



## **A Technical Assistance Panel Report**

### **Anacostia Gateway**

Sponsored by:  
District of Columbia  
Department of Housing  
and Community Development

August 31 – September 1, 2010

# Anacostia Gateway

Washington, DC

August 31-September 1, 2010  
A Technical Assistance Panel Report

ULI Washington  
4909 Cordell Avenue  
2<sup>nd</sup> Floor  
Bethesda, MD 20814  
(240) 497-1919  
Fax: (240) 497-1818  
[www.washington.uli.org](http://www.washington.uli.org)

## **About ULI Washington A District Council of the Urban Land Institute**

ULI Washington is a district council of ULI—the Urban Land Institute, a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has over 30,000 members worldwide representing the entire spectrum of land use planning and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better communities.

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Washington carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through its educational programs and community outreach initiatives.

## **About the Technical Assistance Panel (TAP) Program**

The objective of ULI Washington's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary advice on land use and real estate issues facing public agencies and nonprofit organizations in the Washington Metropolitan area. Drawing from its extensive membership base, ULI Washington conducts one and one-half day panels offering objective and responsible advice to local decision makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues.

**Robert M. Pinkard**  
Chair, ULI Washington  
Principal, The Pinkard Group

**Lisa W. Rother**  
Executive Director  
ULI Washington

**Yolanda Cole, AIA**  
Chair, TAP Committee  
Principal  
Hickok Cole Architects

**Jason L. Stuart, Esq.**  
Director of Community Outreach  
ULI Washington

# Contents

**Acknowledgments..... Page 5**  
**ULI Washington Panel and Project Staff ..... Page 7**  
**Foreword: Overview and Panel Assignment ..... Page 8**  
**Market Potential ..... Page 13**  
**Development Strategies ..... Page 17**  
**Planning and Design..... Page 23**  
**Appendix..... Page 30**  
**About the Panel (bios) ..... Page 36**

## Acknowledgments

Both personally and on behalf of the Urban Land Institute Washington District Council (ULI Washington), the panel members and project staff would like to thank the District of Columbia Department of Housing and Community Development (DHCD) for inviting ULI Washington to the Anacostia Gateway, in order to assist their efforts in finding creative and feasible concepts for transforming the Historic Anacostia neighborhood into a vibrant mixed-use, mixed-income community. Specifically, the panel would like to thank Leila Finucane Edmonds, Director, DHCD; Genevieve Hanson, Development Manager, Office of the Deputy Mayor for Planning and Economic Development; and Martine Combal, Manager, Property Acquisition and Disposition Division, DHCD, for their work in initiating the Panel and defining the scope, preparing the very comprehensive briefing materials and arranging the additional briefings, touring the panel around the study area, and providing on-site support, thereby ensuring that the panel was well-prepared prior to their arrival, and well-briefed and supported once they began working.

The panel would also like to thank Desa Sealy, Associate Commissioner, Public Building Services, GSA; Darian LeBlanc, Managing Director of Government Services, Cassidy Turley; Steve Green, Vice President, William C. Smith; Butch Hopkins, President, Anacostia Economic Development Corporation (AEDC); Stan Voudrie, Four Points, LLC; Evelyn Kasongo, Ward 8 Planner, DC Office of Planning; and Jamie Henson, Manager, DC Department of Transportation for their presentations to the panel, which augmented the briefing materials and provided an opportunity for the panelists to ask clarifying questions.

Finally, the panel was also very grateful to have the benefit of input from the many other stakeholders, neighborhood residents, and those who work in the area, who attended the opening and/or closing sessions of the panel, as listed below:

Stacie Birenbach	DHCD
Lauren Buckner	OAG/DHCD
Barbara Canday-Masimini	DHCD
Donnette Cooper	OAG/DHCD
Jim Dautenhahn	DRI
Maribeth DeLorenzo	DHCD
Chris Dickersin	DHCD
Hillary Dovick	DHCD
Stanley L. Fields, Sr.	DHCD
Curtis Foy	DHCD
Commissioner Greta Fuller	ANC 8A03
David Garber	And Now, Anacostia Blog
Guyton Harvey	DHCD
Brad Hicks	DHCD
Briony Hynson	ARCH Development Corporation
Scottie Irving	Blue Skye Development and Construction

Lamont Lee	DHCD
Freddie Lewis Archer	Lewis Real Estate Services
Charles Lindsay	DHCD
Joan McKenzie	OAG/DHCD
Michelle Mulcahy	NCRC
Denise Nelson	DC Housing Finance Agency
Vonda Orders	DHCD
Nikki Tameko Peele	reSPIN Public Relations
Wanda Pope	DHCD
Brenda Richardson	Office of Councilmember Marion Barry
Dan Soliman	NCRC
Carisa Stanley	DC Housing Finance Agency
Jim Thackaberry	DHCD
Mike Wallach	AEDC
Michael Woodson	DHCD

The findings and recommendations provided in this report are based on the collective expertise of the panel, along with the briefing materials, and information gleaned from the tour, stakeholder presentations, and roundtable discussions conducted during the panel's one and one-half day effort.



Panelists meet with area residents, employees and other community stakeholders at the beginning of the TAP process.

# ULI Washington Panel and Project Staff

## Panel Chair:

Richard L. Perlmutter  
Principal and Co-  
Founder  
Argo Development  
Company  
Rockville, MD

## Panelists:

Alvin Boone  
Project Manager  
Federal Bureau of  
Investigation, Facilities  
and Logistics Services  
Division  
Washington, DC

Brian Allan "A.J."  
Jackson  
Senior Vice President  
EYA, LLC  
Bethesda, MD

Ellen McCarthy  
Director of Planning and  
Land Use  
Arent Fox LLP  
Washington, DC

Ryan Bouma, ASLA,  
LEED AP  
Senior Associate  
AECOM  
Alexandria, VA

Dena Kennett  
Landscape Designer  
AECOM  
Alexandria, VA

Sandy Silverman, AIA  
Principal  
Lessard Group, Inc.  
Vienna, VA

Robert J. Duffy, AICP  
Planning Supervisor  
Prince George's County  
Planning Department,  
M-NCPPC  
Upper Marlboro, MD

Thomas Martens  
Associate Vice  
President, Economics  
AECOM  
Arlington, VA

Anthony J. Startt  
Acquisitions &  
Development Analyst  
Jair Lynch Development  
Partners  
Washington, DC

Kwasi Holman  
President and CEO  
Prince George's County  
Economic Development  
Corporation  
Largo, MD

Elizabeth Price  
President  
NoMa BID  
Washington, DC

Martin J. Wells, P.E.  
President  
Wells + Associates  
McLean, VA

## Staff:

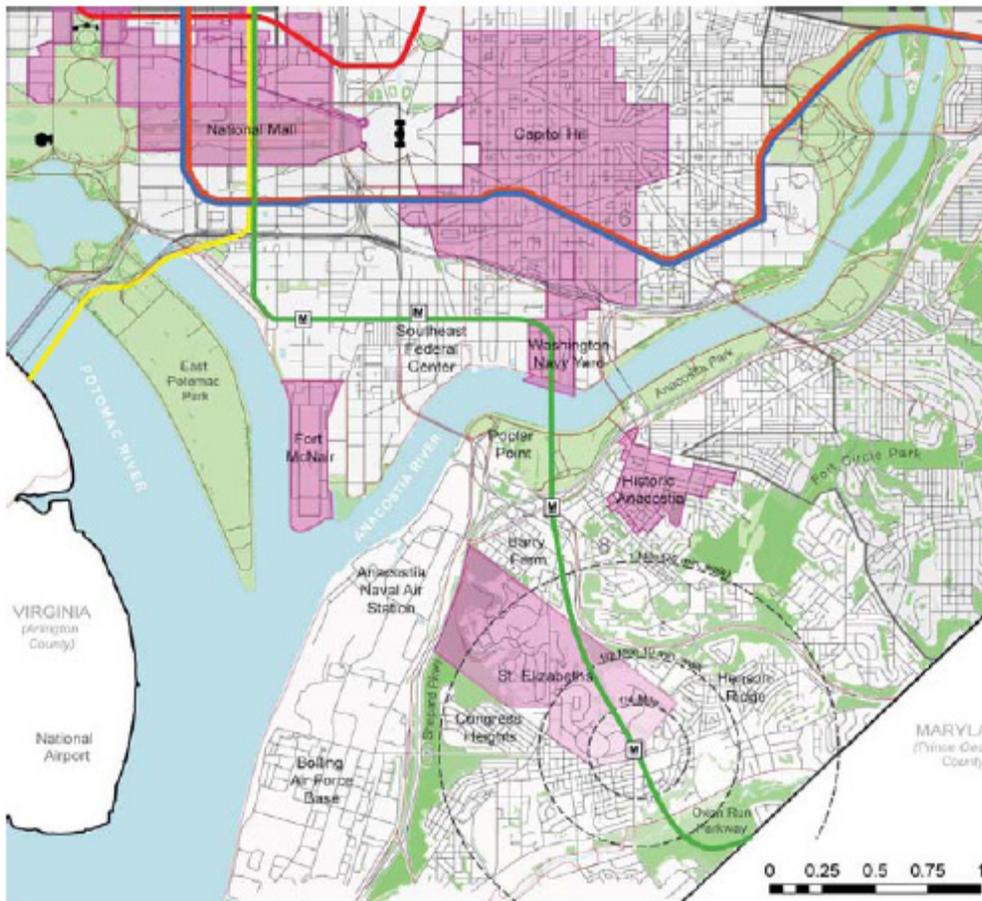
Jason L. Stuart, Esq.  
Director of Community  
Outreach  
ULI Washington  
Bethesda, MD

# Foreword: Overview and Panel Assignment

The District Government's Department of Housing and Community Development (DHCD) has a unique opportunity to transform a blighted area that acts as the entry point into an historic district filled with sleepy commercial storefronts and distressed single family homes. This revitalization must begin at the intersection of Good Hope Road and Martin Luther King, Jr. Avenue, SE, which is the original gateway into historic downtown Anacostia and where DHCD's new office building is juxtaposed against much older vacant and under-utilized properties. This area is highlighted on Map #1, below and will be referred to throughout the application as the "Anacostia Gateway." The City has an opportunity to catalyze the revitalization of the Anacostia community through strategic investment at this intersection, as six parcels (identified below) are either owned by or in the process of being acquired by city agencies, including five by DHCD.



Map #2, below, shows this area, and Historic Anacostia, within the context of its surroundings.



Notably, the Anacostia Gateway is the portal to a latent commercial corridor that leads directly to the massive redevelopment of St. Elizabeths West Campus – formerly part of a psychiatric hospital – into the new headquarters for the Department of Homeland Security. St. Elizabeths has been trumpeted as the second largest commercial development effort undertaken by the Federal Government, since the construction of the Pentagon. However, since Historic Anacostia has been economically depressed for decades with the highest rates of unemployment, crime, illiteracy and foreclosures in the District of Columbia, it is critical that a neighborhood planning effort is undertaken to establish smart growth principles, to stabilize neighborhoods and to take advantage of the economic and civic opportunities that the surrounding development will stimulate. DHCD must prepare for and capitalize on the economic benefits that the St. Elizabeths West redevelopment will create for the neighboring communities, including Historic Anacostia.

DHCD asked the panel to provide creative and feasible concepts for transforming the Historic Anacostia neighborhood into a vibrant mixed-use, mixed-income community.

More specifically, an Urban Land Institute Technical Assistance Panel (TAP) is needed to begin the process of reassessing the highest and best use of this area and craft a framework for a revitalization strategy for the Anacostia Gateway to include:

- Creating a vision for economic stimulus and smart growth planning
- Assessing the implications of the new demand for housing, goods and services from the Headquarters Consolidation for the Department of Homeland Security, which will bring thousands of construction workers, 14,000 employees, and 2,000 DHS visitors and contractor support daily
- Developing initial land use plans including:
  - Identifying specific parcels that are underutilized
  - Identifying uses and density
  - Phasing/sequencing of vertical development
- Identifying challenges and constraints to redevelopment in the subject area

### **Questions to be Addressed by the Panel**

#### **Real Estate Development - Mixed-use, Mixed Income**

- What is the right mix & timing of uses: office, retail, housing, civic, education, etc. that can leverage surrounding development to revitalize the Anacostia Gateway?
  - What type of commercial design is most appropriate to celebrate the historic nature of the District – town center, Barracks Row-Style, etc.? What best practices for this type of commercial corridor and smart growth development can we emulate?
  - What variety of neighborhood amenities, such as restaurants, drugstores, drycleaners, printing, etc., should serve new population as a result of the St. Elizabeths Redevelopment? How do we promote local business to deliver these services?
  - What tools can be used to prevent and stabilize foreclosures? And how can we encourage prospective buyers and developers to purchase foreclosures?
  - What demand for housing can we estimate, given the demographics and residency of current and future DHS employees and contractors?
  - Which buildings are appropriate for adaptive re-use? And what type of uses?

#### **Transportation**

- What are efficient mass transit options and circulation patterns that promote non-vehicular transportation options?
  - How do we reduce the traffic congestion that already exists at the intersection of Good Hope Road and MLK Ave?

- How do we incorporate the Anacostia Streetcar line into the redevelopment strategy?
- What could be the impact of a new Circulator Bus route across the 11th Street Bridge along the Historic Anacostia commercial corridor?
- How do we make the streetscape to the Metro more pedestrian friendly?

### **Sustainable Design**

- What environmental standards can we establish that exceed DC Green Building Act?
  - What institutions can assist or even need space to pursue sustainable design?
  - What models are available in green urban planning at a neighborhood - level in areas of water and waste mgt, fossil fuel reduction, energy efficiency, bldg materials, etc.?
  - What grants are available to reduce the cost differential for “green building“?

### **Public Realm**

- How much open, green space should we make available and where?
  - Is there a desired ratio of green space vs buildings and roads?
  - What types of passive and active recreational activities do we want to promote?
  - How can we incorporate sustainable design and public recreation space?
  - What green infrastructure can be developed to enhance the attractiveness of the community?

### **Business Opportunities**

- How can we communicate and ready businesses for contracting opportunities?
  - What business and contracting opportunities could be available to local residents?
  - How can we anticipate General Services Administration (GSA) contracting and Department of Homeland Security (DHS) vendor opportunities for businesses?
  - What community stakeholders do we leverage to outreach and conduct training for business opportunities?

### **Workforce Development**

- What positions can we create job training programs for and how can they be marketed?

- How do we create a reasonable lead time to identify available positions and institute training programs hosted by the Department of Employment Services (DOES)?
- How do we better identify candidates seeking job opportunities?
- How do we communicate, in real time, positions and training programs?

## Market Potential

The panel began its process by taking a thorough inventory of the study area's many strengths, which are detailed throughout this report. It may come as a surprise to some, however, that the panel does not view the impending consolidation of the various agencies of the Department of Homeland Security (DHS) into a new headquarters at St. Elizabeths West Campus—and the 14,000 employees who will work there—as the most important factor affecting the area's future growth and potential. The panel appreciates the fact that there are a number of “big projects” in various states of development throughout Ward 8, including St. Elizabeths West Campus, St. Elizabeths East Campus, Poplar Point, Barry Farm, and numerous infrastructure projects, including the streetcar system and re-construction of the 11<sup>th</sup> Street Bridge, and that the Anacostia Gateway will no doubt help shape, and be shaped by, these projects. It is, of course, essential to always look at the big picture, and for the Anacostia Gateway to position itself now to maximize its benefit from and complement these surrounding projects. However, the panel believes that, for the reasons outlined below, the full potential of the Anacostia Gateway can best be realized not by attempting to obtain spin-off benefits from other new projects, but rather by investing in the area for its own sake and drawing upon its own inherent strengths, with the aim of attracting new residents and thereby initiating a process of largely organic growth. In the panel's view, the area's historic character and its access to the Anacostia River are its strongest attributes, and should serve as the focus for future redevelopment, infrastructure improvements and other public investments, and branding.

As discussed in the Planning & Design section of this report, the panel did consider infrastructure and transportation options that could increase the number of people passing through the area, thus boosting the traffic counts and visibility so prized by many retailers. The panel rejected such alternatives, however, in favor of investments that would instead improve the sense of place and walkability for those living and working in this unique historic neighborhood. Many of the other surrounding projects will have more critical mass and/or will be better-positioned to fill the “spin-off benefit niche,” but fortunately Anacostia Gateway has its own niche to fill.

In the assignment and briefing materials, DHCD advised the panel that six parcels within the Anacostia Gateway area are either owned by or in the process of being acquired by city agencies, including five by DHCD, as shown in Map #1 on page 7. Given the fact that the assemblage of buildable parcels in an urban environment is always an extremely difficult task, preventing many laudable redevelopment efforts from ever becoming possible, the panel commends the District for its foresight and proactive approach. The panel carefully considered the redevelopment potential for each of the parcels in light of the market potential for the area, and although not all parcels are suitable for redevelopment in the near term, each parcel can be improved in some manner, thereby enhancing the entire Anacostia Gateway. Within this context, the panel reached the following conclusions regarding the area's market potential.

Anacostia Gateway is a separate and distinct market from other parts of Ward 8. The panelists keenly felt community members' great pride in their neighborhood, its unique character, its affordability, and all that it already has to offer. As with virtually all communities, the panelists also perceived a desire by residents and area employees for a greater diversity of offerings, especially in terms of retail and "things to do." While it might be tempting to view the addition of 14,000 DHS employees, plus contractors and visitors, as a generator of new demand for Anacostia Gateway and thus a stimulus for such development, the panel believes that the area is and shall largely remain a separate market from St. Elizabeths and other activity generators, and that its highest and best use is to meet the needs of its own residents and workers, both those who are already there and those who can be drawn to the area, through the making of several key investments.

Absent a dedicated office user, the area is not a competitive location for office. Although federal contractors may eventually seek office space closer to DHS, the panel believes they would be far more likely to relocate to St. Elizabeths East Campus, particularly if the two are connected via tunnel under Martin Luther King, Jr. Avenue SE. Given the historic character and relatively low scale of the Gateway area, the panel can only envision additional office there under very limited circumstances, unrelated to St. Elizabeths. For example, Parcel A could accommodate an office building, but absent a dedicated user, such as another District Government agency, the panel does not view Anacostia Gateway as a strong office market.

Retail will be driven by additional households, not by spinoff effects of DHS relocation. Considering the distance from the Anacostia Gateway to the St. Elizabeths West Campus (approximately 2 miles), access and security issues, and the more readily available options that will eventually exist at St. Elizabeths East Campus, the panel does not think that the impact of St. Elizabeths West Campus will be highly significant on retail in the study area. Moreover, panelists involved in projects near other large federal government offices, including NOAA in Silver Spring and the Navy Yard, noted that their projects did not realize appreciable spin-off benefits from these employers during lunch time or other working hours, especially, in the case of NOAA and Silver Spring, when compared to large private sector employers such as Discovery Communications.<sup>1</sup> Thus, the focus should be on neighborhood-serving, rather than destination retail. In order to attract this additional neighborhood-serving retail, the focus must be on increasing the number of households and purchasing power within the area.

Demand for some new residential and rehabilitation of existing stock. Due to the fact that DHS is an existing employer, with employees who likely will just change their commuting patterns (as opposed to the situation when a new employer comes to the region), the panel does not predict large-scale new residential demand for the study area. This may change as employees retire and turnover occurs, and the panel did take

---

<sup>1</sup> As is well known, Discovery Communications made a conscious decision to not include a cafeteria in their building, thereby "encouraging" their employees to patronize nearby establishments. St. Elizabeths West Campus, however, will include a cafeteria, fitness center, auditorium, and other facilities all within its historic walls.

note of the fact that some DHS positions may require unconventional hours, or employees to be on-call, in which case there would be an added incentive to live as closely as possible to work. On the other hand, the public and private sectors have already made large investments in the Capitol Riverfront just over the bridge and one Metro stop away, with new amenities, including the Yards Park, as well as condos, apartments, and townhomes that remain relatively affordable, so that area may absorb some of the new demand.

Nonetheless, with the proper infrastructure and public realm improvements, the panel does see the potential for 215-265 new residential units, as detailed in the Development Strategies section of the report. Given the price points and the cost of doing development beyond the cost of land, these new developments will require subsidy, both at the project level and at the tenant or homeowner level. Considering the 14% current vacancy rate, a significant amount of which is in the form of dilapidated housing units, the panel also sees potential for adding residents through incentivizing the rehabilitation of existing housing stock, much of which could be very desirable if repaired.

Although less than 300 units may not seem like a game-changer, the panel believes that the new activity, excitement and sense of place that can be created by new housing and infrastructure investments will lead to houses being revitalized in the historic district, and will in turn prompt other developers to work on their parcels. Anacostia Gateway's authenticity as a place and its access to the river are two attributes that no amount of induced demand can match, and thus the panel believes that prioritizing public investments here makes good sense.

In the midst of multiple redevelopment projects, Anacostia Gateway investments require—and merit—prioritization. It is an admittedly simple observation, but it bears noting that there are only so many employers seeking offices, retailers seeking space, and residents seeking places to live, work, play and shop within the entire region, much less within one part of it. Indeed, although the issue is outside the scope of the questions presented to the panel, the panelists do feel that given the number of redevelopment projects in the immediate area, the District needs to prioritize its efforts. With finite resources, it is preferable, in the panel's view, to make consecutive concerted efforts on each project, rather than to spread resources across several projects simultaneously. Thus, the District needs to prioritize its various development projects in Anacostia and determine how much money it will allocate to each and on what schedule. In the panel's opinion, the infrastructure issues at Poplar Point and the relocation and build-first policies of the Barry Farms New Communities Initiative make the Anacostia Gateway area the most compelling priority, despite the greater proximity of Barry Farm to St. Elizabeths.

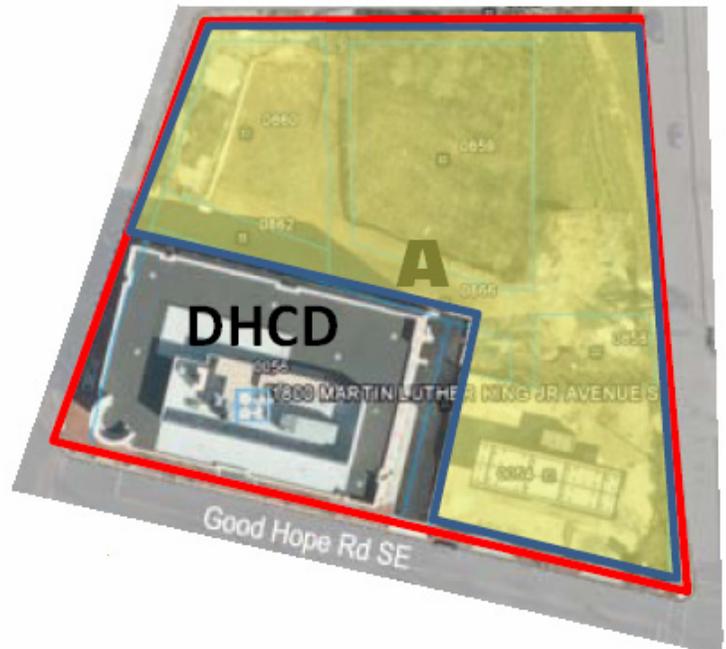
Workforce Development. As noted above, when DHS moves into St. Elizabeths, most of the employees will come with them, so there will be a period of time before they hire new people. And, although outside the typical scope or expertise of a TAP, DHCD did ask the panel about the business opportunities and workforce development issues

associated with the DHS headquarters relocation. Based on the experience of some panel members in developing secure government facilities and working for government agencies, the panel notes the importance of security clearances and other criteria that are required for anyone seeking employment in such facilities, be they in a managerial, maintenance, or support position. Similarly, senior positions are usually recruited nationwide, and many of those hired for DHS positions have police and/or military backgrounds. Given the many schools in the area, the panel recommends engaging DHS to get into middle and high schools, in order to talk to students about these issues, provide role models, and help youth understand how decisions they make now have consequences for their entire career, especially when top secret clearances are involved. The panel also cautioned that many things one might assume could be contracted out to local businesses may go to a national contractor, e.g. vehicle maintenance, or may have a single supplier, such as to manage cafeterias or food service, minimizing some potential economic spin-off effects. However, there is potential for small businesses to work in fabrication of materials, which could provide opportunities for uses that fit in with industrial facilities within the study area.

## Development Strategies

As seen below, the panel focused on creating anchor sites in the area, believing that these are where the District should focus scarce resources, as they are the keys to generating the type of organic growth that will help the smaller sites infill. If anchor sites can be stabilized, other sites will attract private investment. As evidenced by the public stakeholder sessions, there are landowners in the community trying to do development on their own, so the panel tried to strike a balance, enabling the District to take actions that would be complementary to, and not competitive with, the private development that others are trying to stimulate.

Parcel A. The panel views the aptly-named Parcel A as the key site for redevelopment. The site was initially planned for a large District government center—which the panel still thinks is a good idea—however, the panel understands that there are funding constraints that could prevent that from occurring. Absent such a dedicated government tenant, the panel does not see this site supporting commercial office development. Although spinoff from DHS will generate office demand, that demand will likely occur closer to the DHS headquarters, at East Campus and Poplar Point. Instead, the panel believes that the site could support mixed-use residential/retail, providing needed space for larger-format regional or national retailers, who would not fit into existing retail space in the area.



The redevelopment of Parcel A would also provide an important opportunity to add more parking to the area, for which there is currently an acute need. In addition to the site identified by DHCD, the panel discussed the potential to put a surface lot or structured parking on the north side of S Street, which appears to be currently used as a prep site for the 11<sup>th</sup> Street bridge work, but could be available for use once that work is complete. Parking in this location could serve both the redevelopment project and the existing retail space in the Gateway, allowing people to park their cars at the entrance to the community and walk.

The first potential redevelopment scenario for Parcel A entails wrapping a four-story, 140-unit apartment building over ground floor retail, with a two-level above-grade parking structure below the residential. In the illustration below, red indicates retail, with

each retail pad encompassing about 8,000 square feet (sf), for a total of 16,000 sf, serviced by existing alleys. As noted in the Market Potential section of the report, the rents that could be achieved in the area simply do not support higher-cost concrete high-rise construction, so this building would be a wood-frame construction building over ground floor retail and parking, with masonry exteriors compatible with existing community. The building could also be broken up to look like a series of smaller buildings, in order to match the scale of the neighborhood. As a point of reference, the DHCD building is about 35-40 feet high, but with the grade on the rear of the site, this building could be 50-60 feet high; this would afford the same nice views as there are from the DHCD building, which would be a good marketing tool. The apartments would start 20 feet up, allowing for the 20-foot ceiling heights—desired by most retail users—in the space below, with the entrance on 13th Street.

Illustration #1: Potential redevelopment scenario for Parcel A, with surface parking lot on north side of S Street

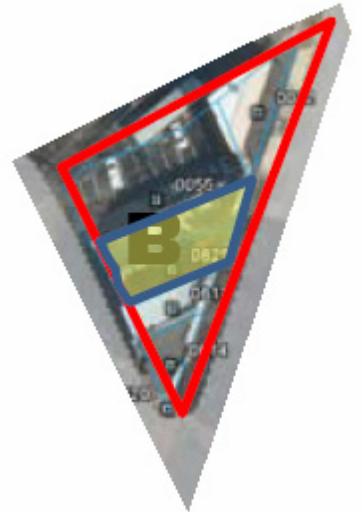


A second alternative for Parcel A considered by the panel, shown below, involves eliminating S Street so that there is a continuous parcel, with structured parking serving as a buffer against the freeway. This would also allow for additional residential units, with about 190 units being possible with this design. As can be seen in both illustrations, the panel envisions the streetcar line running down the middle of Martin Luther King, Jr. Avenue SE, then flaring out at stops, with one stop right at the new project at Parcel A.

Illustration #2: Alternative potential redevelopment scenario for Parcel A, with structured parking on north side of S Street, and additional residential units.



Parcel B. As one of the smaller sites, with a single-use building, the panel did not view this parcel as a key site for public investment, since it would not appear to offer the “best bang for the buck.” Without much redevelopment potential or upside as far as additional density on the site, the panel instead believes that the main need for Parcel B is to focus on code enforcement on this and the adjacent property to increase “curb appeal,” while trying to promote a user to take over the existing space.



Parcel C. This parcel includes the Anacostia building directly across the street from DHCD. The panel thinks that the focus should be on finding or promoting retail or cultural uses in the existing building. Given its visibility, the panel believes it is critical to find a user in the short term that provides a good street and visual presence to help to stabilize the neighborhood and make a good first impression when DHS employees and visitors begin arriving in 2013-2014. The other buildings in this parcel have existing tenants in them; therefore, the panel thinks that the District should simply encourage those existing



businesses. The panel does think that there may be an assemblage possibility with Parcels C and D in the long-term, but taking action in the short-term must take precedence at this point.

Parcel D. This parcel is on the corner of U Street and Martin Luther King, Jr. Avenue SE. Although there are different owners of individual lots within the parcel, the panel thinks that this site is a real opportunity for the District to pursue assemblage or joint development with existing owners. It is a great site given the visibility coming over the bridge; along with its size, this could make it a true anchor site and a focus for mixed-use development. Given the dimensions of the site, the panel thinks it offers the best opportunity to attract a small-format (10,000 sf) specialty grocer on the ground floor, and then develop residential above, with parking tucked behind, for which the parcel's grade would allow three levels. Once again, the residential component would be high enough to provide views over the highway and toward the river.

Redevelopment could incorporate existing historic facades, such that the entrance to the grocery could be through the historic storefront that remains, with the entrance to the residential above on the corner; however, this could increase total development cost and require additional subsidy. This site could accommodate approximately 75 units, which would be the right size for a potential condominium project. The units would need to be mainly one and some two bedrooms, and would command low price points (approximately \$200/sf) relative to the region. The panel believes that the development costs would exceed this figure, and thus subsidies would be required, both at the project level and at the owner level.

Parcel E. This parcel includes a series of existing retail buildings with varying tenants, some of which are vacant. Given the fact

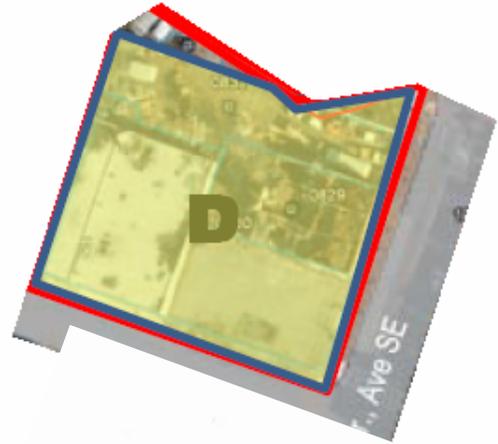
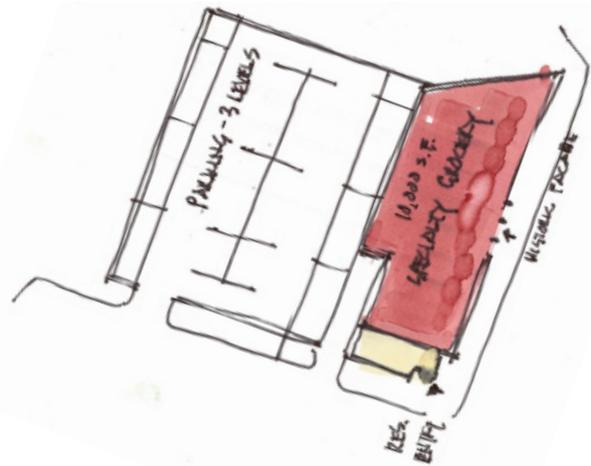


Illustration #3: redevelopment scenario for Parcel D, with small-format (10,000 sf) specialty grocer on the ground floor, 3 levels structured parking tucked behind, and approx. 75 residential units above both



that some are currently occupied, and that some are more successful than others, the panel thinks that this is an area where growth should be allowed to occur organically over time, assuming that the larger anchor parcels can be developed and stabilized. Many of existing retail spaces here are not adequate from a loading perspective or from a contiguous space perspective to support national retail tenants, so these would be local tenant opportunities. An investigation by the District into potential easement creation opportunities along the back, thereby creating an alley, would greatly improve the viability of these parcels, allowing loading from the rear and thus also relieving traffic caused by loading and servicing from Martin Luther King, Jr. Avenue SE. In fact, creating a rear alley will likely be essential to the success of the retail if the streetcar is brought to Martin Luther King, Jr. Avenue SE, because delivery trucks will no longer be permitted to unload from the street, as they do in other commercial areas.

Parcel F. The panel endorses the District's efforts to acquire the properties in this parcel; however, in lieu of redevelopment, the panel recommends that the District use these as opportunities to activate the street presence and stabilize the neighborhood in the near term. This effort is likely to be revenue-neutral at best, but any sort of retail/arts/educational/cultural uses that could activate the space in the short-term are critical. This could include innovative approaches, such as a "Museum of



Temporary Art" or other storefront displays, such as those pictured below. After Parcels A and D are stabilized, these one-story retail buildings could provide a redevelopment opportunity as a slightly higher density mixed-use project, with residential or even office



uses above, but this is a longer-term possibility. Much like Parcel E, the panel thinks there is a need to create an easement behind the sites that could provide loading. In the short term, it is essential that the uses

the District brings to this parcel activate the street. The District must select tenants that are open to the public and require them have activities on nights and weekends in order to bring life to the street. For example, artist space could be provided but the artist would be required to have a minimum number of gallery/studio events during the term of the lease and would be required to have the studio space visible from the street.

Redevelopment of existing homes. In addition to looking at these sites, the panel also studied the surrounding area, and urges the District to encourage renovation of existing family home stock without a bias toward whether that is undertaken by homeowners, landlords, or investors. Given the 14% vacancy rate in the community, anyone who is willing to come in and upgrade housing stock so that it becomes occupied should be encouraged to do so. Residential density is what will attract the neighborhood-serving retail for which community members have expressed a desire, and the new units proposed above are not, on their own, sufficient to create this density.

The panel was happy to learn, after its presentation, that actions have already been taken in this regard, and that DHCD, in partnership with the National Community Reinvestment Coalition (NCRC), applied to the U.S. Department of Housing and Urban Development's (HUD's) Neighborhood Stabilization Program 2 Notice of Funding Availability for a grant to expand the investment in abandoned and foreclosed units in the Anacostia and several other neighborhoods. In February 2010, HUD granted DHCD \$9.5 million in NSP 2 funds to strategically acquire abandoned or foreclosed residential property, as well as fund the rehabilitation of multi-family properties and down payment assistance loans to spark the revitalization and stabilization of these neighborhoods.

The panel was also informed that as recently as August 2010, DHCD, again in partnership with NCRC, applied to HUD's Sustainable Communities Grant for an award of up to \$3 million to foster reform and reduce barriers to achieving affordable, economically vital, and sustainable communities. DHCD applied for this grant in advance of federal and local investments at St. Elizabeths campus and along the MLK multimodal transit corridor, and DHCD has stated that, if awarded, they will establish a sustainable affordable homeownership and rental housing fund, and prepare existing residents and businesses for economic competitiveness by creating a small business implementation plan that builds on existing plans.

## Planning and Design

As mentioned at the outset of the report, the panel views the Anacostia Gateway's historic character and its access to the Anacostia River (as demonstrated in the illustration below) as the area's greatest strengths. Right now, these strengths are insufficiently capitalized on—and in some instances seem to be actively hidden—but with key investments in the public realm, the area can become a better place for people, one that is both more livable and more walkable. Moreover, these investments are necessary to attract new residential and reinforce existing neighborhoods, which can in turn bring in new retail and enable the redevelopment scenarios highlighted above. Such redevelopment furthers the aims of sustainability, as development here is inherently more sustainable than development that would occur farther away from downtown or the employment opportunities that will be here, where all the infrastructure converges.

Illustration #4: demonstrating proximity to the Anacostia River and potential for greening/enhancing the connection to the river and the park.



Connectivity. Fortunately, the streets in the area are already walkable; this is often one of the greatest challenges, but here it is already done. However, the atmosphere along the street must be convenient, inviting, and comfortable, in order to connect to Metro and other nodes of activity, including shopping opportunities further up Good Hope

Road, and the river. Although one might not realize it now, the waterfront is only five minutes away from the DHCD building, providing an incredible resource to which very few communities have this kind of proximity. Creating better connections between destinations, Martin Luther King, Jr. Avenue SE, Good Hope Road, and the CSX corridor are critically important, in order to tie the public realm together.

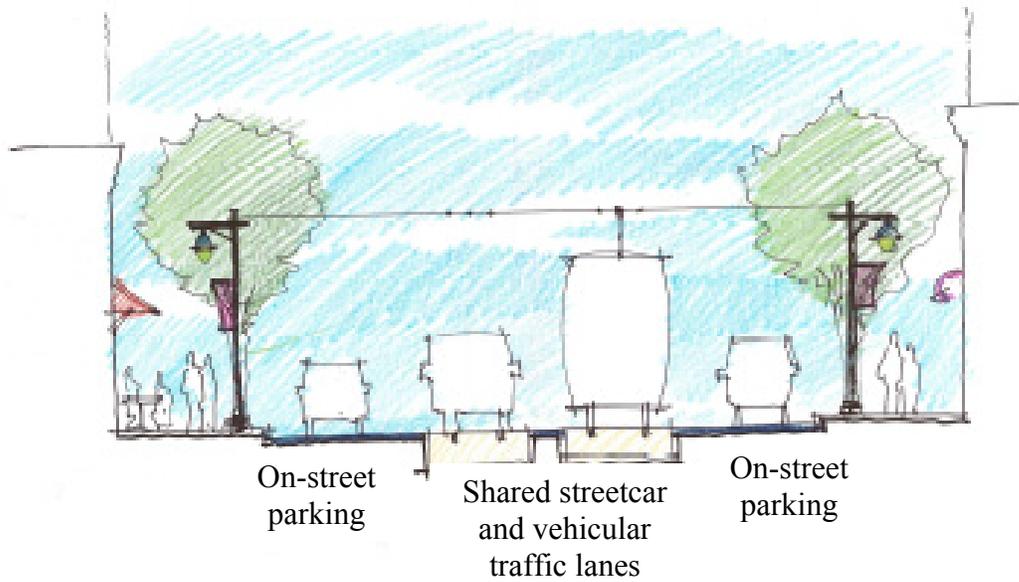
Circulation issues. A number of transportation questions were presented to the panel, and clearly, circulation problems exist in the area. The panel was, however, very impressed with the investments being made: \$300 million for the new 11th Street bridge, \$25 million for the initial Anacostia streetcar segment (Bolling to Anacostia Metro), \$1.3 million for streetscape design along Martin Luther King, Jr., Ave SE, Good Hope Road, W Street, and Howard, and additional monies planned for extension of the streetcar from the northern terminus of initial line segment, up Martin Luther King, Jr Avenue, with segments running out Good Hope Road out to Minnesota Avenue and across the 11th Street bridge.

In general, the panel addressed the various transportation issues within the context of helping Anacostia become an even more special place to live, work, play, and invest, and to better connect to the rest of region. The panel recognizes that the study area is part of a larger region and thus needs to accommodate its fair share of through traffic, but it does not believe that it needs to move as much traffic through as quickly as possible, as doing so would be contrary to its development as a special place. The panel considered recommending a bypass route using CSX right of way, but ultimately decided against it. The panel also realizes that Martin Luther King, Jr. Avenue was at one time a one-way street, but favors its current configuration as a two-way street, as it better serves retail, even if the two-way pattern decreases capacity. Converting 13<sup>th</sup> Street from one-way to two-way could also better distribute traffic, and decrease the burden somewhat on Martin Luther King, Jr. Avenue SE.

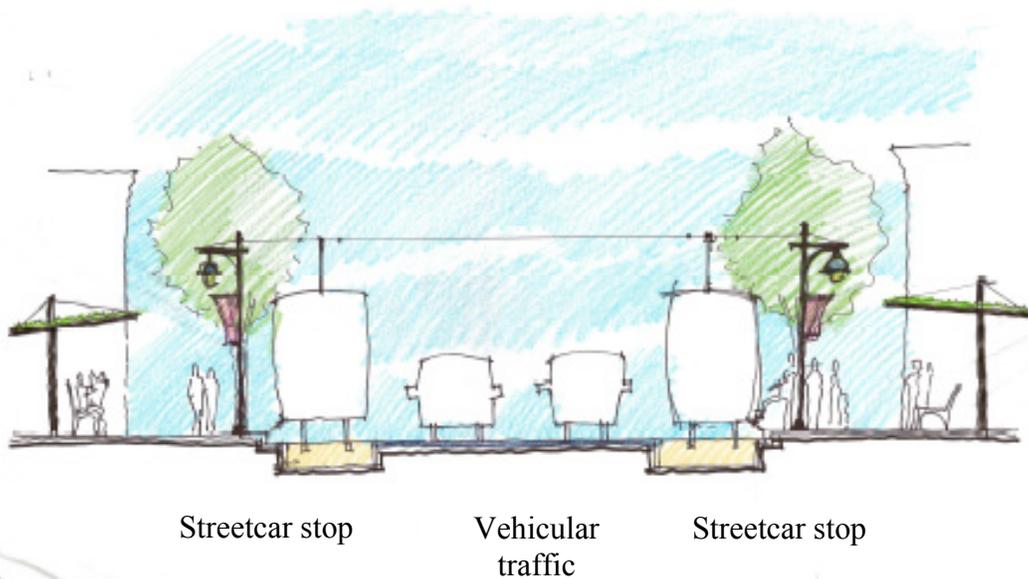
The streetcar line. The panel fully realizes the concern about traffic in the area, and understands the divided community sentiment regarding the streetcar line; indeed, the panel itself had differing opinions regarding the routing of the line. The panel does believe, however, that much of the pass-through traffic in the area may be pushed to 295 when the 11<sup>th</sup> Street bridge improvements are complete, in which case the streetcars will increase mobility and options for those within the neighborhood. Moreover, the street and power line work that will be required for the streetcar line construction will also provide an important opportunity to improve the streetscape.

The panel advises against placing streetcar tracks on the outside lanes, which would preclude on-street parking, and is what seems to be recommended in the current plan. Instead, the panel recommends a combination of two different alignments along the avenue, as depicted in the illustrations below. In the first illustration, the streetcars and the vehicular traffic share the center lanes in both directions, with on-street parking flanking the avenue. Approaching stops, as seen in the second illustration, the streetcar alignment would then shift to the curb lanes. With this alignment, a majority of the street could still have on-street parking to support local businesses.

Streetcar illustration #1: Typical condition



Streetcar illustration #2: Condition at streetcar stops



The panel recommends that this idea be studied as part of the environmental impact statement (EIS) or environmental assessment (EA) necessary to move forward with planning of the streetcar route. There could be four stops within the area where this could take place: adjacent to parcel A; at W Street, somewhere between W and the Anacostia Metro station, and then at the Anacostia Metro station itself.

As a precursor to the streetcar, a Circulator route would be a good idea, with the route following the streetcar route, extending from Anacostia, along Martin Luther King, Jr. Avenue SE, across the 11th Street bridge, then going to either the area around the stadium, K Street, or up to Northwest DC. The panel is mindful that the federal government is planning shuttles between the East and West campuses; if possible, it would be helpful to deploy some of those shuttles in the middle of day to the Gateway area, so that workers would have a choice to have lunch or shop here.

Green streetcar stops. At streetcar stops, where the panel recommends flaring the tracks out to meet the curb, structures will be needed to shade people and keep them out of the rain; these structures should reference historic Anacostia, but can simultaneously promote sustainability. For example, other communities have added green roofs to bus shelters (shown in streetcar illustration #2 above), which may not seem like much but does add up, improving runoff into the river, and sending a message very publicly about the area, its commitment to sustainability, and its connection to the river.

Parking. On the issue of parking, the panel advocates the “Goldilocks approach”: not too little, and not too much. More parking is needed for new residents and retail, as many retailers simply will not locate in an area without adequate parking. On the other hand, providing too much parking will encourage too many to drive, and add to existing congestion. Martin Luther King, Jr. Avenue, SE has a 60 ft right-of-way, which is enough for 4 lanes and sidewalks; right now there is one travel lane and curb parking on each side. Although it would be very easy to say “take away the curb parking,” which would move more traffic, and do so faster, the panel strongly believes that preserving street parking is critical for creating a pedestrian area, given the buffer parked cars provide, while also allowing for retail parking. In addition, the District should explore creating alleys to serve the retail on Good Hope Road and Martin Luther King, Jr. Avenue so that delivery traffic doesn’t add to congestion and retailers aren’t discouraged from locating in the Gateway due to inadequate loading ability.

Lighting. In keeping with the theme of enhancing the pedestrian experience, the panel notes that the streetlights on Martin Luther King, Jr. Avenue SE are currently geared toward automobiles; since automobiles already have their own lights, though, lighting for pedestrians should take precedence. Pedestrian scale lighting helps people recognize faces from a distance, making them feel safer, and help with curb appeal as well.

Street trees. In the day time, walking down the sidewalk is much more comfortable where the sidewalk is shaded. The panel noted a number of places where trees used to

be, and where they could be added. Additionally, current tree boxes should be widened, to both allow for greater runoff retention and to promote tree root and canopy growth.

Connection to Anacostia River and park. The panel cannot overstate the importance of connecting to the Anacostia River as a major part of brand identity for this part of the Historic District, and Good Hope Road is the key to this effort. Currently, Good Hope Road west of Martin Luther King, Jr. Avenue features a 30 ft roadway, with 6ft sidewalks; the panel recommends reducing the roadway to 22 ft and increasing the sidewalks to 10 ft. Although there are brick sidewalks along Martin Luther King, Jr. Avenue, the same does not exist for Good Hope Road, where parts are broken up, and some places have weeds growing eighteen inches high. By bringing the same pedestrian amenities and paving materials through this area, the connections can be reinforced. Right now, the sidewalks signal people that “you want to walk down Martin Luther King, Jr. Avenue, but you don’t want to walk down Good Hope Road.” To the extent possible, the panel recommends carrying these streetscape improvements all the way to the water and activating the park near Good Hope Road with ball fields, flag football, rugby, soccer, or other uses, as well as by programming the space with outdoor movies, festivals, and event space, to be managed by the BID that is forming. The panel fully recognizes that the National Park Service will necessarily be involved, which will require considerable coordination. However, with enough community involvement and advocacy, there could be trees, lights, and paving materials all the way to Anacostia Drive and the water’s edge, where there could also be piers for fishing and kayak/boat entry, as well as other access to already existing amenities.

Although the bridges admittedly create a significant barrier, other communities have found ways to improve underpasses to make them less daunting, and even somewhat inviting, as shown in the surrounding pictures.



CSX corridor: trail and storm water management. The panel believes that substantial coordination with CSX Freight Railway Operations is needed, in order to create a pedestrian/bicycle recreation trail that can connect all the way down to the Metro and Firth Sterling Avenue, particularly since there is no room on Martin Luther King, Jr. Avenue to accommodate bike lanes. To the panel's knowledge, these have been part of city plans for a while, and the panel strongly endorses them, particularly given the new opportunity to connect with the bike lanes on the new 11<sup>th</sup> Street Bridge, and to tie in with what would become the new "front door." There is also an opportunity along the bike trail, whether right where the tracks are or to the side of them, to think about innovative storm water management practices, which can come in to play in much of this redevelopment. Along the tracks, there is a low point and a linear corridor, where DDOE could create pilot projects to filter the storm water running off vacant and impervious surfaces, in order to abate combined sewer overflow issues affecting the entire region. By doing so, Anacostia Gateway could be a leader for the entire watershed, instead of simply being the recipient of upstream problems.

Temporary park at corner of Martin Luther King, Jr. Avenue and Good Hope Road. Across the street from the DHCD building, there is a fence with a sign saying "Welcome to Anacostia." The panel understands that there is a mural planned for the fence, which would indeed be an improvement, but the panel further believes that if the barrier came down completely and decking were added or the site were filled in, it would create a setting for a significant work of art, visible from the 11<sup>th</sup> Street Bridge. Any number of the area's notable aspects and history could be commemorated through that work, be they Frederick Douglass, the history of the site, Uniontown, or creating a first impression in concert with the new development proposed by the panel. The panel does not view the corner as a place for a permanent park, as it is the "100% corner," but given its location it needs to be activated soon.

Other near-term solutions. Recognizing that many of the panel's recommendations will take years to achieve, such as activating the space in Anacostia Park, which will entail working with NPS and will thus require substantial coordination, the panel also focused on what can be done in the near-term. For example, at the Good Hope Road and 13<sup>th</sup> Street space, the panel is proposing a redevelopment, but given the subsidy required, what can be done until that happens? As it is already a level site in front with fencing and access to the street, it could easily become a farmer's market, show outdoor movies, feature dance classes, yoga classes, or any number of activities, which could be activated by the BID being created or by community groups. It is a large site, so it cannot all be actively programmed, but the part fronting Good Hope Road, which would be the most impactful, clearly should. In the back, there could be community gardens or other means of drawing the community in, and the U.S. Department of Agriculture has grants which could be pursued for this purpose. Another option would be to add tables and chairs, and/or a sculpture garden.

Public safety, marketing, and branding. Negative impressions of the area due to perceptions of crime were cited by community members as issues of concern. Whether real or not, dealing with perceptions is important. Removing blight and making the

recommended design improvements will make area look safer, feel safer, and be safer, but as has been experienced in other areas, there is also a need to understand what is happening and what the real issues are. Crime may not be isn't as bad as people perceive it to be, but there is a need to find that out, and to communicate that. The panel recommends that community groups meet with police monthly to find out what is actually happening, so they can demonstrate what is real versus what is perceived. The panel was happy to learn that there are a number of active local bloggers in the community, and to hear from them in the community input sessions, as bloggers talking about the neighborhood and putting out more positive impressions is important.

The thirteen members of the panel were personally grateful for the opportunity to learn more about the area, and to discover all that it has to offer; finding creative means to invite others to the area, offering them the same opportunity to discover Anacostia Gateway, is an important task for all those working and living in the area, and indeed the panel was heartened to see that those in the public, private, or not-for-profit sectors are all cooperating in this effort. A rich history, with landmarks such as the Frederick Douglass House and other historic architecture, and proximity to the Anacostia River, with riverfront parkland, are amenities that many other parts of our region would give anything to have; the panel applauds the District Government for the investments it has already made in the area, and hopes that its recommendations are useful in helping to target future investments, in order to tie all the area's strengths together, introduce more people to the area, and spur the excitement that will lead to sustainable, organic growth.

# Appendix

Map #1, showing the area referred to throughout the application as the “Anacostia Gateway.” The six parcels identified are either owned by or in the process of being acquired by city agencies, including five by DHCD.

Select Parcels comprising Anacostia Gateway\*



\* Vacant and Abandoned Properties are highlighted in yellow

Illustration #2: Alternative potential redevelopment scenario for Parcel A, with structured parking on north side of S Street, and additional residential units. Also shown is the redevelopment of Parcel D; streetscape improvements and enhanced connection to Anacostia River; and the panel's recommendation for streetcar tracks in middle lanes, flaring out at stops.



Detailed illustrations (not included in report text) of both potential redevelopment scenarios for Parcel A, as shown and described in Illustrations #1 and #2 on pages 31 and 32, respectively. The parcel fronts Martin Luther King, Jr. Avenue SE on the west and Good Hope Road on the south.

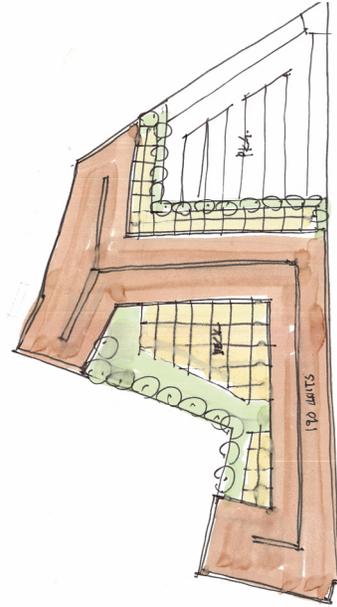
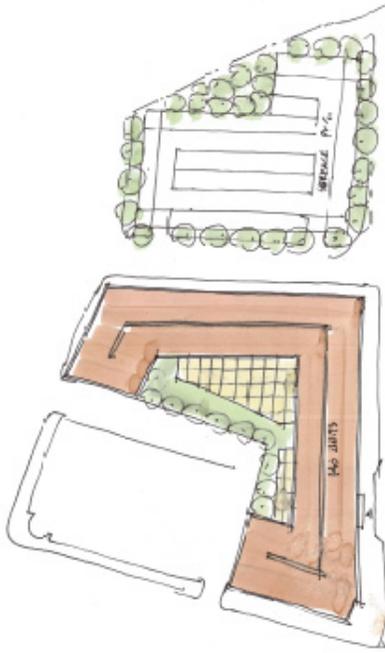


Illustration #3: redevelopment scenario for Parcel D, with small-format (10,000 sf) specialty grocer on the ground floor, 3 levels structured parking tucked behind (allowed for by grade), and approx. 75 residential units above both. The parcel fronts Martin Luther King, Jr. Avenue SE on the east and U Street SE on the south.

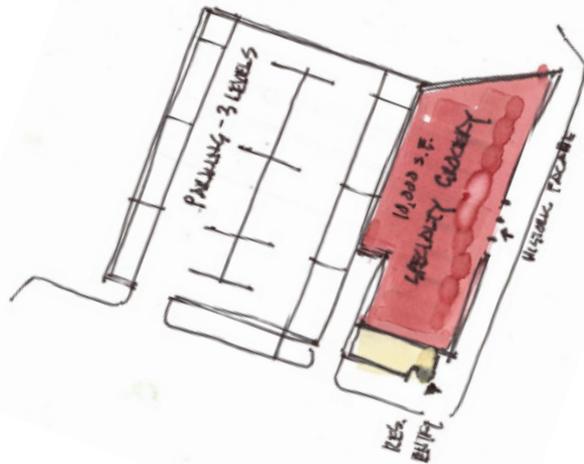
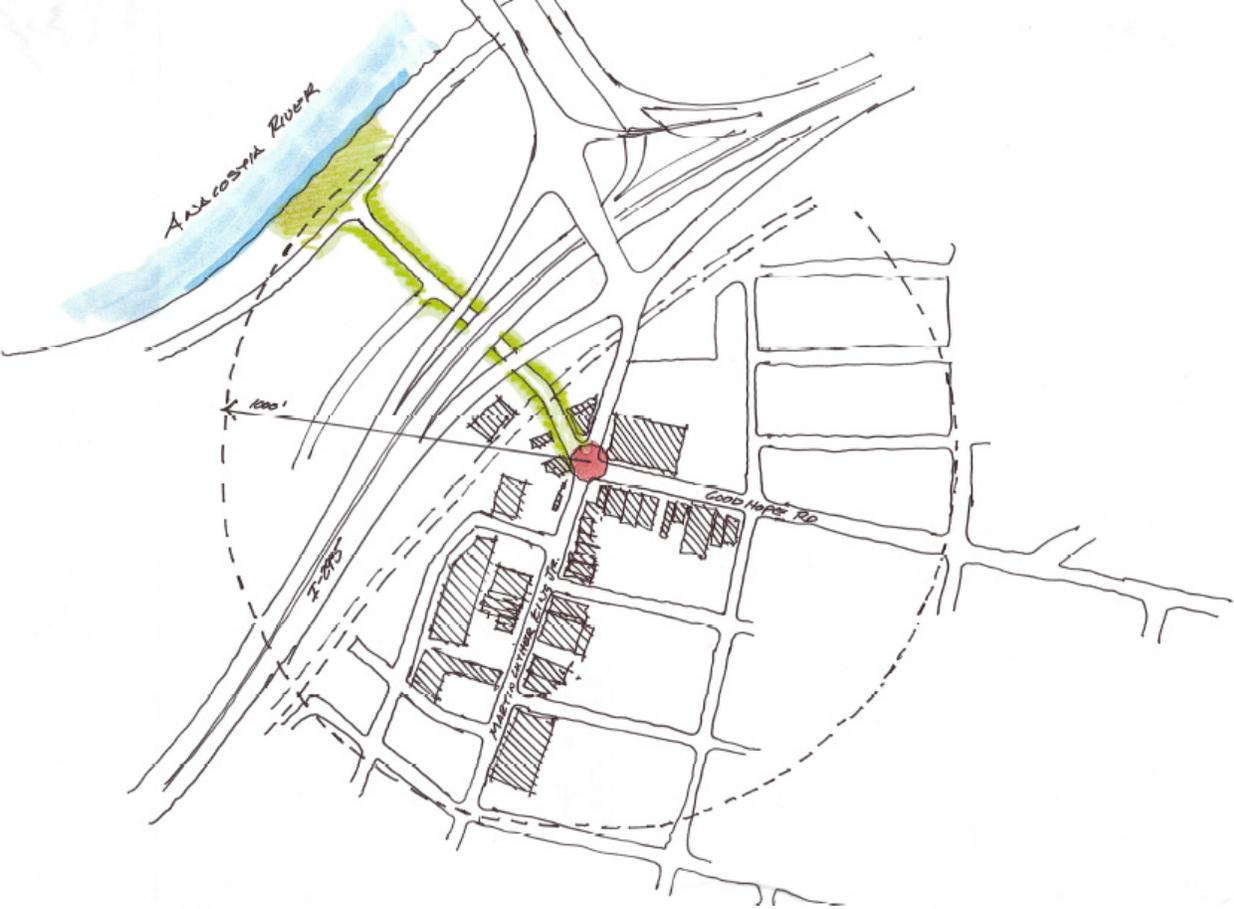
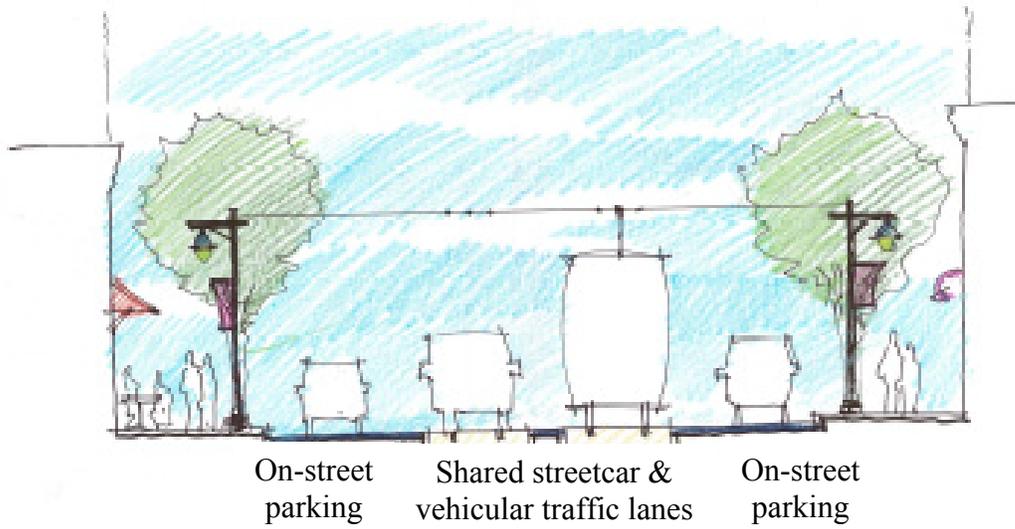


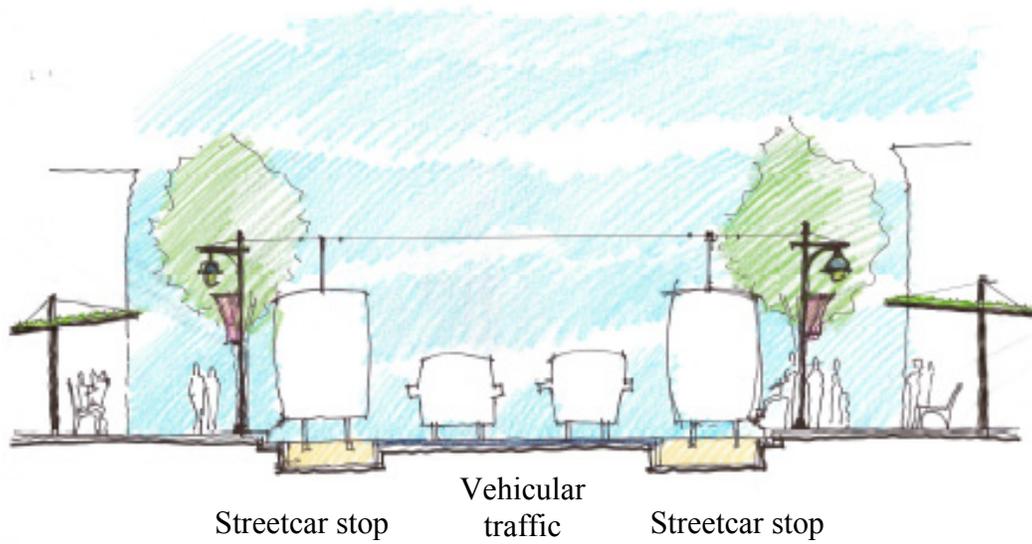
Illustration #4: demonstrating proximity to the Anacostia River and potential for greening/enhancing the connection to the river and the park.



Streetcar illustration #1: Typical condition



Streetcar illustration #2: Condition at streetcar stops



## About the Panel

**Richard L. Perlmutter (Panel Chair)**  
**Principal and Co-Founder**  
**Argo Development Company**  
**Rockville, MD**

Mr. Perlmutter co-founded Argo Development Company in 1996. The firm is based in Rockville, Maryland and currently developing retail, office, residential, and urban mixed-use projects. Since inception, Argo has acquired or developed over three million square feet of commercial and residential space in the Washington, New York, and Boston metropolitan areas. Over his professional career, he has developed and managed property valued at over \$2 billion.

One of the firm's noteworthy projects is Downtown Silver Spring, a 1 million square foot mixed-use development in Montgomery County, Maryland. The development includes retail, office, hotel, multifamily, and civic venues. The project received the 2008 Overall Excellence in Smart Growth award from the U.S. Environmental Protection Agency. The development is a public-private partnership with Montgomery County, Maryland. Mr. Perlmutter is an advisor to master-planned community developers throughout the United States. He also served on several Urban Land Institute advisory panels addressing urban redevelopment issues and is a frequent speaker on transit-oriented development and public-private partnerships.

Previously, as a senior vice president of Bank of America, Mr. Perlmutter was responsible for managing and developing its Real Estate Owned portfolio of over 500 assets, including Milestone, a 2 million square foot master-planned community in Germantown, Maryland. Mr. Perlmutter began his career in real estate development with Oxford Development Corporation and the Bozzuto Group where he developed apartments and retirement housing along the Eastern Seaboard.

After graduating from the School of Law at the University of Oregon, with an emphasis in environmental and natural resources law, Mr. Perlmutter became counsel to the U.S. Senate Committee on Commerce Science, and Transportation. He completed undergraduate studies in environmental design at the School of Architecture and Urban Planning of the State University of New York at Buffalo and graduate study in urban planning at the School of Architecture and Urban Planning of the University of California, Los Angeles.

Mr. Perlmutter is active in community, corporate, and professional affairs and holds the following positions: member, Board of Visitors, Smith School of Business, University of Maryland; governor, the Urban Land Institute Foundation; executive committee, the Urban Land Institute Washington District Council; board member, Montgomery Housing Partnership; board member, U.S.A. Canoe/Kayak; and board member, Carl M. Freeman Associates. He also is a member of The District of Columbia Bar.

**Alvin Boone**  
**Project Manager**  
**Federal Bureau of Investigation, Facilities and Logistics Services Division**  
**Washington, DC**

Alvin Boone has been involved with real estate for over 20 years. He has worked to plan projects, design projects, build projects and maintain property. And he has done this throughout the United States and overseas in locations like Egypt, Saudi Arabia and South Korea.

Alvin enjoyed a 20-year career as a US Air Force engineer. He entered the US Air Force after graduating with an engineering degree from Stevens Institute of Technology in Hoboken, NJ. As a junior officer he served tours in Missouri, Honduras, Egypt and Hampton Roads, Virginia. He got to design and build advanced facilities for the B-2 bomber in Missouri and he managed the on-site construction and turnover of an entire airbase for the Egyptian Air Force. Later in his career he led maintenance and construction teams at airbases in New Mexico and Montana. During both of these assignments, he had the privilege of leading his troops on extended deployments to the Middle East including Saudi Arabia, Qatar, Kuwait and Iraq. At the end of his career he served time in Korea where he worked on war plans and supported the intelligence community with facility renovations. He closed out his career planning the future construction of Air Force base exchanges (base shopping centers) around the world.

After retiring from the Air Force, Alvin moved to the Washington area and worked overseeing the construction of military housing at Andrews Air Force Base. A year ago he started to work as a project manager for the FBI, developing, designing and constructing new field offices throughout the country.

Alvin was born in Heidelberg, Germany where his father was serving in the US Army European HQ and his mother was unfortunate enough to marry him 46 years ago. He grew up with stints in Virginia, Maryland, Pennsylvania and finally New Jersey. He is married to Mrs. JiHee Kim, from Seoul, South Korea. She is a bilingual math teacher and tutor, specializing in advanced high school level math such as calculus. In addition to his engineering degree, Alvin has an MBA and a Masters in International Relations. His hobbies include reading, working out, riding his Harley and scuba diving.

**Ryan Bouma, ASLA, LEED AP**  
**Senior Associate**  
**AECOM**  
**Alexandria, VA**

Mr. Bouma is Senior Associate at AECOM, a global consulting firm whose purpose is to enhance and sustain the worlds built, natural and social environments. Mr. Bouma is a Landscape Architect and urban designer with over 10 years experience, the majority of which involving significant master plan initiatives and public realm design within the District of Columbia.

As project manager for the Monumental Core Framework Plan, Mr. Bouma worked with the National Capital Planning Commission and the US Commission of Fine Arts to develop a visionary, yet implementable redevelopment plan for the center city neighborhoods surrounding the National Mall. Along the Anacostia River, Mr. Bouma is leading the development of planning alternatives for the Poplar Point Environmental Impact Statement, he studied improvements to Anacostia Park, the potential redevelopment of RFK stadium and is leading the design and construction of innovative 'green' streetscapes throughout The Yards in the Capitol Riverfront.

Mr. Bouma believes that a site's constraints can become its greatest opportunities. This philosophy enables him to take projects of all scales from concept through construction and to create award winning ideas for both public and private clients.

As a practitioner trained in Crime Prevention Through Environmental Design (CPTED), a member of the American Society of Landscape Architects and a LEED accredited Professional, Mr. Bouma emphasizes artful sustainability and enhancing quality of life.

**Robert J. Duffy, AICP**  
**Planning Supervisor**  
**Prince George's County Planning Department, M-NCPPC**  
**Upper Marlboro, MD**

Robert Duffy has over 25 years of professional planning experience. He is a graduate of the University of Cincinnati and is a member of the American Institute of Certified Planners. He has served as a planning and community development director and land management administrator with town, city and county agencies in the Midwest, North East, New England and Florida. He has also served as a planning commissioner at the city and county levels.

His planning, management and community development experience includes: comprehensive, district and neighborhood planning; growth management; capital improvement programming; affordable housing financing, rehabilitation and development; downtown planning and revitalization; small business retention and assistance; transit oriented development; bicycle, pedestrian and alternative transportation planning; historic and cultural resource preservation; open space, farmland and natural resource conservation; zoning administration; and code enforcement.

Mr. Duffy is currently a Planning Supervisor with the Prince George's County Planning Department of the Maryland-National Capital Park and Planning Commission. He also serves the City of Alexandria as a member of the Board of Architectural Review for the Parker-Gray District.

**Kwasi Holman**  
**President and CEO**  
**Prince George's County Economic Development Corporation**  
**Largo, MD**

Kwasi Holman has an expansive and professional background in business and economic development, banking, small business turnaround, legislative affairs, policy analysis and marketing spans over three decades.

He is currently the President and CEO of the Prince George's County Economic Development Corporation, a non profit organization whose mission is to develop, implement and evaluate programs and initiatives intended to foster the industrial, economic, commercial growth and expansion and revitalization of Prince George's County.

Under the leadership of Mr. Holman, the EDC has established the Small Business Initiative, a \$100 million program to assist local and minority companies, initiated a retail outreach to attract specialty retailers in conjunction with the County government, began a neighborhood commercial revitalization program, developed an aggressive business retention and attraction program, initiated the County's first operating Foreign Trade Zone and also been active in marketing the county in terms of retail and image, launching a radio, television and print marketing campaign.

Mr. Holman serves as Chair of The Community Foundation for Prince George's County. This Foundation serves as an advocate and supporter of the County's nonprofit organizations helping to connect them to community resources. He is also a member of the Greater Washington Initiative's Council of Economic Development Officials.

Mr. Holman is the immediate Past President of the Maryland Economic Development Association.

**Brian Allan "A.J." Jackson**  
**Senior Vice President**  
**EYA, LLC**  
**Bethesda, MD**

Brian Allan Jackson (AJ) is a partner with EYA, LLC, a Washington, DC area urban infill development company and Builder Magazine's 2009 Builder of the Year. Currently, AJ serves as Senior Vice President of Land Acquisition and Development and is leading EYA's participation in more than \$750 million of public-private development partnerships, including: Capitol Quarter, EYA's portion of the Arthur Capper/Carrollburg HOPE VI redevelopment in Washington DC, the redevelopment of the historic National Park Seminary in Silver Spring, Maryland into a mixed-income community, EYA's partnership with the Alexandria Virginia Redevelopment and Housing Authority to create more than 500 units of mixed-income housing, and a 90-acre mixed-use/mixed-income/transit-oriented redevelopment partnership with Montgomery County,

Maryland. In addition to his acquisition and development responsibilities, AJ is a member of EYA's Executive Committee as well as its Investment Committee and directs strategy and planning for the firm.

AJ has a decade of experience working with public-sector organizations on real estate and public policy issues. Prior to joining EYA, AJ served as Chief of Staff at the U.S. General Services Administration, the single largest owner and operator of real estate assets in the United States. While at GSA, he played a key role in several high-profile development project as well as in GSA's response to the 9/11 terrorist attacks and the anthrax attacks in Washington, DC. AJ is a member of the Executive Committee of the Board of Directors of the Maryland National Capital Building Industry Association, and serves as Chairman of the Washington, DC Liaison Committee. In addition, he is a full member of the Urban Land Institute, where he serves on the Public Private Partnership Council, and a member of the African-American Real Estate Professionals Association. AJ holds a BA with Honors in economics from the University of Alabama and an MBA with Distinction from the Harvard Business School.

**Dena Kennett, ASLA**  
**Landscape Designer**  
**AECOM**  
**Alexandria, VA**

Ms. Kennett joined AECOM in 2008 after completing her Master of Landscape Architecture at Virginia Polytechnic Institute and State University in 2008. She has been a team member on a variety of projects, including sustainable streetscapes, community parks, memorials, cultural museums, US embassies abroad, academic campuses, and master plans. Dena looks for opportunities to become involved with projects that allow design to be used as a tool for visual aesthetic, physical connection, environmental sustainability, and social justice. She is a member of the American Society of Landscape Architects (ASLA), and her awards and honors include the Washington Alexandria Architecture Center Landscape Award, 2006. In addition to working on the 11th Street bridge design team, her project experience includes the following:

**Freedmen's Cemetery, Alexandria, VA**

Landscape Designer. As part of the Woodrow Wilson bridge replacement project, AECOM provided programming, research and schematic design for the memorialization and conservation of a Civil War and reconstruction era African American cemetery on the edge of historic Old Town, Alexandria for the Virginia Department of Transportation.

**National Rural Utilities Cooperative Finance Corporation, Herndon, VA**

Landscape Designer. For the National Rural Utilities Cooperative Finance Corporation, providing master planning, site planning, and landscape architectural services. The project program includes high LEED certification objectives, significant environmental restoration and protection initiatives, and extensive indoor/outdoor uses to integrate building and site, creating an approachable, memorable and highly sustainable project.

NSA Master Plan, Fort Meade, MD

Landscape Designer. AECOM was task manager for multiple project tasks for the National Security Agency / Central Security Service (NSA/CSS) located at Fort Meade, Maryland. AECOM coordinated the work of the multi-disciplinary team assembled by the joint venture of URS Engineers and Leo A. Daly Architects under a contract with the US Army Corps of Engineers (USACE). Working closely with NSA in a series of weekly meetings and workshops, AECOM was responsible for production of several major products including the Vision Statement, Statement of Goals and Objectives, the Report on Existing Conditions and Needs Assessment, a business case study, and the Real Property Master Plan.

US Embassy, Sana'a, Yemen

Landscape Designer. In conjunction with security upgrades for the embassy, a site visit was conducted to document existing conditions and prepare preliminary concepts for the US Department of State. Master planning and design was provided for a new office annex, and alternative plans were developed for up to 102 residences to be located within the compound or on a nearby site or divided between the two. Maintaining and enhancing the essential green open space of the compound and its outdoor recreation facilities was a priority.

**Thomas Martens**  
**Associate Vice President, Economics**  
**AECOM**  
**Arlington, VA**

Tom Martens joined the Washington, DC office of Economics Research Associates (ERA) in 2002, which became AECOM Economics in 2009. He has over 16 years of real estate and economic development experience and manages assignments involving market and financial feasibility, real estate valuations, and fiscal and economic impact analyses. He has a comprehensive real estate strategy and advisory background, including retail site selection and corporate real estate strategy. He has conducted projects on behalf of developers, economic development and other public agencies, financial services firms, retailers, and manufacturers.

Before joining ERA, he worked for five years with Ernst & Young's real estate advisory group in New York, developing national and international real estate strategies for corporate clients and conducting economic development projects for public clients.

Prior to graduate school, he worked for several years with Thompson Associates, a retail consulting firm, specializing in location strategies and sales forecasting. Other employment experience includes land acquisition for K. Hovnanian, a residential developer in New Jersey, and development policy analysis for Bay Area Council, a business-sponsored regional policy organization in Northern California. He holds a Masters in City and Regional Planning, with a Real Estate focus, from Rutgers University.

**Elizabeth Price**  
**President**  
**NoMa BID**  
**Washington, DC**

Ms. Price is President of the NoMa Business Improvement District, a rapidly developing neighborhood in Washington, DC just north of Union Station. The NoMa BID supports the area's economic revitalization through (1) clean and safe services, (2) marketing and events and (3) coordination of public and private investment. The BID is a private, non-profit with an annual budget of \$1.8 million funded by special assessments on commercial property.

Prior to joining the NoMa BID, Ms. Price was a Vice President with the Anacostia Waterfront Corporation overseeing the redevelopment of the Southwest Waterfront, a two million square foot mixed use project. Ms. Price held previous positions in the Office of the Deputy Mayor for Planning and Economic Development, the former National Capital Revitalization Corporation and the U.S. Department of Housing and Urban Development. Ms. Price received her Bachelor's degree from the University of North Carolina at Chapel Hill and a Master's degree in Public and International Affairs from the Woodrow Wilson School at Princeton. Ms. Price lives on Capitol Hill with her husband and two children.

**Ellen McCarthy**  
**Director of Planning and Land Use**  
**Arent Fox LLP**  
**Washington, DC**

Ellen McCarthy is the director of planning and land use for the firm. She has more than 30 years of experience in the planning field, with a focus on zoning, neighborhood planning and historic preservation.

Prior to joining Arent Fox, Ellen was the director of planning and land use for a large US law firm. She advises clients in all aspects of zoning and development review before the Zoning Commission and Board of Zoning Adjustment including planned unit developments, rezonings, variances, and special exceptions. She also assists clients with land use entitlements such as street closings, alley closings, antennas, roof structure reviews, downtown development district compliance and transfers of development rights.

Previously, Ellen was the director of the District of Columbia Office of Planning, where she managed a 60-person team to provide a wide range of services for District of Columbia citizens. While there, her projects included getting city council adoption of a new Comprehensive Plan, the re-engineering of the development review function, and the crafting of a strategy to revitalize dilapidated affordable housing projects into lively, mixed-use, mixed-income neighborhoods while retaining existing low-income residents. She also directed the integration of the Historic Preservation Office into the Office of

Planning from the permitting department, revamping its financial accountability system, and oversaw planning efforts for the Anacostia Transit Station Area, Northeast Gateway, Shaw/Convention Center Area, NoMA and Georgia Avenue, along with completion of new zoning for waterfront districts and numerous large development projects.

Ellen has been involved in several civic and professional organizations. She currently serves on the Advisory Council of the Washington office of the Local Initiatives Support Corporation and on the Housing Council of Catholic Charities of the Archdiocese of Washington, DC. In addition, she co-chairs the Task Force on Public Policy and Regulatory Reform for the Washington effort of the Urban Land Institute's Terwilliger Workforce Housing Initiative. Ellen served on the boards of directors of the Washington Area Community Investment Fund (low-income housing finance organization) and DC Preservation League as well as on Board of Trustees of the Committee of 100 on the Federal City, and she was active in the Citizens Planning Coalition. She was elected president of the National Capital Area Chapter, American Planning Association, and co-chair of the Coalition for a Living Downtown.

**Sandy Silverman, AIA**  
**Principal**  
**Lessard Group, Inc.**  
**Vienna, VA**

Sandy Silverman has recently joined Lessard Group, Inc. as a Principal specializing in Multi-Family and Urban Mixed-Use Development.

Prior to this position, Mr. Silverman was the founding Principal of the Washington, DC office of Dorsky Hodgson Parrish Yue, Architects and Planners which opened in 1999. Mr. Silverman was responsible for the design of projects in the Residential, Commercial and Senior Living Studios. His 33 years of experience specializing in complex urban design solutions of various building types reflects his substantial range of expertise in feasibility analyses and site planning as well as commercial, high-rise residential, senior living, institutional and mixed-use projects. He has been responsible for the design of over ten thousand multi-family housing units and one and a half million square feet of office space.

Mr. Silverman has been published in several industry magazines and has served as guest speaker at professional conferences and panel discussions at both local and national venues. Most recently, he was a speaker at the 2006 Multi-Housing World Conference on Creative Mixed-Use Communities. He is currently co-chair of the local program committee for the 2010 ULI National Fall Conference in Washington, DC. He has recently been appointed to the Senior Living Council of the Urban Land Institute (ULI). He is also a member of the Executive Committee of the ULI Washington District Council. Mr. Silverman recently served as Chairman of the Rhode Island Avenue TAP panel as well as a ULI Panelist on the Laurel Hill Technical Assistance Panel in Lorton, Virginia and the recently completed Revitalization of Richmond Highway panel in Fairfax

County, Virginia. He is a member of the American Institute of Architects and the Washington DC Building Association.

His commitment to quality design, coupled with a disciplined adherence to project budgets and schedules has been a key factor in his successful relationships with clients.

Mr. Silverman has provided expert testimony and presented planning, urban design and rezoning proposals before many of the major government jurisdictions in the Washington, DC Metropolitan Area.

With the recent rebirth of urban housing, Mr. Silverman has focused his time on the development of many mixed-use, senior living, high density rental and condominium residential projects along Washington, DC's Metro corridors and other urban downtown areas such as Boston's Waterfront, Downtown West Palm Beach, Ft. Lauderdale and Jacksonville, Florida. His experience in these project types include various mixed-use, infill projects containing over 3,000 units.

Mr. Silverman holds a Bachelor of Architecture degree and a Masters Certificate from Washington University in St. Louis, Missouri. He is a past winner of the James I. Steedman Memorial Scholarship.

**Anthony J. Startt**  
**Acquisitions & Development Analyst**  
**Jair Lynch Development Partners**  
**Washington, DC**

Mr. Startt is responsible for sourcing and analyzing potential project acquisitions for JAIR LYNCH and its clients. His primary responsibilities include analyzing sites, developing financial models and pro formas, conducting market research and analysis, negotiating acquisitions with property owners and conducting due diligence analysis. Since joining JAIR LYNCH in 2001, he has provided significant financial analysis, oversight, and project management support across a range of planning, development, and construction projects.

Currently, Mr. Startt is the lead Development Associate representing the DC Primary Care Association (DCPCA) for a multi-project acquisition and development program. DCPCA received grant funds from the District of Columbia to open thirteen new and redeveloped primary care medical clinics throughout Washington. The total program development cost is in excess of \$100 million.

**PROJECT EXPERIENCE:**

**MCMILLIAN SAND FILTRATION SITE, WASHINGTON, DC:** 2 million SF public/private mixed-use master plan development on 25-acre historic site in Northwest DC. Total development valued at \$700 million.

NORTHWEST ONE, WASHINGTON, DC: Redevelopment of five District-owned sites into 2 million SF of mixed-income housing, retail and office space. Includes one-to-one replacement of more than 500 units of public housing.

D.C. PRIMARY CARE ASSOCIATION, WASHINGTON, DC: Capital Program Management supporting the development of primary care centers in all eight wards of the District under the DC Medical Homes Initiative. Scope includes sourcing sites for co-location within mixed-use development.

DEPARTMENT OF PARKS & RECREATION CAPITAL PROGRAM, WASHINGTON, D.C.

Capital Program Management of real estate portfolio that included 11 centers and \$56 million of development. Served as Project Manager on the the first publicly-owned LEED Silver certified building in the District of Columbia, the Lamond Recreation Center.

**Martin J. Wells, P.E.**  
**President**  
**Wells + Associates**  
**McLean, VA**

Martin J. "Marty" Wells, P.E. is President of Wells + Associates, and has over 33 years of experience in traffic, transportation, transit, parking, and pedestrian planning and engineering. He has worked for private real estate developers; federal, state, and local governments; and institutions in 30 states and overseas. This experience includes traffic impact studies, transportation analyses of mixed-use developments, travel demand management studies, parking policy and needs studies, transit planning, and highway and parking facility design. Mr. Wells has provided expert testimony before numerous planning boards, elected officials, administrative hearing officers, and citizens groups.

Mr. Wells holds a Master of Science in Civil Engineering from Carnegie-Mellon University and a Bachelor of Science, Civil Engineering, Wayne State University, and is a Registered Professional Engineer in the following states: Virginia, Maryland, New Jersey, Pennsylvania, Colorado, Ohio, North Carolina, Michigan, West Virginia, Indiana, Hawaii, and the District of Columbia. His professional affiliations include the Institute of Transportation Engineers, American Planning Association, Urban Land Institute, and the Congress for the New Urbanism, and he has been published by the Institute of Transportation Engineers (ITE), Transportation Research Board (TRB), Urban Land Institute (ULI), American Society of Civil Engineers (ASCE), National Trust for Historic Preservation, Health Facilities Management Magazine, and International Public Works Congress.