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
Summit location guide

The 2013 LOCUS Leadership Summit will convene at a number of locations around Washington, DC. A map and information about traveling by Metro are provided below for your convenience.

1. DC Coast
1401 K St NW, Washington, DC
Phone: (202) 216-5988
Metro: McPherson Square

2. Hotel Monaco
700 F St NW, Washington, DC
Phone: (202) 628-7177
Metro: Gallery Place/Chinatown

3. Union Station Plaza
Union Station, Washington, DC
Metro: Union Station

4. NoMa Metro Station
200 Florida Ave N.E.
North Entrance
Metro: NoMa-Gallaudet (New York Ave.)

5. President’s Reception
2339 Massachusetts Avenue
Metro: Dupont Circle, Q Street exit

6. Congressional Reception
US Capitol Visitors Center
US Capitol Building, 1st Street NE entrance
Metro: Union Station or Capitol South
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  
ganderson@smartgrowthamerica.org | 202-207-3355 x113

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*

ccoes@smartgrowthamerica.org | 202-207-3355 x136

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.
Speakers

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.
LOCUS Steering Committee Members

**Dennis Allen**
*Director of Planning and Development, ZRZ Realty Company*
www.zidell.com/zrz.html | dennis@zidell.com | (503) 228-8691 ext. 228

Dennis Allen is Director of Planning and Development at ZRZ Realty Company in Portland, OR. In this capacity, he helps manage the planning for the development of a 30-acre site in South Waterfront for ZRZ Realty, a part of the Zidell family of companies. The site on the Willamette River formerly hosted industrial uses, but it will soon host a vibrant, mixed-use neighborhood.

Allen is also the executive director of Los Angeles Streetcar, which was founded by long-time Downtown Los Angeles stakeholders in 2009 to lead the fundraising and development efforts of the streetcar project. Allen is a graduate of the University of Southern California.

**Richard Baron**
*Chairman and CEO, McCormack Baron Salazar*
http://mccormackbaron.com | richard.baron@mccormackbaron.com | (314) 621-3400

Richard Baron is Chairman & CEO of McCormack Baron Salazar. Since the company began in 1973, it has developed 146 projects in 35 cities with development costs in excess of $2.4 billion which includes more than 16,000 residential units and 1.28 million square feet of commercial space. Baron is currently on the Advisory Board for the Center on Urban and Metropolitan Policy of The Brookings Institution, and is an emeritus member of the Board of Trustees for the National Trust for Historic Preservation.

Mr. Baron is a graduate of Oberlin College and holds a masters degree in political science from the University of California-Berkeley and a law degree from the University of Michigan. Baron has been awarded honorary degrees from Oberlin College, Oberlin, Ohio and from St. Louis University, St. Louis, Missouri. In 2004, Baron received The Urban Land Institute J.C. Nichols Prize for Visionaries in Urban Development.

**Emerick Corsi**
*President, Forest City Real Estate Services*
www.forestcity.net | emerickcorsi@forestcity.net | (216) 624-4570

Emerick J. Corsi, Jr. is the president of Forest City Real Estate Services. In various capacities, Emerick has worked on all potential, new, existing and expanding projects within the Forest City portfolio. Mr. Corsi is a member of the International Council of Shopping Centers (ICSC), the Urban Land Institute, has taught at the ICSC Executive Learning Series level, and is currently serving as a member of the ICSC’s CenterBuild Advisory Board. He has made numerous presentations and served on many discussion panels in conjunction with urban development, merchandising mix, and other retail development. Mr. Corsi holds a Bachelor of Science in Business Administration from Bowling Green State University, Bowling Green, Ohio, and a Master of Arts in Business Management from Central Michigan University, Mt. Pleasant, Michigan.
Robert Davis  
*Co-Founder, Seaside and Partner, Arcadia Land Company*  
[www.seasidefl.com](http://www.seasidefl.com) | rdavis@arcadialand.com | (415) 776-1077

Robert Davis is a partner at Arcadia Land Company and the developer and co-founder of Seaside, Florida, the first and most celebrated new urban community in the United States. With over 300 homes, a vibrant town center of stores and restaurants, a range of civic facilities, a theater, inns, and a charter school, Seaside is considered the most successful example of neo-traditional town planning today. Seaside’s success has inspired communities around the world and helped launch the movement now known as the new urbanism.

Mr. Davis is a graduate of Antioch College and Harvard Business School and was a Fellow of the American Academy in Rome. He is an experienced developer who has won industry recognition for projects such as Apogee, a townhouse community in Coconut Grove, Miami.

Bernie Glieberman  
*President, Crosswinds Communities*  
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Bernard "Bernie" Glieberman is President and sole shareholder of Crosswinds Communities, Inc. Bernie, well known for creativity and innovation in building, has devoted 50 years to the commercial, industrial and residential building business. He has been responsible for construction of more than 10,000 homes throughout the United States.

Mr. Glieberman serves on the board of directors of the National Association of Home Builders, is a former president and a 30-year member of the BIA and is currently a board member of Harvard University's Joint Center for Housing Studies policy advisory board and the Michigan Housing Trust Fund.

David Grannis  
*President, PointC*  
[www.pointcpartners.com](http://www.pointcpartners.com) | dgrannis@pointcpartners.com | (626) 696-1000

David Grannis is president of PointC, where he is focused on helping communities realize sustainable solutions through holistic thinking. Building on his over twenty years of both public and private sector experience, Grannis specializes in developing and implementing public-private partnership resulting in approval, action and implementation of creative and effective solutions.

Mr. Grannis has served in local government as a planning deputy for a Los Angeles City Council person, founded and ran a non-profit educational company, written and produced simulation games, and founded and ran Planning Company Associates, Inc, a land use/transportation consulting firm for 25 years. He has degrees in both History and Political Science from the University of Southern California.
John Hempelmann
Founding Partner, Cairncross & Hempelmann
www.cairncross.com | jhempelmann@cairncross.com | (206) 254-4400

John is one of the founding partners of Cairncross & Hempelmann, a full service Seattle law firm. He has over 40 years of experience and is recognized as one of the premier land use, natural resources and real estate development attorneys in the state of Washington. He has worked extensively to help form the legislation that governs Washington’s land use law. John assists clients with real estate development projects, including their land use, zoning and environmental matters, and with their natural resource permit processes.

Examples of the many innovative projects in which John has been involved include:
- Landmark commercial, mixed-use, hotel, residential and institutional urban developments;
- Major open space, conservation and TDR transactions in Washington and Maine;
- Development of Suncadia (Washington’s first master planned resort);
- Development of the first Major Industrial Development under the provisions of the State Growth Management Act;
- Major mineral resource developments.

Catherine Sloss Jones
President and CEO, Sloss Real Estate
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Catherine Sloss Jones is the president and CEO of Sloss Real Estate, a multi-generational, multi-disciplined real estate firm headquartered in Birmingham, Alabama since 1920. The firm’s projects include converting an abandoned Dr. Pepper syrup plant and surrounding blighted buildings into a vibrant mixed-use district of restaurants, showrooms, retail shops, as well as a nationally recognized farmers market. Mrs. Sloss Jones is a leader in the continual urban renewal of Birmingham through exceptional development and innovative public private-partnerships.

Mrs. Sloss Jones graduated from Wofford College in 1975. She received her CCIM Designation in 1991 and was chosen as the Birmingham Business Journal’s Woman of the Year in 2002. Mrs. Sloss Jones recently completed 2 years of study at Harvard University as a Loeb Fellow and was a visiting student at Harvard’s Graduate School of Design. Mrs. Sloss Jones is a full member of The Urban Land Institute where she served on the Inner City Council as a ULI. She has also participated in Advisory Service Panels and Forums and The Mayors’ Institute on City Design.

Pres Kabacoff
President, HRI Properties
www.hriproperties.com | pkabacoff@hriproperties.com | (504) 566-0204

As the president and co-founder of HRI Properties, a New Orleans-based developer that specializes in breathing new life into abandoned, historic neighborhoods, Pres Kabacoff has been described as an ‘urban crusader’. His firm’s mission statement is to revitalize cities by creating diverse, vibrant, and sustainable communities, and it is an industry leader in the adaptive reuse of historic structures.
Mr. Kabacoff earned a Bachelor of Science from the University of Denver in 1967, and a Juris Doctorate from the Louisiana State University Law School in 1970. Kabacoff also serves as Chair on the Mayor of New Orleans Housing Task Force Committee, Advisory Board Member of the Brookings Institution’s Urban and Metropolitan Policy, and a member of the Urban Land Institute’s Public-Private Partnership Council.

Jim Ketai  
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Jim Ketai’s role is to direct all of Bedrock’s owned and third party real estate, inclusive of lease negotiations and construction. He also oversees commercial real estate acquisitions and all services related to ownership of the real estate including management of the buildings to maximize their values. Before forming Bedrock, Ketai was the managing partner for Etkin Equities for 21 years and led the development and management of 8 million square feet of commercial real estate buildings.

Ketai serves on the Board of the Jewish Federation of Metropolitan Detroit as well as its Capital Needs Committee and Executive Committee for Security. He is the Chairman of Urban Land Institute’s Small Scale Development Council. Ketai is a graduate of Michigan State University and Michigan State University College of Law.

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Michael Lander is president of Lander Group, which he founded in California in 1984. Since relocating to Minneapolis in 1990, the Lander Group, alone and in partnerships with other firms, has developed and sold many successful infill residential projects and completed substantial renovations of mixed-use commercial buildings. As a partner in the urban design firm Town Planning Collaborative, Mr. Lander helped create the award-winning plan for St. Louis Park’s new town center and an acclaimed design charrette for Minneapolis’ Uptown district.

Mr. Lander is a member of the Urban Land Institute, the Congress of the New Urbanism, the Minnesota Multi-Housing Association, and the Minnesota chapter of the AIA, and he serves on the public policy committee of the Builders’ Association of the Twin Cities. He is a licensed real estate broker and general contractor in Minnesota, and holds the CCIM designation from the National Association of Realtors. He is a past president of the Minnesota/South Dakota CCIM chapter. Lander is a native of Grand Forks, North Dakota. He has gained over 20 years experience in the real estate development field since studying liberal arts at Arizona State University and the University of the Pacific in Stockton, California.

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In February 2013, Eric Larson joined Bedrock Real Estate Services LLC (Bedrock), as co-managing
Eric Larson is also the founder, president, and chief executive officer of Larson Realty Group, a privately owned, Bloomfield Hills, Michigan based company engaged in real estate investment, development, asset management and leasing. He also serves as the Non-Executive President of Olympia Development of Michigan, a real estate development company owned by Detroit entrepreneurs Michael and Marian Ilitch. Larson has over 25 years of experience in real estate and prior to establishing Larson Realty Group, served as vice president of a global real estate company, Hines, and as a partner and senior vice president with Bruce S. Brickman and Associates in New York.

During Mr. Larson’s career he has developed, financed, owned and managed over $4 billion of real estate. In addition, Larson is the founder and President of the Michigan non-profit, Community Investment Support Fund, the primary purpose of which is to promote economic development and the creation of wealth and job opportunities in low-income communities.

Rod Lawrence
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Mr. Lawrence has over 25 years of experience at JBG in all areas of commercial real estate investment and development. He has focused on the creation and development of mixed use, transit-oriented development for much of his career as well as the development of over 5 million square feet of GSA leased office space. He is member of the Steering Committee for LOCUS, a national organization to promote transit-oriented, mixed use, walkable development across the country. He is a member of the National Board of Directors of NAIOP and is the Vice Chair of the Real Estate Council for the Kogod School at the American University. B.A. Economics, The College of William and Mary; M.B.A. Real Estate and Urban Development, American University

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Mr. Leary is the former president of Atlanta Beltline, Inc. where he lead the $2.8 billion project that will shape the way Atlanta grows over the next 25 years and beyond.

Mr. Leary is also a member of AIG’s Sustainability Committee; the Executive Committee of the board of Leadership Atlanta; the Board of Visitors of Emory University; the Board of Trustees of the Livable Communities Coalition; the Board of Directors of Georgians for Passenger Rail and serves as chairman for the City of Atlanta Public Art Advisory Committee.

Christopher Leinberger
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Christopher B. Leinberger is a land use strategist, teacher, developer, researcher and author, balancing business realities with social and environmental concerns. Mr. Leinberger is President of
Locus; Responsible Real Estate Developers and Investors; Nonresident Senior Fellow at Brookings Institution in Washington DC; Professor at the Graduate Real Estate Development Program at the University of Michigan 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. He is an Op-Ed Contributor to the The New York Times, writes regularly for The Atlantic Monthly and numerous other magazines. CNN, National Public Radio, Atlantic Cities Channel, Washington Post, among others, have profiled him. 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.

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Mr. Lipkin founded EBL&S in 1976 and has been a prominent owner and manager of open shopping centers in the United States for over 35 years. Since the company’s inception, Mr. Lipkin has overseen the development, redevelopment, management, financing and/or restructuring of over 200 commercial properties.

Lipkin has been a leader in the real estate industry for over three decades. As a past trustee of the International Council of Shopping Centers (ICSC), he continues to be an active member with ICSC and is a frequent speaker at ICSC events. Mr. Lipkin is also a founding member of The Wharton Real Estate School at the University of Pennsylvania and The Responsible Property Investing Center at Harvard University’s Kennedy School of Government.

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As President & CEO of JAIR LYNCH Development Partners, Mr. Lynch is the principal-in-charge, assuming primary responsibility for firm management and project coordination. His commitment to developing a quality product and delivering superior service has produced distinctive urban mixed-use projects for a distinguished list of public, private and non-profit clients in addition to institutional investors.

Mr. Lynch has more than fifteen years experience in public and private real estate development and construction, including projects in both California and Washington, DC. He founded JAIR LYNCH in 1998 and has since managed more than 1.2 million square feet of development valued at $270 million. Another 825,000 square feet of development valued at more than $285 million is planned or under construction in the District of Columbia. These include urban infill residential, commercial, retail and institutional projects involving new construction, tenant-in-place renovation, historic preservation and mixed-use development programs. Under his leadership, JAIR LYNCH managed the development of the first LEED Gold and Silver certified public buildings in the District of Columbia and delivered the smallest LEED Gold for Neighborhood Development project in the country.
Donald Monti  
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Donald Monti, President and CEO of Renaissance Downtowns, has over 35 years of diverse experience covering all aspects of the real estate spectrum. Mr. Monti has played a major role in the development, construction and management of over 80 development projects, including office, mixed-use, recreation and entertainment, hotels, marinas, condominiums and residential. One of his most recent accomplishments has been the planning and entitlement of Glen Isle, a 56-acre mixed-use development in partnership with the City of Glen Cove, New York.

Mr. Monti is a member of the Urban Land Institute, the American Planning Association and the Congress for the New Urbanism, along with several other leading industry organizations. He has also been heavily involved in community affairs, including serving on the Board of Directors for the Don Monti Memorial Foundation and being honored as Man of the Year by the American Red Cross.

Albert Ratner  
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Albert Ratner has been in the commercial and residential real estate industry with Forest City since 1951. He served as the Company’s chief executive officer from 1975 to 1995, when he, along with Samuel H. Miller, became co-chairman of the board. In the Company’s hometown of Cleveland, Ratner was the driving force behind Forest City’s dramatic redevelopment of the Terminal Tower and the former Union Terminal into Tower City Center, a mixed-use complex with a multi-floor mall, office space and hotel.

Mr. Ratner is a graduate of Michigan State University, with a degree in forestry. He also holds an honorary doctor of laws degree from Long Island University and an honorary doctor of engineering degree from Polytechnic University, both in Brooklyn, N.Y. He is an adjunct visiting professor for the Michigan State University Land Policy Institute. He is on the board of governors of the Henry M. Jackson Foundation and is an honorary trustee of the Enterprise Foundation. He also serves on the Board of Trustees for the United Jewish Communities.

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Jonathan Rose’s business, public policy and not-for-profit work all focus on creating a more environmentally, socially and economically responsible world. In 1989, Mr. Rose founded Jonathan Rose Companies LLC, a multi-disciplinary real estate development, planning, consulting and investment firm, as a leading green urban solutions provider. The firm currently manages over $1.5 billion of work. In 2005, the firm launched the nation’s first green transit oriented acquisition and redevelopment fund. The firm’s work touches many aspects of community health; working with cities and not-for-profits to build not only housing, but also civic, cultural, educational and infrastructure open space.
A thought leader in the smart growth, national infrastructure, green building, and affordable housing movements, Mr. Rose is a frequent speaker and writer. His firm has won awards from a wide range of notable organizations including: the National Trust for Historic Preservation, the Natural Resources Defense Council, Global Green USA, the Urban Land Institute, the American Planning Association and the American Institute of Architects. Mr. Rose graduated from Yale University in 1974 with a B.A. in Psychology and Philosophy, and received a Masters in Regional Planning from the University of Pennsylvania in 1980.

Marilyn Jordan Taylor
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Marilyn Taylor became the Dean of the School of Design of the University of Pennsylvania in 2008. She is recognized worldwide as a thought leader in urban design, as well as a woman pioneer in the fields of architecture, planning, and construction.

Ms. Taylor, Partner in Charge of the Urban Design and Planning Practice at Skidmore Owings & Merrill LLP and the first woman to serve as Chairman of Skidmore Owings & Merrill, is internationally known for her distinguished and passionate involvement in the design of large-scale urban projects and civic initiatives. She joined Skidmore Owings & Merrill in 1971, in the firm’s Washington office, and was elected Partner in 1985. Over a 35 year career with Skidmore Owings & Merrill, she has led many of the firm’s largest and most complex projects around the world. She was also both the first architect and the first woman to serve as chairman (2005-07) of the Urban Land Institute, where she championed a renewed focus on cities, sustainable communities, and infrastructure investment.

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Brenna Walraven is the managing director of national property management for USAA Realty Company’s national portfolio of approximately 35 million square feet. She has been instrumental in the development and implementation of a national energy and environmental strategy that has resulted in USAA winning ten Energy Star Partner of the Year Awards. Walraven has been an active member of the Building Owners and Managers Association International (BOMA), serving as BOMA’s chair from 2007-2008, before which she chaired BOMA’s Energy Efficiency Program Task Force.

Walraven has an undergraduate degree in Economics and an MBA in Finance, with an emphasis in Real Estate, both from the University of Southern California. She also holds a California Real Estate Broker’s license, and is a certified Real Property Administrator and Certified Property Manager.
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Talking points and key messages

About LOCUS
LOCUS is a national network of real estate developers and investors who advocate for sustainable, walkable development in America’s metropolitan areas. LOCUS members work to change federal and state policy on a number of issues related to smart growth development, in partnership with Smart Growth America.

What is smart growth?
Smart growth is a better way to build and maintain our towns and cities. Smart growth means building urban, suburban and rural communities with housing and transportation choices near jobs, shops and schools. This approach supports local economies and protects the environment.

Housing/tax reform

- On January 8, Smart Growth America released “Federal Involvement in Real Estate.” The first-of-its-kind report examines a wide range of federal real estate spending and commitments – totaling about $450 billion per year – including direct loans and loan guarantees, grants, and tax credits.

- The federal government spends or commits approximately $450 billion each year across a wide range of real estate programs, but these investments are not coordinated around a clear set of goals and many of the programs were developed at different times and with different intentions.

- According to the report, none of the programs adequately support existing neighborhoods—places where development can help a municipality increase property values and reuse existing infrastructure. Such strategies would be a fiscal win in these tough times.

- The status quo harms middle-class Americans. Specifically, looking across all the tax and direct grant programs, little support is going to the middle class. Programs like MID benefit higher income owner households who itemize their taxes, and voucher programs benefit our very low income families—there is very little funding supporting our nation’s middle class. 84% of programs are directed at homeownership. An important outcome, but potentially out of proportion with our national realities today when 65% of households are owners and the demand for rentals is growing significantly.

- As a leader in my local real estate development community, now is the time for tax and housing reform that:
  - Supports balanced housing choices
  - Reinvests in existing neighborhoods
  - Provides a safety net for American families
  - Helps more Americans reach the middle class.
Transportation

TOD in TIFIA. LOCUS believes the next transportation bill should take steps to help local communities leverage our transit systems through public-private partnerships to catalyze economic development, improve the efficiency of transit service and reduce long-term operating costs.

1. There are currently over 3,700 rail and bus rapid transit stations in the United States, with communities building and proposing thousands more. These stations as well as other major transit hubs can be the focal point for significant economic development.

2. Transit oriented development (TOD) along transit corridors brings benefits like more business activity, increased property values, more efficient use of our existing infrastructure, increased ridership, as well as improved mobility and quality of life.

3. TOD developers are willing to spend private dollars to improve infrastructure around transit stations but need eligibility in the TIFIA program. This will allow communities to help leverage private sector funds and promote economic development around our transit lines.

4. Encouraging development around transit stations also has the benefit of reducing the public operating costs of transit service by increasing ridership.

Appropriations and community development

1. **Eliminate or streamline federal transportation programs and policies that encourage silos, over-regulation, and red tape**, while protecting programs that support community development which are critical to moving good projects forward and ensuring the economic vitality of our communities, regions, and country.

2. **Support funding for the Partnership for Sustainable Communities**. The Sustainable Communities Partnership between HUD, DOT, and EPA recognizes the critical linkage between transportation, housing, and environmental policy to support community development. For too long, our federal programs have worked in silos, in some cases investing money and staff resources into efforts that actually work at cross-purposes and require unnecessary paperwork and bureaucracy. Effective coordination across agencies saves money and supports stronger local economic growth.

3. **Support funding for the EPA Smart Growth Program**. This program has successfully provided hundreds of towns and cities across the country the cutting edge research and technical assistance they need to strengthen their competitiveness and grow sustainably.

4. **Support 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.
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.
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.

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 caters 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.
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.”

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Walking tour materials
## Development Summary

<table>
<thead>
<tr>
<th>Type</th>
<th>Office (SF)</th>
<th>Retail (SF)</th>
<th>Residential (units)</th>
<th>Hotel (rooms)</th>
<th>Total (SF)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivered Before 2005</td>
<td>6,662,000</td>
<td>-</td>
<td>341,700</td>
<td>-</td>
<td>7,004,700</td>
<td>21%</td>
</tr>
<tr>
<td>Delivered 2000 - April 2013</td>
<td>3,485,000</td>
<td>-</td>
<td>116,150</td>
<td>-</td>
<td>4,649,150</td>
<td>14%</td>
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<tr>
<td>Residential (Existing &amp; Under Construction)</td>
<td>-</td>
<td>-</td>
<td>3,964</td>
<td>-</td>
<td>3,964</td>
<td>1%</td>
</tr>
<tr>
<td>Commercial (Under Construction)</td>
<td>646,500</td>
<td>128,600</td>
<td>-</td>
<td>-</td>
<td>775,100</td>
<td>2%</td>
</tr>
<tr>
<td>Planned</td>
<td>9,561,500</td>
<td>682,800</td>
<td>5,069</td>
<td>500</td>
<td>10,845,800</td>
<td>33%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>27,381,500</td>
<td>1,336,500</td>
<td>13,053</td>
<td>1,127</td>
<td>29,877,170</td>
<td>100%</td>
</tr>
</tbody>
</table>

### 1. MILL CREEK RESIDENTIAL TRUST
(A) 151 S ST, NE (CQ9)
- Residential: 250 units
  - Retail: 1,250 SF
(B) 100 S ST, NE (QUN)
- Residential: 360 units
  - Retail: 9,000 SF

### 2. 50 FLORIDA AVE, NE
- B&B Realty Investments
  - Residential: 385 units
  - Retail: 10,000 SF

### 3. O STREET SITES
- Douglas Development
  - Mixed-Use: 1,000,000 SF

### 4. LOT 854
- Brookfield Asset Management
  - Mixed-Use: 905,000 SF

### 5. WASHINGTON GATEWAY
- MRP Realto
(A) 100 FLORIDA AVE, NE
  - Development at Washington Gateway
    - Residential: 400 units
    - Retail: 5,000 SF
(B) PHASE II-III
  - Office: 627,000 SF
  - Retail: 6,000 SF

### 6. COURTYARD BY MARriott
- Finrisha Group
  - 1325 SECOND ST, NE
    - Hotel: 218 rooms
    - Retail: 10,000 SF

### 7. APP HEADQUARTERS
- U.S. Government
  - 99 NEW YORK AVE, NE
    - Office: 452,000 SF
    - Retail: 8,000 SF

### 8. CAPITOL POINT
- The JBG Companies
(A) 33 NEW YORK AVE, NE
  - Hotel: 230 rooms
(B) PHASES I-II-III
  - Office: 625,000 SF
  - Residential: 375 units
  - Retail: 16,000 SF

### 9. NORTHWEST CHEW
(A) 2 M ST, NE
- William C. Smith/Wellington Group
  - Apartment: 284 units
  - Retail: 4,000 SF
(B) PHASE II-III
- Jar Lynch/Wellington Group
  - Residential: 340 units
  - Retail: 15,000 SF
(C) PHASE III
- D.C. Columbia
  - Mixed-Use

### 10. SKANSKA USA DEVELOPMENT
(A) 88 M ST, NE
  - Office: 314,000 SF
  - Retail: 6,000 SF
(B) 44 M ST, NE
  - Office: 450,000 SF
  - Retail: 12,000 SF
(C) 22 M ST, NE
  - Retail: 340,000 SF

### 11. CAPITOL PLACE
- Principal Financial Group
  - 1200 FIRST ST, NE
    - Office: 273,000 SF
    - Retail: 17,000 SF
  - LEED Gold

### 12. CONSTITUTION SQUARE
- LEED NE GOLD
(A) 145 M ST, NE
  - Northwestern Mutual
    - Office: 575,000 SF
  - Retail: 15,000 SF
  - LEED Platinum
(B) 1275 FIRST ST, NE
  - StorE Direct
    - Office: 300,000 SF
  - Retail: 15,000 SF
  - LEED Platinum

### 13. SENTINEL SQUARE
- Trammell Crow
(A) 50 K ST, NE
  - Office: 490,000 SF
  - Retail: 30,000 SF
  - LEED Gold
(B) 1050 FIRST ST, NE
  - Office: 278,000 SF
  - Retail: 10,000 SF
(C) 45 S S ST, NE
  - Office: 976,000 SF
  - Retail: 20,000 SF

### 14. STOREY PARK
- Faison Realty
- First Potomac
- First Trust
  - 1005 FIRST ST, NE
  - Office: 282,000 SF
  - Retail: 65,000 SF
  - Residential: 250 units

### 24. 110 K ST, NE
- Equity Residential
  - Apartments: 222 units
  - Retail: 2,000 SF

### 25. UNION PLACE
- Cohen Companies
(A) LOREK GRAND
  - 250 K ST, NE
  - Apartments: 212 units
(B) PHASE II-III
  - Apartments: 700 units
  - Retail: 25,000 SF
(C) PHASE IV
  - Apartments: 41 units

### 26. THE WASHINGTON CENTER
- The Washington Center for Internships & Academic Seminars
  - 1005 THIRD ST, NE
  - Intern Residences: 96 units

### 27. 111 K ST, NE
- New Boston Fund
  - Office: 87,000 SF
  - Retail: 1,100 SF

### 28. 77 S ST, NE
- Brookfield Properties
  - Office: 320,000 SF
  - Retail: 16,000 SF
  - LEED Silver

### 29. 25 S ST, NE
- Eurest
  - 310,000 SF
  - LEED Silver

### 30. UNION SQUARE III
- AkinGartman Voelkers
  - 901 NORTH CAPITOL ST, NE
  - Office: 265,000 SF
  - Retail: 4,800 SF

### 31. 801 NEW JERSEY AVE, NW
- The JBG Companies
  - Office: 430,000 SF

### 32. 77 M ST, NE
- The JBG Companies
  - Retail: 10,000 SF
  - Apartments: 363 units

### 33. BURNHAM PLACE AT UNION STATION
- AkinGartman
  - Mixed-Use: 5,000,000 SF

### 34. SENATE SQUARE
- Luxury Investment Group
  - 201 E ST, NE
  - Apartments: 432 units

### 35. LANDMARK LOFTS
- ABD Development
  - Condominiums: 44 units

### 36. STATION PLACE
- Louis Dreyfus
(A) 100 E ST, NE
  - Office: 720,000 SF
  - LEED Silver
(B) 600 SECOND ST, NE
  - Office: 360,000 SF
  - LEED Silver
(C) 700 SECOND ST, NE
  - Office: 300,000 SF
  - LEED Silver

### 37. REPUBLIC SQUARE
- Republic Properties
(A) 25 MASSACHUSETTS AVE, NW
  - Office: 380,000 SF
  - Retail: 3,000 SF
  - LEED Silver
(B) 460 NORTH CAPITOL ST, NW
  - Office & Support Retail: 260,000 SF

### 38. CENTRAL UNION MISSION
- Homeless Shelter & Offices
  - 35,400 SF

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*Note: The map and data are as of April 2013.*
AN INTRODUCTION TO NoMa

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](mailto: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.

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Thank you to the NoMa Business Improvement District and Joe Flood for the use of photos in this program book.