



TECHNICAL ASSISTANCE PANEL REPORT

What's Next For Westfields?

FAIRFAX COUNTY, VA

SPONSORED BY:
WESTFIELDS BUSINESS OWNERS ASSOCIATION

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The objective of ULI Washington's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary, and objective advice on land use and real estate issues facing public agencies and nonprofit organizations in the Metropolitan Washington Region. 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. Learn more at <http://washington.uli.org/TAPs>.

Bob Youngentob

Chair, ULI Washington
President, EYA

Lisa W. Rother

Executive Director
ULI Washington

Richard Perlmutter

Chair, Technical Assistance
Panel Committee
Managing Member, Argo

Deborah Kerson Bilek

Senior Director, Community Outreach
ULI Washington

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ULI Washington Panel & Project Staff

PANEL CHAIR

Marta V. Goldsmith

LRG, Inc.
Washington, DC

PANELISTS

Alyson Bode

AvalonBay Communities
Arlington, VA

Ellen Mendelsohn

Urban Land Institute
Washington, DC

Paul Moyer

VHB
Vienna, VA

Richard Perlmutter

Argo Development
Potomac, MD

Scott Rowe

Maryland-National
Capital Park and Planning
Commission
Prince George's County

Kaushambi Shah

Urban Designer
Rockville, MD

Alison Williams

Federal Realty
Investment Trust
Rockville, MD

Michael Workosky

Wells & Associates, LLC
Tysons, VA

Nkosi Yearwood

Montgomery County
Department of Planning
Silver Spring, MD

PROJECT STAFF

Deborah Kerson Bilek

ULI Washington
Washington, DC

REPORT AUTHOR

Kaushambi Shah

Urban Designer
Rockville, MD

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Executive Summary

The Westfields International Corporate Center (Westfields) at Dulles is a 1,100 acre Class A corporate office park. Located at the intersection of Route 28 and Westfields Boulevard in Chantilly, Virginia, it is conveniently located in the heart of Fairfax County, approximately seven miles south of Washington Dulles International Airport. Moreover, it is also located minutes from I-66, which connects to Downtown Washington DC.

Created by the Henry A. Long Company in the early 1980s, Westfields was designed for major corporations looking for a presence in the Washington DC area – companies such as Lockheed Martin, Northrop Grumman, The Aerospace Corporation, Level3, CRA, DynCorp, Boeing, CACI, TASC, General Dynamics, Scitor, Booz Allen & Hamilton, and Quest Diagnostics. In this prestigious corporate community, there are also other uses, such as the Marriott Corporation, indoor and outdoor athletic facilities, child care centers, restaurants, a walking path network, and access to the Westfields Golf Course (a public golf course off-site). All these corporations and amenities are set amongst a landscape of rolling fields and woodlands, laced with streams, thereby forming a serene natural setting for this work center. Here, national developers and several local developers are all committed to one thing – one of the best work environments in the region.

The results of this Technical Assistance Panel (TAP) are intended to assist the sponsor in the following ways: determining Westfields' competitive advantage in the Washington DC region to guide future land use mix and density on the site; how Westfields can improve the value to existing owners and retrofit existing inventory to accommodate a fast changing work culture; development and marketing strategies to shape its future over the next 5, 10 and 20 years; and planning for amenities, infrastructure and design features to position itself as best in class in the current and future office market.

While the office park's assets are numerous, several challenges exist, including obsolete office buildings; internal office space planning severely lagging behind current office market trends; lack of mix of uses in the vicinity; auto-centric design with heavy traffic congestion; lack of pedestrian connections and other modes of transportation; lack of community identity and branding; and newer competitors in the market offering modern amenities and easy multi-modal access in close proximity to the Westfields location.

Panelists grouped these challenges under four categories: the market; land use; transportation and physical design; development strategies; and implementation. Panelists also made recommendations on data collection, as well as development strategies that can be implemented over 5, 10 and 20 years.

Background & Scope



Aerial map showing Westfields and surrounding context. Map source: Sponsor briefing materials.

Westfields International Corporate Center (Westfields) is located in the Sully Supervisory District of Fairfax County, Virginia, at the intersection of Route 28 and Westfields Boulevard. It is situated approximately seven miles south of Washington Dulles International Airport, and minutes from I-66 connecting to Downtown Washington DC.

For the past 33 years, Westfields and Fairfax County have undergone a significant change in population and business growth. This, combined with the

changing trends in office space around the region and country, has caused the business owners in Westfields to reconsider its positioning within Fairfax County.

Today, as a suburban office park, Westfields is at a crossroads in determining the best path forward for the next 30 years. Accordingly, the Westfields Business Owners Association (WBOA), which serves as the sponsor for this Technical Assistance Panel (TAP), approached ULI Washington to conduct a TAP with a goal of understanding how to reposition Westfields for economic success.

QUESTIONS TO BE ANSWERED BY THE PANEL

1. Given Westfields' location – near Dulles airport, but without direct access to public transit – what competitive advantages exist for the area to maximize its land use potential?
 - i. Should Westfields consider adding additional density to the park and if so, what types of uses, and in what location?
 - ii. In evaluating mix of uses, what would be target densities by use type to create the desired vitality? Are there lessons to be learned from Reston and/or Tysons?
 - iii. Will creating a more diverse use mix mitigate demand on transportation infrastructure? If not, will the transportation system support an increase in density? What types of transportation elements could be added? Will the existing transportation infrastructure support the desired changes in use?
 - iv. How should any changes to the park be evaluated in terms of timing?
 - v. What impact does the Dulles Airport noise overlay and restrictions play in creating a redevelopment strategy? Are they current?
 - vi. How can Westfields create a sense of place and welcoming feeling while also respecting the secure nature of the park?
 - vii. Are there zoning or regulatory changes that would be required to retrofit the park with new uses?
2. How can Westfields improve the value to existing owners and retrofit existing inventory to accommodate a different generation of users with different priorities and work habits?
3. What is the best development and marketing strategy for the next 5, 10, 15, and 20 years? What amenities, infrastructure, and design features should be added over the short and long term?
4. What other types of utilities, data/fiber, energy and other similar infrastructure related resources would need to be considered in the future to position Westfields as best in class?

The Market: Westfields in Context

THE CHANGING FACE OF OFFICE SPACE IN THE US

At the onset of the TAP, Panelists acknowledged that the office market has undergone significant changes over the last five to ten years all over the US. With the evolution of technology, there has been a major transformation in work culture: paperless workplaces are leading to redundancy of filing space; increase in mobility is leading to teleworking and hot desking; and open space design and collaborative work spaces are leading to changes in interior layouts of office floor plates. Moreover, with the changing nature of office spaces and work culture, location of office spaces in mixed-use urban environments is gaining more importance over single-use suburban locations. Having close proximity to amenities like restaurants and gymnasiums has become an essential feature for successful office spaces. Due to these changes, the existing suburban office park stock has been struggling all over the country.

WESTFIELDS: COMPETITIVE ADVANTAGE & CHALLENGES

Like many suburban office parks, Westfields has suffered over the past few years. Nevertheless, it has several competitive advantages and has held its niche position in the market. Of utmost importance is the fact that Westfields has been able to attract a large concentration of federal government agencies and their associated contractors to locate within the office park, thereby creating an unparalleled “secure hub.” This proximity between business partners is coupled with a unique park-like setting that offers a secure and peaceful work environment. Moreover, proximity to major highways and to Dulles Airport, access to the outstanding Fairfax County Public School System, and a surrounding healthy residential community makes Westfields an attractive option for office tenants.

According to the Panel, Westfields also faces several challenges. Created in the early 1980s, Westfields was a model suburban office park at that time. Over the years, it continued to operate along the lines of an outdated vision, and must now renew itself to what a 1,100-acre office park should look and feel like in 2017 and beyond. Panelists contended that evolving into a mixed-use environment by attracting retail and residential uses that support employees will be key to success. Because a large portion of the office buildings are either obsolete or vacant, change will be necessary to accommodate current and future market requirements.

The site lacks cohesion, a sense of community, and an identifiable brand. While driving through the expansive landscape, it is hard to know whether one is on the east side, west side or in the office park at all. Panelists noted the importance of stitching the campus together with architecture, land uses, and other design elements. Furthermore, there is a lot of newer, more accessible office stock nearby, which creates competition for attracting tenants. This is further putting pressure on Westfields to provide modern amenities and solve traffic issues to balance the lack of transit access.

EMERGING EMPLOYEE PROFILE

The Panel determined that the market for retail and residential users on the site is currently limited to people who work in Westfields. Based on the limited information available, the Panel assumed that a large part of the Westfields demographic consists of technology and professional workers who are generally highly educated, and tend to be high wage earners. To determine a more precise development program, Panelists recommended gathering more information through a user preference survey. Such a tool can provide needed information on office park demographics, including preferences and unmet needs of the current population. Information like the age group of employees, whether they are single or families, retail spending habits and how they spend their leisure time will be crucial to plan for future success at Westfields.

According to the Panel, the sponsor should consider millennial technology workers, who seek work environments that facilitate community life and social interaction, as they consider the future for Westfields. Workers in the millennial generation differ from previous generations in that they look for a world “outside the fence” that includes bars and restaurants, fitness and leisure activity options, dog parks, food trucks during lunch hours, and other lifestyle amenities near their employment. Proximity to conveniences like grocery stores, drug stores, and fast casual restaurants are important. Living close to work and avoiding long commutes are also preferred among millennials. Since the current housing stock around the site is from the 1970s and 1980s,



Park-like setting in Westfields offering a secure and peaceful work environment.
Image source:
<http://www.westfieldscorpcenter.com/westfieldswebsite/index.php/gallery>.



A semi-outdoor retail environment facilitating social interaction.
Image source: http://www.whatshappenin.today/uploads/organization/storefront/287/desktop_view_beer_garden.jpg.



A row of townhouses in an urban environment. Image source: https://wdcim-agestorageprodeast.blob.core.windows.net/mls018/Web/AX9780057_1.jpg.

providing a diversity of modern housing choices – including apartments, townhouses and single family houses – will add a level of appeal to a range of income levels, and will consequently add a tremendous competitive advantage to a campus of this scale and size.

CREATING THE BRAND: WESTFIELDS PARK

The Panel pointed out that branding the office park and giving it a new identity will boost its competitive advantage in the current and future market. Changing the name from *Westfields Corporate Park* to *Westfields Park* will help identify the campus as a mixed-use community set amongst a park-like landscape. Also, while analyzing the current campus, the panel realized that there are three distinct emerging neighborhoods. These are:

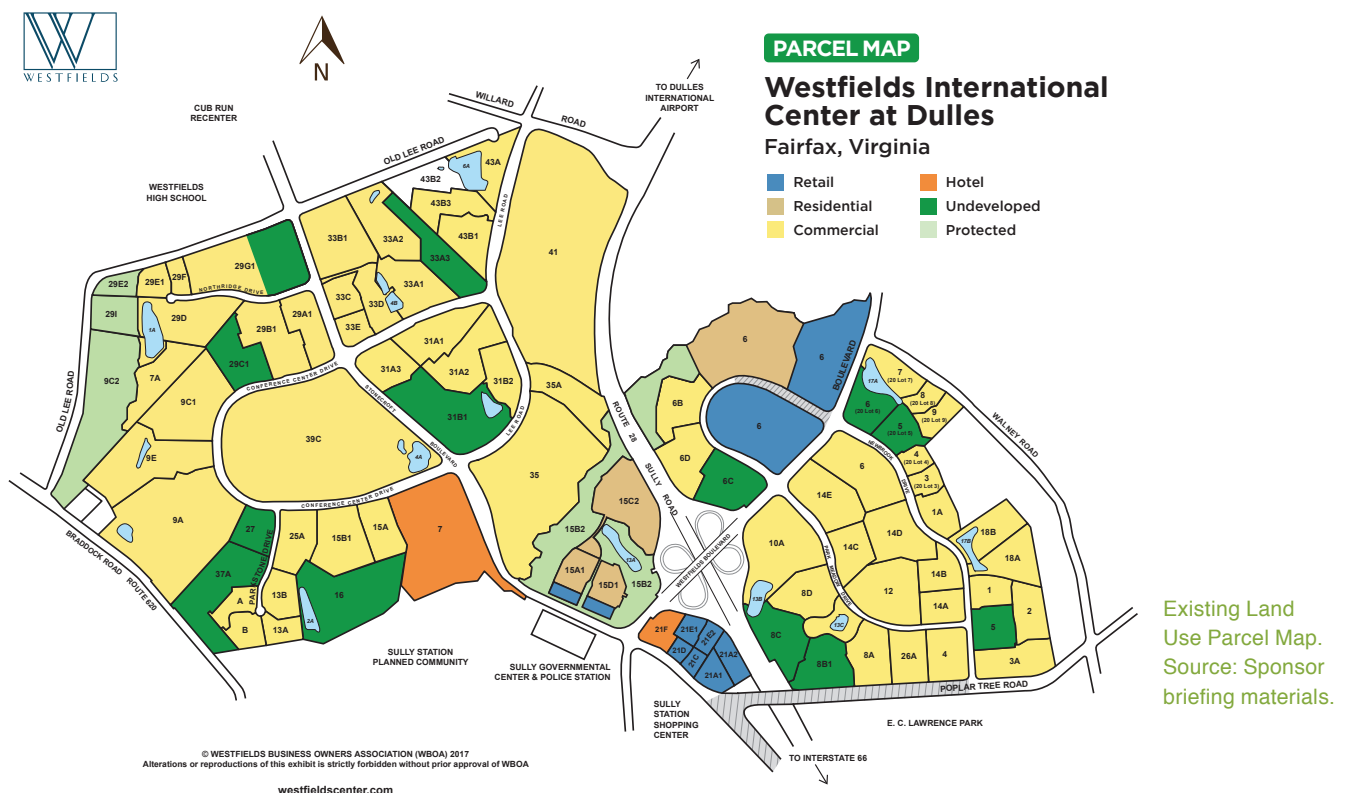
- An outward facing clustered retail and residential neighborhood where the Wegmans and movie theatre developments are planned to the east of Sully Road.
- Potential for lower-density residential in the southwest corner of the campus along Braddock Road, in the quieter area of the site.
- An inward facing secure office cluster on the west side of the campus, hinged along Stonecraft Boulevard and Conference Center Drive.

OVERARCHING MARKETING STRATEGY

In terms of marketing Westfields, the Panel recommended the following strategies:

- Market outward-facing uses to potential retail and residential investors/developers.
- Market inward-facing uses to brokers as a secure, connected and peaceful office environment using existing office space.
- Recognize that retail and residential uses are the future of Westfields' success, and will drive the office leasing process.

Recommendations: Land Use, Transportation & Design



EXISTING CONDITIONS

In order to make recommendations to improve the transportation conditions in the study area, the panel first observed the existing traffic conditions – what works and what defines the office park today. The site is served by two full-movement interchanges on Route 28. There are plenty of free flow intersections which are wide and provide easy access to the park. Moreover, there is ample parking for all the users of the office park which is located at a

short distance from the Dulles International Airport, and there is a captured on-site population.

The office park also has a few inherent challenges. First of all, it is an automobile-centric campus. There is a clear lack of access to the Washington Metropolitan Area Transit Authority (WMATA) metro system, and a large proportion of the employee population drives to work. Moreover, the site is not particularly pedestrian-friendly. While meandering footpaths are scattered throughout the site, they do not provide sufficient inter-parcel connectivity. In fact, even vehicular traffic must use the main roads to travel from one parcel to the next. Sidewalk connections to buildings are also lacking; in order to access most of the buildings onsite, it is necessary to walk through auto-oriented surface parking lots. Additionally, the single-use office concentration results in an intense inbound surge during the AM peak hours, and an outbound surge during the PM peak hours. It is almost an 80-20 split, where about 80% of the traffic is inbound in the morning and about 80% outbound in the evening.

Most key intersections operate at acceptable levels of service under current conditions during peak hours. However, buildings are not fully occupied and approximately 7 million square feet of potentially new development may be built. Full buildout and occupancy will most likely result in constrained conditions at key intersections with currently proffered improvements based on current travel trends and approved development. Moreover, planned improvements to Route 28 and I-66 may redistribute and reduce “cut-through” regional traffic using adjacent neighborhood streets, which will put more pressure on some of the local streets in and around the site.

View of Auto-centric
landscape in
Westfields. Image
source: Google Earth
Pro.



RECOMMENDATIONS: POTENTIAL TRAFFIC MITIGATION MEASURES

After identifying transportation challenges for Westfields, the panel recommended the following traffic mitigation measures:

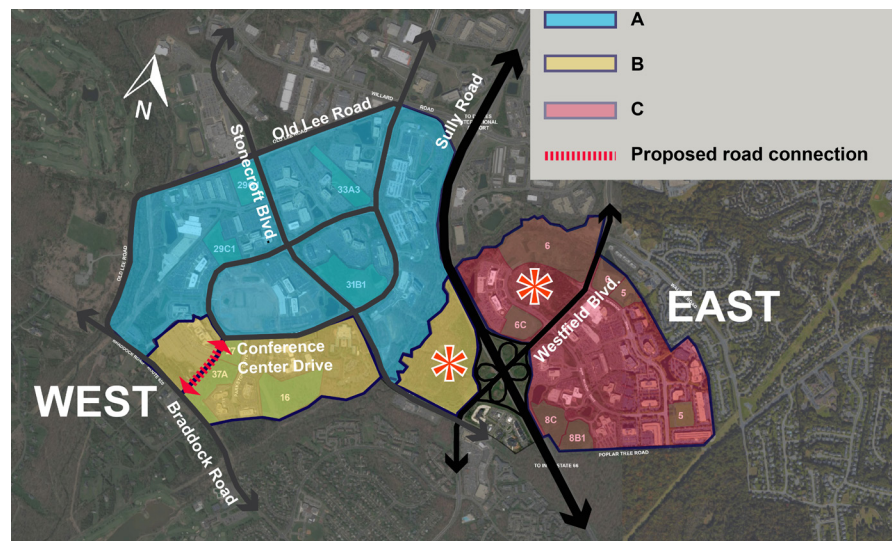
- Make adjustments within existing road sections and geometry, such as lane re-striping or modifications, to existing turn lanes by lengthening them where there may be queuing issues.
- Review and determine the potential for a new road connection between Braddock Road and Conference Center Drive in the southwest portion of the office park.
- Change the land use mix to take advantage of the non-peak direction. Residential development would be the best compatible use, as it generates outbound traffic in the AM peak hours, and inbound traffic in the PM peak hours. This would reduce overall trips and delays compared to the currently approved plan.
- Create internal trips through a mix of uses, which in turn reduces the overall trips generated by the site.
- Create and promote a holistic Transportation Demand Management (TDM) plan, marketing and branding efforts, and possibly create a Transportation Management District. These can be established by targeting current users through surveys focused on transportation choices.
- Consider an on-site bike-share system in tune with the Westfields Park brand, which employees can use between parcels, or to access the gymnasium or retail in the middle of the work day.
- Examine potential to provide an on-site shuttle service to alleviate midday parking demands and support retail/restaurant uses in the near-term.
- Coordinate potential future off-site shuttles with County bus stations and transit efforts, and upgrade current shelters by making them transit ready. This would further enhance the competitive advantage of Westfields.
- Upgrade the existing Westfields website and develop Apps with real-time information and wayfinding in tune with the TDM strategy – so employees have at their fingertips shuttle service arrivals and parking availability on the go.

According to the Panel, all these recommendations are needed to preserve the capacity for the existing office park and its future development. Moreover, these will help push capacity constraints further out into the future. Once a TDM plan is in place, any upcoming rezoning cases should also be subjected to the established policies.

RECOMMENDATIONS: LAND USE & DESIGN

The Panel further recommended the following in terms of land use and physical design changes, after identifying three distinct emerging neighborhoods in the 1,100-acre site:

Future Land
Use Concepts.
Image source: ULI
Washington.



Neighborhoods A & B

The panel envisions Neighborhood A to continue to thrive as the secure office neighborhood, and Neighborhood B as a low density residential area to support the employee population. Panelists recommended making these neighborhoods more pedestrian friendly by redesigning intersections to remove channelized right turns where appropriate, maintaining free-flow right turns where needed to ensure adequate access to office parcels, and a possible connection between Braddock Road and Conference Center Drive to increase connectivity.

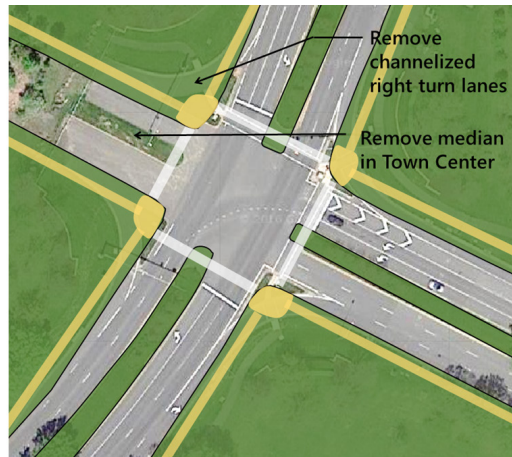
Neighborhood C

This area is evolving as a mixed-use area, and is inherently a more outward-facing neighborhood. The Panel envisions this as an urbanized town center for the site with the upcoming Wegmans and Akridge developments. Panelists suggested modifying the design of intersections for walkability and

connections to adjacent parcels - removal of channelized/free-flow lanes, adding crosswalks, removing medians in the town center, modifying sidewalks to promote walking, and providing direct connections to the retail uses from offices.



Existing Westfields and Newbrook Intersection



Proposed Westfields and Newbrook Intersection

Proposed modifications at the existing intersection of Westfields Boulevard and Newbrook Drive include removal of channelized right turns, removal of median in the town center and addition of crosswalks to facilitate a pedestrian oriented retail environment. Image Source: ULI Washington.

Additionally, the Panel recommended coordinating the design of the Wegmans development with adjacent planned retail and potential future residential uses. Panelists proposed modifications in the street geometry to create an urban town center-like environment for the existing offices, proposed residential, Wegmans, other retail, and the theatre. The Panel suggested a new straight road to meet with the existing curvilinear road at a traffic circle, thereby facilitating urban style intersections and street frontage to anchor all the buildings. This would help create a more pedestrian friendly environment for shopping, with connection points to trails beyond the parcels.



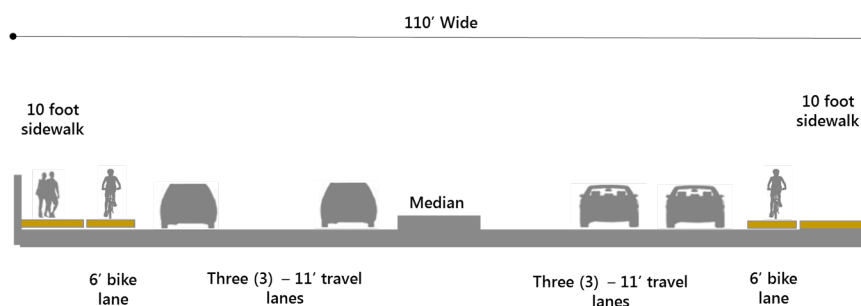
Proposed Town Center design concept tying the Wegmans, residential, theatre and other retail with the existing office uses in an urban pedestrian-friendly environment. Image source: ULI Washington.



There are multiple techniques to reduce landscape maintenance costs – incorporating Low Impact Design methods; using stormwater to water the landscape system; and using naturalized landscapes versus manicured lawns – are all examples that could be considered for Westfields. Image sources: <http://www.estuarypartnership.org/sites/default/files/fieldguide/examples/swale.htm>; <http://www.walklive.org/storm-water-techniques/>; and <http://www.row-new-york-city-officials-mark-flushing-meadows-park-improvement/>.

OVERALL SITE:

Panelists further recommended checking and modifying signal timing for pedestrian phases; reviewing connectivity for vehicles, pedestrians, bikes, and making new connections where possible; evaluating road sections for future bicycle lanes; reviewing the sidewalk and lane widths of the Westfields Boulevard bridge over Route 28 to provide wider sidewalks and/or dedicated bicycle lanes; creating or upgrading existing transit stops to new “smart” transit stops for future service; and evaluating existing landscaping for possible modifications to reduce maintenance costs.



Proposed modifications at the existing Westfields Boulevard Bridge. The 110-foot-wide Bridge provides opportunities to rework the right-of-way and create space for other modes of transportation, like bikes. Currently, the bridge has 10 feet wide sidewalks and 12 feet wide driving lanes. By reducing the width of driving lanes to 11 feet and making median narrow, 6 feet wide bike lanes can be added on both sides of the bridge. Image source: ULI Washington.

Development Strategies

After analyzing existing conditions at Westfields, the panel recommended changes in the future land use pattern on the site in order to facilitate the creation of the three distinct emerging neighborhoods. Neighborhood A would be a secure environment with office concentration; Neighborhood B would accommodate low density residential with community serving retail, and Neighborhood C would be a pedestrian-oriented, mixed-use town center with better connectivity in the redeveloped parcels. Adjoining images showcase successful examples around the Metropolitan Washington Region that could be guiding precedents for all three neighborhoods as redevelopment occurs on this 1,100-acre site.



Precedents for Class A Office Buildings that would be appropriate in Neighborhood A exist in Fair Lakes, VA and in Washington, DC. Image source: <http://www.cbre.us/o/tysonscorner/properties/fair-lakes-office/Pages/overview.aspx>; <http://www.colliers.com/en-us/washingtondc/properties/p-usa1009648/plaza-east>.



Precedents for low to mid-density residential housing products in the King Farm area of Rockville, MD illustrate housing options for for Neighborhood B. Image source: http://www.apartmentratings.com/md/rockville/the-residences-at-king-farm_301519280620850/.



Additionally, the Panel suggested development strategies for the short, medium, and long-term. In the short term – over a five-year time frame – the Panel suggested a Phase I which would include an increased mix of uses in tune with ongoing development projects. Here, introduction of residential and retail would begin to shape the heart of the community – the town center. In Phase II, the panel recommended a Comprehensive Plan review / study, rezoning and change of Covenants, to allow greater flexibility to market changes; reviewing the noise overlay zone as appropriate; and establishing bike and pedestrian facility improvements on site.

In the medium term – a ten-year time frame – the Panel recommended changes pertaining to transportation and infrastructure, such as adding the Braddock Road connection through Neighborhood B; creating pedestrian and bike friendly facilities throughout the site; researching both shuttle and bike share opportunities; and implementing these opportunities based on market demand. Additionally, the Panel also suggested changes to existing facilities:

- In Neighborhood A – conversion of obsolete buildings to other uses such as data centers, offices build-to-suit and manufacturing.
- In Neighborhood B – demolition of obsolete buildings and beginning construction of lower density residential.
- In Neighborhood C – demolition of vacant low density facilities to encourage redevelopment in the form of retail and residential, and infill around occupied facilities.

In the long-term – over a 20-year time frame – the Panel envisioned the existing facilities to include structured parking which could accommodate anticipated increases in density caused by infill projects and adjacent mixed-use development. Moreover, the Panel anticipates that such future density would likely lead to needs for uses such as public facilities, hospitals, and schools. These additional uses would then generate and encourage secure tenants/facilities to locate in Neighborhood A. Consequently, some strategies would involve land swaps and additional marketing efforts.

Precedents for pedestrian oriented, mixed-use community centers in Loudoun, VA and in Fairfax Corner, VA and could be applied to Neighborhood C. Image sources: <https://www.oneloudon.com/>; <http://www.fairfaxcorner.com/>.

Implementation

In order to implement the development strategies recommended in this report, information-gathering and analysis will be key. Panelists emphasized the importance of creating and collecting data through employee surveys and comprehensive market study/analysis. According to the Panelists, additional actions such as: updating the Dulles Suburban Corridor Plan; making appropriate regulatory changes; formulating a detailed marketing plan; branding the office park with banners, wayfinding and events; preparing a small area transportation plan with TDM measures; completing connections between the shared use path network; and performing critical pedestrian improvements will help pave the way for success of the aforementioned development strategies.

In the policy and regulatory realm, the Panel recommended making changes to the Fairfax County Comprehensive Plan by facilitating permission for residential in the 60 dBA corridor near the airport. The panel further pointed out that there may be a need to allow increased density to compensate for the cost of noise attenuation. Also, permitting data centers in the mixed use areas that include industrial uses would be useful. Additionally, the panel recommended making changes to the Dulles Suburban Center Plan – and emphasized the need to allow dwellings and other currently discouraged uses to experience more flexibility in the future market. Panelists further recommended eliminating the buffer along Braddock Road to permit residential development; facilitating residential with community retail along Braddock Road in Neighborhood B; maintaining current office/flex recommendations for Neighborhood A; and concentrating mixed uses east of Flatlick Run.

With regards to zoning, the Panel recommended zoning the area for Planned Residential Mixed Use (PRM), or similar planned community zoning for residential-dominated development along Braddock Road. Panelists also recommended considering Planned Development Commercial (PDC) zoning for the area east of the stream valley. Also, amending the Route 28 Tax District to identify and require appropriate participation by residential properties should be considered.

Placemaking initiatives will also be crucial in the future of Westfields, and installing a coordinated system of signage, banners, lighting and facilitating creative community opportunities like yoga on the lawn, fall festival with a 5K run, or art on the lawn would be important to reenergize the Westfields brand. Westfields could also explore opportunities to manifest as an Eco-district, and commit to neighborhood sustainability addressing energy, water, waste and transportation management.

The Panel also recommended courting institutional and healthcare opportunities on the site, as additional residential development would generate a need for schools, and existing office vacancies could present opportunities to bring health care resources to an underserved area of the county. Panelists also recommended considering senior/assisted living to facilitate aging in place for the community.

Conclusion

Westfields has a niche position in the office marketplace and holds a promising future in the Washington DC region. Westfields' strong assets can lead to big opportunities. The most crucial step forward will be to transition from a business park to a community within a park. To make this happen, the stakeholders will have to think of the site as a town. 1,100 acres of land is large, and deserves diversity, internal connectivity, organic growth and change, and flexibility to evolve with changing market demands over time.

Over the course of the TAP, Panelists analyzed existing conditions on the Westfields site in relation with ongoing market trends, and recommended changes with respect to land use patterns, transportation, formation of three distinct neighborhoods, and branding and marketing strategies. Panelists also suggested development strategies over the short term (five years), medium term (ten years), and long term (20 years). Finally, Panelists discussed implementation steps, which should be driven by more detailed analysis of the site and employees, as well as policy and regulatory changes, rezoning, placemaking through the design process, and sustainability initiatives.

Overall, the Panel was optimistic for the future of Westfields, and greatly appreciated the opportunity to study and make recommendations on how Westfields can – once again – thrive as best in class.

Panelists

Marta V. Goldsmith, CHAIR

LRG, Inc.
Washington, D.C.

Marta Goldsmith is Chief Operating Officer and Senior Vice President of LRG, Inc., a public affairs/professional services company. Prior to joining LRG, Ms. Goldsmith was principal at MVG Consulting where she drew on more than 30 years of nonprofit management experience to advise nonprofits on organizational development, strategic planning, program development and project management. Ms. Goldsmith has served as Senior Adviser to the Commissioner of the Public Buildings Service, GSA and as Chief Operating Officer of the Institute for Transportation and Development Policy, a global NGO that advises cities in emerging economies on sustainable transport and urban development projects. Prior to her tenure at GSA and ITDP, Marta worked for more than 20 years at the Urban Land Institute, where she was responsible for a variety of programs including fundraising, international development, public policy research and publications, and forums and conferences. Ms. Goldsmith has a master's degree in City Planning from Harvard University and a BSc in Sociology from Indiana University.

Alyson Bode

AvalonBay Communities
Arlington, VA

Alyson Bode is a Director of Market Research at AvalonBay Communities. Ms. Bode joined AvalonBay in 2013 and is responsible for research across AvalonBay's national portfolio of communities including investment committee materials, in-depth market studies and models that inform the strategy of the company. Ms. Bode provides strategic insight and research to the development, redevelopment and operations business units at AvalonBay and also advises the firm's investment committee with respect to trends and opportunities.

Prior to joining AvalonBay, Ms. Bode was a Vice President at regional research and consulting firm, Delta Associates, and was responsible for several of the firm's publications covering most major real estate product types. She also served as project director on multiple consulting assignments and has conducted feasibility studies and provided litigation support to the firm's clients. In addition to her consulting work, Ms. Bode also planned and executed Delta Associates' annual Mid-Atlantic Multifamily Awards for Excellence for several years.

Ms. Bode received her Master of Business Administration degree from The George Washington University with a focus in Real Estate Finance. She received her bachelor's degree in Economics, with a minor in Business Administration from the University of Colorado. Ms. Bode is a self-described real estate nerd and believes in the saying that "the plural of anecdote is data."

Ellen Mendelsohn

Urban Land Institute
Washington, DC

Ellen Mendelsohn is the Senior Director of the Leadership Network at the Urban Land Institute (ULI) in Washington, DC. In this role, Ms. Mendelsohn executes and oversees all leadership initiatives for the organization's nearly 40,000 members worldwide, who represent every facet of the real estate and land use industry. She works to ensure that generations of leaders are engaged and prepared to positively impact their communities.

Prior to joining ULI, Ms. Mendelsohn co-directed CohnReznick's Real Estate Development Advisory practice in Atlanta. In this role, she provided market-based strategies for acquisitions, development, and community revitalization. Ms. Mendelsohn was formerly Vice President of Economic Development at Central Atlanta Progress where she developed and executed collaborative initiatives that enhanced the real estate development climate in Downtown Atlanta. While at CAP, she was loaned as a project manager to the Center for Civil and Human Rights, where she focused on the design, construction, public financing, and operations plan of this cultural facility in Downtown Atlanta. She previously worked as a project manager at RCLCO, analyzing real estate opportunities for developers and municipalities throughout the Southeast.

Ms. Mendelsohn graduated with a bachelor's degree in sociology from Emory University and a master's degree in City and Regional Planning from Georgia Tech. She is a graduate of the 2013 class of the Atlanta Regional Commission's Regional Leadership Institute, as well as the 2010 class of LEAD Atlanta. Ms. Mendelsohn served on the Board of Directors for Central Atlanta Progress and VOX Teen Communications. She was on the Management Committee and Advisory Board of ULI Atlanta and was the Chair of its Center for Leadership program and the Young Leaders Group. For eight years, Ms. Mendelsohn volunteered as a historic Downtown Atlanta tour guide with the Atlanta Preservation Center.

Paul Moyer

VHB
Vienna, VA

Paul Moyer's extensive planning background and knowledge of the national capital region help VHB expand its planning practice throughout the Mid-Atlantic region, and bolsters the firm's ability to offer more comprehensive services to its federal, municipal, and private clients. Paul has worked on award-winning planning projects for federal, county/municipal, and private clients across the Mid-Atlantic as well as throughout the eastern U.S. His 25-year career has included master planning, environmental planning, and community planning, as well as extensive experience leading consensus-building processes. Mr. Moyer has collaborated with VHB previously in Virginia on projects including the Laurel Hill Master Plan and Sportsplex in Fairfax, the Reuse Plan for the Naval Radio Transmitter Facility in Suffolk, and the Capital One Headquarters project in Richmond.

Richard Perlmutter

Argo Development
Potomac, MD

Mr. Perlmutter is a principal and co-founder of Argo Development Company in 1996. The firm is based in Rockville, Maryland and has expertise in developing retail, office, residential, and urban mixed-use projects. Since its inception, Argo has acquired or developed over three million square feet of commercial and residential space in the Washington, New York, and Boston metropolitan areas. Over Mr. Perlmutter's professional career, he has developed and managed property valued at over \$2 billion. The firm is strategically aligned with the Foulger-Pratt Companies and develops and acquires real estate primarily for its own account.

Prior to founding Argo, Mr. Perlmutter was a senior vice president of South Charles Realty and South Charles Investment, both subsidiaries of Bank of America. He was responsible for over 500 transactions totaling over \$1.5 billion of real estate. Among his major projects, he was responsible for several master-planned communities and extensive office projects throughout the mid-Atlantic and Southeastern United States. His expertise ranges from financial engineering to multi-phase project management. Mr. Perlmutter has experience working as a lawyer for the United States Senate and real estate developer for several small and large real estate companies. He is active in community and professional affairs. He is a trustee of the Urban Land Institute, governor of the Urban Land Institute Foundation, chair of mission advancement of the Urban Land Institute-Washington District Council, board member of the Robert H. Smith School of Business of the University of Maryland, board member of USA Canoe/Kayak, and board member of Carl M. Freeman Associates. He also is a member of the District of Columbia Bar.

Mr. Perlmutter has a B.A. in Environmental Design from the State University of New York at Buffalo, graduate study at the University of California, Los Angeles and J.D. from the School of Law, University of Oregon.

Scott Rowe

Maryland-National Capital Park and Planning Commission Prince George's County

Scott Rowe is a city planner with a range of experiences in land use, zoning, and multimodal transportation. He uses an implementation-based, comprehensive, and interdisciplinary approach to planning that incorporates achievable policies, supportive regulations, and partnership building to bring plans to reality. As a Planner Coordinator with The Maryland-National Capital Park and Planning Commission, Mr. Rowe manages Prince George's County's efforts to redevelop the area around the Prince George's Plaza Metrorail Station into a walkable, mixed-use downtown. These efforts include co-writing a hybrid form-based overlay zone, managing and co-writing a comprehensive master plan and coordinating with elected officials, partner agencies, and other stakeholders. Mr. Rowe also works with a variety of partners to implement the County's transit-oriented development plans.

In a prior stint with the M-NCPPC (2006-2009), Mr. Rowe managed the Department's water and sewer planning and co-wrote the County's public safety facilities master plan. Prior to re-joining the Commission, Mr. Rowe served as the Manager of Sustainability and Plan Development for the North Jersey Transportation Planning Authority. In this capacity, Mr. Rowe managed the development of regional, county, municipal, and corridor level transportation and land use plans, livability and sustainability initiatives, and bike/ped/Complete Streets planning efforts for the nation's fifth-largest metropolitan planning region.

Mr. Rowe is a member of the American Institute of Certified Planners, an Accredited member of the Congress for the New Urbanism, and is licensed to practice Professional Planning in the State of New Jersey. He has a Master of Urban and Regional Planning and a Bachelor of Arts in History and Political Science from Virginia Tech.

Kaushambi Shah

Urban Designer

Rockville, MD

Kaushambi Shah is a LEED accredited Urban Designer/Planner with a background in Architecture. She has 12 years of experience in the private sector, including design and planning in the domestic as well as international realm. Besides working on projects in U.S. cities like Philadelphia, Washington D.C., Baltimore, Boston, Fairfax and smaller towns in New York, she has also worked on projects in India, China, Saudi Arabia and Abu Dhabi. Her project

experiences range from design of Entertainment Cities, Mixed Use Town Centers, Campus Plans and Redevelopment, Resort Communities, Residential Communities, Waterfront Developments and Transit Oriented Development.

She has a Bachelors in Architecture from the University of Mumbai, India and a Masters in Urban Design from the University of Michigan, Ann Arbor. She is a member of the American Planning Association and Urban Land Institute, and an enthusiastic supporter of the Urban Land program by ULI.

Alison Williams

Federal Realty Investment Trust
Rockville, MD

Alison Williams is a Development Manager with Federal Realty Investment Trust where she leads redevelopment efforts for new mixed-use projects within Federal Realty's Mid-Atlantic portfolio. Ms. Williams' areas of expertise include entitlement strategy, financial underwriting, acquisitions and project management.

Prior to joining Federal, Ms. Williams served in a variety of roles including management consulting, investment banking with Eastdil Secured, and advisory services with Bozzuto Management Company. She earned her M.B.A. from University of Virginia's Darden School of Business and her B.S. in Business Administration with concentrations in Finance and Real Estate from American University's Kogod School of Business.

Michael Workosky

Wells & Associates, LLC
Tysons, VA

Mike has over 25 years of experience in traffic, parking, and transportation planning and engineering. He has worked for both private real estate developers and public sector clients in the preparation of site traffic impact studies, shared parking and design studies, town center studies and design, master plan design and evaluation, feasibility analyses and site assessments, Transportation Demand Management plans, and transit, pedestrian, and bicycle analyses. Mr. Workosky has worked on TOD projects and town centers in the Greater Washington Metropolitan Region as well as several other states. These projects included preparing detailed traffic impact studies, parking demand studies, traffic signal warrant analyses and design, parking design and operations, expert testimony, and coordination with other architects, engineers, and public agencies. Many of these projects were located adjacent to Metrorail stations and included TOD planning and design elements. He also prepared and contributed to shared use parking case studies on behalf of Wells + Associates, several of which have been published in the Urban Land Institute's (ULI) Shared Parking manual.

Nkosi Yearwood

Montgomery County Department of Planning
Silver Spring, MD

Nkosi Yearwood is a community planner with the Montgomery County Planning Department. Since 2000, Mr. Yearwood has developed comprehensive plans for the Shady Grove and White Flint Metro Station areas. He has also managed the design review of several redevelopment projects, including Pike and Rose, White Flint Mall, and Shady Grove Station (Montgomery County Service Park). He is the current project manager for the White Flint 2 Sector Plan. His education includes architectural history and architecture from the University of Maryland, College Park and University of Cincinnati. Mr. Yearwood is a 2014 graduate of ULI's Washington Regional Land Use Institute; he is a co-chair of the Hyattsville Planning Committee; and is a member of Lambda Alpha International (George Washington Chapter).



Urban Land Institute

Washington

ULI Washington
2001 L Street, NW, Suite 200
Washington, DC 20036
Phone: (240) 497-0550
www.washington.uli.org