
ACREAGE: 53+/-

NEIGHBORHOOD 3

UP TO 4 STORIES
SINGLE FAMILY ATTACHED AND DETACHED AND
MULTIFAMILY : 340 - 440 UNITS
ACREAGE: 50+/-

NEIGHBORHOOD 4 - CITY PARK

ACREAGE: 5.7+/-

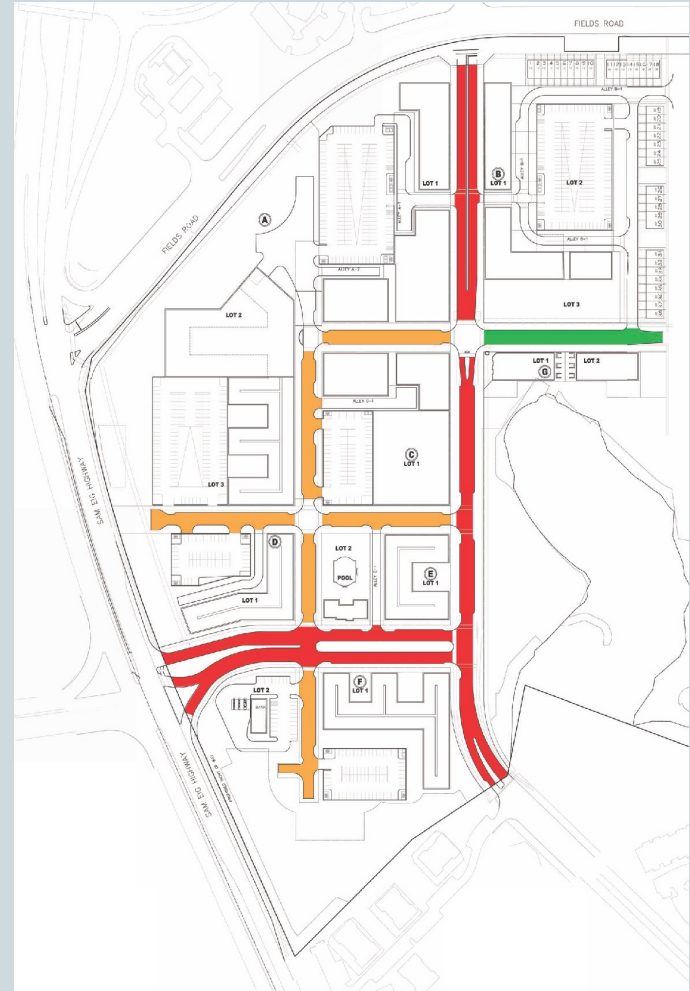
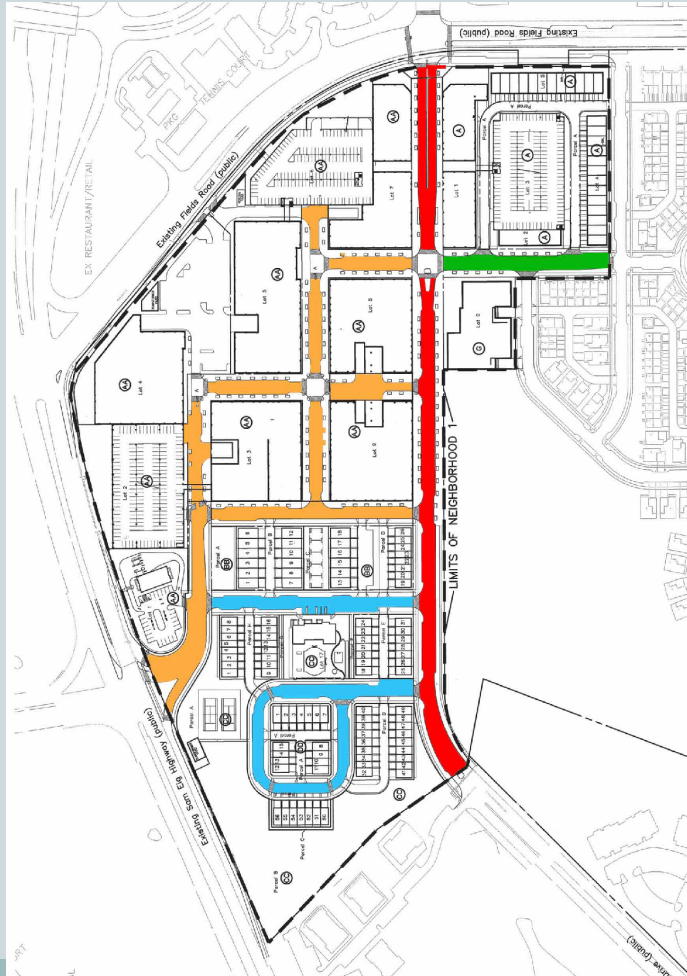
NEIGHBORHOOD 5 - MIXED-USE

UP TO 20 STORIES
COMMERCIAL: 10,000 - 85,000 gross square feet
SINGLE FAMILY ATTACHED AND
MULTIFAMILY: 300 - 900 UNITS
ACREAGE: 5+/-

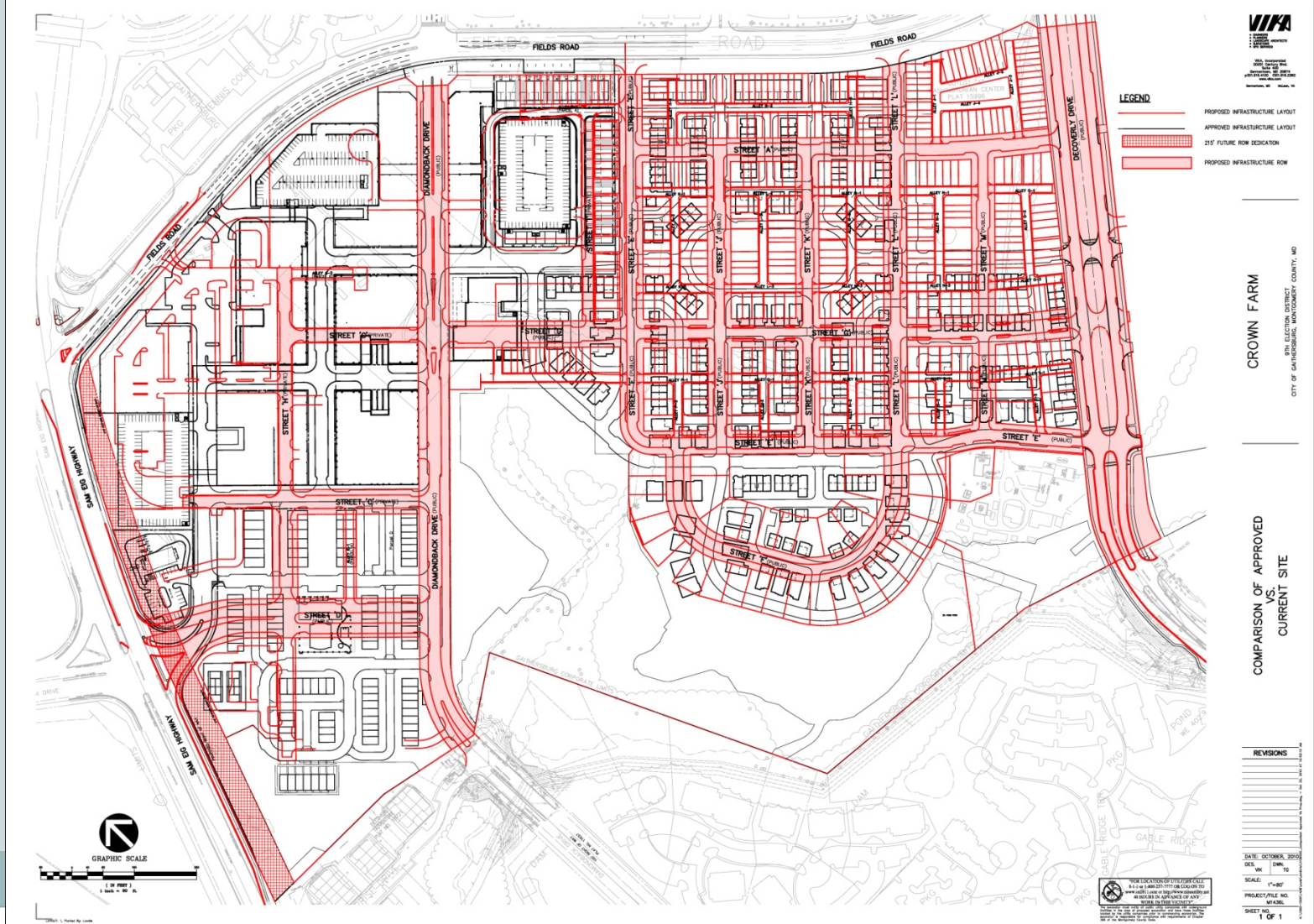
NEIGHBORHOOD 6 - SCHOOL SITE

ACREAGE: 28.5+/-

Adjust major infrastructure



Layout Comparison



Crown “Take Two”



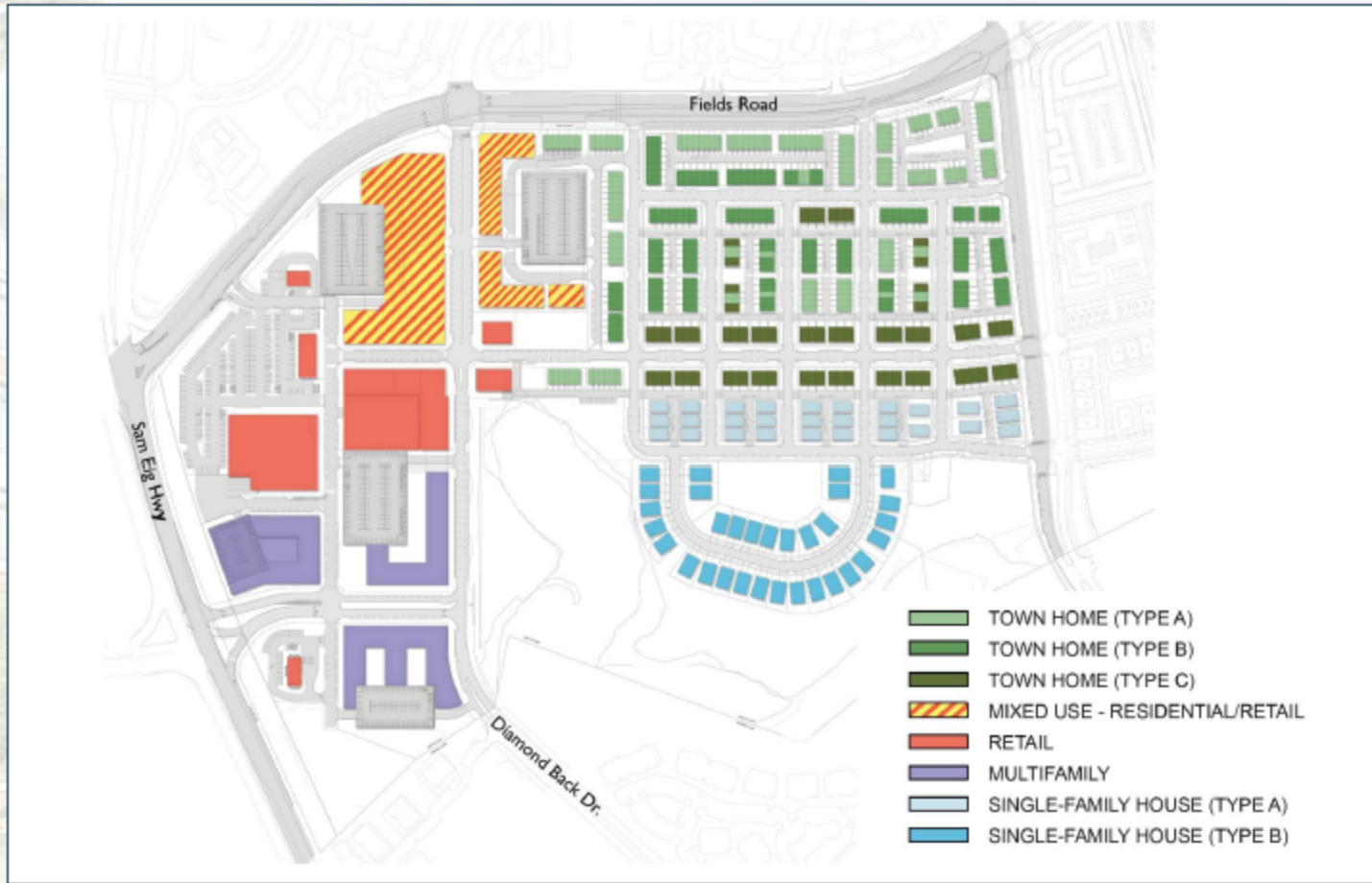
Schematic Development Plan (SDP) (10,000 FT) STEP 3

- Sets Blocks and Parcels
- Shows Building Footprints
- Defines Street Grids and Heirarchy
- Defines Street Sections and ROW's
- Defines Uses and Heights
- Defines Open Spaces
- Establishes Design Guidelines
- Consistent with the Sketch Plan

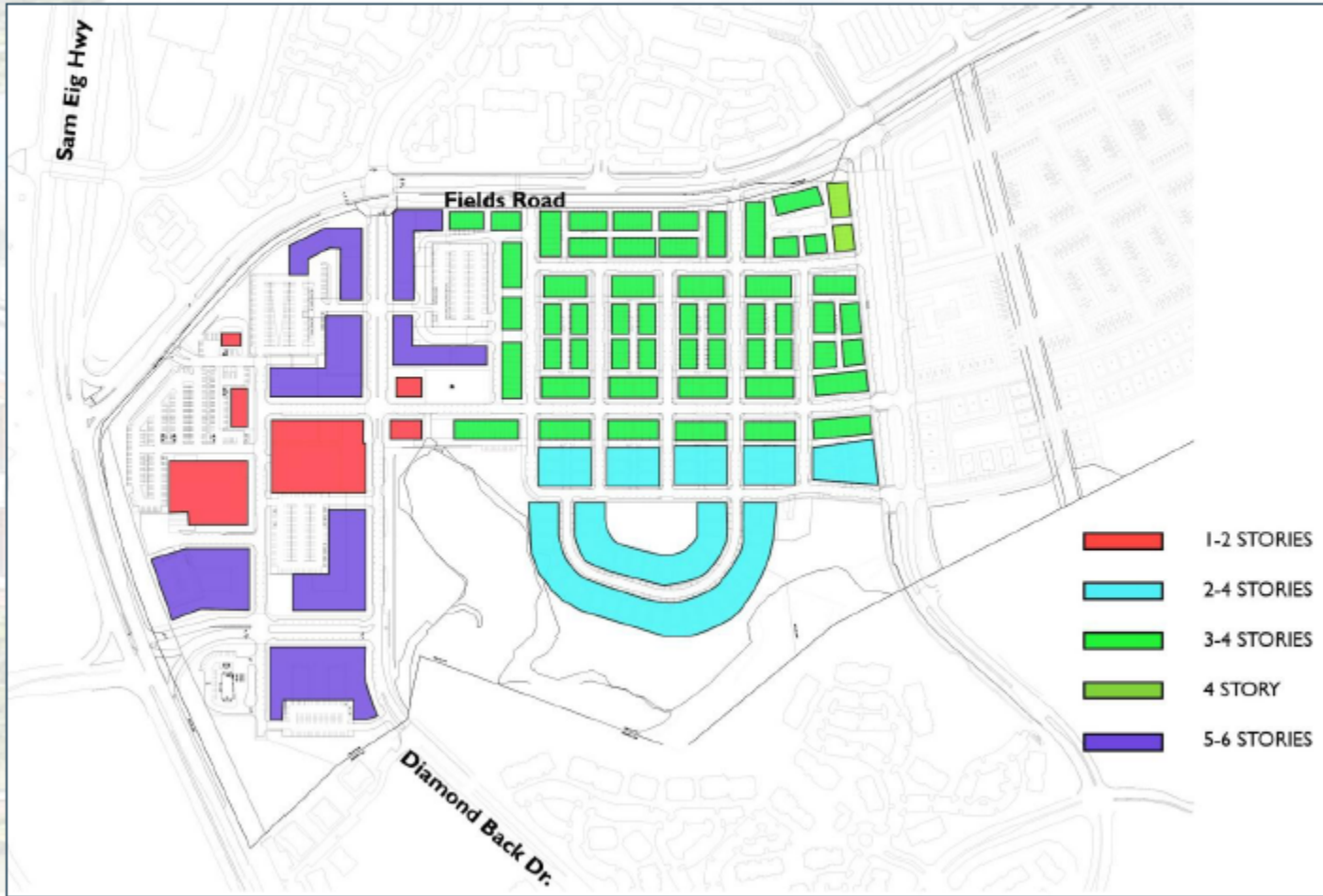
Mixed Use vs Multiple Use

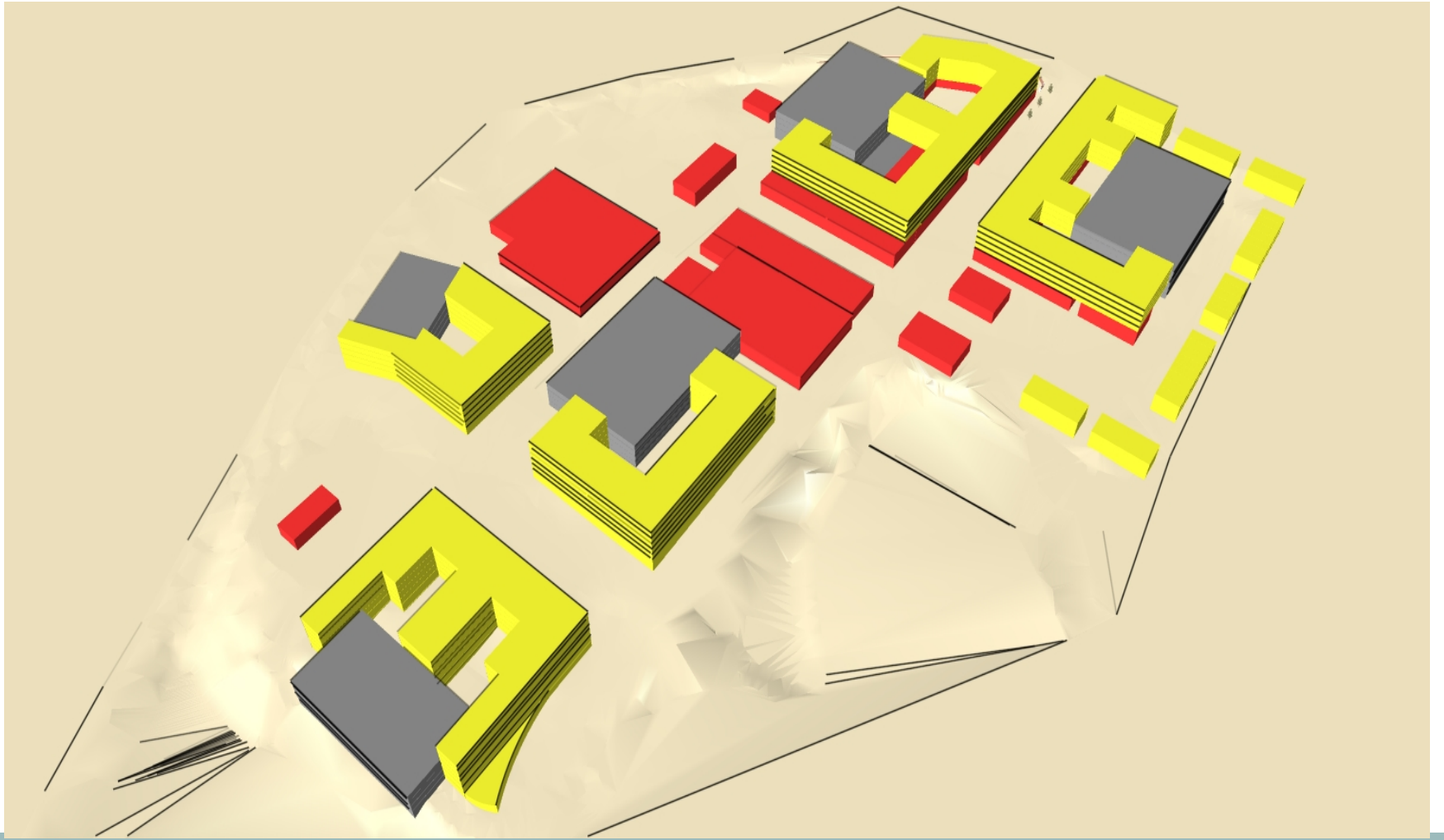


Defines Type and Uses



Defines Heights and Massing





Defines Street Hierarchy

STREET HIERARCHY

Interstate

Collector Road

Boulevards

Primary Roads

Avenues

Primary Roads

Streets

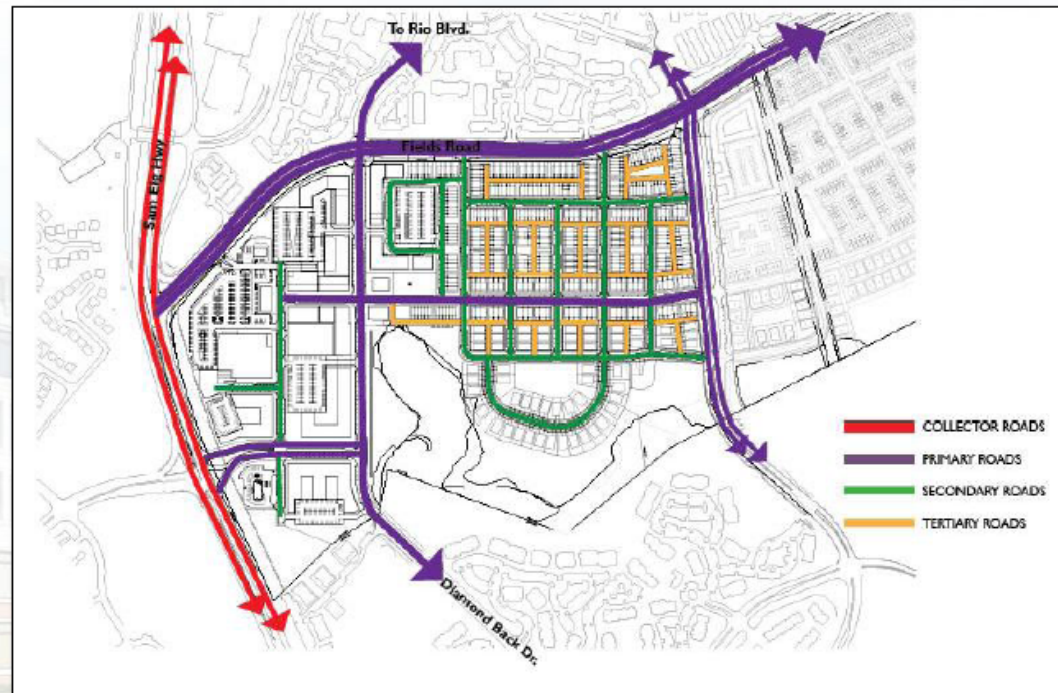
Secondary Roads

Roads

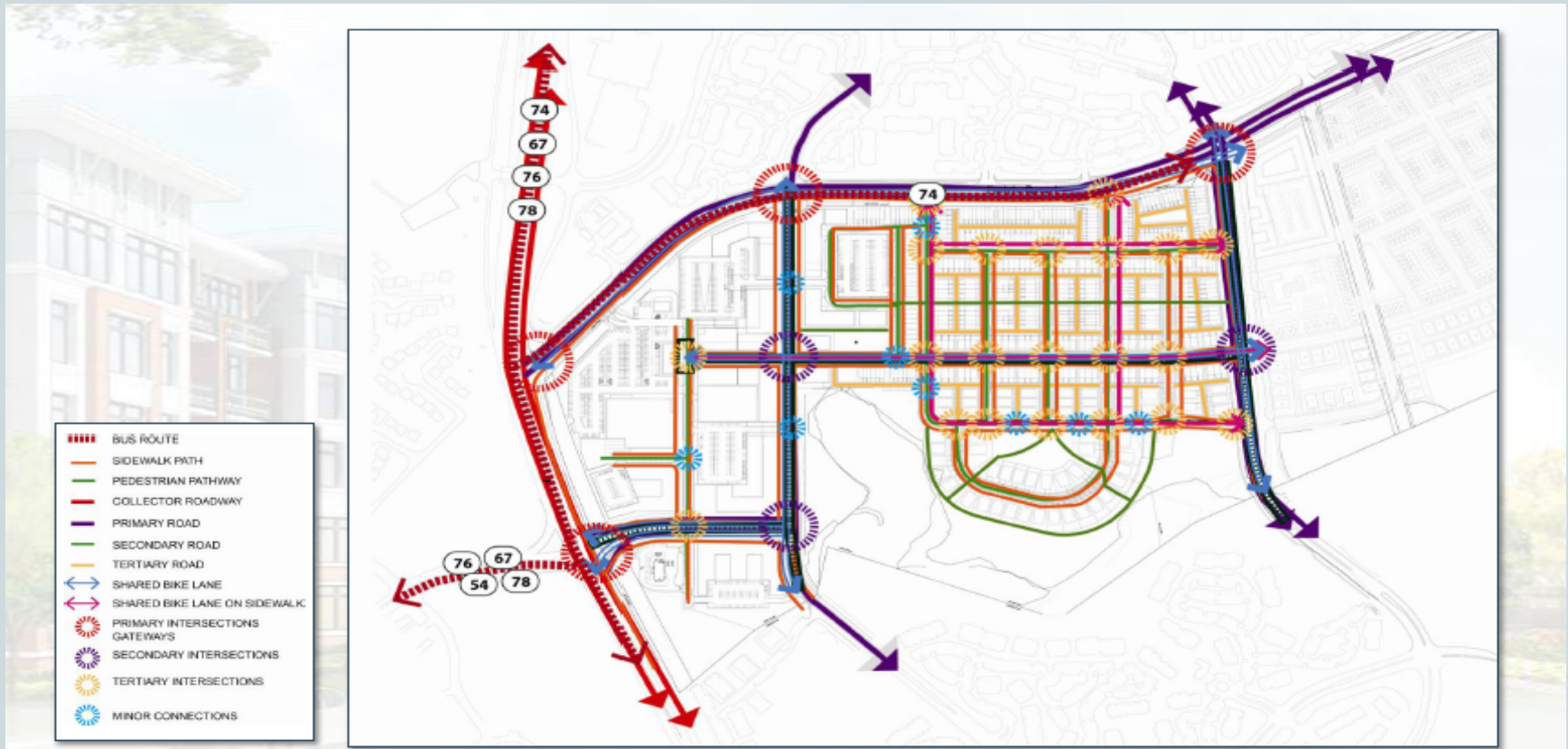
Tertiary

Drives & Lanes

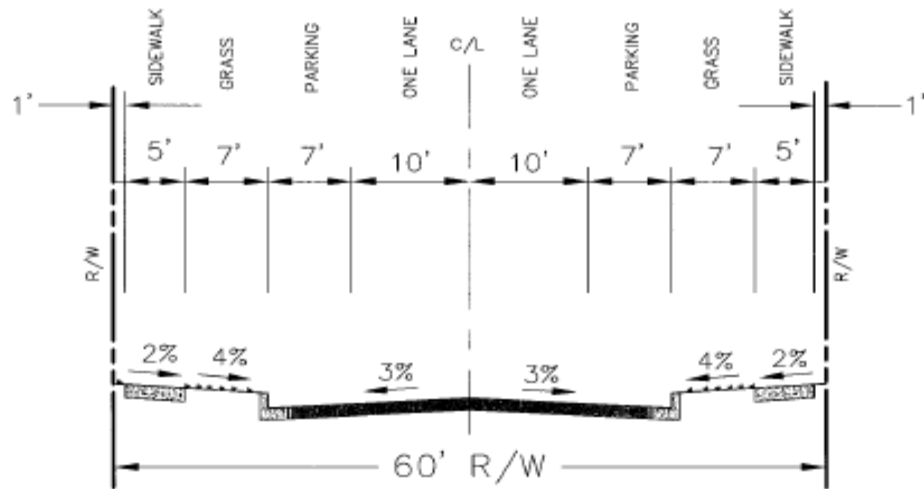
Tertiary Roads



Refines Circulation Strategy



Road Code Waivers



**STREETS "A", "E", "J", "K", & "M"
SECTION "D"
(PUBLIC)**

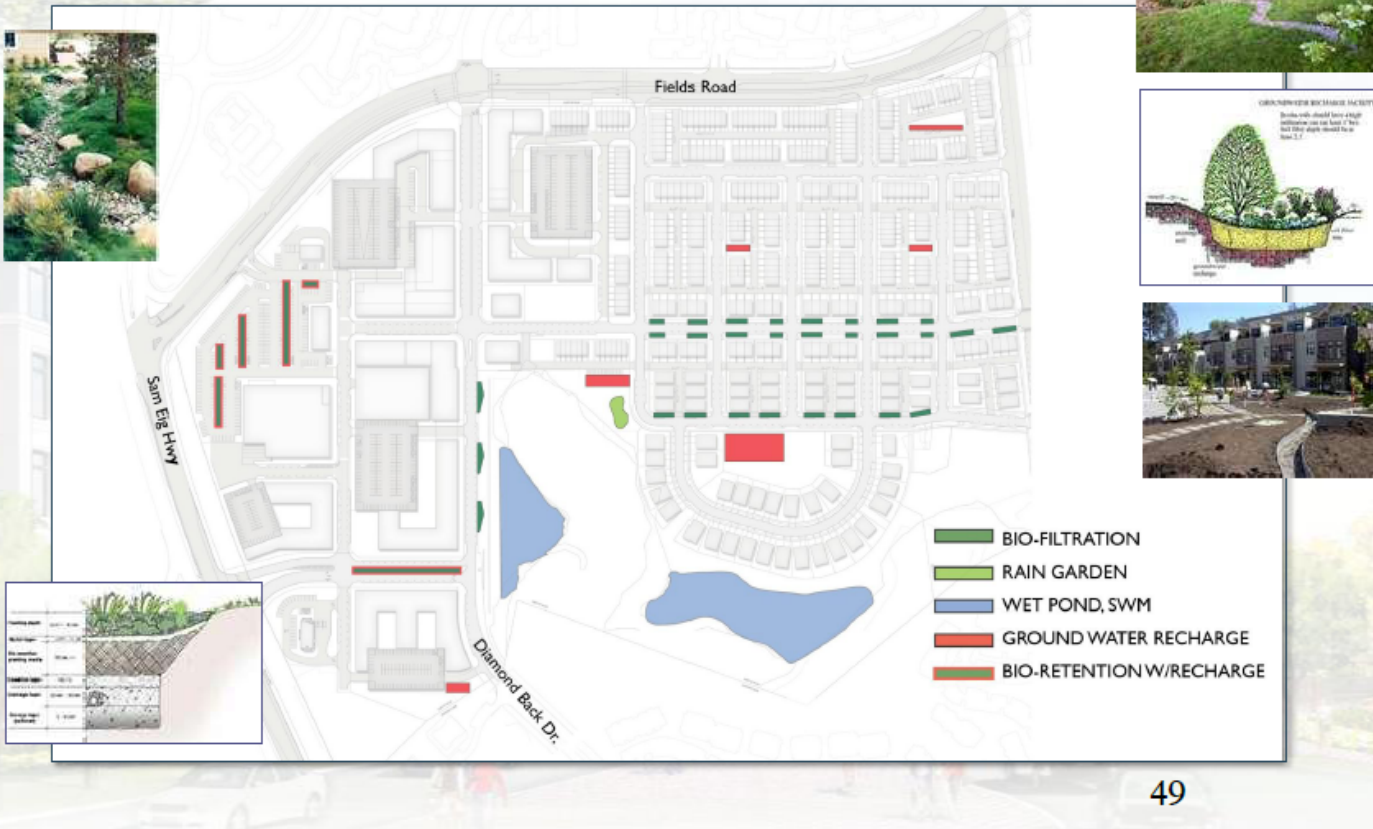
Defines Open Spaces



Preliminary Stormwater Design



ENVIRONMENTAL SITE DESIGN



Preliminary Stormwater Design



ENVIRONMENTAL SITE DESIGN

Permeable Pavement

Bioretention

Bio-swale

Recharge

Screening

Green Streets

LID



A green street seeks to reduce storm water runoff and associated pollutants, bring natural elements into streets, and improve access for pedestrians and bicycles.

Establishes Design Guidelines



1

Link adjacent existing developments to become part of a greater "place"



- Locate land uses compatible with the adjacent developments
- Extend network of streets, pedestrian/bike pathways and connections, and open spaces to physically integrate major developments and other surrounding communities
- Accommodate the CCT alignment linking the development to Shady Grove Metro Area, King Farm and other neighborhoods

2

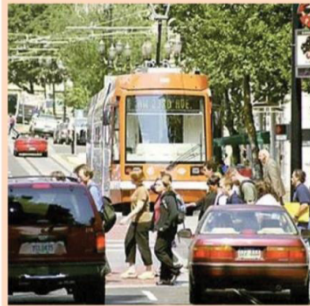
Make a strong, positive first impression at all entries, arrival points and gateways



- Strategically identify important intersections and entrances, and develop them as "gateways"
- Cluster pedestrian-oriented land uses, signature buildings, and public amenities at key arrival points
- Treat these gateways as vital crossings embellished with high-quality landscaping, public art and signage
- Celebrate arrival to City and Neighborhood

3

Develop a sustainable, urban community where pedestrians, transit and the automobile can safely coexist



- Interconnect streets and open spaces to promote walking, biking and utilizing mass transit
- Design intersections that are pedestrian friendly and have smaller turning radii
- Balance the right-of-way allocations for all modes of travel; all streets have parallel parking
- Provide off-street parking for automobiles and bikes that is safe, convenient and visually unobtrusive.

4

Create distinct yet unified neighborhoods



- Complement the site features, land uses and transportation facilities with appropriate densities, and create neighborhoods with different "feels"
- Create open spaces that are unique to each neighborhood
- Vary theme from one neighborhood to another.

5

Program a variety of open spaces that are interconnected, accessible and convenient to use



- Create and program open spaces that take advantage of the site features, land uses and transportation system
- Expand social opportunities for all age groups through the design of interconnected parks, recreational spaces and other open space amenities

STRATEGIES

Note: These images are examples for illustrative purposes only.

Establishes Design Guidelines



6

Strengthen the viability of transit within the community in future phases.



- Re-align the proposed CCT route to maximize transit access from larger geographic area
- Configure streets to provide direct access
- Design the station area to encourage pedestrian trips over vehicular drop-offs
- Increase the diversity of street-level retail to build a vibrant and active transit area

Note: These images are examples for illustrative purposes only.

7

Design a Town Center in Neighborhood One that serves the community and complements the Washingtonian Center



- Create a mix of uses that promote both day and evening activity
- Blend the commercial core into the surrounding communities
- Design a sidewalk environment that contributes to the vitality and culture of the Town Center
- Connect the public areas of the commercial district with the larger park and street system

8

Plan for the future school site to become a valued regional and community resource

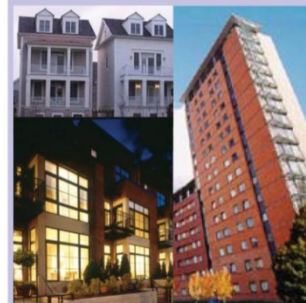


- Plan and program the high school to be well-integrated with the community
- Buffer the athletic fields to protect the adjacent neighborhoods from noise and light pollution

Note: MCPS will be solely responsible for all the above items.

9

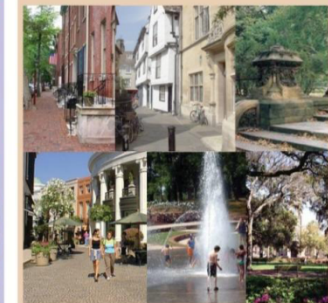
Provide a choice of housing types that are well-integrated with each other and the site



- Maximize the variety of housing types ranging from single family detached houses and townhouses to multi-family low-rise and high-rise buildings
- Arrange and group the housing types in a manner complementary to the site, land uses and transportation facilities
- Intermix the housing types within the blocks and streets to create a varied, yet integrated community

10

Use architecture and landscape design to create a strong sense of "place" and environmental stewardship



- Encourage the use of longer life-cycle materials in both buildings and open spaces to increase the value of the development over time. Use local landscape elements that are disease and drought-resistant
- Develop distinct yet coherent architecture and landscape designs that will help foster a special community identity
- Promote best practices in stormwater management and other environmental responses. All builder-installed appliances and HVAC equipment will strive to equal or exceed the standards for current Energy Star rated appliances
- Promote LEED concepts and principles

Conceptual Architecture



VIEW 1



Conceptual Architecture



VIEW 2



Conceptual Architecture



VIEW 3



Crown “Take Two”



Schematic Development Sub Approvals

- Traffic Impact (No adjustment)
- Road Code Waivers
 - New Sections
- Environmental Waivers
 - Forest Conservation (No new impact)
 - Stream Valley Buffer
- Affordable Housing Plan
- Circulation Plan
- Historic Preservation Plan
- Master Stormwater Plan (Revision)
- Transportation Mitigation Plan
 - Shuttle Bus Plan

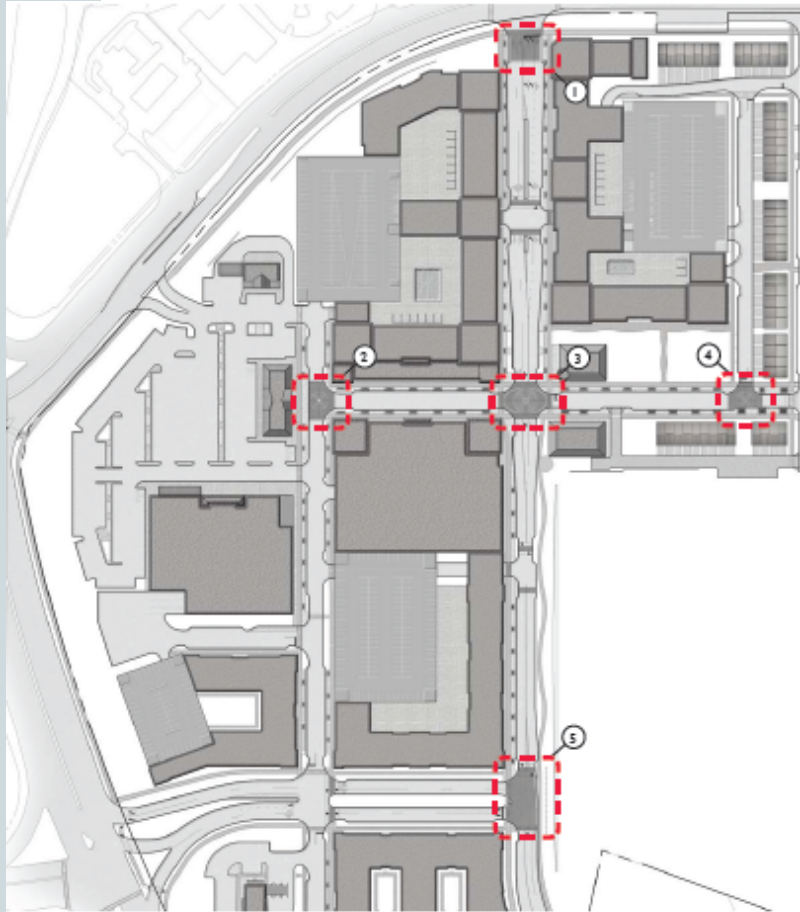
Crown “Take Two”



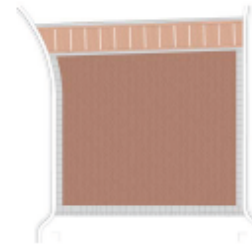
Final Site Plan (FSP) (1,000 FT) STEP 4

- Record Plats
- Defines utility locations
- Defines Street Sections and Materials
- Sets the Stage for Building Permits
- Consistent with the Sketch Plan and Schematic Development Plan

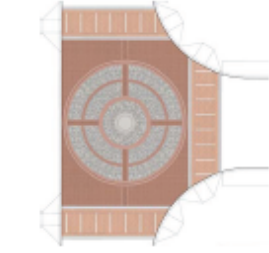
Final Pavement Designs



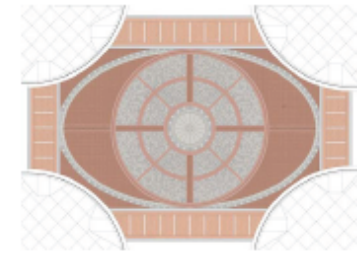
DETAIL #1



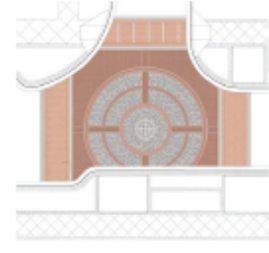
DETAIL #2



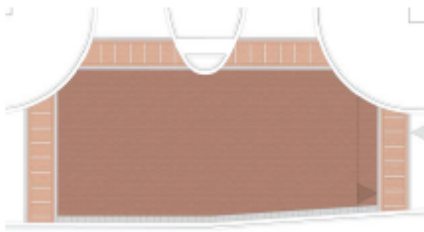
DETAIL #3



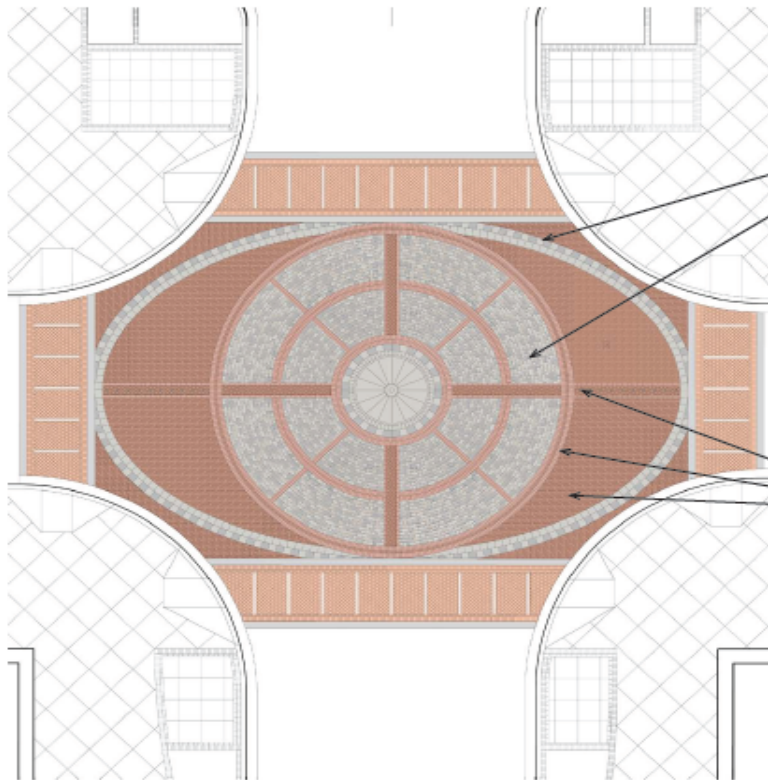
DETAIL #4



DETAIL #5



Final Material Selections

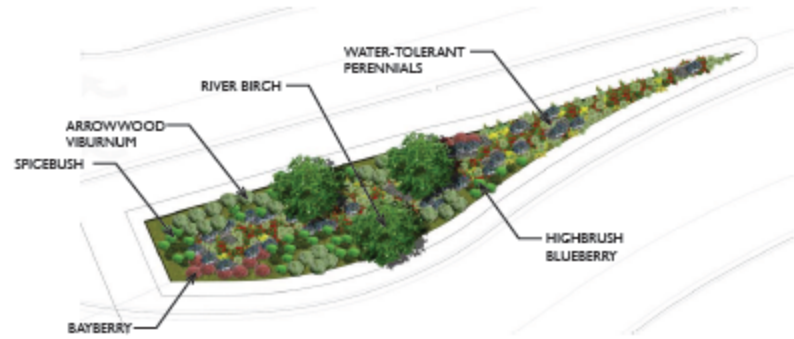
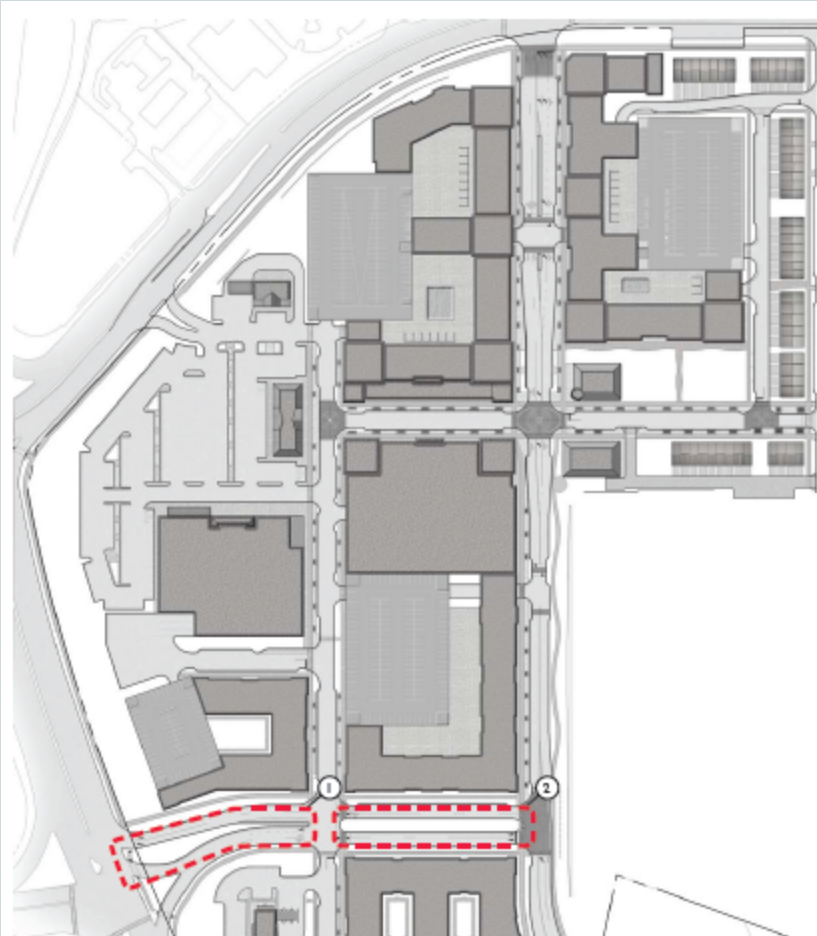


CITY COBBLE SIESTA FULL RANGE

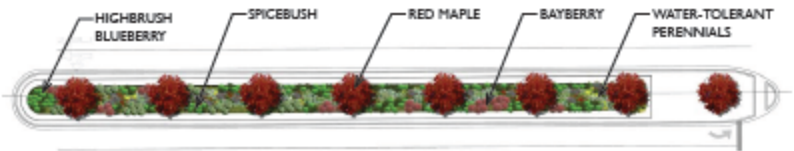


ENGLISH EDGE AUTUMN

Final Landscaping

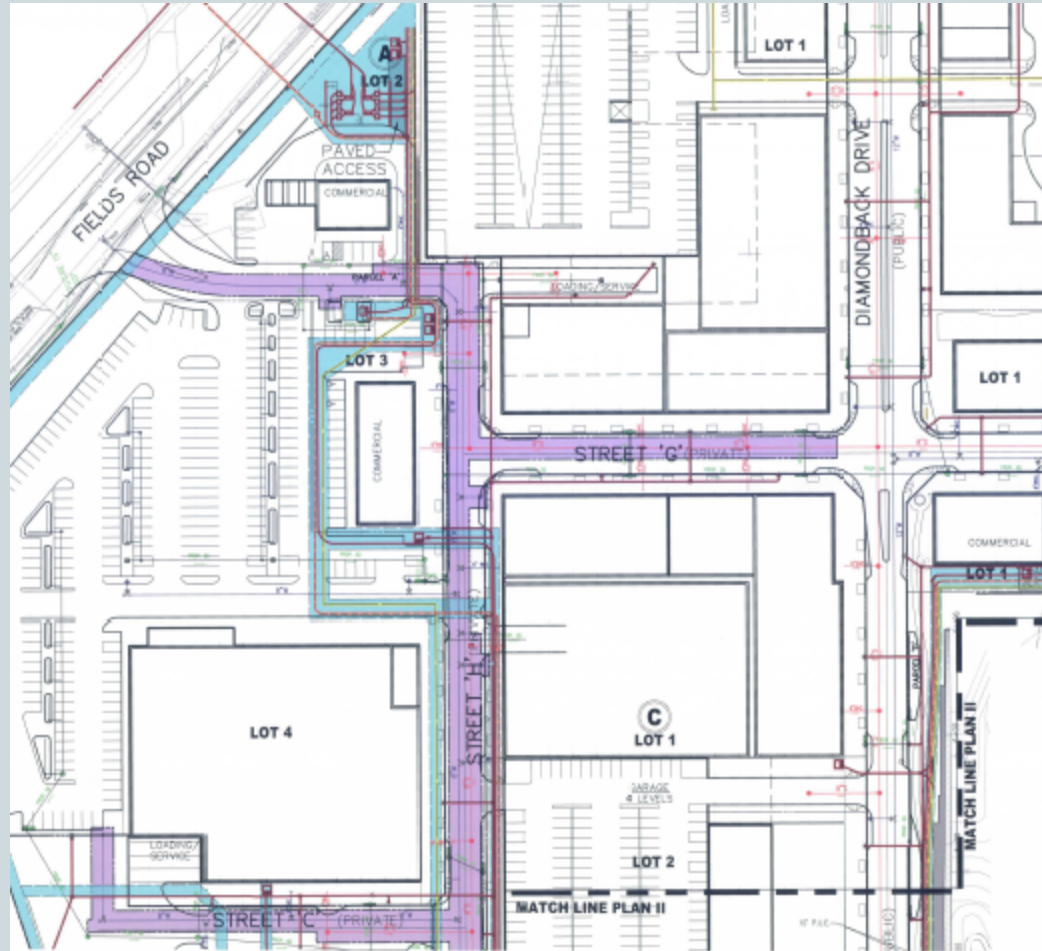


DETAIL #1

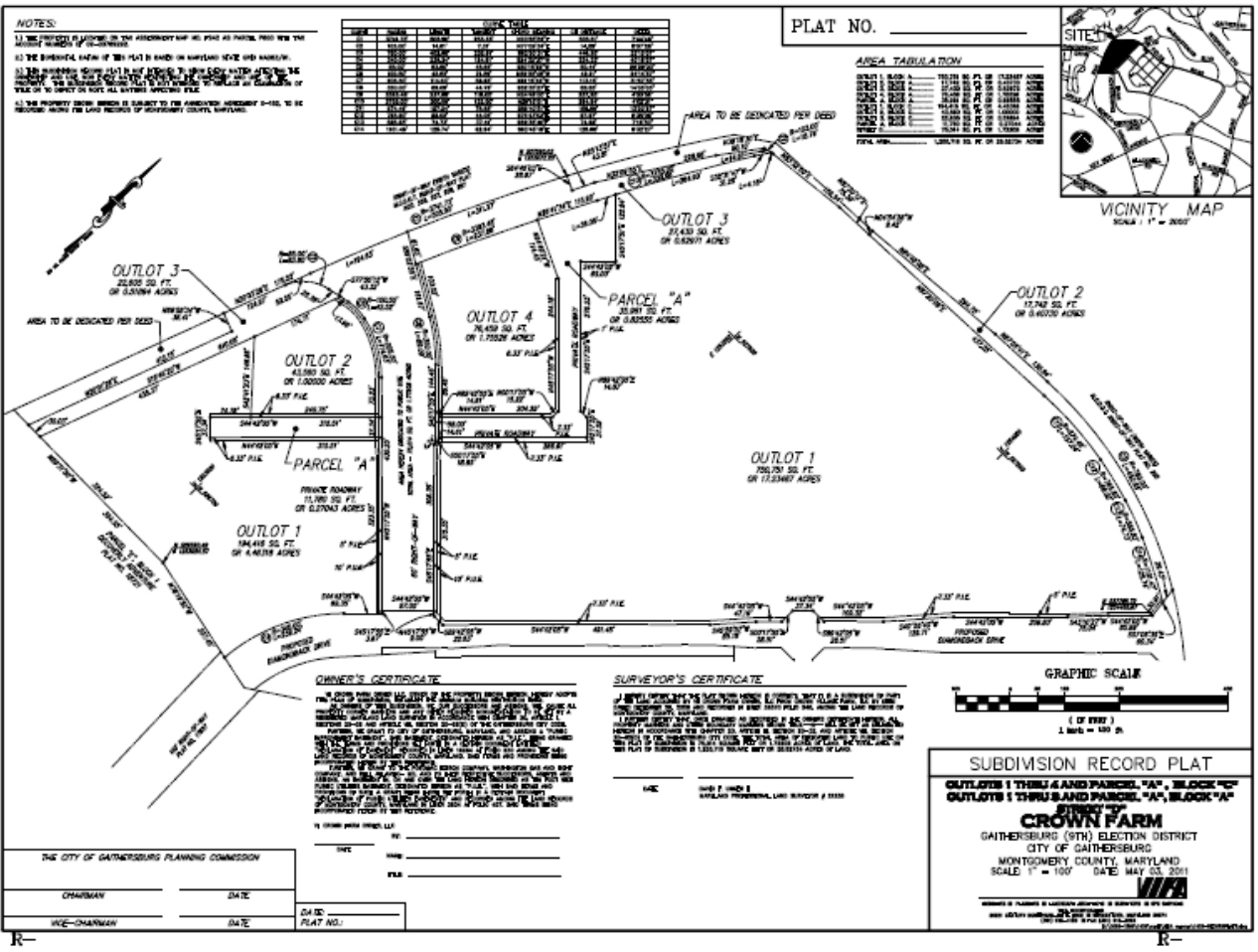


DETAIL #2

Final Utility Design



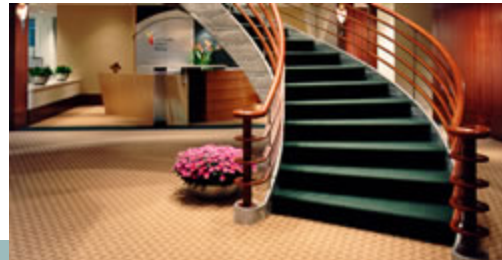
Final Record Plats



Specific Lesson's Learned (and learning)



- ✦ Old pre-crash plan vs. new plan, plans evolve daily
- ✦ Renegotiation of Annexation Agreement
- ✦ Multiple Builder Program
- ✦ Sam Eig Additional
- ✦ Multi-Jurisdictional Coordination
- ✦ Storm Water Regulations
- ✦ General Political Climate
- ✦ Escrow vs. Bonding
- ✦ Master Developer / Parcel Developer



Land Development 101



Gravity Retaining Wall



Storm Water Management Ponds - Weir Wall



Storm Drainage Systems



Sanitary Sewer System



Water Distribution Systems

