

**ULI Washington**

## **A Technical Assistance Panel Report**

**Planning and Development Considerations for the  
Eisenhower West Area of Alexandria, Virginia**

**Sponsored by:  
The Eisenhower Avenue Public – Private Partnership**

**January 15 – 16, 2008**

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# **Eisenhower West Area Alexandria, Virginia**

## **Planning and Development Considerations**

January 15 – 16, 2008  
A Technical Assistance Panel Report

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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 40,000 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.

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# Acknowledgments

On behalf of ULI Washington the members of the panel and staff would like to extend its sincere appreciation to the Eisenhower Public-Private Partnership for inviting ULI Washington to both outline a long-term vision for the Eisenhower West area of Alexandria, Virginia, and to develop strategies for bringing that vision to reality. In particular, the panel would like to thank Janet Gregor, Executive Director of the Partnership for all of her work in planning for and helping along the process, Partnership Board President Andres Domeyko and Partnership member Agnes Artemel for their time in meeting with ULI ahead of time, Max Kalhammer for his work in compiling briefing materials and finalizing the questions, and Bryan Simmons for his hard work and patience preparing and updating the visual material.

## Sponsors and Stakeholders

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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 and roundtables conducted during the panel's one and one-half day effort. We hope that the following information will help guide the Eisenhower Public-Private Partnership and the City of Alexandria as they work towards completing a Small Area Plan for Eisenhower West, and implementing the corridor's long-term vision. We welcome the opportunity to provide further assistance in the future if needed.

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## **Foreword: Overview and Panel Assignment**

Eisenhower West has been traditionally known as an industrial and commercial services zone. While a new crop of residential apartments, condominiums and townhouses have begun to transform the corridor, it is the Covanta Waste-to-Energy Plant, Virginia Paving, Vulcan Materials and the City of Alexandria's impound lot that people associate with Eisenhower Avenue. These heavy industrial uses located in Eisenhower West during the mid- to late-twentieth century when land around the newly completed Capital Beltway was relatively inexpensive and provided the opportunity for increased space and convenient access to highways.

These heavy industrial and municipal uses have significantly contributed to the identity of the corridor, and continue to prosper. While there has been relatively little development pressure on the corridor to alter that identity, there has been a desire on the part of the City dating back to the early 1970s and more recently from the Eisenhower Public-Private Partnership, for higher density, mixed-use development. In anticipation of this higher intensity development, significant public infrastructure improvements have been either proposed or made over the last thirty years. The Capital Beltway has two interchanges along Eisenhower Avenue, there are two existing Metrorail stations, Eisenhower Avenue has been widened, and bus routes have been put in place. There has also been a controversial proposal to link Duke Street and Eisenhower Avenue through an extension of either Clermont Avenue or Bluestone Road that has not yet received considerable support.

While this momentum has not resulted in any significant shift in the composition of the corridor, the region is expected to attract almost one-half million people over the next five years, and by the year 2030 the metropolitan area is anticipated to have grown by 2 million new residents and 1.6 million new jobs. This growth will have a significant impact on the landscape of the greater Washington area, and given the location and infrastructure improvements along Eisenhower Avenue, will also put development pressure on Eisenhower West. The Eisenhower Public-Private Partnership has therefore begun to advocate for a long-term vision and implementation strategy for development along the corridor.

### **Issues**

As part of their mission, the Eisenhower Public-Private Partnership promotes economic growth and quality of life in the Eisenhower Valley by encouraging quality development through active involvement in the approval process with the community, developers and local elected officials. What the Partnership has found is that development has been discouraged due to the lack of an updated Eisenhower West Small Area Plan. Originally slated to have begun in 2003, this overdue undertaking has been a lower priority than other areas for the City of Alexandria.

While the Partnership understands that there are other areas within the City that deserve the attention of Alexandria's Planning and Zoning Department, it is concerned

that without the Small Area Plan for Eisenhower West, there will not be a comprehensive vision to steer development. Piecemeal development that may take place without an Eisenhower West Small Area Plan will likely take longer to get through the approval process, and may ultimately not fall in line with the long-term vision for the corridor. A comprehensive long-term vision for the highest and best use of land within Eisenhower West is necessary.

The Partnership has also found that the newer land uses on the corridor, which are mostly residential, and were approved due to a lack of proper regulatory tools, are incompatible with the long-standing industrial uses that dominate the west end of Eisenhower Avenue. Determining the corridor's role in continuing to house industrial and municipal uses is necessary for the City and the Partnership as they move forward.

### **The Assignment**

Recognizing the challenge of finding solutions to the above mentioned issues, as well as trying to help shape the Eisenhower West Small Area Plan process, the Eisenhower Public-Private Partnership invited ULI Washington to convene a Technical Assistance Panel (TAP) on January 15-16, 2008. A nine-member panel spent an intensive one and one-half days touring the Eisenhower Avenue corridor and surrounding area; participating in a briefing led by the Partnership, former Planning Director Engin Artemel, AvalonBay Communities; Virginia Paving, and Jones Lang LaSalle on behalf of the Victory Center; meeting with stakeholders; and spending a full day behind closed doors formulating recommendations.

During the course of the TAP, the panel responded to the following presented questions:

1. What should be the long-term vision for Eisenhower West, in terms of the proper mix, locations, and types of residential, commercial, and industrial space? How can current uses co-exist and what is the highest and best use for available land?
2. Is an updated or coordinated Alexandria Master Plan necessary in order to solidify any long-term land use vision? Is a current transportation study for the City, together with an updated Alexandria Transportation Plan necessary in order to recommend specific transportation improvements for this area?
3. How will transportation infrastructure, streetscapes, recreational amenities, open/green space, and other natural features be treated as part of an integrated plan? What investments in these areas will be necessary?
4. How do "industrial" zoned properties fit into the long-term vision for the corridor?
5. The City's tax base has shifted from a more balanced commercial/residential mix to more residential. How could Eisenhower West truly become part of the City's "economic engine" and help accomplish the goal of balancing the tax base?

6. In planning for the long-term vision, is there an appropriate interim land use and re-development strategy? Should the interim strategy, if any, include a phased re-zoning scheme and/or hold land in reserve for future uses?
7. The City has identified 3 key issues (land use, transit and streetscape) for its plan for Eisenhower West, given the preliminary conclusions of this panel, is this general planning approach appropriate for Eisenhower West?
8. What roles and responsibilities should the Eisenhower Partnership, the City of Alexandria and other stakeholders have in implementing the long-term vision and other panel recommendations?
9. Are there specific incentives that could be offered by the City as a tool to help achieve the goals for Eisenhower West?

## **Executive Summary: The Panel's Recommendations**

Eisenhower West currently sits along the fringes of the revered historic Old Town Alexandria and the burgeoning Carlyle neighborhood, having been the primary receiver of many of the City's municipal buildings and industrial uses. The Eisenhower Avenue Public-Private Partnership and others however, sees tremendous potential for heightening the profile of the corridor by building on its advantageous location and infrastructure, to create a dynamic, mixed-use community. After reviewing the briefing materials, touring the study area, and meeting with the sponsors and vested stakeholders, the panel concluded that the sponsor's long-term vision for a vibrant corridor, with nodes of higher intensity development should be planned for and implemented over a twenty-five year time frame.

### **Market Opportunities**

The panel looked at market opportunities in light of how long it would take to implement the long-term vision. Given the current modest demand for commercial space in Alexandria, the availability of competing office space with a stronger amenity base, and the current over-supply of condominium units in the region today, it found that the Partnership should focus on a twenty-five year plan for the development of Eisenhower Avenue.

The challenges that the City of Alexandria and Eisenhower Public-Private Partnership will have to overcome include:

- The current disparate and sometimes conflicting uses along the corridor.
- The disconnect between Eisenhower West and the Carlyle area / Eisenhower Metrorail Station.
- The low utilization of the Van Dorn Street Metrorail Station, and the lack of amenities for office users, as well as relatively few opportunities to develop in the area immediately surrounding the Metrorail station.
- The current down cycle in the residential market and the multitude of well positioned competitive commercial sites in the area will also take time to overcome.

The panel views Eisenhower West as having high potential over the long-term to attract a mix of commercial and residential uses with supporting retail due in part to the following advantages:

- The corridor's inside-the-Capital Beltway location.
- Access to, and visibility from, the Capital Beltway.
- Two existing Metrorail stations and existing roadway and rail infrastructure.
- The potential to assemble and redevelop parcels along the corridor.

The panel strongly recommends that the City and the Partnership remains patient when considering development projects for the corridor, and not sacrifice the long-term

highest and best use for the corridor for less desirable projects that meet current demand, or are financially viable today.

### **Planning and Design**

The panel divided the corridor into four distinct nodes: the area east of Cameron Run Regional Park; Cameron Run Regional Park itself; the area adjacent to and just west of Clermont Avenue; and finally the western edge of Eisenhower Avenue.

East of Cameron Run Regional Park. Consisting of the WMATA rail yard, VDOT staging grounds, Alexandria Tech Center, a Department of Motor Vehicles Service Center, and the Avalon at Cameron Court residential apartment community, this area, while currently developed, has the potential to become a more dynamic, cohesive community. To achieve this, the panel recommends increasing the allowable floor-to-area ratio (FAR) for future development, to provide more flexibility in the product type. Increased heights will also create a visual link between this node and Carlyle.

The panel also recommends making the Telegraph Road overpass more pedestrian friendly to encourage pedestrian connections between Eisenhower East and Eisenhower West and to strengthen the visual connection between Eisenhower West and Carlyle. Wayfinding and streetscape improvements are also ways the panel found to enhance the corridor overall, and this node in particular. Increased signage for drivers and pedestrians, as well as landscape improvements will help to create a sense of place along the corridor.

Cameron Run Regional Park. The panel sees the opportunity to draw current and future residents and workers to Eisenhower West by activating the Cameron Run Regional Park System. While the water park may attract people in the summer, there is demand within the region for ball parks, tennis courts and an ice skating / hockey rink – uses that can bring the park to life year round. The panel also recommends using the park as a gathering space throughout the year for events such as farmers markets and concerts.

The Clermont Avenue Neighborhood. The panel sees the greatest opportunity to develop a mixed-use community along Eisenhower Avenue at its intersection with Clermont Avenue. This is the area with greatest amount of land to assemble, and the most opportunity for infrastructure improvements. The panel recommends creating both an extension to Duke Street from Clermont Avenue and constructing a Metrorail station along Eisenhower Avenue, approximately 1200 feet (or one-quarter mile) west of Clermont Avenue. These infrastructure improvements would be a catalyst for quality commercial, hotel, and residential development, and would in turn attract supporting retail. A pedestrian path to Cameron Station along the Clermont Avenue Extension would further connect the future Clermont neighborhood with the existing Cameron Station neighborhood, and would allow for pedestrian access to Metrorail from Cameron Station.

Van Dorn Street Station West. There is a need in every City for industrial and municipal uses, and the panel did not see a reason to move those businesses and services from

the corridor. With the rail line servicing heavy industrial uses on a daily basis, the need remains now, and likely throughout the next twenty-five years, for Eisenhower Avenue to house those heavy industrial businesses. The panel does however see the opportunity to consolidate and relocate the light industrial / warehouse space, and over time should begin conversations with the heavy industrial users and nearby counties to determine whether those uses can be consolidated or relocated.

With the heavy industrial users in place, the panel does not see a tremendous amount of current potential development activity around the Van Dorn Street Metrorail Station. There is the opportunity however, to redevelop the station grounds with a mixed-use project and include a parking garage on the eastern edge of the property to buffer housing from the Covanta Waste-to-Energy Plant. Initial redevelopment of the area would co-exist with current flex space until a future time when demand from the new Metrorail station and the existing Van Dorn Street Metrorail Station occurs. Should development be pursued on the Fairfax County side of the Van Dorn Street Metrorail Station, there may be a spill over effect increasing the development potential on the Alexandria side of the station.

### **Development Strategies**

Over the next twenty-five years the Eisenhower Partnership, the City of Alexandria, and all other stakeholders will need to work together to bring the vision for the corridor to a reality. The following are the phases and steps within each phase that must be taken:

#### Phase One: Years 1- 5

- Commence and complete the Eisenhower West Small Area Plan.
- Develop and implement a branding strategy for the corridor focusing specifically on the individual nodes.
- Activate the Cameron Run Regional Park.
- Develop a political coalition for the Clermont Avenue Extension and for a new Metrorail station.
- Enhance pedestrian connections over Telegraph Road.
- Develop a Municipal Facilities Plan to determine the ability to house new municipal uses.
- Implement streetscaping and wayfinding improvements.

#### Phase Two: Years 5-10

- Direct business location and expansion to Eisenhower West.
- Focus on the redevelopment of the VDOT site.
- Build the Clermont Avenue Extension.
- Build the Clermont Avenue Metrorail Station.

#### Phase Three: Years 10 - 20

- Begin to attract quality, high density development.
- Consolidate light industrial uses.
- Consolidate heavy industrial uses, when and where able.

## **Implementation**

The panel defined its implementation recommendations by the roles and responsibilities of the City, the Partnership and other vested stakeholders.

City of Alexandria. The vital first step for the City is to commence and complete the Eisenhower West Small Area Plan within one year. Additional recommendations are as follows:

- Continue to support the Eisenhower Public-Private Partnership's organization and planning efforts.
- Include density minimums in the Eisenhower West Small Area Plan to ensure that the vision for the corridor is realized while being mindful of market and financial realities.
- Apply an expedited approval process for projects along the corridor, which meet objectives of the Eisenhower West Small Area Plan.
- Coordinate communications with Fairfax County for long-term heavy industrial uses and development around the Van Dorn Street Metrorail Station.
- Coordinate communications with the Northern Virginia Regional Park Authority to activate Cameron Run Regional Park.
- Incorporate financing mechanisms such as a Benefit Improvement District and consider using Tax Increment Financing to spur development.
- Incorporate industrial uses currently in Eisenhower West into the Landmark / Van Dorn Small Area Plan.

Eisenhower Public - Private Partnership. The role of the Partnership going forward should be two-fold: to educate and build consensus, and to create and implement a branding strategy for the corridor.

- Continue to advocate for the completion of the Eisenhower West Small Area Plan, and once it is in place, to publicize the Plan and advocate for it being followed.
- Help create consensus amongst all stakeholders.
- Develop and implement a branding strategy for the corridor focusing specifically on defined nodes.
- Advocate for the Clermont Avenue Extension to Duke Street and for a new Clermont Avenue Metrorail Station.

## Other Stakeholders

The role of the Alexandria Economic Development Partnership and other stakeholders should be to continue to support the work of the Eisenhower Public-Private Partnership, to continue to attract and retain businesses along the corridor, and to advocate for the Clermont Avenue Extension and the Clermont Avenue Metrorail Station.

## **Market Potential**

Charged with considering planning and development alternatives and outlining a long-term vision for Eisenhower West, the panel spent a majority of its time first developing what it felt was the highest and best use for the corridor in the long-term, and then looking at market conditions to determine how long it would take for the corridor to achieve that vision. Given its direct access to the Capital Beltway, two existing Metrorail stations and its inside-the-beltway location, the panel believes that there is long-term potential to develop the corridor into a number of nodes, while still retaining some of the heavy industrial uses on the western edge of the corridor – providing a mix of uses, increased density around Metrorail stations, and a sense of place along Eisenhower Avenue.

The panel believes that while there are many things that can be done starting today to achieve the corridor's potential, planning for development along Eisenhower Avenue should anticipate a twenty-five year build-out. This timeframe is primarily due to the amount of commercial activity currently underway at Carlyle, the downturn that the residential market is currently experiencing, and the long lead times needed to implement key infrastructure improvements including the Clermont Avenue Extension and a new Metrorail station.

### **Office**

Current market conditions in both the commercial and residential sectors show that the Partnership and the City must remain patient. Statistics show that Alexandria has absorbed approximately 400,000 square feet per year in office space but 240,000 square feet of that annual absorption was due to the U.S. Patent and Trademark Office. The bulk of the office space users are small associations and government agencies that require small amounts of office space. When compiling all of the commercial space in the pipeline – both new and that being redeveloped – the panel calculated 4.3 million square feet of office space that will become available, providing Alexandria with a ten to twenty year supply of space. While future supply and demand of office space remains somewhat unpredictable due to the Base Realignment and Closure (BRAC) process, and the likely future vacancy of the Hoffman Center, the panel quickly concluded that the near-term potential for office development within the study area is limited.

### **Residential**

When addressing the demand for residential space, the panel focused on both the rental and for-sale markets. In Alexandria there is currently a 4% vacancy rate on rental units. Rents have increased by 5.5% per year over the last five years and present average rents are \$1.74 per square foot, per month. To remain competitive and support similar rents, stick-built product with structured parking is feasible and would likely be absorbed, but the cost of building high-rise residential would force the rents beyond the current market demand. The panel also notes that there are 7,500 rental units planned to come available over the next three years, creating limited demand for additional rental product at this time.

The for-sale condominium market is currently suffering, leaving minimal, short-term demand for condominiums. New condominium sales have declined 70% since 2005, and only 170 units were sold in all of 2007 in Arlington and Alexandria combined. The downturn in this sub-market has led to 4,367 units being removed from the Washington Metropolitan area's condominium pipeline in 2007, leaving 17,600 units available for sale in the greater Washington area. It is anticipated that it will take 4.5 years to sell these units resulting in minimal near-term demand.

### **Long-Term Market**

While short-term market opportunities are not strong, the panel believes that the dynamics will change over the long-term. ULI Washington led a visioning exercise in February 2005 called *Reality Check*, which focused on the placement of the 2 million people and 1.6 million jobs that are anticipated for the region by the year 2030. The exercise, which brought together members of the public and private sector from across the greater Metropolitan region, concluded that the majority of the region's growth should be accommodated in existing communities in the close-in Washington region — particularly at locations served by transit. The growth that takes place should focus on building vertically and increasing densities as opposed to low-density development in undeveloped "greenfields". Evidence also indicates that the market would be interested in a higher percentage of future development occurring in higher density, urban settings than has occurred in the past. The Eisenhower Avenue corridor's location in close-in Alexandria along with its tremendous Beltway and Metrorail access will make it a prime location for development in the long-term,

resulting in demand for commercial and residential development along with supporting retail and services.



**The panel would like to see the corridor build upon its infrastructure assets**

There will continue to be a need for products and services that the heavy industrial and municipal uses on the corridor currently provide, and while long-time heavy industrial uses have become somewhat controversial due to new, nearby residential communities, the fact remains that they are a necessary element of society and will need to be accommodated within or in close proximity to the City.

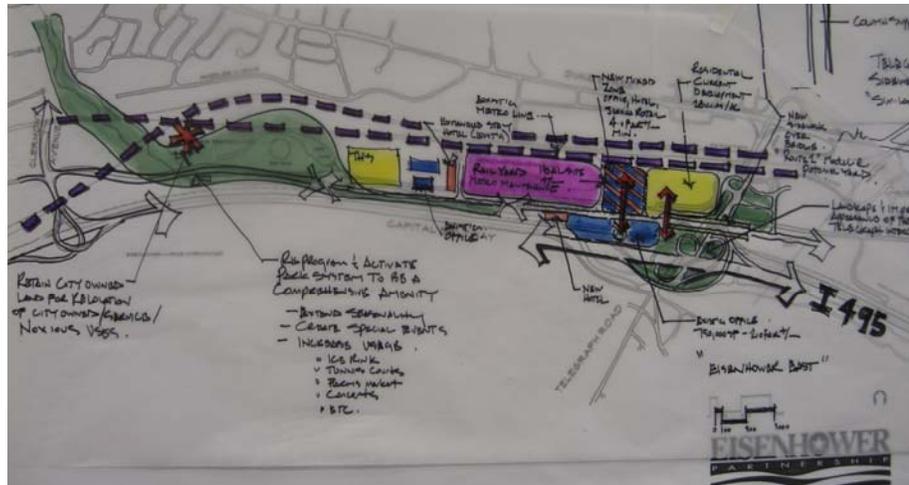
# Planning and Design

When planning for a pedestrian experience along a corridor, urban designers use between 1200 and 2000 feet as the maximum distance someone will walk to take advantage of services. Anything longer than that and the foot traffic begins to decrease at the outer edges of the corridor. Given the long and linear nature of Eisenhower Avenue, as well as the fact that the areas that can accommodate new development are divided by Cameron Run Regional Park, the panel found it necessary to focus on specific nodes along the corridor to catalyze development. The panel addressed the area east of Cameron Run Regional Park, the far west end, and an area near Clermont Avenue. The panel also saw opportunity to reinvigorate the park system and looked at Cameron Run Regional Park as an additional node.

## East of Cameron Run Regional Park

Consisting of the Washington Metropolitan Area Transit Authority (WMATA) rail yard, the Virginia Department of Transportation (VDOT) staging grounds, the Alexandria Tech Center, a Virginia Department of Motor Vehicles Service Center, and the Avalon at Cameron Court residential apartment community, the area, while currently developed has the potential to redevelop and become more of a dynamic, cohesive community.

Increased Density. The panel recommends increasing the Floor-to-Area Ratio (FAR) of this area, noting that current development in this area is approximately at 2 FAR. A FAR this low keeps developers below certain thresholds limiting development flexibility and product types. The panel recommends reexamining and increasing the FAR of this node to open up new development potential. By increasing the FAR and building heights, the western side of the Telegraph Road overpass will be visually linked to Carlyle, further developing a connection between the east and west.



Concept Drawing for area East of Cameron Run Regional Park

While the panel looked at the entire eastern area of Eisenhower West, it recognized that not all of the land in the zone will be redeveloped within the twenty-five year time frame. The WMATA rail yard will continue to be a fixture along the corridor. While the Partnership and the City can look at development opportunities above the WMATA rail

yard, it does not expect the rail yard to relocate, and does not see its redevelopment as a priority.

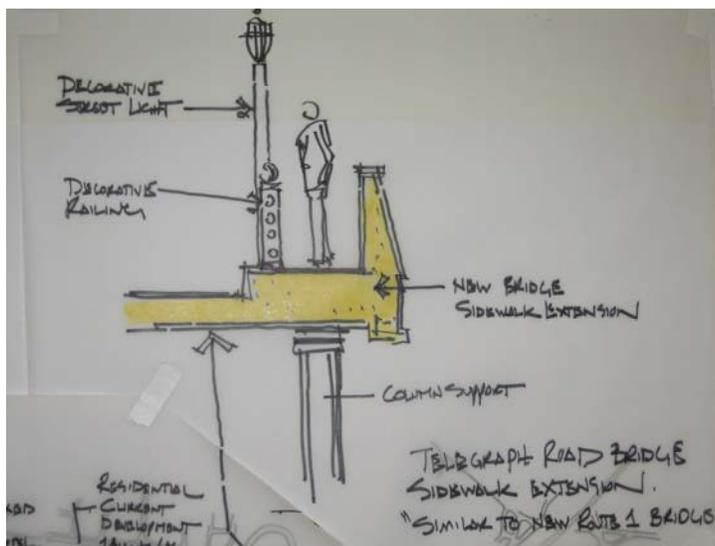
The VDOT property in this area, currently being used as staging grounds for equipment and materials on the Wilson Bridge project, could become available within the next five years providing significant redevelopment potential. The panel believes that once the infrastructure is in place, up to seven acres of this ten-acre site will be developable for office, residential, service retail and a hotel. The panel does not recommend a maximum FAR for this site; it does



WMATA Rail Yard

recommend however, that the City consider a minimum FAR to encourage higher-intensity uses. The redevelopment of the VDOT staging grounds may then be an impetus for adjacent properties to redevelop, providing higher density uses.

Enhance Telegraph Road Overpass. There is currently a lot of momentum in Eisenhower East with the development of Carlyle. The panel believes that the eastern portion of the study area can build off of Carlyle and become a new mixed use zone. The first step in achieving this connection is to make the Telegraph Road overpass more pedestrian friendly. Using the new Potomac Yard Bridge on Route 1 as an example, the panel recommends raising the curb, extending the sidewalk, and adding both decorative lighting and a decorative railing to the bridge to attract pedestrians.



Proposed Improvements to Telegraph Road Overpass

Streetscape & Wayfinding. As noted earlier in this report, the Partnership and the City should be patient and wait for the demand for the envisioned development to reach Eisenhower West. There are a number of things that can be done now however, to improve the sense of community along the corridor, including streetscaping and wayfinding. As part of the Telegraph Road overpass enhancement project, the panel recommends that

the City make landscape improvements to the “clover leaves” onto Telegraph Road. This will create a better experience for those pedestrians who cross the overpass and will create a sense of arrival along the corridor.

The panel recognizes that the Partnership has been proactive in using signage to bring attention to places and destinations in Eisenhower West. While useful, the panel believes that these signs can be improved upon, and used in more places to alert both pedestrians and automobiles of upcoming attractions and roads. Directional signs should be placed in advance of turns as well as at turns.

### **Cameron Run Regional Park**

The panel was impressed with Cameron Run Regional Park and believes that the park’s potential can be pushed a lot further to broaden both its uses and user base. Given the inadequate supply of sports fields and facilities throughout the City, the panel recommends that enhancements be made to the park to include soccer and baseball fields as well as tennis courts. The inclusion of an ice rink, a rare but popular amenity in the region, is also recommended to balance seasonal use of the park. To make the most of the linear aspect of the park, the panel recommends modest streetscape improvements and the addition of temporary kiosks that offer skate and bike rentals. The panel also sees the opportunity to program the park with summer concerts and farmers markets.

Improvements to the park should begin immediately and will play a large role in changing the perception of the corridor. The panel noted that people locate in areas in which they are familiar. While the residential and commercial markets may not evolve in the near-term, attracting people from both within and outside of the community to Eisenhower Avenue to take advantage of the park system will create a positive perception of the corridor, helping to brand the area, and making it more marketable for future uses.

Just west of Cameron Run Regional Park before reaching the animal shelter there is currently a City land reserve.

The panel recommends setting that land aside for future municipal uses.



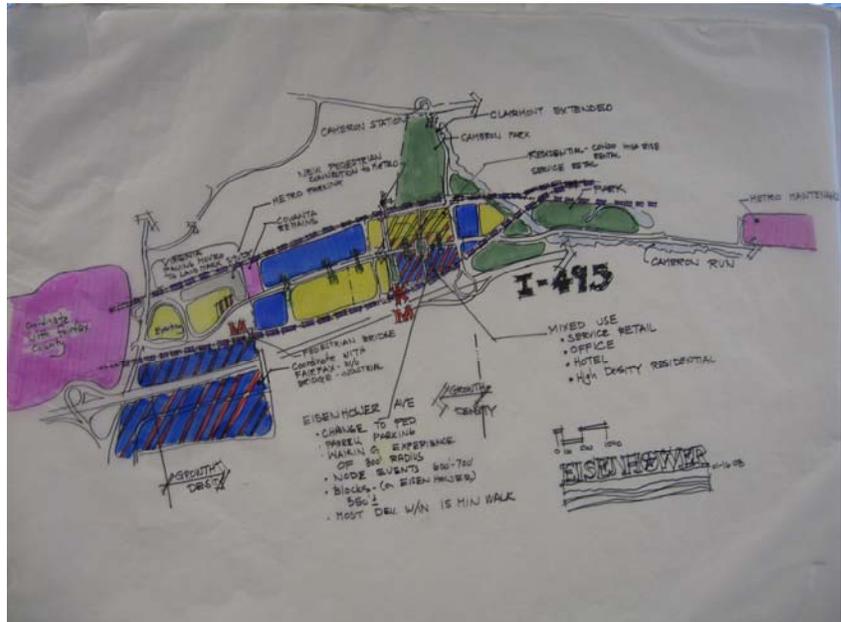
**The panel recommends activating Cameron Run Regional Park**

## The Clermont Neighborhood

The panel believes that transportation options and especially Metrorail are important catalysts for redevelopment, however the Eisenhower Avenue Metrorail Station is located outside of the Eisenhower West study area, and the area around the Van Dorn Metrorail Station does not have significant redevelopment potential given the surrounding industrial uses. The panel does see the opportunity though, to assemble land and create a catalyst for development east of the Van Dorn Metrorail Station by building an additional Metrorail station along Eisenhower Avenue in conjunction with a road extension to Duke Street along Clermont Avenue.

### Clermont Avenue Extension.

One of the questions the panel addressed was whether an extension was needed to connect Duke Street and Eisenhower Avenue. The panel is unanimous in agreeing that while an extension is not needed in the near-term, it is an important future infrastructure investment. It is therefore recommended that a connector should be incorporated into the long-term plan for the corridor.



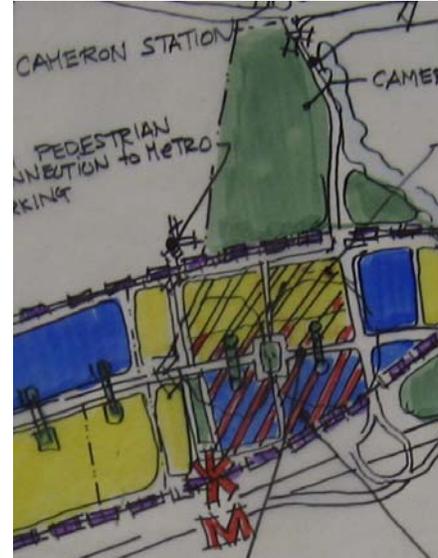
Concept Drawing for the Clermont Neighborhood

Of the two possible connector locations brought to the attention of the panel – Bluestone Road and Clermont Avenue – the panel concluded that the Bluestone Road alternative would do little to benefit Eisenhower Avenue. An extension along Clermont Avenue however, would relieve congestion along Duke Street, increase development potential along Eisenhower Avenue, and provide additional amenities to the residents of Cameron Station.

Clermont Avenue Metrorail Station. To achieve an urban dynamic, and attract high density uses to the western end of the corridor, the panel recommends that the Partnership and the City work together with WMATA to bring another Metrorail station to the corridor approximately 1200 feet west of Clermont Avenue. The proximity between the Van Dorn Street Station and a future Clermont Avenue Station would be roughly equal to the distance between the King Street and Braddock Road stations or the Eisenhower Avenue and King Street stations. The greatest potential to build a mixed-use urban community within Eisenhower West is in this location. Locating a new Metrorail Station within one-quarter mile of Clermont Avenue would create a walkable, pedestrian focused, urban node along Eisenhower Avenue. The panel recommends that the station be accessed by pedestrians only, reserving the large parking lot and bus

drop-offs for the Eisenhower Avenue and Van Dorn stations. Not only will the Clermont Avenue Metrorail Station spur development around the station, it would also be located within a fifteen minute walk of Cameron Station, opening up a new and efficient means of transportation to the community's many residents.

Mixed-Use Development. Given the access to the proposed Clermont Avenue Metrorail Station, the Clermont Avenue extension and the Capital Beltway, as well as visibility from the Capital Beltway, the panel believes that once infrastructure improvements are in place and the market has improved, the area will be able to command high density office, and residential space, along with a hotel and service retail. The mix and phasing of the development will evolve over time, but the panel recommends that the Cameron Station neighborhood be considered when addressing FAR. Lower scale buildings of four or five stories should be located closest to Cameron Station while taller buildings of twelve to twenty stories should be located closer to the Metrorail station. Densities will naturally decrease the further away from the Metrorail station one travels west on Eisenhower Avenue, increasing once again as one approaches the Van Dorn Metrorail Station. The panel also recommends that before determining the precise FAR for the area that a study is done to ensure the financial feasibility of assembly and redevelopment costs for properties that are already developed.



**The Clermont neighborhood is served by Metrorail and a mix of uses.**

Should a new Metrorail station prove to be infeasible, development can and should still occur around a Clermont Avenue extension to Duke Street. The intensity development and caliber of user will likely be lower, but through a shuttle service to the Van Dorn Street Metrorail Station, residents and tenants can still take advantage of Metrorail.

Traffic Calming. While Eisenhower Avenue's speed limit is between 25 mph and 35 mph, the long, linear nature of the corridor accompanied by little traffic resistance, makes it very easy for vehicles to exceed the speed limit. To create more of an urban boulevard, the panel recommends that traffic calming measures be put in place. One method of achieving a calmer traffic pattern is to create a traffic circle in the middle of the Clermont neighborhood. Changes to road cross-sections from Van Dorn Street to Clermont Avenue, including the addition of parallel parking spots, sidewalks, and tree-pit detailing, will create a more pedestrian environment. A new street grid system with traffic lights will also slow traffic.

### **Van Dorn Street Station West**

When looking at this area the panel differentiated between heavy and light industrial users. The panel agrees that while heavy industrial users should and will remain on the

corridor, light industrial users should consolidate and many of them should relocate elsewhere overtime. The panel also believes that the Van Dorn Street Metrorail Station can be redeveloped to make better use of the land.

Heavy Industrial. The panel was in agreement that heavy industrial users should have their place in the City and given how established the corridor is, and how it ties into a natural industrial area along Fairfax County's border, industrial companies should remain on the corridor. In the future, there may be the opportunity to consolidate heavy industrial uses or move them just across the Fairfax County border where they would still have access to the necessary rail line. The placement of industrial uses within the City must be thought through comprehensively. The panel recommends that the City addresses industrial uses currently in Eisenhower West in light of the Landmark / Van Dorn Small Area Plan, where the majority of the industrially zoned land in the City is located – if possible without undue delay in completing this plan.



**Covanta Waste-to-Energy Plant**

Light Industrial. The corridor and surrounding area contains an abundance of light industrial / warehouse space that should be consolidated or relocated to make way for the highest and best use of the land. Panel members cited examples of high density, light industrial, flex space with shared loading docks that could prove to be an efficient way of still providing for lower-rent space without using as much land along Eisenhower Avenue.

Van Dorn Street Metrorail Station. The panel does not see tremendous opportunity to use the Van Dorn Street Metrorail Station as a catalyst for development given the surrounding industrial uses that should remain on the corridor. The opportunity remains however, for WMATA to build out the parking lot at the Van Dorn Street Metrorail Station in a joint development project. The panel proposes a mixed-use project for the site and recommends that the current parking be accommodated in a structured parking garage along the eastern border of the site to provide better access to the station for those parking, and more importantly, to create a buffer between the project and the Covanta Waste-to-Energy Plant.

Vine Street. The panel's bus tour drove them along Vine Street in Fairfax County, which currently serves as a light industrial area housing a number of businesses. What was of interest to the panel was the fact that the land on Vine Street was at grade with the Van Dorn Street Station providing a natural opportunity for redevelopment. Should the Vine Street area redevelop, it could prove catalytic for the Alexandria side of the station.

# Development Strategies

The panel structured the long-term vision as a twenty-five year time frame in which development should take place. While the panel cautions that the Partnership and the City will have to be patient, because it will take time for the commercial and residential market to mature, there are a number of phases to the overall build out of the corridor that should take place now to build the momentum for development.

## **Phase One: Years 1- 5**

The work that the Partnership, the City and all those vested in Alexandria take over the next five years will prove instrumental in achieving the corridor's highest potential.

Develop the Eisenhower West Small Area Plan. First and foremost the City must develop a Small Area Plan for Eisenhower West. The panel recognizes that there are competing priorities in Alexandria, and the City has limited staff. However, without a Small Area Plan in place for Eisenhower West, there will not be a comprehensive vision for the corridor, limited development will take place and there is the potential to approve piecemeal development that will only detract from the long-term plan. The Small Area Plan, which should contain FAR minimums in the active nodes, is an essential element in helping to define the vision for the corridor and jumpstart development.

Implement Branding Process. To attract future workers and residents to the corridor, these people must first have a positive impression of Eisenhower Avenue. While the east side has undergone a transition, the west area is still thought of as the receiver of the City's industrial and municipal uses. The panel recommends doing away with the Eisenhower Avenue name as was done to create 'Carlyle', and instead begin to brand each neighborhood or node along the corridor. Branding will help people begin to think of the corridor less for its municipal and industrial uses and more for its potential to provide a setting for office, residential and retail development.

Activate Cameron Run Regional Park. One important asset of Eisenhower West is its park system. The current problem is that the parks are highly underutilized. Following the recommendations set forth under the *Planning and Design* section, the panel recommends that the City and the Partnership work together to bring these intensified sports and recreational uses to the corridor.

Political Coalition. It was made very clear to the panel at the onset that there has been a lot of controversy surrounding the creation of a road extension between Eisenhower Avenue and Duke Street. While this debate ensues, additional disagreements will likely arise over the development of the VDOT staging grounds and a new Metrorail station. The panel recommends taking the next five years to begin to build a coalition of supporters for each of these proposed infrastructure projects by focusing on the benefits that each of these projects would bring to the area, and targeting the users of these new amenities.

Execute Infrastructure Plan. While the corridor is very long and linear, connecting to the corridor is generally done via a number of “clover leaves” or roundabouts leaving visitors without their bearings once they are on Eisenhower Avenue. Over the next five years, an infrastructure plan should be put in place to include wayfinding improvements. Streetscaping is another important element of the plan, and both the corridor and the “clover leaves” below the Telegraph Road overpass should be landscaped to enhance the experience of those traveling both by car and on foot. During this timeframe, changes to the road cross-sections between Van Dorn Street and Clermont Avenue to create a pedestrian oriented street environment should also be put in place.

Enhance Pedestrian Connection over Telegraph Road. Enhancements to the bridge should be a priority to better connect Eisenhower East to Eisenhower West and provide pedestrians with a more positive experience along the corridor.

Develop a Municipal Facilities Plan. The panel recognizes the need for municipal land uses within the City and sees no reason why they should not be located on Eisenhower Avenue. As the City undertakes the Eisenhower West Small Area Plan, there is an opportunity to consolidate current municipal uses and potentially add new uses such as a fire station in Eisenhower West. The projected demand for municipal uses in Eisenhower West however, must be calculated and planned for accordingly.

### **Phase Two: Years 5-10**

Once the Eisenhower West Small Area Plan is completed, the parks have been activated, a branding strategy is in place, and the market has begun to adjust, there will be additional opportunities for investment.

Office Development. Competing office space will still be available in Eisenhower East, however, the corridor should begin to attract high-end commercial users.

VDOT Site. After the Wilson Bridge project is completed, the VDOT staging area may become available for development. This site will provide a tremendous opportunity for a mixed-use project and it will be important for both the Partnership and the City to prioritize this development.



**VDOT Staging Grounds**

Clermont Avenue Extension. As was proposed in the *Planning and Design* section, the panel sees an opportunity to activate Eisenhower West and take traffic pressure off of Duke Street by connecting Eisenhower Avenue and Duke Street through an extension at Clermont Avenue. While the panel recognizes that the political coalition must first be in place to accomplish this task, it recommends that this be a priority of both the City and the Partnership so that it is opened within ten years. The panel would also

recommend that a pedestrian connection from Cameron Station to Eisenhower Avenue be created along with the extension, to encourage walkability to transit and future development.

Clermont Avenue Metrorail Station. An additional Metrorail station along Eisenhower Avenue near the Clermont Avenue Extension will prove catalytic for development of this area. Having built the political coalition for this station garnered in the first five years, the panel recommends having the station built in this second phase.

### **Phase Three: Years 10 – 20**

Ten years from now the corridor will be in a different place, able to attract quality, high-rise development. The industrial uses that make up the western edge of the corridor may also be at a point where they can begin to consolidate and relocate.

Quality High Density Development. In ten to twenty years, the panel anticipates that that needed infrastructure improvements will be in place, and the market will be ripe to accommodate quality, high density development, in both the Clermont Avenue neighborhood and in the VDOT staging area.

Consolidation and Relocation of Industrial Uses. While the panel was in agreement that the heavy industrial uses that make up the western edge of the corridor are necessary, there may be the opportunity ten to twenty years from now to reevaluate those industrial uses to determine whether they should be consolidated or moved to either a nearby location or elsewhere within the region to maximize both their operations and development opportunities on the corridor.



**There is the opportunity for increased future densities east of Cameron Run Regional Park**

# Implementation

An action plan with roles and responsibilities is necessary to carry out the phasing strategy. The panel therefore broke its implementation recommendations down into the responsibilities of the City of Alexandria, the Eisenhower Public-Private Partnership and other vested stakeholders.

## City of Alexandria

The panel has been impressed with the work of the Eisenhower Public-Private Partnership and recommends that the City continue to support the Partnership and work together with them wherever possible to advance the goals of the corridor. In addition to this continued support, the panel had specific recommendations for the City to help realize the vision for Eisenhower West.

Eisenhower West Small Area Plan. A vital first step in the future of Eisenhower Avenue, the panel recommends that the Eisenhower West Small Area Plan be initiated immediately and completed within one year.



Panelists met with stakeholders and City staff to discuss Eisenhower West's potential

City Wide Master Planning & Transportation Planning. The panel was asked to determine whether a City-wide master plan or transportation plan for the corridor was necessary in order to better plan for Eisenhower West. The panel concluded that the completion of the Eisenhower West Small Area Plan is sufficient and that a comprehensive master plan is not necessary. While a comprehensive transportation plan was not an immediate priority to move forward, given how many infrastructure improvements could potentially impact the corridor, the panel found it to be advisable.

Rezoning. When undertaking the Eisenhower West Small Area Plan and considering the proposed higher-density development that the panel has recommended on the corridor, the panel recommends that density minimums be put in place to ensure that the vision for the corridor is realized while being mindful of market realities.

Green-Tape. The opposite of red tape, the panel recommends that the City initiate an expedited approval process for projects along the corridor that conform to the Small Area Plan, design guidelines, and goals of both the City and the Partnership.

Communications and Coordination. The future development potential along the western border of the City and the proposed improvements to Cameron Run Regional Park will require conversations with both Fairfax County and the Northern Virginia Regional Park Authority. The panel recommends that the City coordinate with Fairfax County to maximize the use of Metrorail at the Van Dorn Street Metrorail Station and to determine which industrial uses are best suited to stay in the City, or have the potential to move to another county.

Financing Mechanisms: If the opening of the new Metrorail station is successful and once development begins to catalyze within the nodes, the panel recommends that the City create a Benefit Improvement District and consider using Tax Increment Financing to spur development.

*Benefit Improvement District.* Under a Benefit Improvement District, landowners surrounding the benefit – in this case a Metrorail station – are assessed a tax proportionate to the amount of benefit or increased land value / revenues that are anticipated with the development of the new station. This assessment helps raise funds to support the development of the infrastructure.

*Tax Increment Financing.* While the area along Eisenhower Avenue is currently underutilized, the incorporation of a new Metrorail station and an extension of Clermont Avenue to Duke Street will attract a high-quality mix of land uses, providing for a significant increase in tax revenue through property, hotel and sales taxes. The panel recommends using Tax Increment Financing (TIF) to pay for infrastructure improvements that will be financed by the increased tax revenues.

Landmark / Van Dorn Small Area Plan. The Landmark / Van Dorn study area encompasses the Van Dorn Street corridor from the Landmark Mall south to Pickett Street. The southern portion of the study area includes industrial uses. In an effort to look comprehensively at the industrial uses in Alexandria the panel recommends that the City extend the boundary of the Landmark / Van Dorn Small Area Plan south one block to include the industrial uses along Eisenhower Avenue.

### **Eisenhower Public - Private Partnership**

The role of the partnership is two-fold: to educate and build consensus, and to create and implement a branding strategy for the corridor.

Eisenhower West Small Area Plan. Having enlisted the help of ULI Washington for just this reason, the panel recommends that the Partnership continues to be an advocate for the creation of the Eisenhower West Small Area Plan. Once it is complete, the Partnership should make sure that the plan is adhered to by all. It will also be the role of the Partnership to publicize the Plan and to let the development community know that there is a framework and process in place to bring the corridor's long-term vision to reality.

Consensus Builder. With the opportunity to bring infrastructure improvements and higher intensity development to the corridor, there will be a need for the Partnership to help create consensus amongst all stakeholders at every point in the process.

Branding Strategy. The Partnership has already begun to use signs along the corridor to let you know that you are on Eisenhower Avenue. The panel recommends that the Partnership increase its role in developing the brand for the corridor in general and the proposed nodes specifically, to make it a more attractive place to live, work and recreate.

Advocate. A key role of the Partnership will be to educate and advocate for the Clermont Avenue Extension and for a new Clermont Avenue Metrorail Station.

### **Other Stakeholders**

The role of the Alexandria Economic Development Partnership and other stakeholders will be to continue to support the work of the Eisenhower Public-Private Partnership as well as to continue to attract business to Eisenhower West. It will also be important for other stakeholders to join the Eisenhower Public-Private Partnership in both educating and advocating for the Clermont Avenue Extension and the Clermont Avenue Metrorail Station.

## **Conclusion**

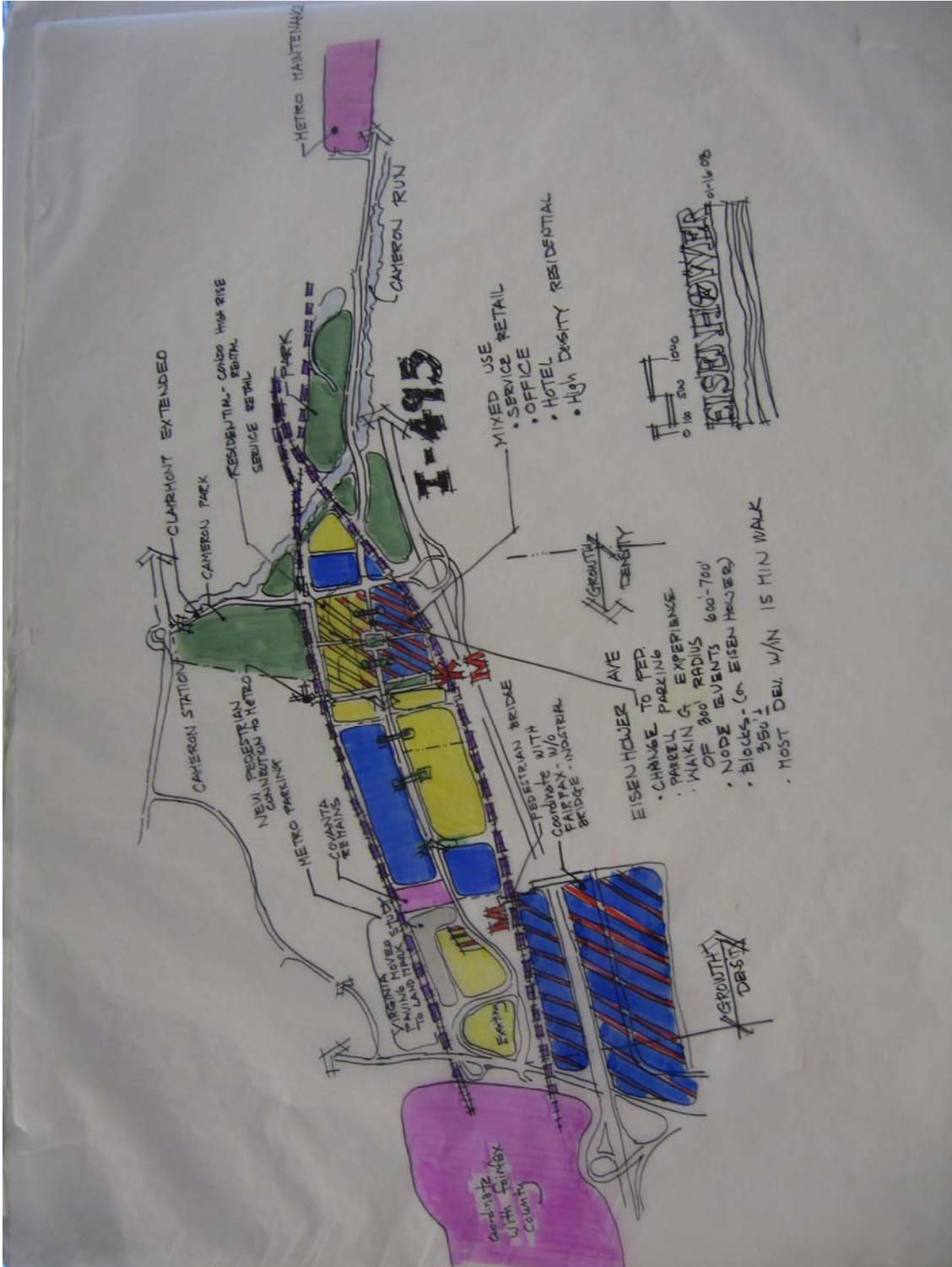
The panel cannot emphasize enough the importance of commencing and completing the Eisenhower West Small Area Plan and agreeing on a long-term vision for the corridor. It will also be important moving forward that the City and the Partnership have the patience to make sure that a comprehensive vision with the highest and best uses in mind is leading development decisions and not near-term market opportunities that will impede the implementation of the vision down the road.

Eisenhower Avenue is in a unique position of having an array of transportation alternatives in a close-in location. Once the market is ready, Eisenhower West will be an enviable location for quality commercial, residential, hotel and service retail users.

The panel recommends that the City and the Partnership continue to pursue the Clermont Avenue Extension and work with WMATA to determine what it would take to add another Metrorail station near Clermont Avenue. With these increased infrastructure improvements, the future of Eisenhower Avenue looks very bright. With the continued efforts of the Eisenhower Public-Private Partnership, the City's undertaking of the Eisenhower West Small Area Plan, the addition of recommended infrastructure improvements, and the activation of Cameron Run Regional Park, Eisenhower West will reach its maximum development potential.



# Appendix Eisenhower West – West End and the Clermont Neighborhood



## **About the Panel**

**Andrew K. Brown**  
**Stanford Properties**  
**Bethesda, MD**

Mr. Brown directs all activities of Stanford Properties, LC, a real estate investment and development company based in Bethesda, Maryland. Mr. Brown has acquired and developed over twenty-five residential and commercial projects with an aggregate value in excess of \$250 million since the company's founding in 1992. His recent projects include conversion of an underperforming retail big-box center into a high density residential condominium project; development of a traditional grocery anchored retail center; and development of a 50 acre mixed-use residential and retail town center. Mr. Brown directs site selection, acquisition, governmental entitlements, financing, construction, leasing, and ongoing asset management of completed projects.

Prior to founding Stanford Properties, Mr. Brown was the Director of Retail Development for Baier Properties, Inc. where he oversaw development of numerous retail and residential land development projects, and prior to that held positions in acquisition and project management with two Washington based real estate firms.

Mr. Brown received his B.A. in Economics from Stanford University in 1983. He is an active member of the Urban Land Institute where he is an Officer of the Washington District Council's Executive Committee and Co-Chair of the TAP Committee. Mr. Brown is a founding member of Greater D.C. Cares, Inc.; a founding member of the Stanford Real Estate Association, and the President and Founder of New Community Foundation, Inc. He lives in Bethesda, MD with his wife, Robyn, and his three children.

**Anthony Balestrieri**  
**Tishman Speyer**  
**Washington, DC**

Anthony Balestrieri is currently a Director on the Acquisitions & Development team for Tishman Speyer in its Washington DC office, where he is responsible for the identification of investment opportunities, valuation of income-producing property and land development transactions, financial and physical due diligence, and executing debt and sales transactions for commercial, residential and mixed use properties in the Washington DC market. Prior to joining Tishman Speyer, he worked for Akridge, a local Washington DC development firm sourcing and executing commercial real estate transactions.

Before working for private developers, Mr. Balestrieri served as a consultant in Ernst & Young's Real Estate Advisory Services where he provided financial and transactional support for large scale public-private transactions and advised on all aspects of the development process for private developers and government agencies.

Mr. Balestrieri earned a Bachelor of Business Administration in Finance from The George Washington University and London School of Economics. Mr. Balestrieri serves on the Executive Committee for the Washington ULI District Council, and is the current Chairman of the Young Leaders Group, (YLG) a 700+ member strong group dedicated to sharing best practices in urban land use. Finally, he is a member of The Real Estate Group, CoreNet Global, a Certified Commercial Investment Member (CCIM) candidate, and holds his Real Estate licenses in the District of Columbia.

**Leonard Bogorad**

**RCLCO**

**Bethesda, MD**

Managing Director in the Washington, D.C., office of RCLCO (Robert Charles Lesser & Co.), has over 25 years of experience in a wide range of market and financial analysis, consumer research, strategic planning, and impact assessment capacities concerning real estate and urban development issues throughout the United States. He has worked on such notable projects as Downtown Silver Spring, Reston Town Center, and National Harbor-as well as numerous residential, retail, office, hotel, and mixed-use and master-planned community developments throughout the United States. Prior to joining RCLCO, Len was Senior Vice President and Director of the Washington office of the Real Estate Research Corporation (RERC). Before joining RERC, he served as Director of Housing and Neighborhood Development for the Metropolitan Area Planning Council in Boston; Senior Staff Associate for the Connecticut Conference of Municipalities; and Development Consultant for a firm in New Haven, Connecticut.

Len graduated from Harvard University and received a Masters in City Planning from the University of Pennsylvania. He has spoken for organizations such as the Urban Land Institute, the National Association of Senior Living Industries, and the Northern Virginia Building Industries Association. He has also written articles published in The Journal of Real Estate Development, Mortgage Banker, Corridor Real Estate Journal, Industrial Development, Tax Credit Advisor, The Washington Post, Real Estate Finance Journal, Urban Land, and the Washington Business Journal. He is a full member of the Urban Land Institute and serves on the ULI Washington District Council Executive Committee, as well as on the Urban Land Institute Senior Housing Council. Len is also active in the Northern Virginia Building Industries Association (NVBIA).

**Steven P. Hubert**  
**Buchanan Partners, LLC**  
**Gaithersburg, MD**

Steven P. Hubert, Principal in Buchanan Partners, LLC Mr. Hubert has been active in speculative real estate development in the Washington, DC area for over 25 years as a builder and developer of office, industrial and mixed-use projects. He is currently a principal in Buchanan Partners, LLC, the 11th most active commercial real estate developer in the Washington, D.C. Metropolitan area. Buchanan Partners has developed a portfolio of over three million square feet of commercial property, including office, industrial, flex and retail space. Buchanan Partners also has acquired, planned or developed over 1,600 acres of commercial land. Buchanan Partners has spearheaded the commercial development of emerging markets, including southern Loudoun County and western Prince William County, and at the same time, has fostered the successful market penetration of new product types such as flex/office condominiums. Mr. Hubert is responsible for directing the design and construction of projects developed by Buchanan Partners, and also directs the Company's sustainable building practices.

**Marsha Kaiser**  
**PB Placemaking**  
**Washington, DC**

Marsha Kaiser is a Vice President and Managing Principal of Parsons Brinckerhoff's PlaceMaking Group and additionally serves as the Leader of its Urban Planning & Policy Practice. She has a broad-based background in all aspects of transportation/land use planning and financing, and specializes in the development and implementation of complex, public-sector programs that involve technical analysis, policy guidance, and building collaborative partnerships. She is currently working on major transportation/ land use master plans in the Washington region and guiding development of Transit Oriented Development Plans for several WMATA Metro stations

Prior to joining the PB, Ms. Kaiser served as Director of the Maryland Department of Transportation's (MDOT) Office of Planning and Capital Programming, and played a key role in every major transportation investment in the Washington, D.C. and Baltimore regions, including related land use, environmental, and economic impact analysis . As a representative to the Governor's Smart Growth Coordinating Committee, she was involved in collaborative partnerships aimed at creating livable communities and sustainable development through directed state resources.

**Bruce Leonard**  
**Principal**  
**StreetSense**

Mr. Leonard has over 20 years of experience in designing and executing mixed use projects throughout the United States and Europe. While directing design for Cooper Carry's Main Street office in Alexandria, VA, he played a key role in many important projects such as Mizner Park, Bethesda Row, Santana Row, and Crocker Park. Currently, Mr. Leonard is master planning and producing development strategies for a number of large mixed use projects such as National Harbor, Moorefield Station, and The Village of Valley Forge. The program for these developments totals over 20 million square feet.

Prior to joining StreetSense, Mr. Leonard was a Vice President at Starwood Urban Investments, SUI. While at SUI, Mr. Leonard was responsible for managing and directing the design of all new projects. Mr. Leonard played a key role in evaluating potential development sites in key urban locations, creating development strategies and evolving the strategies into a physical design. Mr. Leonard's other responsibilities included working with the asset management and leasing/tenant construction teams and reviewing all tenant work within the portfolio.

Mr. Leonard maintains an active role in speaking and writing about key urban issues. He recently co-authored the publication Ten Principles for Reinventing America's Suburban Business Districts for the Urban Land Institute and worked on their previous publication entitled Ten Principles for Reinventing America's Suburban Strips. He is currently co-authoring Ten Principles for Successful Town Centers.

**Christian J. Lessard, AIA**  
**Lessard Group Inc.**  
**Vienna, VA**

Christian Lessard, Chief Executive Officer, is the founding principal of Lessard Group Inc. Throughout the Washington Metropolitan market, Lessard is recognized as a design innovator and a market trends and lifestyle oriented designer. Mr. Lessard is highly conversant in land planning and rezoning, high-mid-and, low-density developments, large-scale multi-family mixed-use and urban infill projects. Additionally, he has a thorough knowledge of both construction and development criteria. Mr. Lessard works with clients in the early stages of the development process. Frequently, he helps developers to formulate a game plan based on sound economic and marketing principles. His ability to bring a financial dimension to his work enables the firm to deliver value-driven design to its clients and end users. As a result, Lessard has been honored with over 250 national and local awards in the past five years, including ULI, NAHB, Aurora and Best in American Living.

Mr. Lessard is a registered architect in eighteen states and is NCARB certified. His articles have been published in Builder Magazine, Urban Land Institute and Professional Builder. As a featured speaker, his expertise is sought in seminars, at national conventions and trade shows including ULI, AIA, International Builders' convention and Multi-Family Housing World. He actively participates in the Urban Land Institute and National Association of Home Builders, Northern Virginia Builders Industry Association and numerous land development and code committees. Formerly, he was Chairman of the Housing Committee for the American Institute of Architects (AIA) and Trustee for the Multi-Family Council of the National Home Builders. Chris has been prominently featured in the Washington Post, Wall Street Journal and several leading housing/architecture publications for his insight into the real estate market trends.

**Ellen McCarthy  
Nixon Peabody  
Washington, DC**

Ms. McCarthy leads Nixon Peabody's Zoning & Land Use practice. She represents clients in all aspects of zoning and development review, including planned unit developments, rezonings, variances and special exception before the Zoning Commission and Board of Zoning Adjustment. Ms. McCarthy 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.

Ms. McCarthy has over thirty years of experience in the planning field particularly in neighborhood planning, historic preservation. Before joining the firm, Ms. McCarthy was the director of the District of Columbia Office of Planning where she managed a staff of over sixty planners and support specialists in providing a wide range of services for the citizens of the District of Columbia. She was responsible for creating a new comprehensive plan for the District, unanimously adopted by the City Council; establishing an innovative program to revitalize dilapidated affordable housing projects into lively, mixed-use, mixed-income neighborhoods while retaining existing low-income residents; and preparing plans and initiating a new Center City Action Agenda to capitalize on new office development at the edge of the existing core using it to create mixed-use, vital neighborhoods with high-quality public spaces.

During her tenure at the Office of Planning, Ms McCarthy served initially as deputy director for development review; her portfolio was progressively increased to include responsibility for neighborhood planning and historic preservation. She 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.

Prior to joining the Office of Planning, Ms. McCarthy was the director of planning and land use services with a law firm, representing both private developers and community groups in planning and zoning matters. Ms. McCarthy was also the executive director of the D.C. Downtown Partnership, a public/private partnership established to foster the revitalization of the traditional downtown area of Washington.

**Jayne Shister**  
**Cassidy & Pinkard Colliers**  
**Washington, DC**

Jayne Shister joined Cassidy & Pinkard Colliers in 1987 and has been actively involved in the sale of commercial real estate in the Washington, DC area for more than 25 years. Her primary focus is the sale of office properties and urban development land. Jayne has been responsible for sales of more than \$3 billion of properties. She is well known for her expertise in planning and zoning issues. She has represented clients such as the Association of American Medical Colleges, the American Immigration Lawyers Association, Lend Lease, The JBG Companies, J.P. Morgan, CarrAmerica, Pepco, and Douglas Development. Jayne has been a consultant on real estate matters for Arlington County and The University of Maryland. Before she joined Cassidy & Pinkard Colliers, she was responsible for land acquisition for the Oliver Carr Company, where she acquired sites with over 1.5 million square feet of development potential. Jayne is a licensed sales broker in Virginia, Maryland, Pennsylvania and the District of Columbia.

Notable transactions include Constitution Square in Washington, DC (7 acre land sale - Price: \$122,000,000); Buzzard Point in Washington, DC (9 acre land sale - Price: \$75,000,000); 11<sup>th</sup> and F Streets, NW in Washington, DC (Assembled 10 lots for 26,000 sf land sale - Price: \$30,000,000); 23 I Street, SE in Washington, DC (47,313 sf land sale - Price: \$29,000,000); 60 L Street, NE in Washington, DC (71,000 sf land sale - Price: \$44,000,000); Union Square in Washington, DC (Arranged equity financing for 220-unit condo - Price: \$90,000,000)

Jayne has been one of the Greater Washington Commercial Association of Realtors (GWCAR) top producers in Washington, DC and received the "Transaction of the Year" award in 1990, 2000, 2005 and 2006. She received the 2006 Land Transaction of the Year award from the Washington Business Journal. She is Past President of the DC Chapter of Commercial Real Estate Women (CREW) and was awarded its 2004 Annual Achievement Award. She is a member of CREW Network, a member of Greater Washington Commercial Association of Realtors (GWCAR), and serves on the Urban Land Institute District Council Executive Committee. She is a graduate of the University of Michigan and has a Masters in City Planning from MIT.