LOCUS Leadership Summit

Bringing the Market to the Hill: Realigning the Federal Role in Real Estate

June 4-5, 2013
Hotel Monaco
Washington DC
Welcome

Dear Summit Participant,

We are excited to welcome you to the second annual LOCUS Leadership Summit at the historic Hotel Monaco in Washington, DC. The Leadership Summit brings together leading CEOs and senior executives in the real estate industry to learn from each other and engage policymakers in support of walkable, sustainable, and transit-oriented development. This year’s theme, *Bringing the Market to the Hill: Realigning the Federal Role in Real Estate*, is intended to highlight the need for federal policy to reflect the growing demand for walkable development.

Our agenda features keynote speakers like USDOT Deputy Secretary John Porcari and Slate Magazine columnist Matt Yglesias, who will touch on many of the key topics shaping our industry. We’ll also hear from experts on innovative financing, place-making, and creative stakeholder engagement throughout the course of the Summit. Between sessions, participants will have the opportunity to network and to learn about the newest development practices from our multiple networking receptions and walking tours.

The Summit will culminate with our annual Leadership Awards ceremony and reception. Each year, LOCUS presents its Leadership Award to a member of Congress and real estate developer or investor who have displayed leadership and commitment to smart growth development. This year, we’re proud to present the Leadership Awards to Louisiana Senator **Mary Landrieu** and **Pres Kabacoff**, CEO of New Orleans-based developer HRI Properties, for their work promoting smart, sustainable development in Louisiana and across the country.

Finally, we must acknowledge the hard work and outstanding efforts of the members of the LOCUS National Steering Committee, the Policy and Legislative Committee, and as well as the LOCUS and Smart Growth America staff. The success of our Summit depends on the support of these dedicated individuals.

We are pleased you could join us for this tremendous event, and encourage you to take advantage of all that the Summit and Washington, D.C. have to offer.

Sincerely,

Geoff Anderson  
President, Smart Growth America

Chris Leinberger  
President, LOCUS
Schedule at a glance

Monday, June 3

4:00pm      LOCUS Steering Committee Meeting
6:30pm      Steering Committee Dinner

Tuesday, June 4

8:00am      Breakfast and Networking
9:00am      Welcome and Introductions
9:30am      A New Approach to Tax and Housing Reform
11:30am     The Future of Sustainable Communities in the Obama Administration
2:00pm      New Era of Real Estate Financing: Crowd-sourcing and Value Capture
4:00pm      Walking Tour – NoMa
5:45pm      President’s Reception
7:30pm      Adjournment

Wednesday, June 5

7:00am      Breakfast and networking
8:00am      Working Session II
9:00am      Creating a Sustainable Transportation Future
10:30am     Learning from the Best: Insights and Innovations from Industry Leaders
11:30am     Keynote: The Rent Is Too Damn High
1:00pm      Capitol Hill Visits
5:00pm      Congressional Reception
7:00pm      Adjournment
2013 LOCUS Leadership Summit Program
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Full agenda

Monday, June 3

Location: DC Coast, 1401 K St NW, Washington, DC

4:00pm  LOCUS Steering Committee Meeting

6:30pm  Steering Committee Dinner

Note: June 3 activities are limited to current LOCUS Steering Committee Members

Tuesday, June 4

Location: Athens Room, Hotel Monaco, 700 F St. NW, Washington DC

8:00am  Breakfast and networking (Registration)

9:00am  Welcome and introductions- Hosted by LOCUS President Chris Leinberger

9:30am  A New Approach to Tax and Housing Reform
        A roundtable discussion of new policy recommendation regarding housing and tax reform. Moderated by Geoff Anderson, President and CEO, Smart Growth America

11:00am  Break

11:30am  The Future of Sustainable Communities in the Obama Administration
        - Moderator: Christopher Coes, LOCUS
        - John Porcari, Deputy Secretary, U.S. Department of Transportation
        - Shelly Poticha, Director, Office of Sustainable Housing and Communities, Department of Housing and Urban Development
        - John Frece, Director, Office of Sustainable Communities, U.S. Environmental Protection Agency

1:00pm  Break

2:00pm  New Era of Real Estate Financing: Crowd-sourcing and Value Capture
        - Moderator: Jay Corbalis, LOCUS
        - Ben Miller, President, Fundrise, LLC
        - Shyam Kannan, Managing Director of Planning, WMATA
        - Frederick Rothmeijer, Founding Principal, MRP Realty

3:30pm  Break
4:00pm  Walking Tour – NoMa: Learning from DC’s Newest Neighborhood  
Hosted by: Robin-Eve Jasper, President, NoMa BID

5:45pm  President’s Reception  
An intimate reception for Summit attendees and distinguished guests, hosted by LOCUS President Chris Leinberger

7:30pm  Adjournment

Wednesday, June 5th

7:00am  Breakfast and networking (registration)

8:00am  Working Session II: Legislative and Administration Briefing

9:00am  Creating a Sustainable Transportation Future  
- Moderator: Christopher Coes, LOCUS  
- Congressman Earl Blumenauer (D-OR)  
- Robert LaCroix, Chief Corridor Development, Amtrak  
- Nick Donohue, Policy Director, Transportation for America

10:30am  Learning from the Best: Insights and Innovations from Industry Leaders  
- Moderator: Zach Smith, LOCUS  
- Brandon Palanker, Renaissance Downtowns: “Engaging the Silent Majority: Using New Media to Harness Community Support”  
- Ari Maron, MRN Ltd.: “Meeting the Demand: A New Approach to Urban Revitalization in Cleveland”  
- Steve Leeper, Cincinnati Center City Development Corporation: “Queen City Quarterback: Guiding Cincinnati’s Renaissance”

11:30am  Keynote: The Rent Is Too Damn High: Mandatory Suburbanism and Wage Stagnation  
- Featuring Slate columnist and author Matthew Yglesias

1:00pm  Capitol Hill Visits  
Attendees participate in individual meetings with their members of Congress

5:00pm  Congressional Reception  
A reception honoring Louisiana Senator Mary Landrieu and New Orleans-based developer HRI Properties for their support of walkable, sustainable development.

Location: Capitol Visitors Center, US Capitol, Room SVC 201-00, Washington, DC

7:00pm  Adjournment
About LOCUS

LOCUS, Latin for “place,” is the country’s fastest growing coalition of real estate developers and investors who advocate for sustainable, walkable development in America’s metropolitan areas.

As experts in the field with a unique understanding of America’s real estate challenges and needs, LOCUS members’ are a key voice in the debate over federal real estate policy. With more than 250 members with projects in 48 states, LOCUS members are working to create better opportunities for economically and environmentally sustainable development across the country.

Matching policy with market demands

Policy and regulation have a major impact on the type, and location, of development, yet current policies no longer meet the needs of today’s real estate market. Recent national surveys of both consumers and developers show that what many real estate investors see first-hand isn’t just a passing aberration: In the past decade especially, there has been a profound influx in demand for walkable, transit-accessible neighborhoods. That demand will only continue to rise as the millennial generation ages and claims a greater percentage of the country’s overall workforce, and baby-boomers look for more livable communities.

Real estate, which represents over 35% of the country’s financial wealth, played a major role in our current economic crisis, and can play an equal if not greater role in how we get out of it. We must ensure that current federal investments promote a strong economic recovery and a cleaner, more sustainable future. Making sure that government policies and regulations account for market realities is the first part of that.

Advocate for smart growth development

As real estate developers and investors, LOCUS members bring decades worth of hands-on experience and expertise on how America can create more jobs, increase property values and provide sustainable economic growth. With more than 300 members with projects in 48 states representing hundreds of billions in assets, LOCUS serves as a crucial voice in guiding federal and state policy at the intersection of common business sense and environmental and social responsibility.
Staff

Smart Growth America staff

**Geoffrey Anderson**  
*President and CEO, Smart Growth America*  
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Named by the Partnership for Sustainable Communities as “One of the 100 Most Influential Leaders in Sustainable Community Planning and Development,” Geoff came to his current position after eight years heading the Smart Growth Program at the U.S. Environmental Protection Agency. Geoff is a leader in the smart growth movement, and one of the authors of the foundational ten smart growth principles. With an extensive list of publications, Geoff has served as an expert witness in front of the U.S. Congress, has been interviewed and cited by the *New York Times*, *Newsweek*, *The Washington Post*, *Fox News*, *NPR*, and numerous other outlets and publications. As a regular conference speaker, Geoff has provided assistance to numerous communities across the country including in-depth work in Cheyenne, WY, Prince George’s County, MD, and the flagship smart growth project Atlantic Station in Atlanta, GA. Geoff received his master’s degree from Duke University’s Nicholas School of the Environment with a concentration in Resource Economics and Policy.

**Ilana Preuss**  
*Vice President and Chief of Staff, Smart Growth America*  
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Previously Ilana was Outreach Director for the Transportation for America Campaign – a broad, diverse and unprecedented coalition advocating for a national vision for a 21st century transportation system. In this role Ilana led organizing for the nationally comprehensive political campaign. She was responsible for recruiting a wide diversity of partners from the business community, elected leaders and non-profits for the campaign to reform national transportation policy. Ilana joined the Transportation for America Campaign after seven years at the Smart Growth Program at the U.S. Environmental Protection Agency (EPA), most recently as Director of the acclaimed technical assistance program. In that position, she worked with local officials, development and design practitioners and many others to assist communities in transportation planning, transit-oriented development, downtown and suburban redevelopment, zoning reform and other efforts. As a key player in the division, she co-authored publications such as *Density in Your Community* and many
strategies for local engagement on smart growth. Throughout her years at the EPA, she contributed to numerous publications and events designed to build the knowledge base for smart growth. Previous to working at the EPA, Ilana worked as a Master Plan consultant and at an environmental advocacy NGO in Israel. Ilana received a Master’s Degree from the University of Maryland in environmental planning and a Bachelor’s degree from Cornell University in City Planning.

Katy Hartnett  
*Director of Government Affairs and Outreach, Smart Growth America*  
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Katy joined Smart Growth America after working on Capitol Hill for more than six years, most recently as the Legislative Director for Congressman Russ Carnahan. She also oversaw Congressman Carnahan’s work on the House Transportation and Infrastructure Committee, where she promoted policies that would provide greater access to mass transit.

LOCUS Staff

Christopher Leinberger  
*President, LOCUS*  
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In addition to serving as the President of LOCUS, Chris Leinberger is the Charles Bendit Distinguished Scholar and Research Professor at the George Washington University School of Business, a Nonresident Senior Fellow at the Brookings Institution in Washington, DC, and Founding Partner of Arcadia Land Company, a New Urbanism and transit-oriented development firm.

His most recent book is *The Option of Urbanism: Investing in a New American Dream*. He is the author of *Strategic Planning for Real Estate Companies* and has contributed chapters to 12 other books. Leinberger was voted one of the "Top 100 Urban Thinkers" in a 2009 poll conducted by Planetizen, the international urban planning website. He was the 2010 William H. Whyte Urbanism Award winner by Partners for Livable Communities.

Leinberger is a graduate of Swarthmore College and the Harvard Business School and lives in Dupont Circle in Washington, DC.
Christopher Coes
Managing Director, LOCUS
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Christopher Coes is the Managing Director for LOCUS, where he leads LOCUS’ strategic initiatives and public policy agenda, as well as provides technical assistance to advance smart growth real estate projects across the country. Prior to joining LOCUS, Christopher served as a Consultant for Government Affairs and Campaigns at M+R Strategic Services where he worked with various clients including Transportation for America, a broad, diverse and unprecedented coalition advocating for a national vision for a 21st century transportation system. For nearly three years, Christopher served as Transportation for America’s Senior Campaign Advisor and Deputy Director. In addition to his work on transportation and real estate issues, Christopher brings over seven years of experience in government relations, political advocacy and electoral campaigns. Currently, Christopher serves on the Board of Directors for Capital Cause, a DC-based young philanthropist organization and is an active member of the Urban Land Institute. Christopher received a BA/MA in Government and Politics from St. John’s University, specializing in Public Administration and International Relations.

Jay Corbalis
Associate, LOCUS
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Jay Corbalis is an Associate at LOCUS, where he coordinates regional activities for the program. Prior to joining LOCUS, Jay worked as a Policy Analyst for New Jersey Future, a smart growth advocacy group in Trenton, NJ. There, he worked with lawmakers, local officials, developers, and other stakeholders to achieve sustainable development in the state. Jay received a degree in Urban and Regional Studies from Cornell University in 2007, and is currently pursuing a Masters Degree in Real Estate Development from Georgetown University.

Zach Smith
Program Associate, LOCUS
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Zach Smith is a Program Associate at LOCUS. He joined the program as a Fellow in June 2011 and is now responsible for coordinating the organization’s regional initiatives, membership outreach, and developing LOCUS’ policy positions. Zach graduated from the University of North Carolina at Chapel Hill with a degree in Economics and Urban Studies.
**Congressman Earl Blumenauer (D-OR)**  
*Representative, Oregon’s 3rd Congressional District*

A lifelong resident of Portland, Oregon, Congressman Earl Blumenauer (OR-3) has devoted his entire career to public service. He was elected to the Oregon Legislature in 1972, where he served three terms and Chaired the House Education and Revenue Committee in 1977-78. In 1978, he was elected to the Multnomah County Commission, where he served for eight years before being elected to the Portland City Council in 1986.

Elected to the U.S. House of Representatives in 1996, Mr. Blumenauer has created a unique role as Congress’ chief spokesperson for Livable Communities: places where people are safe, healthy and economically secure. He is currently a member of the Budget Committee and Ways and Means Committee and the subcommittees on Health and Trade.

**Nicholas Donohue**  
*Policy Director, Transportation for America*

Nick Donohue is the Policy Director for Transportation for America. Previously he served as the Assistant Secretary of Transportation for the Commonwealth of Virginia. As Assistant Secretary he oversaw the legislative and regulatory affairs of Virginia’s seven transportation agencies and boards. He also led the Governor’s initiative to improve the coordination between transportation and land use.

**John Frece**  
*Director, Office of Sustainable Communities, U.S. Environmental Protection Agency*

John W. Frece is director of the Smart Growth Program at the U.S. Environmental Protection Agency (EPA), a position he has held since March 2009. The program provides direct policy assistance to states, technical assistance to local governments, conducts research on smart growth policies and strategies, and oversees both the national Smart Growth Achievement Awards and the annual New Partners for Smart Growth conference. The program has been the principal office representing EPA in its Partnership for Sustainable Communities with the U.S. Department of Transportation and the U.S. Department of Housing and Urban Development.
Robin-Eve Jasper  
*President, NoMa BID*

Robin-Eve has been active in NoMa for many years. She worked as part of the successful coalition to see the shuttered McKinley Technology High School re-opened as the city’s premier technology high school. Robin-Eve represented the development firm of Greenebaum and Rose in NoMa transactions as well as on the NoMa Stakeholders Coalition. In 2007, Robin-Eve served as the first executive of the NoMa Improvement Association, as the Board of Directors was establishing the NoMa Business Improvement District.

Prior to joining the NoMa BID, Robin-Eve served as Director of Washington, DC’s Department of Real Estate Services and immediately prior to that as Chief of Staff for the Office of the Deputy Mayor for Planning and Economic Development. Before that, Robin-Eve held positions as a practicing attorney at Winthrop Stimson, Putnam & Roberts, Vice President and General Counsel at Jubilee Enterprise, Vice President at Staubach Education and Municipal Service, and Senior Director with the Fannie Mae Foundation.

Shyam Kannan  
*Managing Director of Planning, WMATA*

Shyam Kannan is the Managing Director of Planning for the Washington Metropolitan Transportation Authority (WMATA), which provides transit to the Washington DC region. Prior to joining WMATA, Shyam was a Principal at the real estate advisory firm RCLCO, where he founded and led that company’s Public Strategies Group.

Robert LaCroix  
*Chief Corridor Development, Northeast Corridor Infrastructure and Investment Development, Amtrak*

Bob is currently Chief Corridor Development in the NEC Infrastructure and Investment Development Business Line. In that role, Bob is responsible for pursuing the business relationships and contractual arrangements with both public and private stakeholders across the NEC required to deliver Amtrak’s Integrated Vision and Plan for the future of the NEC and next generation high speed rail.

Prior to returning to Amtrak, Bob had been President and CEO of VAX VacationAccess, North America’s largest travel agent marketing and distribution platform. He came to VAX from Trisept Solutions, the global leader in vacation packaging and distribution technology where he was Senior Vice President Business Planning and Development.
Steve Leeper
*President and CEO, Cincinnati Center City Development Corporation (3CDC)*

As President and CEO, Steve leads 3CDC’s efforts to revitalize Cincinnati’s Center City including the financing, development and management of real estate within Downtown Cincinnati and Over-the-Rhine (OTR). His responsibilities also include the management of $250 million in local, corporately-funded, revolving loan funds. Over the past seven years, Leeper has managed 3CDC’s investment of $466 million in Fountain Square, Downtown and OTR.

Prior to joining 3CDC, Leeper served as executive director of the Sports & Exhibition Authority of Pittsburgh and Allegheny County (SEA) from September 1998 – April 2004, responsible for the development and financing of PNC Park, Heinz Field, David L. Lawrence Convention Center, the North Shore Riverfront Park, public parking facilities and related road infrastructure.

Ari Maron
*Partner, MRN Ltd*

Ari Maron is a partner in MRN Ltd, a family-owned real estate development, construction and management company based in Cleveland, Ohio. MRN specializes in the development, merchandising, leasing, financing, construction and operation of complex and creative urban developments. Mr. Maron serves as a board member of the Downtown Cleveland Alliance, Parkworks and the Historic Gateway Neighborhood Corporation.

Benjamin Miller
*Founder, Fundrise*

Benjamin Miller is a founder of Fundrise and also co-founder of Popularise, a real estate crowdsourcing website. With 15 years of experience in real estate and finance, Ben has acquired, developed, and financed more than $500,000,000 of property in his time as Managing Partner of WestMill Capital Partners and President of Western Development Corporation.

Ben also started US Nordic Ventures, a cross-Atlantic private equity and operating company. Ben has worked as an analyst for Lubert-Adler, a private equity real estate fund. Ben was part of the founding staff of Democracy Alliance, a progressive investment collaborative. He is a graduate of the University of Pennsylvania.
Brandon Palanker
Vice President, Marketing and Public Affairs, Renaissance Downtowns

Brandon A. Palanker is Vice President of Marketing and Public Affairs for Plainview, N.Y.-based Renaissance Downtowns LLC, a company focused on redevelopment of smaller city and suburban downtowns, primarily along transit lines. He has over 15 years combined experience within the real estate and communications arenas. Renaissance Downtowns’ approach to redevelopment includes significant public engagement, and the company makes extensive use of social media throughout the development process.

Mr. Palanker has spoken at numerous conferences and has been interviewed by leading industry publications that include the Urban Land Institute, Vision Long Island, Sustainable Long Island, the American Planning Association, Multi-Housing News and Multi-Family Executive. He is a member of the council of overseers for the Tilles Center for the Performing Arts, and is a recipient of the Glen Cove, N.Y., Chamber of Commerce’s Business Person of the Year award.

John Porcari
Deputy Secretary, U.S. Department of Transportation

John D. Porcari has served as the 19th United States Deputy Secretary of Transportation since June 1, 2009.

As Deputy Secretary, Porcari is the Department of Transportation’s chief operating officer with responsibility for day-to-day operations of the 10 modal administrations and the work of more than 55,000 DOT employees nationwide and overseas. Porcari is focused on transportation’s key role in economic development and providing the foundation for America’s future prosperity.

Shelly Poticha
Deputy Secretary, U.S. Department of Transportation

Ms. Poticha serves as Senior Advisor for Sustainable Housing and Communities at the U.S. Department of Housing and Urban Development (HUD). A well-respected expert in growth management and urban policy, Poticha is responsible for advancing housing and communities that promote affordable, livable and sustainable living environments.

She also provides technical and policy support for energy, green building, and integrated housing and transportation programs at HUD and around the nation. Poticha leads HUD’s interagency effort
with the Environmental Protection Agency and the Department of Transportation to help improve access to affordable housing, more transportation options, and lower transportation costs while protecting the environment in communities nationwide.

**Frederick Rothmeijer**  
*Founding Principal, MRP Realty*

Frederick Rothmeijer has over two decades of experience in various aspects of commercial, residential and mixed-use real estate land and building development. With over 7 years of experience in highly sophisticated development projects in Europe, Mr. Rothmeijer joined Trammell Crow Company in 1998. As Principal of the firm he was responsible for acquisitions and development of projects in the Washington, D.C. and the Northern Virginia area.

Mr. Rothmeijer co-founded MRP Realty in 2005 and oversees the Development, Construction Management and Asset Management operations within the Company. Throughout his professional career he has developed in excess of 6,000,000 square feet of commercial, residential and mixed-use projects (estimated value in excess of $1.5 Billion).

**Matthew Yglesias**  
*Business and Economics Correspondant, Slate Magazine*

Matthew Yglesias is a columnist for *Slate*, writing regularly for that site's "Moneybox" feature. He is a former fellow at the Center for American Progress Action Fund, and holds a BA in Philosophy from Harvard University. His first book, *Heads in the Sand*, was published in May 2008 by Wiley. Matt has previously worked as an Associate Editor at *The Atlantic*, a Staff Writer at *The American Prospect*, and an Associate Editor at *Talking Points Memo*. His writing has appeared in *The New York Times, The Guardian, The Washington Monthly*, and other publications. Matthew has appeared on Fox News and MSNBC, and been a guest on many radio shows.
Advocacy materials
About the BUILD Act

The Brownfields Utilization, Investment, and Local Development (BUILD) Act, introduced by Senators Lautenberg (NJ), Inhofe (OK), Udall (NM) and Crapo (ID), will make long-lasting, crucial investments in neighborhoods. The BUILD Act reauthorizes the EPA’s extremely successful Brownfields Program through 2016.

With the assistance of the Environmental Protection Agency (EPA) Brownfields Program, communities are able to redevelop blighted, contaminated and abandoned sites that inhibit economic development and pose risks to public health. In many redevelopment projects, support from the Brownfields Program is the first assistance communities receive to turn blighted and contaminated sites into assets for the community. The program facilitates brownfields redevelopment and helps urban, suburban and rural communities leverage public and private sector investment.

Benefits of the Brownfields Program

- **Encourages Investment**: Every $1 of federal funds invested in brownfields redevelopment leverages $18 in total investment.
- **Creates Jobs**: Redeveloping one acre of contaminated land creates an average of 10 jobs.
- **Increases Property Values**: Cleanup and redevelopment can increase surrounding property values by as much as 15 percent, yielding larger tax revenues.
- **Protects Green Space**: Redeveloping a one-acre brownfield site has been estimated to conserve 4.5 acres of undeveloped green space.

Key Components of the BUILD Act

- **Authorizes Multipurpose Brownfield Grants**: Allows grants to be awarded for multiple elements of a brownfields project, speeding up the redevelopment process by streamlining and increasing certainty on the cleanup process.
- **Increases Grant Limits**: Recognizes the complexity of brownfields cleanup by increasing the limit for cleanup grants, which better aligns these grants with average brownfields cleanup costs.
- **Expands Eligibility**: Opens the program to non-profit organizations and certain public-owned sites.
- **Helps Cover Administrative Costs**: Allows grant recipients to use a portion of a grant to cover administrative costs.
- **Provides Assistance to a Variety of Communities**: Will support technical assistance for rural communities, Indian tribes, and low-income communities, as well as waterfront sites and renewable energy facilities.
The Brownfields Program in Action

**Albuquerque, New Mexico**
The City of Albuquerque used a $200,000 pilot grant to assess the historic high school in the heart of downtown that had become neglected and blighted. With the help of the grant, the city was able to effectively budget and plan for cleanup of the site. Today, the redevelopment vision for all five buildings of the high school has been realized. The high school’s redevelopment focused on mixed-use, including office space, a restaurant, a public park and three residential loft units, some with the original walls and chalkboards.

**Boise, Idaho**
The American Linen Building benefited from a $90,000 grant to assess the site’s redevelopment needs. Underground petroleum storage tanks were removed and contaminated soils were fully treated. The former warehouse site now houses a coffee shop, offices and large space for community and private events. The newly branded Linen Building is advertised as “Downtown Boise’s most eco-friendly building,” and has catalyzed the surrounding area’s revitalization. The Linen District is now a thriving, creative destination in Boise, attracting businesses and residents. The site’s revival has leveraged more than $13,000,000 in private investments for the area.

**Oakland, California**
The Oakland Housing Authority (OHA) received a $200,000 cleanup grant to remove petroleum and pesticide contaminated soils from the last severely distressed site in a community revitalization effort. The grant aided OHA in redeveloping the site into new mixed-income housing, taking advantage of the nearby new schools and public library. The 157 units built on the site are now fully occupied, housing 500 residents. Additionally, the community holds the distinctions of earning LEED-ND Gold, and LEED for Homes Platinum ratings.

**Rose, Oklahoma**
The Cherokee Nation received a $4,500 assessment grant in 2007 and a $152,000 cleanup grant in 2008 to redevelop the Saline Courthouse, the only remaining rural courthouse built by the Cherokee Nation. This multipurpose redevelopment cleaned up the courtroom as well as repurposed the space, adding a museum, gift shop and offices. The project created 12 cleanup jobs and 10 redevelopment jobs. In all, the project leveraged $240,000 in investment for the town.
The Partnership for Sustainable Communities at HUD:
Investing in local economies across the country

The Department of Housing and Urban Development’s (HUD) work is a critical component of the Partnership for Sustainable Communities— a collaboration between HUD, the Department of Transportation (DOT) and the Environmental Protection Agency (EPA). The Partnership’s programs help local leaders leverage private sector investment, save money in municipal budgets, and create lasting economic strength. Since 2009, HUD has helped 163 communities, towns, and states plan for a future of strong, healthy, successful neighborhoods. We support the President’s 2014 fiscal year budget request for $75 million in funding to support HUD’s integrated planning efforts.

Job creation
HUD’s highly competitive grant programs spur job creation and leverage significant private sector investment to make the most of federal investments. By attracting new businesses and connecting residents to employment centers, HUD is creating new opportunities across the nation. For example, the Minneapolis-St. Paul region’s Corridors of Opportunity Planning development is projected to create 1,300 construction and 576 permanent jobs.

Cost savings
Rural, suburban and urban communities save money when they strategically plan their future transportation, housing, and water infrastructure. By focusing on regional and local scales, HUD’s programs have made purposeful investments with limited taxpayer dollars resulting in lower housing and transportation costs for families. For example, Salt Lake City’s Envision Utah projects a $4.5 billion reduction in infrastructure costs by 2050 from a $1 million investment by the Partnership.

Cutting red tape and regulatory barriers
Many communities work with multiple federal agencies, which can create regulatory contradictions. Integrated planning programs open channels of dialogue, cutting red tape by streamlining federal programs’ requirements and regulatory barriers. Local projects are more effective and efficient in establishing a community’s resilience.

Local control
Every community has a unique set of needs and challenges. HUD and the Partnership encourage grantee towns and cities to develop innovative solutions, strategically investing limited taxpayer dollars. Local community leaders are empowered to address their unique economic needs and opportunities in comprehensive regional plans.
Lehigh Valley, Pennsylvania
Envision Lehigh Valley, a regional integrated planning effort, is creating more opportunities for affordable housing and identifying the region’s transportation network and infrastructure needs, all while promoting the Valley’s future economic resilience. The effort has been strengthened by the simultaneous development of three “catalytic” projects throughout the Valley including the Little Lehigh Industrial Corridor in Allentown. Supporting Allentown’s simultaneous development efforts, seven former industrial sites will be redeveloped into mixed-use spaces with the intent to attract jobs, businesses, and residents to the area.

Puget Sound, Washington
The Puget Sound Regional Council has supported the planning of a massive high-capacity transit system. The Puget Sound region hopes to focus future job and housing growth around new transit corridors serving the region’s most densely populated and diverse communities. These investments present a generational opportunity to improve the region’s economic resilience and competitiveness, and ensure transportation improvements support strong, vibrant neighborhoods.

Memphis, Tennessee
Memphis’s Aerotropolis/Lamar Corridor is home to five major railroads and the Port of Memphis, as well as the busiest air cargo port and the third busiest trucking corridor in the U.S. Through HUD and the Partnership, Memphis has developed a regional economic and redevelopment strategy. The Initiative estimates generating over 1,500 new jobs and over $500 million worth of additional investment, through the project. Sixty public, private, and non-profit groups, led by the City of Memphis, the Greater Memphis Chamber of Commerce, and the University of Memphis, are working together to bolster the regional job market, rehabilitate vacant and distressed housing, and improve transportation opportunities.

Smart Growth America is the only national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide. From providing more sidewalks so people can walk to their town center to ensuring that more homes are built near public transportation or productive farms remain a part of our communities, smart growth strategies help make sure people across the nation can live in great neighborhoods. Find out more at SmartGrowthAmerica.org, or contact Katy Hartnett, Government Affairs & Outreach Director, at khartnett@smartgrowthamerica.org or (202) 207-3355.
Developing economically competitive communities
The Smart Growth Program makes communities more economically vibrant by attracting workers and employers, strengthening existing businesses districts, and developing transportation options connecting populations to employment centers and retail establishments.

Promoting local leadership
By providing direct technical assistance to community leaders, the Smart Growth Program helps provide innovative and cost-effective strategies to create economically vibrant communities, reuse developed land, and maximize limited resources.

Addressing specific community needs
Every community faces individual development challenges. The Smart Growth Program cater’s to specific needs by offering a comprehensive breadth of assistance topics. Technical assistance ranges from helping small communities preserve farmland to planning for communities’ economic and fiscal health.

Fostering a strong sense of place
The Smart Growth Program’s technical assistance delivers tangible benefits to communities by helping local leaders and residents develop a vision for the community’s future. These strategies help seniors age in place, ensure families can walk to schools, stores and recreation, and preserve land valuable to the community’s history and its residents’ livelihoods.

The Partnership for Sustainable Communities at EPA:
Strengthening local economies and communities across the country

The Environmental Protection Agency’s (EPA’s) Smart Growth Program helps communities create stronger local economies, protect the environment and public health, and improve existing infrastructure. The Program’s technical assistance provides tailored, on-the-ground training and resources to help communities develop specific solutions to their unique economic and environmental needs. The program is a part of the Partnership for Sustainable Communities, a collaboration between the EPA, the Department of Transportation (DOT), and the Department of Housing and Urban Development (HUD). The EPA Smart Growth Program helps communities address their development practices and get the type of development they want. We support $10.4 million in funding for the Smart Growth Program as requested in the President’s fiscal year 2014 budget.
**EPA and the Partnership in Action**

**New Orleans, Louisiana**
With the help of an EPA technical assistance workshop, New Orleans identified ways to more effectively implement complete streets policies, including how to change their transportation decision-making process to balance the needs of all users.

“New Orleans residents have long relied on multiple modes of transportation to get from point A to point B and this Complete Streets Ordinance ensures that when our roads are under repair or are being redesigned that our city administrators and engineers collectively take into account the needs of all of our residents – those who rely on cars as well as those who walk or ride bicycles,” said Councilmember Gisleson Palmer. “Utilizing our resources in smart ways as we repair our roadways, explore parking options and examine sidewalks and crosswalks is essential. In this way, we are all working to help ensure that residents have the opportunity to travel safely to and from their destinations.”

**Oklahoma City, Oklahoma**
The EPA worked with Oklahoma City to address its transportation and land use planning. The City was built for vehicular traffic, resulting in underdeveloped pedestrian and transit systems. The technical assistance workshop examined barriers to the city's growth goals. With the EPA, Oklahoma City identified areas to improve transportation and land use strategies.

**Eastport, Maine**
A small island off the cost of northern Maine, Eastport carries the significant economic burden of heating the town during the area’s long winters. Working with the EPA, Eastport formed strategies to lower heating costs for the primarily low-income and elderly population. By reducing the expense for fuels, Eastport residents will have more expendable income to stimulate the local economy and alleviate the pressures on an economically burdened area. City Manager Jonathan Southern spoke of EPA's technical assistance:

“It was the first time community leaders had come together for a discussion emphasizing sustainability...I hope the findings will be useful in revising our comprehensive plan.”

**Billings, Montana**
In Billings, Montana years of unfocused planning left the city with many underutilized areas. The EPA worked with Billings on strategies to better utilize its existing space. Billings began to develop its first infill policies and strategies, and now is working to renew distressed neighborhoods by knitting them back together with more prosperous communities. Billings Mayor Tom Hanel said of the project:

“When you speak of growth and you talk about development, there is a payoff. You’re talking about expansion of tax base; you’re talking about the need possibly of more schools, new schools, and all of these things provide jobs and certainly more revenue to the city. However, there’s also an offset: what it cost the city to provide those services. So speaking of smart growth, the idea is to infill, use the existing services, use the existing facilities, schools and so forth first to the best of their ability, then to look at outside areas.”

**Smart Growth America** is the only national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide. From providing more sidewalks so people can walk to their town center to ensuring that more homes are built near public transportation or productive farms remain a part of our communities, smart growth strategies help make sure people across the nation can live in great neighborhoods. Find out more at SmartGrowthAmerica.org, or contact Katy Hartnett, Government Affairs & Outreach Director, at khartnett@smartgrowthamerica.org or (202) 207-3355.
Walking tour materials
Development-oriented transit: How value-capture launched DC’s newest neighborhood

By Jay Corbalis

At certain times of day, competition for an available bicycle can be fierce at the Capital Bikeshare station on the corner of 1st and M Street NE in Washington, D.C. That intersection serves as the unofficial crossroads for the city’s newest and fastest growing neighborhood, NoMa (short for North of Massachusetts Avenue), where a building boom is in full swing. On a typical weeknight, the sidewalks of NoMa brim with young professionals, who stop in at the new Harris Teeter grocery store or CVS pharmacy before heading to one of the nearby apartment buildings or the local Metro station. High above, the numerous construction cranes dotting the neighborhood serve as reminder that the frenetic pace of growth in the area shows no signs of slowing.

Fifteen years ago, the NoMa of today would have been difficult to imagine. Despite its proximity to Union Station and the US Capitol, the area (roughly bounded by Massachusetts Avenue, North Capitol Street, Florida Avenue and 3rd street NE) was home to an uninspired collection of vacant lots, surface parking and low-slung warehouses. It wasn’t until the City teamed with local property owners and the federal government to construct a new Metro station that the area began its rapid transformation into one of the city’s most dynamic neighborhoods. Since then, the neighborhood has become a poster child for successful transit-oriented development, while providing a model for communities across the country looking to take advantage of a changing real estate market in a time of constrained public budgets.
Innovative Partnership Leads to Unprecedented Success

It’s no coincidence that the genesis of NoMa involves a transit station. Transportation has always driven real estate, and rail transit has clearly reclaimed its role as a catalyst for development after decades of auto-oriented growth. Recognizing NoMa’s potential but lacking the funds to construct a new station along Metro’s extant Red Line, officials designed a plan to share the costs between the city, the federal government and local landowners, who stood to benefit from increased property values the station would likely create. Despite some initial hesitation, property owners agreed, ultimately contributing $35 million in land and funding towards the $110m cost, with the city and federal government providing the balance.

It’s fair to say the station has exceeded the expectations that accompanied it at the outset, and contributing property owners are realizing a substantial return on investment. Since the NoMa station opened in 2004, the area added 7,000,000 square feet of new office, residential, hotel and retail space with another 3,000,000 more currently under construction. The NoMa Business Improvement District (BID), which launched in 2007 to support and manage the nascent district, estimates the station has “catalyzed $3 billion in private investment”, while also generating a significant upside for the city’s tax rolls.
A Levittown for the Millennial Generation

Beyond serving as a poster child of transit-oriented development and public-private partnerships, NoMa also provides a glimpse into how communities are changing as the Millennial generation (those born roughly between 1978 and 1995) increases its influence over the real estate market. Just as Levittown, NY came to embody the needs and aspirations of the Post-War generation, NoMa has grown to represent the realities of its patron, the Millennial generation, whose large numbers and changing preferences portend an urban development upheaval every bit as drastic as the suburbanization ushered in by their predecessors.

Studies continue to show Millennials place a higher value on connectivity and walkability than car ownership, and are driving less than previous generations. This preference is clearly evident in NoMa, where competition for bike parking at Harris Teeter exceeds that for spaces in the grocery’s underground garage, and the local metro station has the fastest growing ridership in the entire system. According to the local BID, 82% of residents walk, bike or take metro to work. The national average is 8.5%.

NoMa also reflects the evolving makeup of households in the Millennial generation, where fewer people are getting married and having children, and those who do tend to wait later than their parents did. As a result, housing in NoMa is largely designed for single professionals or couples with no kids, who value location and communal amenities over private space. Of the thousands of new housing units in NoMa, most are small studio and one-bedroom apartments. Despite sizes that rival that of a two-car garage in a typical suburban house, these units lease quickly at prices north of $2,500 per month.

Lessons from NoMa

Every place is unique, and few can rely on stunning views of the US Capitol and proximity to Union Station as selling points in pursuit of redevelopment. Still, the story of NoMa contains valuable lessons for developers and officials looking to transform their communities and take advantage opportunities created by the Millennial demand. The most critical lesson concerns the importance of transportation. Convenient and connected neighborhoods require a range of transportation options, and NoMa has shown these options can be provided in a cost-effective way. Partnering with the private sector to harness the value created by transit improvements to fund
part of the cost can be an equitable way to share the costs, and benefits, of transit investments among multiple stakeholders. Likewise, improved bike and pedestrian facilities, as well as car and bike sharing programs are relatively inexpensive ways to create mobility options beyond driving. NoMa also demonstrates the benefit of thoughtful, mixed-use zoning to encourage around-the-clock activity, and the critical role that place management organizations can play in coordinating and guiding activity at a neighborhood level.

Whether or not NoMa comes to embody the generational zeitgeist the way Levittown did, the neighborhood provides a hopeful case study for leaders trying to understand the future of urban development, and a few helpful lessons for those looking to harness that future to improve their community.

Visit smartgrowthamerica.org/blog to read and share the online version of this post.
Become a member

If you are not already, consider becoming a member of LOCUS at the Professional or Steering Committee level.

**Professional membership**
Professional membership is open to real estate developers and associated professionals engaged in promoting walkable urbanism across the country. Membership includes access to events like the LOCUS Leadership Summit as well as other events and programs, access to new information about federal real estate policy from LOCUS’ newsletters and action alerts, and access to Smart Growth America’s research and policy publications.

Annual dues for Professional membership are $1,000. To join, visit: [http://www.smartgrowthamerica.org/locus/join-locus](http://www.smartgrowthamerica.org/locus/join-locus).

**Steering Committee membership**
The LOCUS Steering Committee serves as the developer advisory group to Smart Growth America. Steering Committee members supply technical expertise and policy opinions, and inform Smart Growth America’s work on real estate policy.

Membership benefits include the benefits of Professional membership listed above, as well as:

- Serving as a national spokesperson for smart growth development
- Access to key Congressional and Administration officials
- National media and speaking opportunities
- Access to Washington-based technical assistance for LOCUS’ developers sustainable walkable urban projects

Steering Committee membership is **invitation-only**. If you or your organization is interested in becoming a Steering Committee member, contact Christopher Coes, LOCUS Managing Director, at ccoes@smartgrowthamerica.org or 202-207-3355 ext. 136.
Smart Growth America advocates for people who want to live and work in great neighborhoods. We believe smart growth solutions support thriving businesses and jobs, provide more options for how people get around and make it more affordable to live near work and the grocery store. Our coalition works with communities to fight sprawl and save money. We are making America’s neighborhoods great together.

Smart Growth America is the only national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide. Visit us online at www.smartgrowthamerica.org.

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