



## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Preliminary Findings

Second Community Meeting  
November 15, 2016

Bolan Smart Associates / Retail & Development Strategies / Urban Design Associates  
for  
Howard County and Columbia Association



## Oakland Mills Village Center Area Redevelopment Feasibility Study

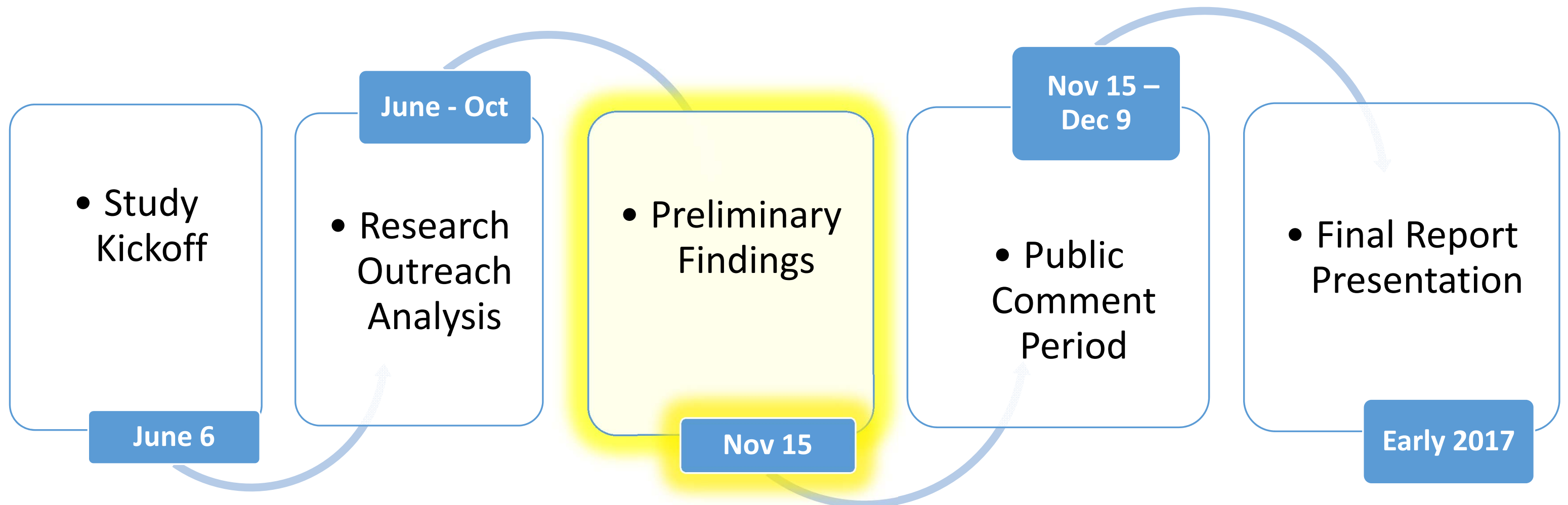
# Agenda

- Presentation – 7:00 pm
  - Introductions
  - Study Process
  - Feasibility, Opportunities and Principles
  - Design Framework
- Questions and Discussion – 8:00 pm
- Conclusion – 9:00 pm



# Oakland Mills Village Center Area Redevelopment Feasibility Study

## Process and Timeline

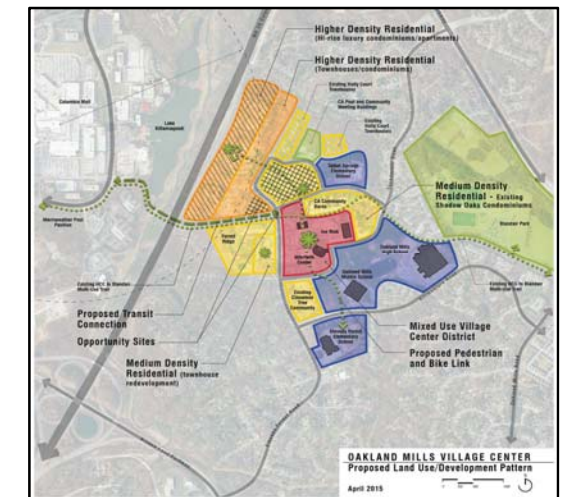
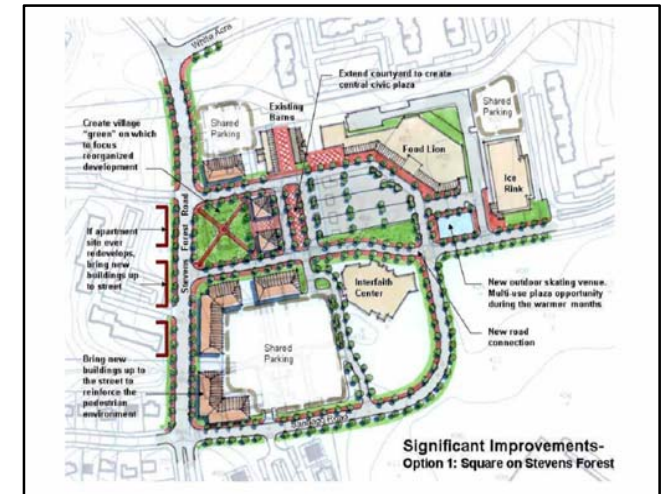




# Oakland Mills Village Center Area Redevelopment Feasibility Study

## Research, Outreach and Analysis Steps

- Prior, ongoing and upcoming studies
- Village center dynamics / destination functions
- Existing conditions
- Stakeholder engagement:
  - Community groups and residents
  - Property owners
  - Users / building occupants
  - Planning and regulatory agencies
  - Past and currently active developers





## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Community Background

- Objectives from OMCA 2007 to 2015 planning documents
  - Mixed-use and more density – support retail / attract new families
  - Leverage proximity to Downtown Columbia
  - Promote a full spectrum of housing / change current mix
  - Urban design principles, ecological standards and sustainability
  - Destination uses (i.e. sports) highlighted as key to revitalization

# 2014 Columbia Market Study

- Dramatic changes in retail sector over last 50 years
- Original Village Center shopping center concept less viable
- Investigation of alternative new uses warranted

**Columbia  
Market Study**



# What We Heard

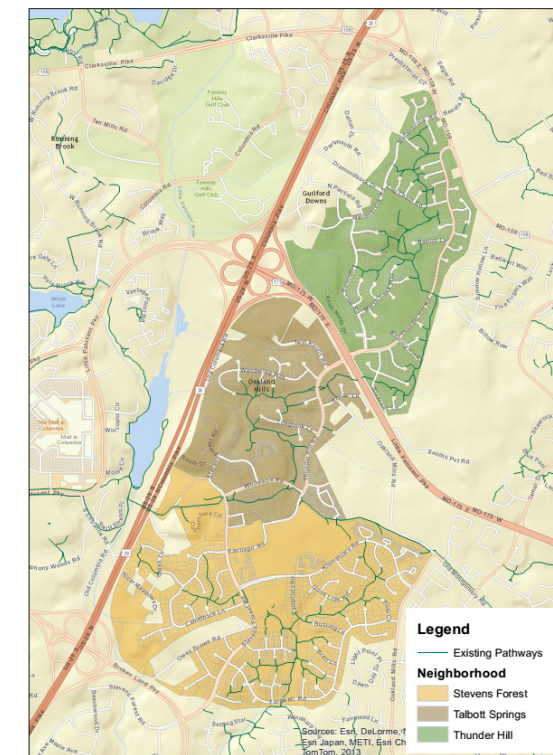
- Community groups / residents
  - Mix of uses, sports interests, connectivity, security, neighborhood scale
- Property owners (contacted all owners in study area)
  - Major existing investments and obligations to tenants / users
  - Interested in collaboration and adding value
- Users / building occupants – focused on present, hopeful regarding future
- Planning and regulatory agencies – requirements and procedures
- Past and current active developers
  - Historical perspective
  - Cautiously optimistic, interested in change



# Oakland Mills Village Center Area Redevelopment Feasibility Study

## Study Areas

- Oakland Mills Village Center Core
- Oakland Mills Village Center Area
- Village of Oakland Mills Neighborhoods
- Functional Market Areas
  - Retail
  - Office
  - Sports
  - Residential







## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Purpose of Development Feasibility Study?

- Produce a Technical Report on what may be economically possible:
  - Test different land uses (2015 OMCA Community Plan, other opportunities)
- Not a master plan, wish list of desires, or detailed road map
- Feasibility involves evaluating many factors that influence implementation (not just a market study)

# Feasibility Scorecard

	Retail	Office	Sports	Residential
User Interest / Market Demand				
Transformational Potential / Synergies				
Physically Possible				
Economic and Financial Viability				
Community Acceptable				
Regulatory Permissible				
Near-Term Implementation				
Property Owner Motivated / Achievable				

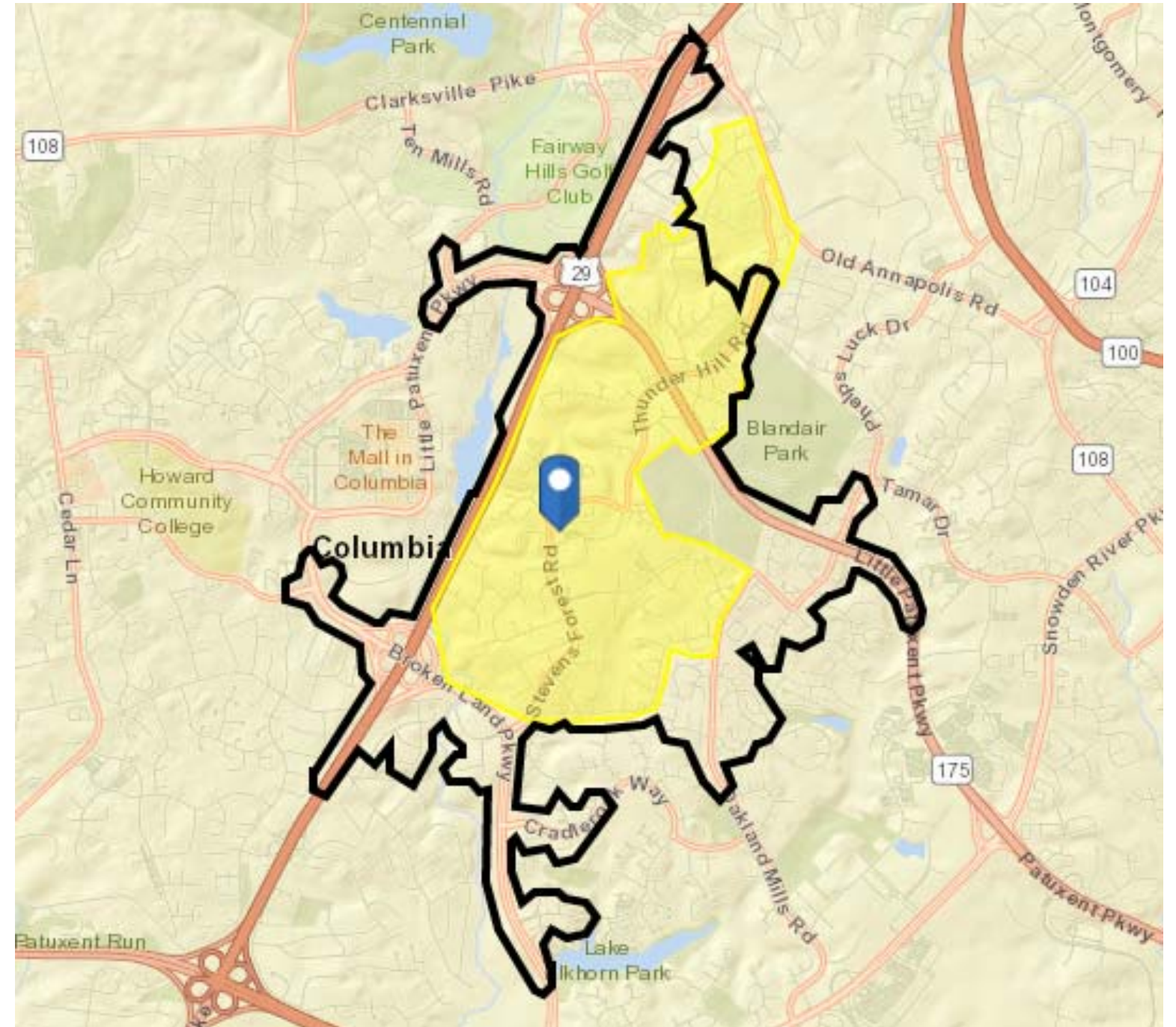
# Retail Context



- Existing conditions
  - Committed existing businesses (incl. transition to Weis Markets)
  - Mixed of auto, bus, cycling and pedestrian based patronage
  - Limited market capture from OMVC destination users
- Relationship to OM neighborhoods
  - Neighborhood serving conveniences important to OMVC identity
  - OMVC represents a limited draw for residential locational decisions
  - Regardless, OM is in the middle of retailing mecca

# Retail Trade Area

- Resident / Employee Based
  - OM neighborhoods –
    - ✓ 8,700 population
    - ✓ \$80,000 median HH incomes
  - Five-minute drive time –
    - ✓ 12,250 population
    - ✓ 5,500 employees



# Retail Trade Area

- OMVC Destination related visits
  - High & Middle Schools – visitors from outside defined trade area
  - Interfaith Center (OMIC) – 105,000 estimated annually
  - Columbia Ice Rink – 95,000 annually
  - Barns – 25,000+ annually
  - Stevens Forest Professional Center – 25,000+ annually
  - Blandair Park – TBD
  - Other – 50,000+ annually (from office parks, Walgreens, DoubleTree Hotel, etc.)

***= 350,000+ annual / 1,000 per day non-OM originated visitors***

# Overall Retail Economic Potential

- Landlords' flexibility constrained by existing lease terms
- Retailer revenues support operating costs, less so new construction
- New OMVC land uses can help with demand, but limited scale won't change the retailing dynamics
- Market opportunities point to some downsizing, reconfiguration and updating of retailing spaces
- Potential for new retail to piggyback on new residential development

# OMVC Retail Feasibility

- Grocery store anchor – 15,000 to 40,000 sf (38,254 sf existing)
    - Supply / demand data = mixed potential
    - Operator strategy dependent (i.e. Food Lion ➡ Weis Markets)
    - Possible future format update
  - Food / beverage (restaurants) – 5,000 to 10,000 sf (13,250 sf existing)
    - Modestly viable, proprietor driven
  - Convenience / service retail – 5,000 to 8,000 sf (9,400 sf existing)
    - Sustainable on a limited scale
  - Other destination retail – not feasible
- = 15,000 sf (no grocery) to 45,000+ sf (68,420 sf existing)**

# Retail Feasibility Scorecard

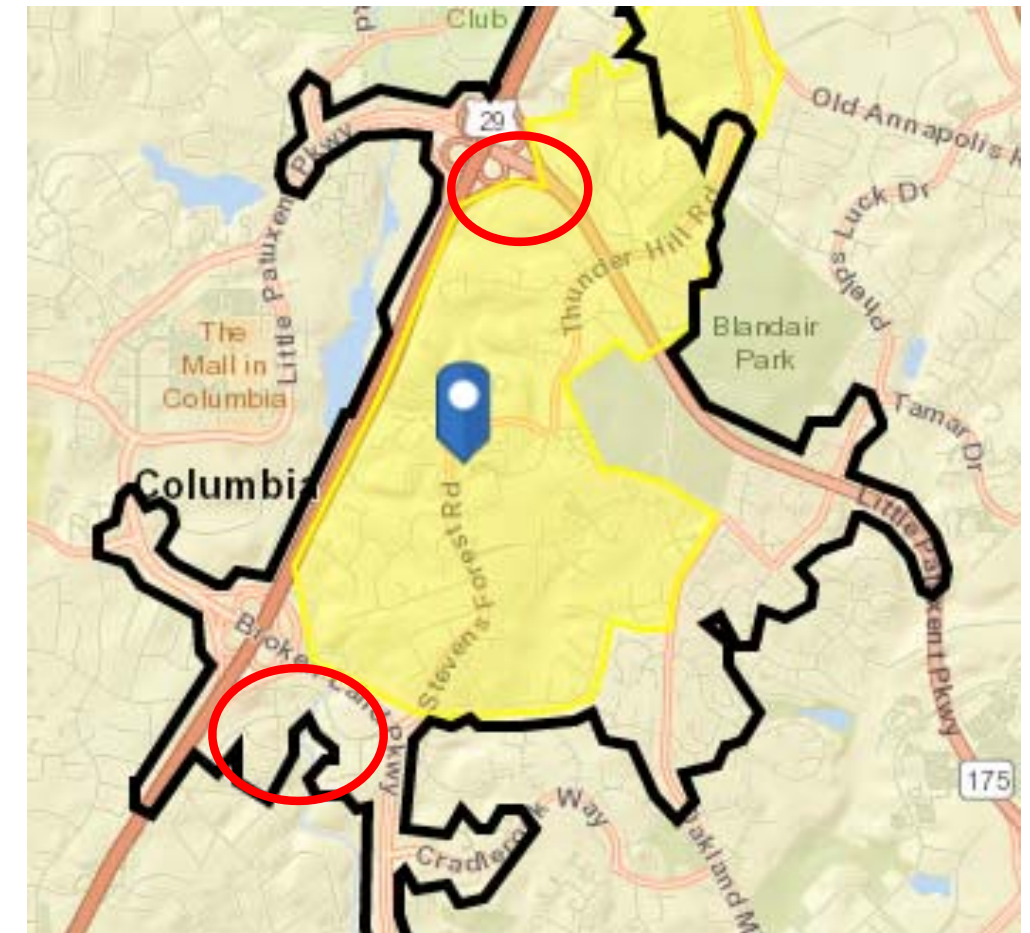
User Interest / Market Demand	✓
Transformational Potential / Synergies	?
Physically Possible	✓
Economic and Financial Viability	?
Community Acceptable	✓
Regulatory Permissible	✓
Near-Term Implementation	?
Property Owner Motivated / Achievable	?



# Office Context



- Existing conditions
  - Large office park inventory (750,000 sf); 12.5% vacancy (93,500 sf)
  - Viable 24,500 sf Stevens Forest Professional Center (condo and rental)
  - Generally stable overall supply / demand relationship
  - Rental rates do not support new construction
- Relationship to OM neighborhoods
  - Part of OMVC identity and visitorship
  - Limited contribution to OMVC retailing



# Office Feasibility



- Location not feasible for new private sector regional serving destination office (downtown, I-95, Maple Lawn)
- Market rents do not support new neighborhood serving office space (already served)

# Office Feasibility Scorecard

User Interest / Market Demand	✓
Transformational Potential / Synergies	?
Physically Possible	✓
Economic and Financial Viability	?
Community Acceptable	✓
Regulatory Permissible	✓
Near-Term Implementation	X
Property Owner Motivated / Achievable	X

# Sports Complex Context



- Existing conditions
  - CA owned and subsidized indoor ice rink, \$2M budgeted for maintenance and updates (also under-parked)
  - Destination gym / indoor tennis facilities already at other villages
  - Adjacent to regional serving HC sponsored Blandair Park (\$50M)
  - HC Com College long-term plan for on-campus pool / athletic facility; not budgeted
  
- Relationship to OM neighborhoods
  - Columbia Ice Rink part of OMVC unique identity
  - Limited quantified retail or residential synergies
  - Destination sports more sub-regional impact than neighborhood
  - Various access and parking implications

# Regional Examples

**Gardens Ice House**  
Laurel, MD  
125,000 sf on 10.0 acres



**Edward T. Hall Aquatic Center**  
Calvert County, MD  
41,000 sf on 6.0 acres



**Skate Frederick**  
Frederick, MD  
70,000 sf on 6.0 acres

# Sports Complex Feasibility

- Expanded Columbia Ice Rink – not economic
- 2+ ice rinks or indoor pool – not economic, no available location
  - Facilities usually located arterial road proximate on no or low cost land
  - 5 to 10+ acres required land area (would require demo of something)
  - \$8M to \$15M+ for new construction, plus land cost (\$5.0M+?)
  - Often have operating costs deficits
  - Not feasible for 100% private ownership (public partnership contingent)
  - Uncertain timeline in possibly putting together partnership funding
- Other possible sports components
  - Indoor track and field – large footprint, not stand alone feasible

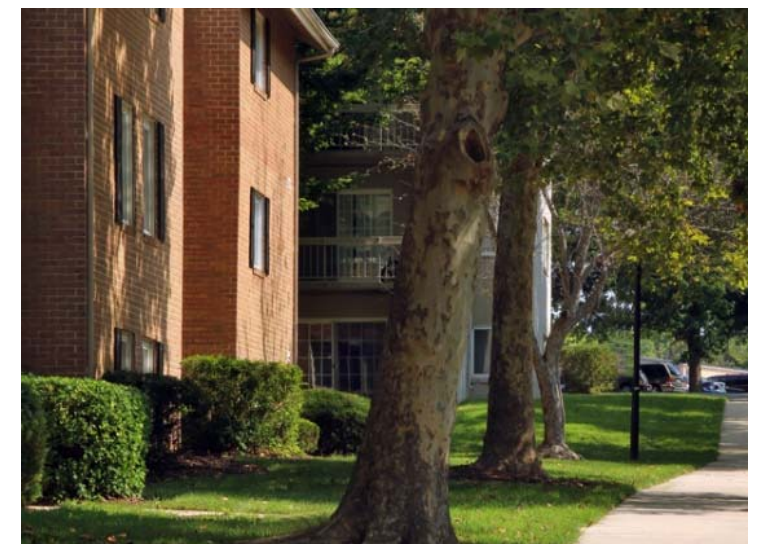
# Sports Complex Scorecard

User Interest / Market Demand	✓
Transformational Potential / Synergies	?
Physically Possible	X
Economic and Financial Viability	X
Community Acceptable	?
Regulatory Permissible	✓
Near-Term Implementation	X
Property Owner Motivated / Achievable	X

# Residential Context



- OM in the regional market
  - Location offers excellent access to employment centers and retailing
  - OM / Columbia amenities and resident diversity are marketing draws
  - Older housing in marketable condition, range of styles
  - OM offers value, with possible upside investment for new entrants





## Residential Context (cont.)

- Ownership properties (as of summer 2016 data)
  - Single-family detached units selling @ \$350K avg. (71% Columbia avg.)
  - Townhomes \$250K avg. (83% Columbia avg.)
  - Selling prices of \$165-175 per sf is 92%+ of Columbia average
  - No or limited new singles or townhomes proximate to village centers
- Rentals
  - Primarily market rate apts incl. some moderate income qualified (<15% units)
  - Major recent property acquisitions; some current renovations
  - Major construction of apts occurring at non-OM higher value locations
  - Rental rates in OM (<\$2.00psf) do not justify new construction at OMVC
  - Owned properties rented (est. at 50% condos, 20% TH, <10% singles)

# Residential Feasibility = Opportunities

- New Ownership Townhomes – 100 to 150+ units
  - Alternative to existing older inventory
  - OMVC market differentiation; limited new townhomes at other villages
  - Social / community market appeal linked to OM amenities and character
  - Needs minimum 40+ units; economies for cost effective development
  - Implementation aided by development across multiple properties
  - Pricing comparable to existing range of OM single family homes (\$375K+)
  - Economic return on THs could incentivize land owner redevelopment
  - TH densities can be transformational without large volume of new units



# Residential Feasibility = Opportunities (cont.)



- Potential for Senior Housing – 100+ units in single 3-4 story building
  - Underserved market, value priced potential, opportunity to age in place
  - Positive OMVC synergies
- Multifamily Apartments – not near-term
  - Unlimited rental potential, but construction elsewhere, combined with value pricing for OM, not likely to support new near-term development
  - Rental rates in OM do not justify new construction at OMVC
  - Grand Pointe and Verona both new \$\$ into existing properties (\$100M)

# Residential Feasibility Scorecard

	TH	Senior Housing
User Interest / Market Demand	✓	✓
Transformational Potential / Synergies	✓	✓
Physically Possible	✓	?
Economic and Financial Viability	✓	?
Community Acceptable	✓	✓
Regulatory Permissible	?	?
Near-Term Implementation	✓	?
Property Owner Motivated / Achievable	?	?

# Other Uses



- Faith Based – Interfaith Center 5+ congregations, considering expansion
- Community Services – the Barns, multi-use, some underused capacity
- Arts / Cultural – primary venues part of other villages
- Farmers’ Market – Sundays at OMVC, numerous other HC locations
- Pre-school – in neighborhood center and Montessori in the Interfaith Center

## Other Uses (con't)

- Auto Related – no longer at this location
- Lodging – in OM Villages (DoubleTree), but no prospect for OMVC
- Medical Office / Health Clinic – variety of alternative locations
- Howard Community College – no prospects, existing campus centric
- Howard County Hospital – OMVC not a probable ancillary site



# Property Profiles



# Property Profile Summary

- Village Core – 39 acres
  - Mix of uses, multiple property owners
  - Five+ acres of county owned right-of-ways
  - Overall 0.21 FAR (built area to land area) = low density
  - Assessed property values \$600 to \$1.7M per acre as improved
  
- Greater Village Study Area – 196 acres
  - Four apartment properties plus schools
  - All rental apartments circa 1970s with periodic reinvestments
  - Apartment land 0.30+ FAR (built area to land area) = moderate density
  - Recent property sales @ \$2.4M+ per acre as improved







## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Redevelopment Principles

- Essential to reinforce existing land uses and businesses
- Destination uses important activity contributors
- Critical mass of new investment / construction is key
  - New projects = attention (and positive spin-offs on existing)
- Need visible community identity / central place
- Neighborhood serving retail part of Village dynamics
- Physical and economic use synergies can guide priorities



## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Redevelopment Opportunities

- Principal market economic driver is new residential uses
  - New townhomes differentiate OMVC from other Columbia village centers
  - New spectrum of housing will adjust overall mix of OM residential
  - Mixed socio-economic characteristics part of OM residential identity

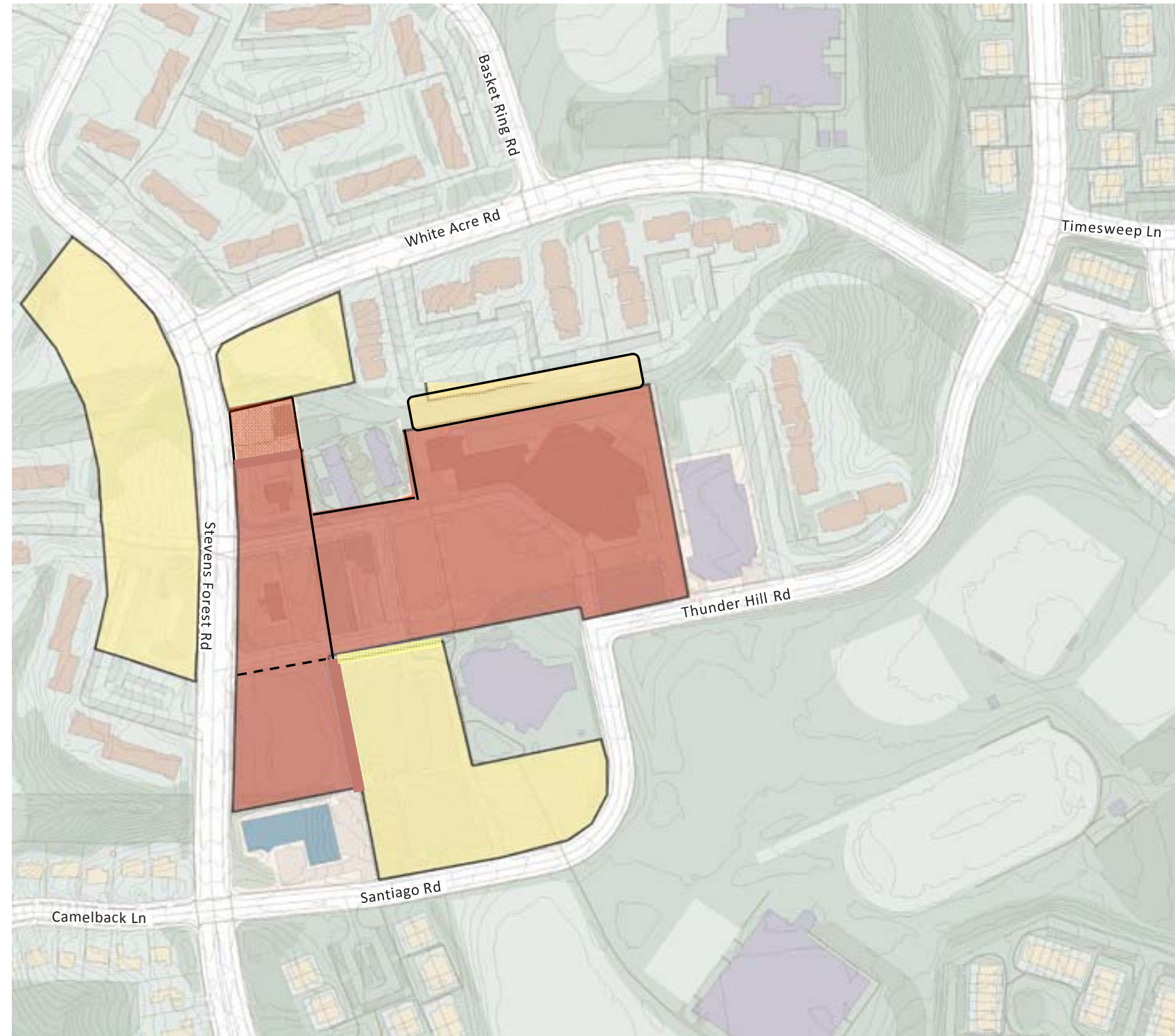



## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Implementation

- Implementation should not depend on a single plan or developer
  - i.e., near term focus on opportunity sites, shopping center?
- Implementation should not depend on hypothetical public \$\$
- Reallocation of underutilized land (including right-of-ways)?
- Challenges regarding deed restrictions and current land use regulations
- Older water and sewer systems and road networks may present additional but unknown redevelopment costs

# Possible Development Blocks



-  Residential
-  Mixed-Use

# Implementation Thresholds: Conditions for Change

- Redevelopment values need to exceed existing property values
  - i.e., maybe possible at 15+ townhomes / acre; 35+ apts / acre
- Low-rise construction type – 1 to 4 stories
- Minimal structured parking (at expense of land value)
- Critical mass of new activity
  - Economies of scale for development, enough to be transformational
- Multiple property owners and impacts
  - Coordinated building blocks (with multi-property impacts)
- Possible feasibility enhancements / public interventions?
  - TBD – Technical Report private investment focus, not contingent on public \$\$



## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Development Opportunities Summary

- Retail – gradually reduced square footage and updated format
- Destination Sports Venue – numerous challenges
- New Residential – townhomes primary market \$\$ driver, senior housing maybe
- Existing Multi-family Redevelopment – future (2025+) case-by-case
- Possible Future Macro Public Investments (i.e., Bridge Columbia)
  - Too far into the future to underpin near-term private investment decisions

# Summary Feasibility Scorecard

	Retail	Office	Sports	TH	Senior Housing
User Interest / Market Demand	✓	✓	✓	✓	✓
Transformational Potential / Synergies	?	?	?	✓	✓
Physically Possible	✓	✓	X	✓	?
Economic and Financial Viability	?	?	X	✓	?
Community Acceptable	✓	✓	?	✓	✓
Regulatory Permissible	✓	✓	✓	?	?
Near-Term Implementation	?	X	X	✓	?
Property Owner Motivated / Achievable	?	X	X	?	?

# Design Concepts

- What Fits Physically
- What Could Enhance Feasibility





# Greater OMVC Redevelopment Feasibility Study Areas



Oakland Mills Village Core  
39 Acres

Greater OMVC Study Area  
196 Acres

- Existing Residential Redevelopments
- Oakland Mills Village Core
- Schools
- Parks and Recreation
- Major Trail Connection

# Existing Village Center



- Retail
- Institutional
- Multi-Family
- Single-Family
- Office
- Surface Parking
- Commercial Land
- Residential Land
- Institutional Land and Open Space

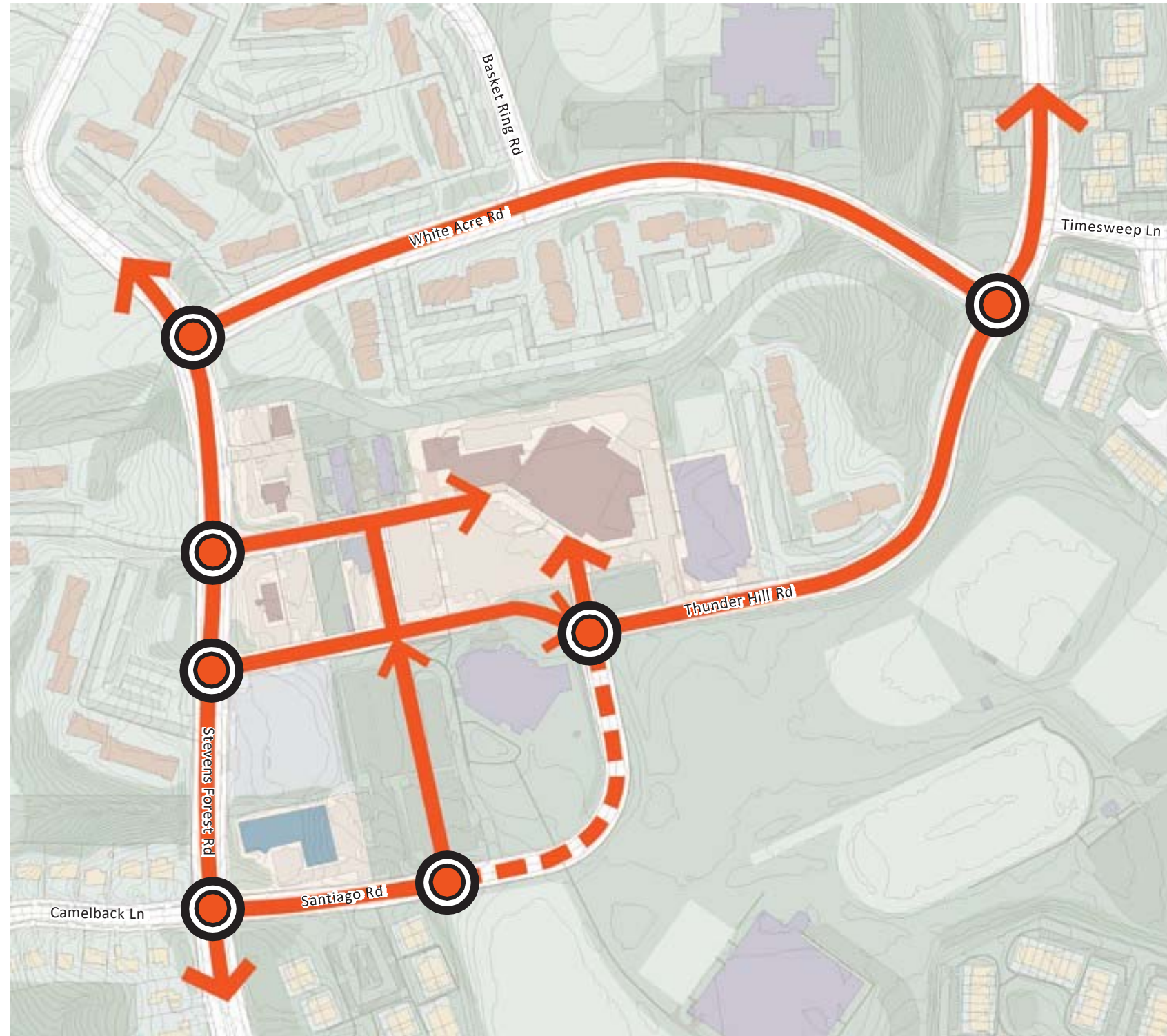
# Village Center Design Principles

- Vehicular Access
- Bike Trail and Pedestrian Access
- Open Spaces and Place Making



# Vehicular Access

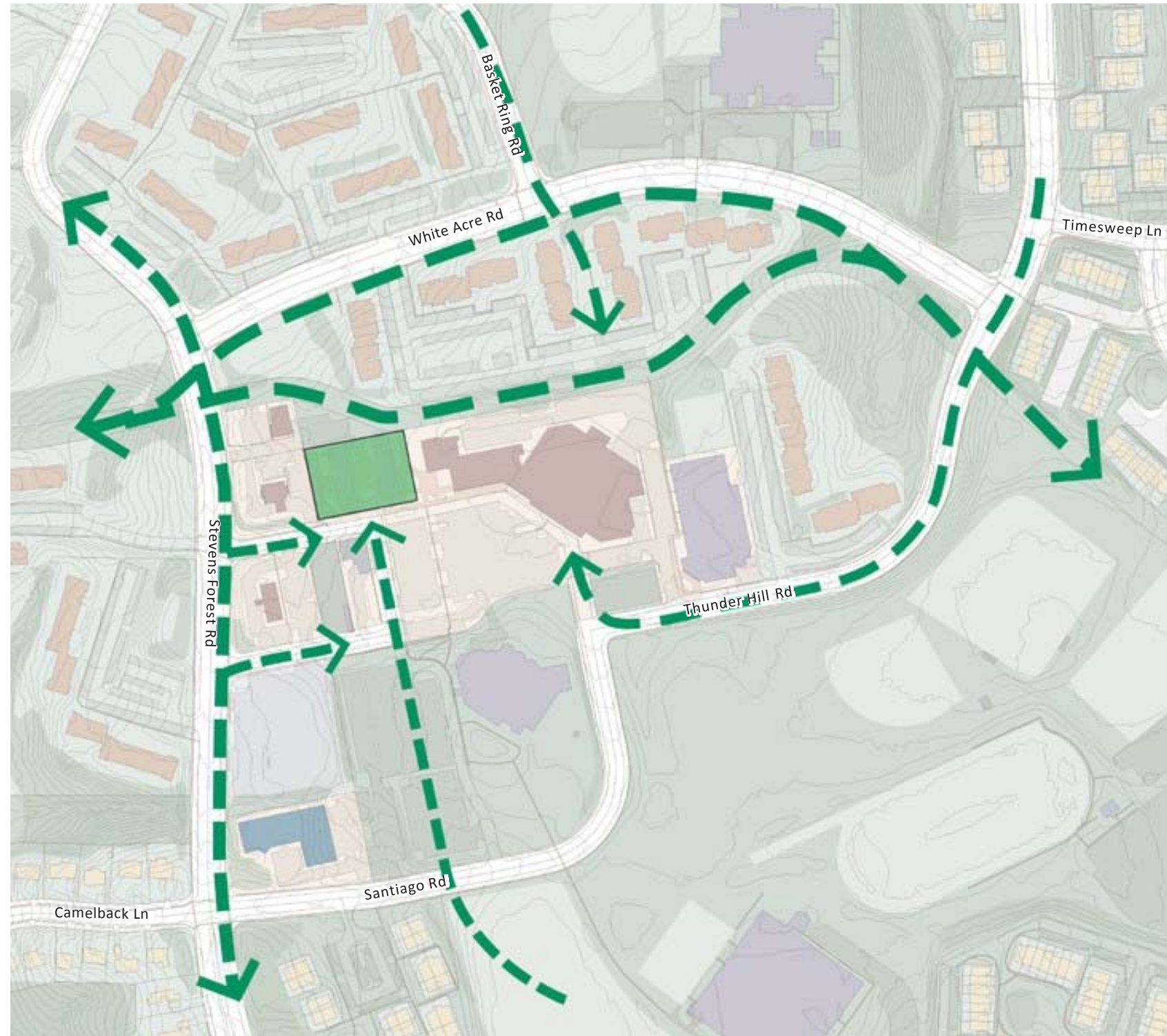
- Maximize Retail Access
- Establish Grids / Blocks
- Thunder Hill Connection
- Santiago Right-of-Way?



- Major Vehicular Access
- Major Vehicular Access or ROW Reclamation
- Major Access Points

# Trail & Pedestrian Access

- Maximize Access
- Defined Routes



- Major Trail Connection
- - - Pedestrian Connections

# Open Space / Place Making Principles



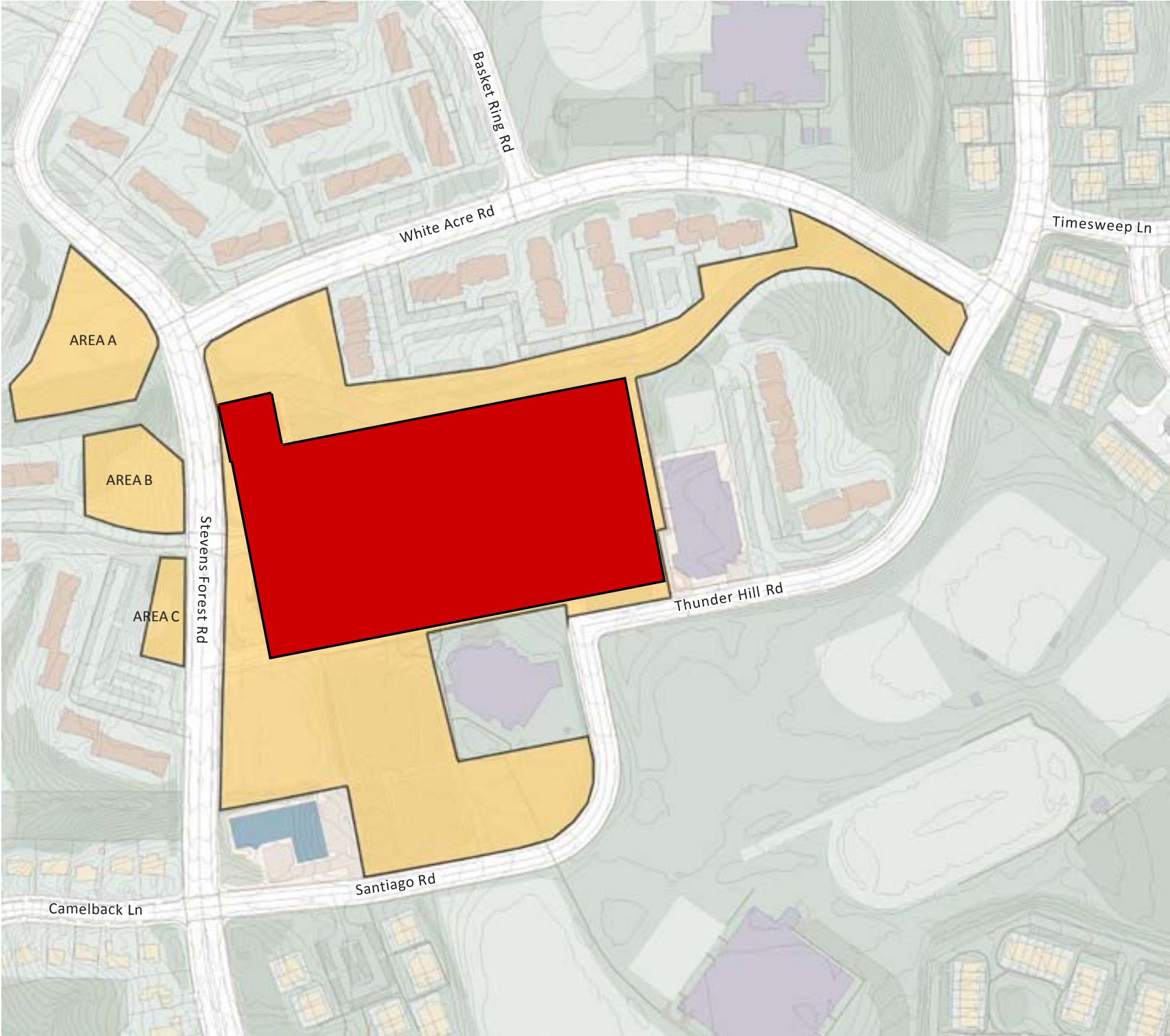
Illustrative Gathering / Public Square

# Fixed Elements



- Institutional
- Multi-Family
- Single-Family
- Office

# Opportunity Areas

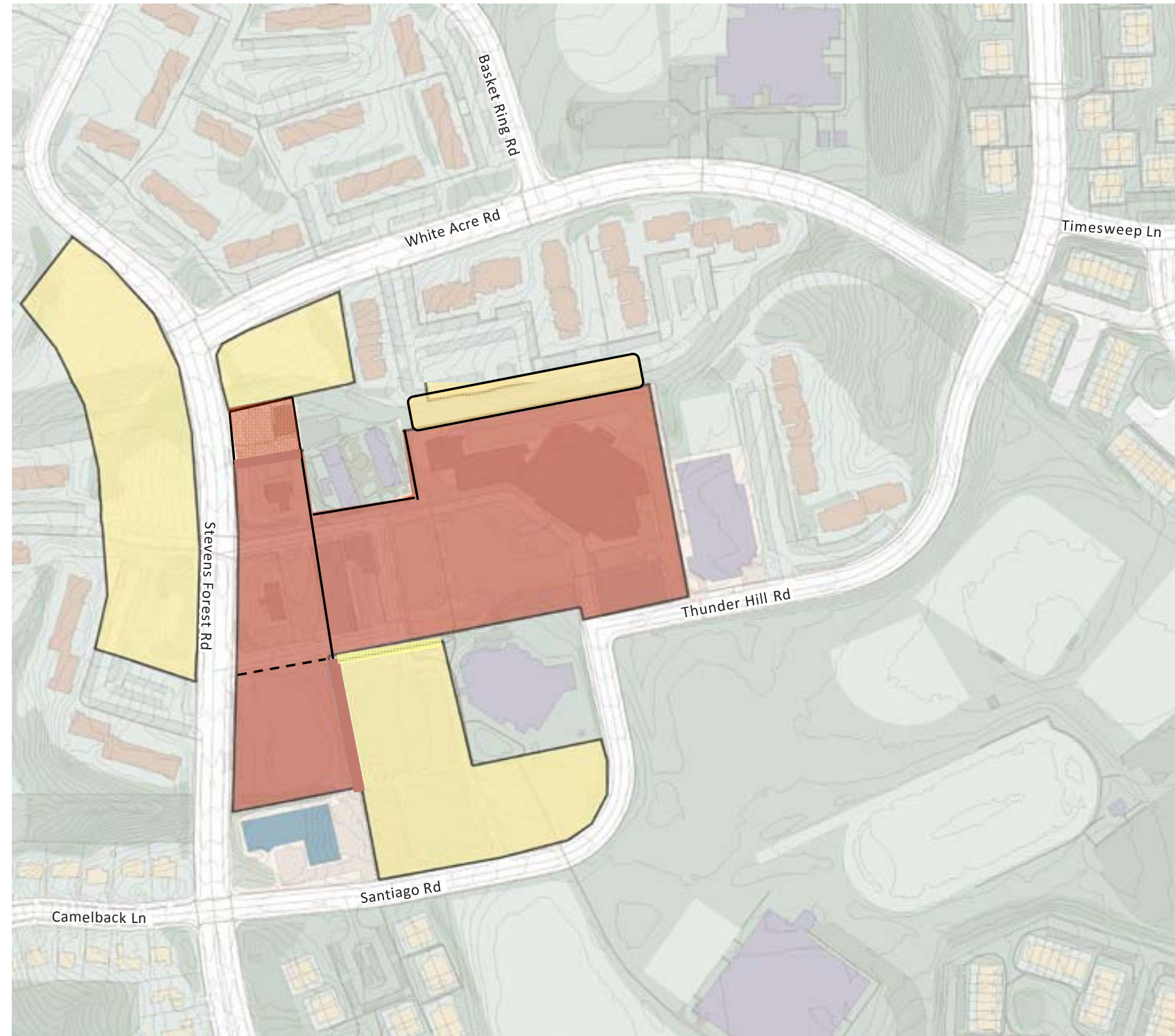


■ Vacant

■ Current Occupied



# Possible Development Blocks



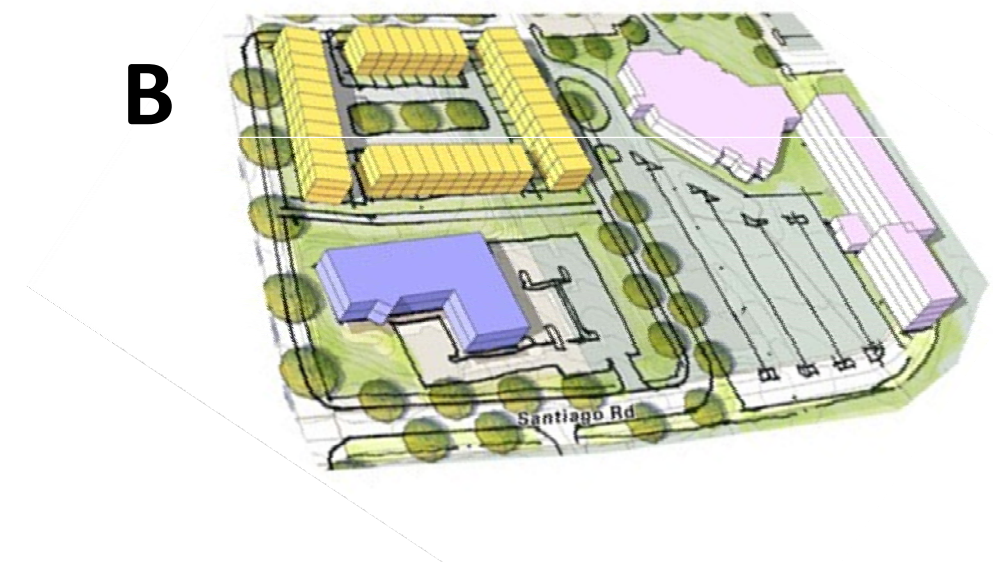
-  Residential
-  Mixed-Use

# Residential Use Focus Areas



# Exxon Site / Interfaith Center Illustrative Concepts

- Retail
- Institutional
- Multi-Family
- Single-Family
- Office



# Shadow Oak Illustrative Concepts

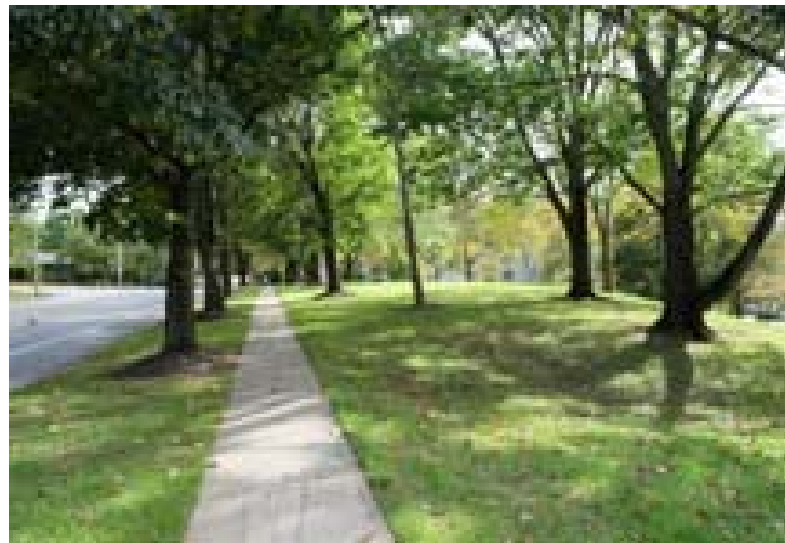


- Multi-Family
- Single-Family



# Stevens Forest Road Illustrative Concept

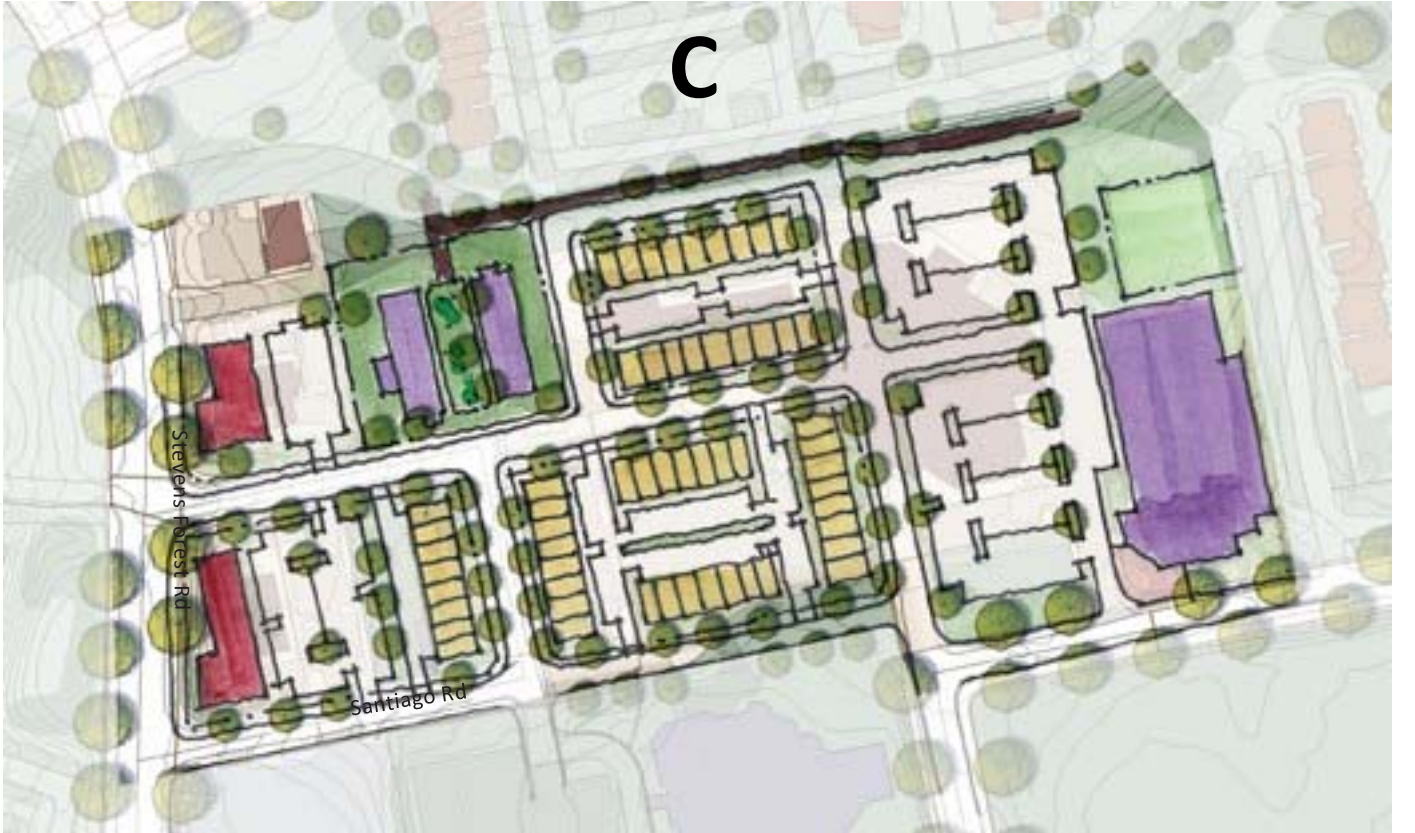
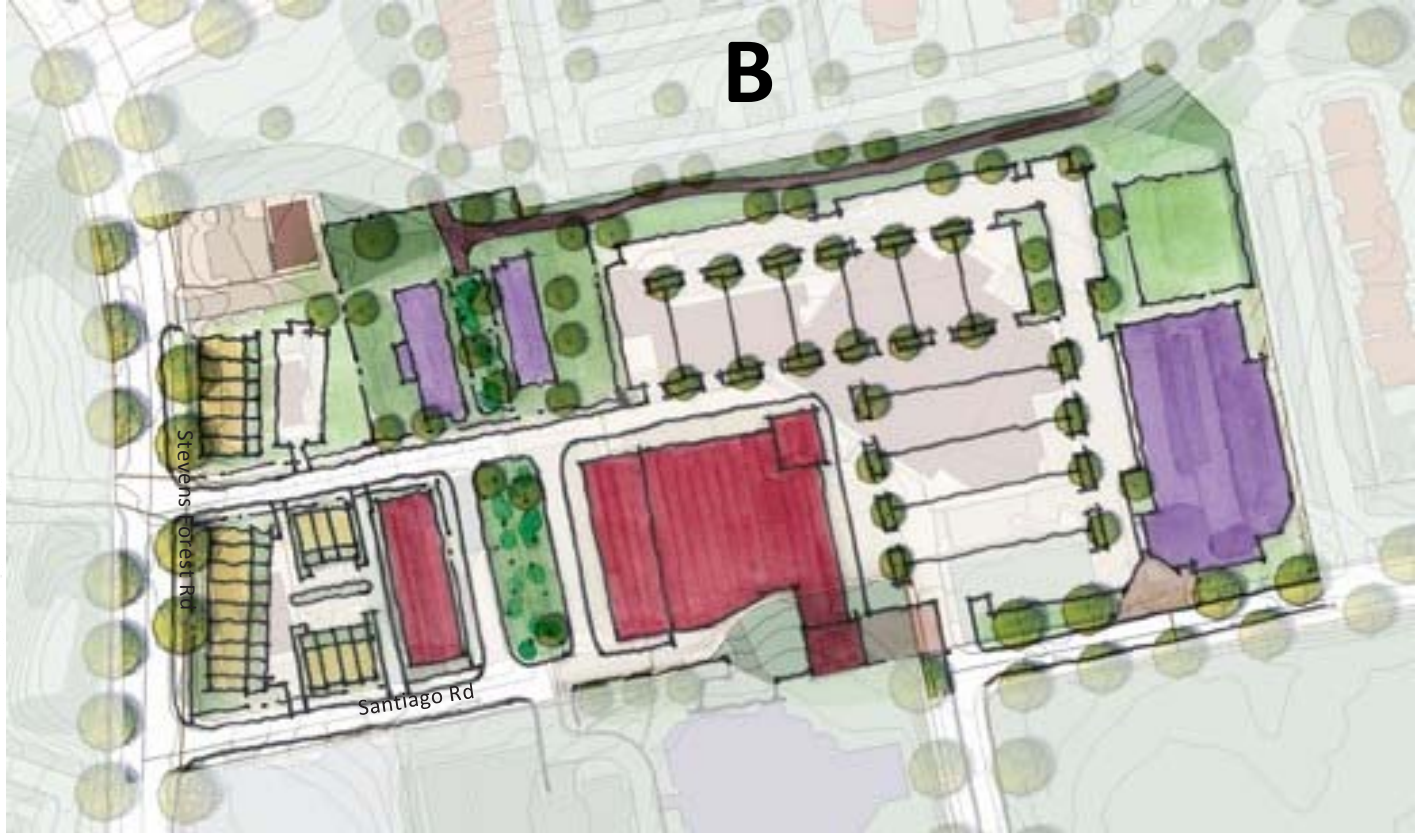
- Multi-Family
- Single-Family



# Mixed-Use Focus Areas

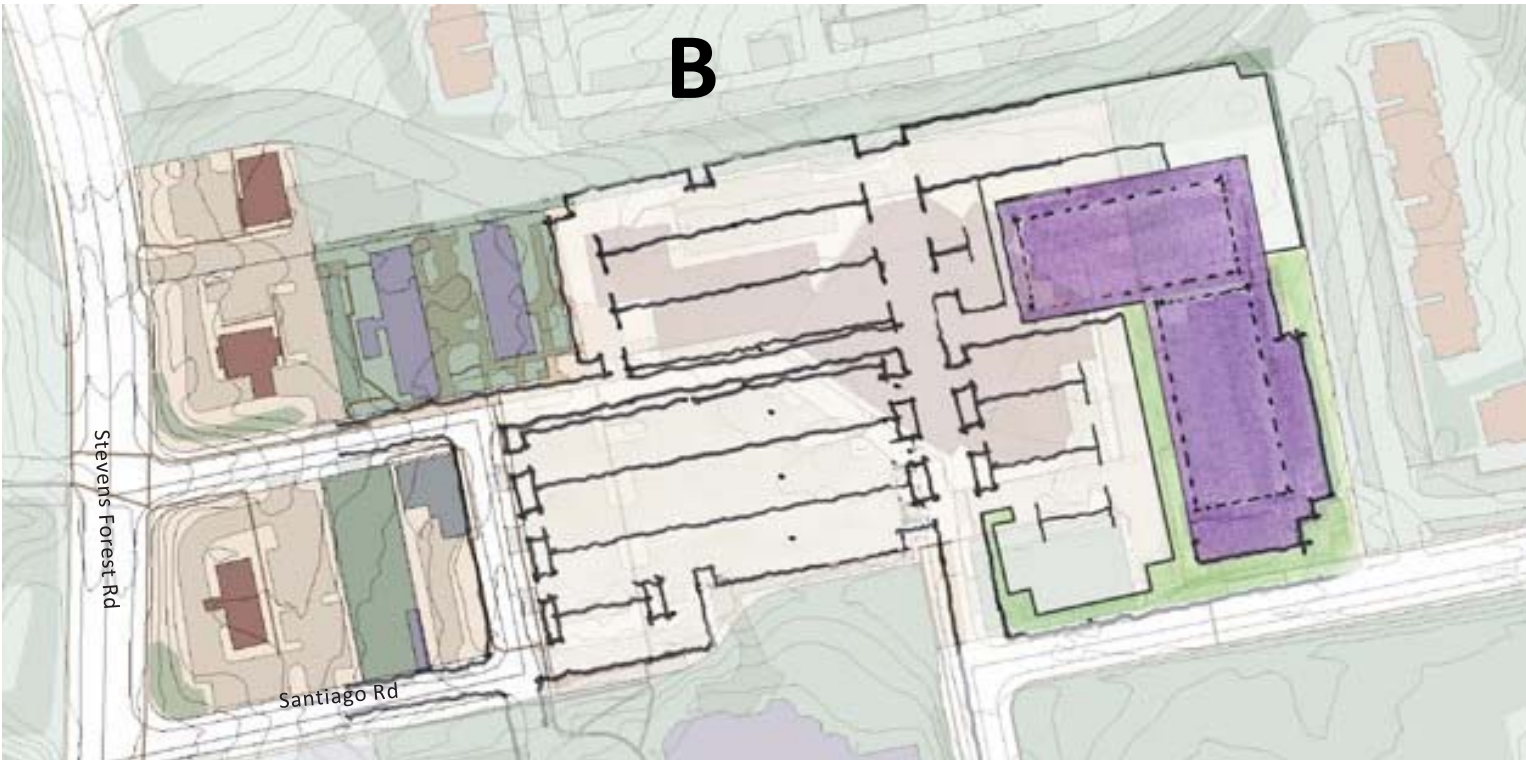
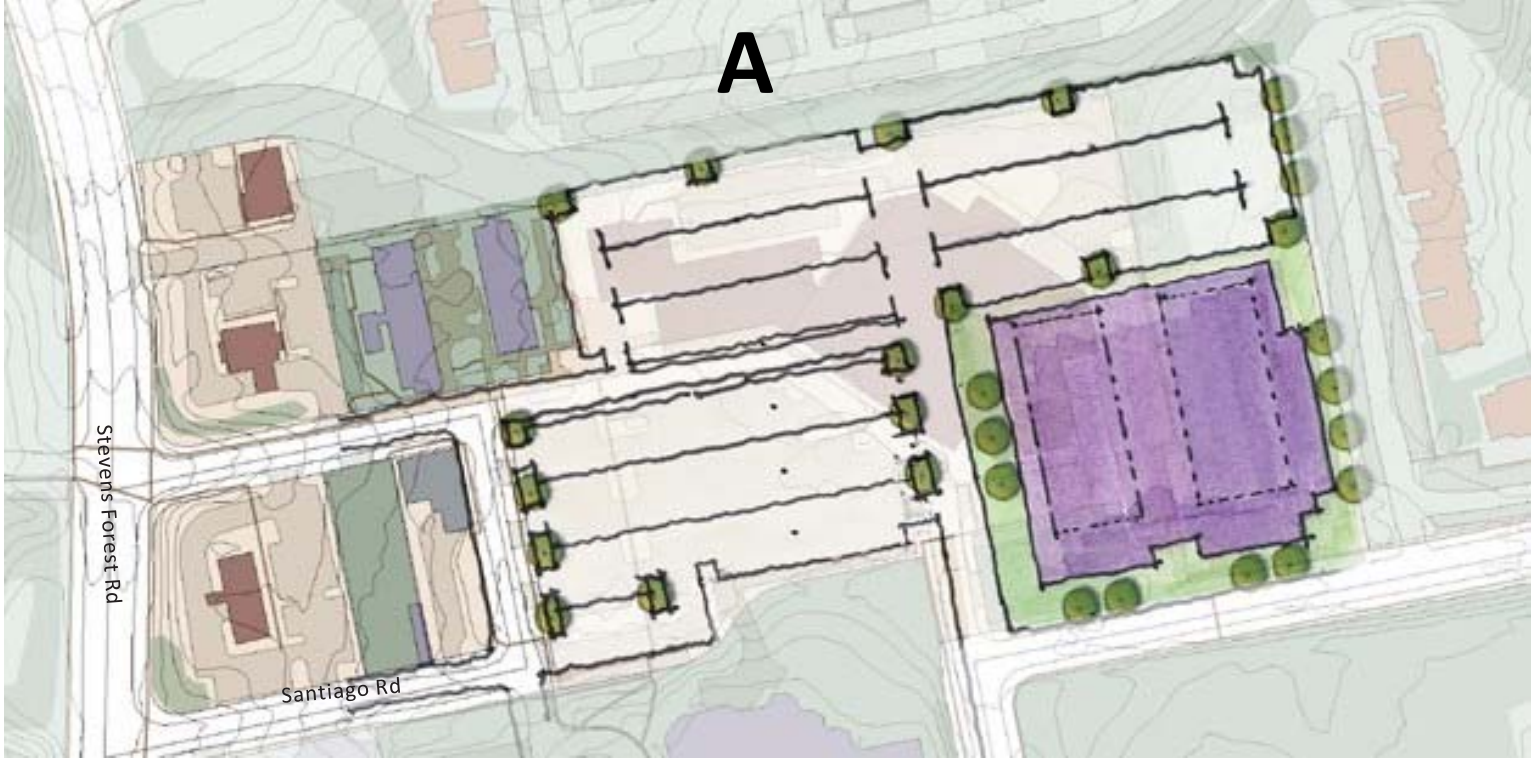


# Mixed-Use Illustrative Concepts

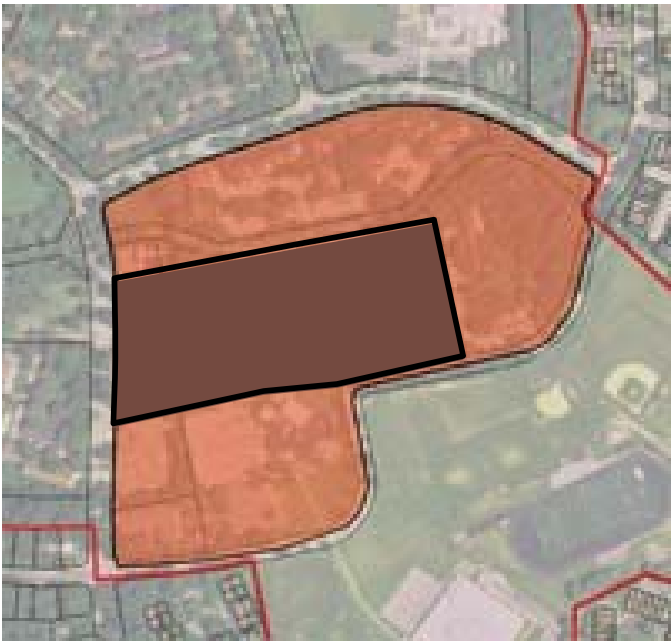


- Retail
- Institutional
- Single-Family

# Sports Facility Illustrative Concepts

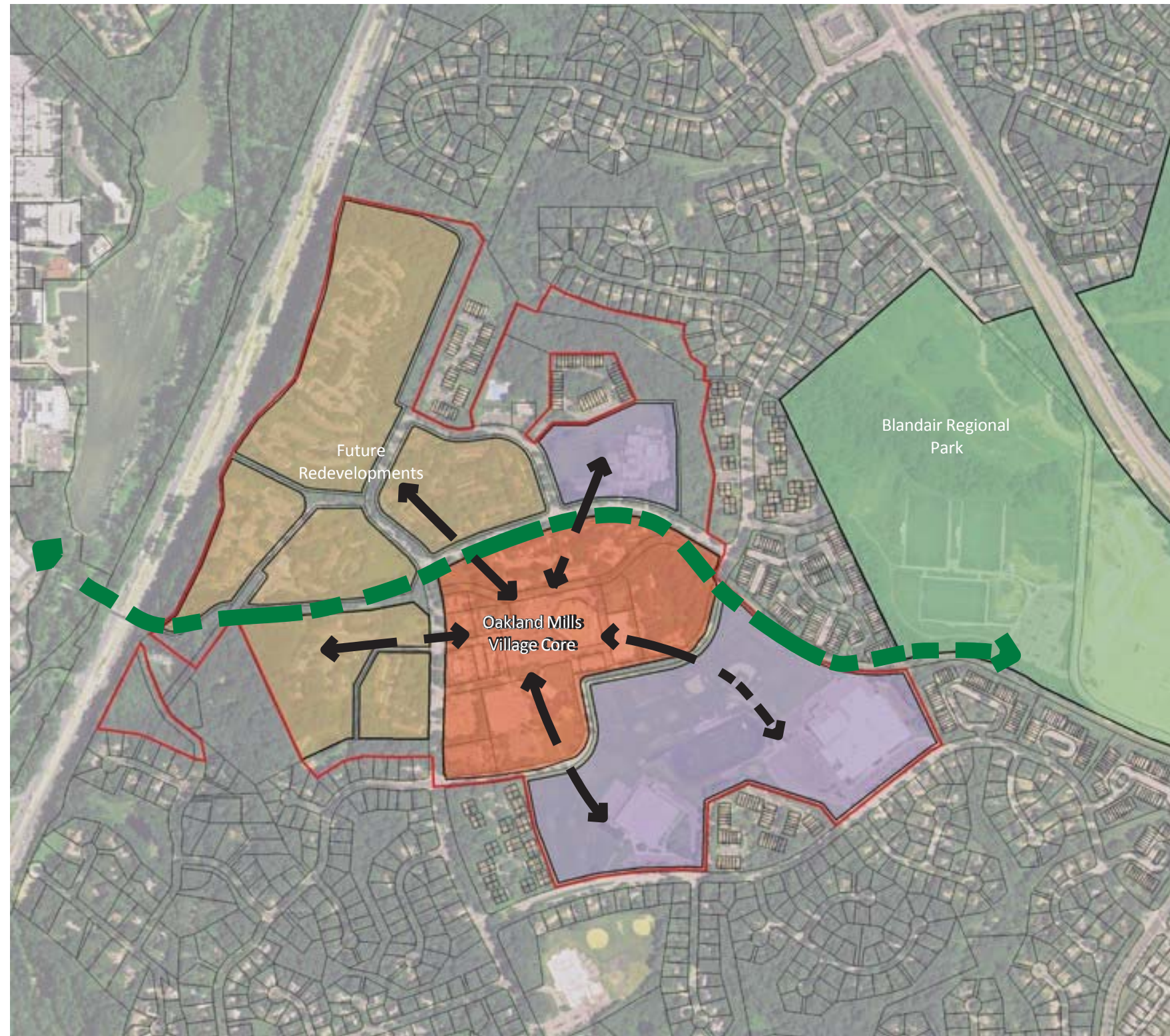


- Retail
- Institutional
- Multi-Family
- Single-Family
- Office





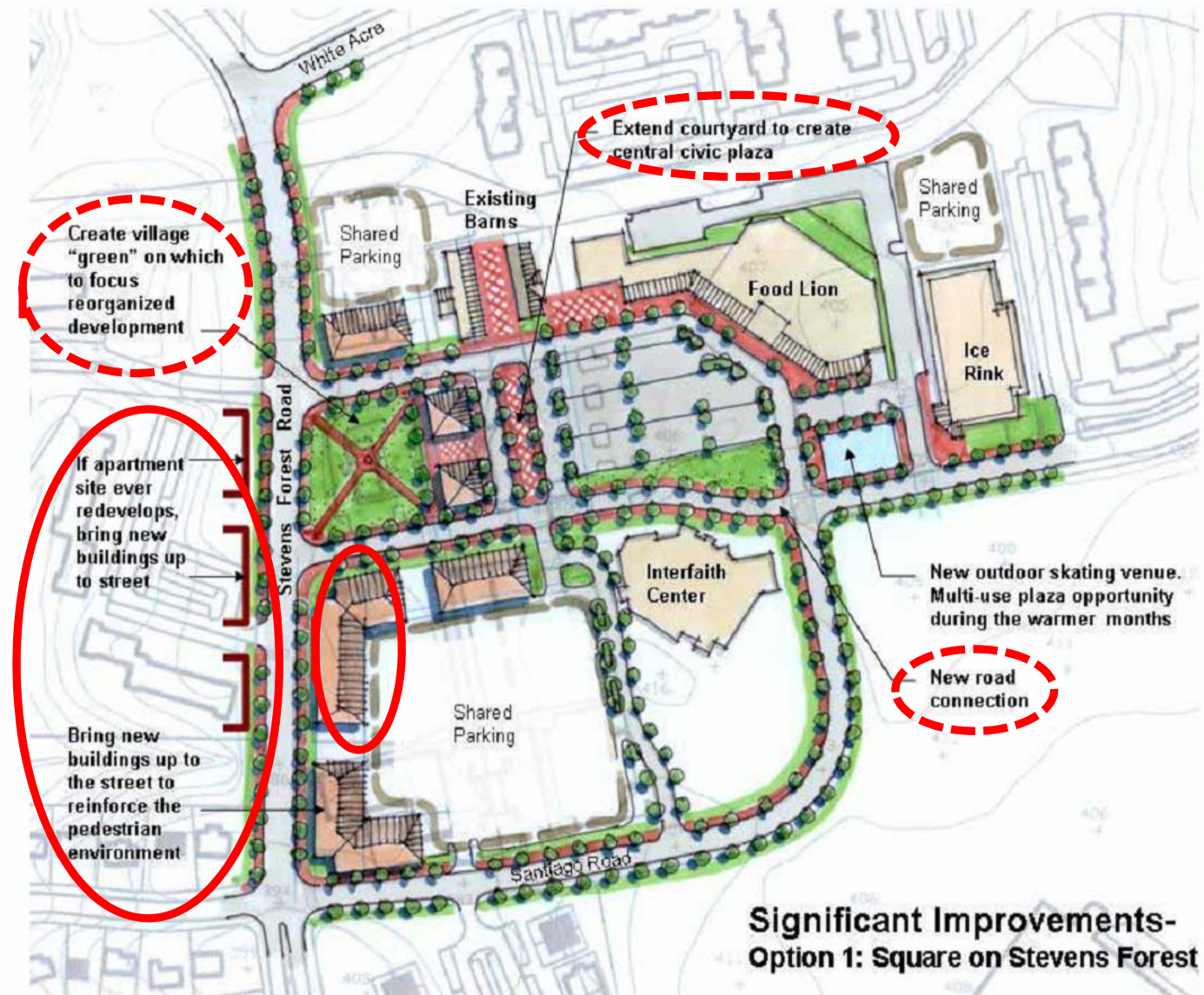
# Greater OMVC Redevelopment Feasibility Study Areas



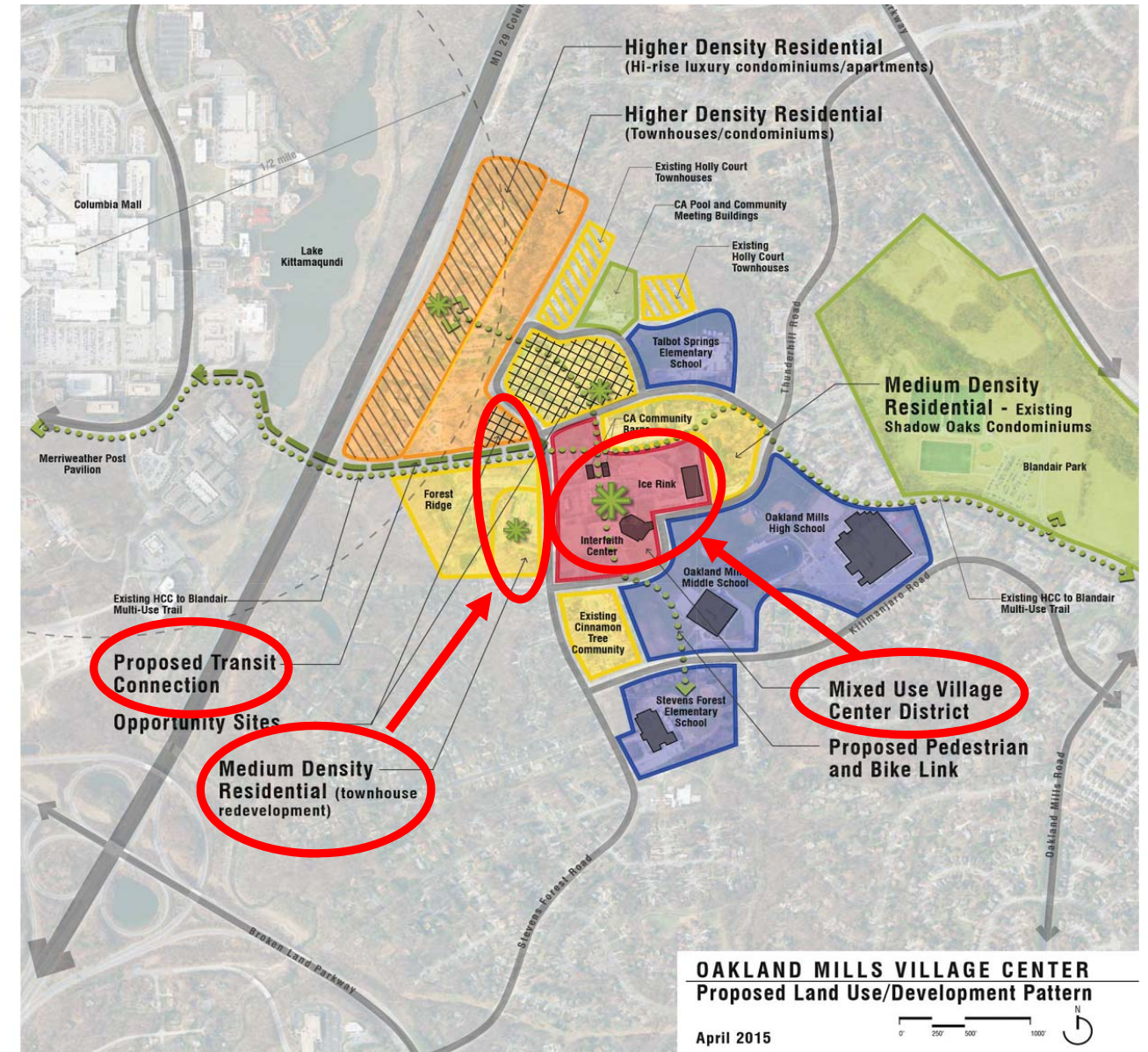
- Major Connections
- Major Trail Connection
- Future Redevelopments
- Oakland Mills Village Core
- Schools
- Parks and Recreation

# Common Elements with Prior Plans

## 2007 Master Plan



## 2015 Community Plan





## Oakland Mills Village Center Area Redevelopment Feasibility Study

### Next Steps

- Website updates (presentation to be posted online)  
**<https://www.howardcountymd.gov/Oakland-Mills-Village-Center>**
- Public comment period (through December 9th)
- Consultant stakeholder follow up, refinements to analysis (ongoing)
- Consultant / HC / CA integration of findings (December 2016 - early 2017)
- Final Report Presentation (early 2017)
- Final Technical Report



## Oakland Mills Village Center Area Redevelopment Feasibility Study

# Questions and Discussion