

# **About**

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The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific regions, with members in 84 countries.

More information is available at uli.org.

Cover photo: The intersection of Eisenhower Ave and Clermont Ave in the Clermont Exchange Neighborhood of Alexandria, VA. (Google Maps)

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# **ULI Washington**

ULI Washington is one of ULI's largest District Councils worldwide, with 2,300 members. We welcome membership and participation from individuals who share our commitment to responsible land use to sustain the growth and prosperity of the National Capital region. The opportunity to influence local land use policy remains the focus and achievement of ULI Washington.

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#### Deborah Kerson Bilek

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# 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 Metropolitan Washington Region. ULI Washington has completed over 60 technical assistance panels (TAPs) to date. Drawing from its extensive membership base, ULI Washington conducts two-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. Learn more at washington.uli.org.

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# **About**

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# **Executive Summary**

From May 15th to May 16th, 2024, a multidisciplinary Technical Assistance Panel (TAP) of ULI Washington members convened to evaluate the current conditions and opportunities in the Clermont Exchange neighborhood in the City of Alexandria, Virginia.

The study area for this TAP consists of three parcels in the northeast corner of the Clermont Exchange neighborhood, as designated in the 2015 Eisenhower West Small Area Plan (EWSAP). This neighborhood is situated in Eisenhower Valley in Alexandria, Virginia, one of the largest redevelopment opportunities inside the Washington Beltway. It is located approximately midway between two metro stations - Van Dorn Street Station along the Blue Line and Eisenhower Avenue Station on the Yellow Line.

There are three properties in the study area:

- 1. Redevelopment Site A is approximately 3 acres in size and is currently developed as single-story self-storage and longterm vehicle storage.
- 2. Clermont Natural Park is approximately 5 acres in size, owned by the City of Alexandria, and is part of a larger network of City parks along Cameron Run.
- The Norfolk Southern Property within the study area is approximately 15 acres in size, natural and undeveloped. The parcel is directly adjacent to the Norfolk Southern Railroad and includes a creek runs that runs through the property.

While some property owners in the study area have expressed an interest in redevelopment, Norfolk Southern has expressed interest in selling the land though that land is not planned nor zoned for development. Development of that property is also limited due to the presence of a creek and the associated Resource Protection Area.

The sponsor, The City of Alexandria, is interested in exploring a variety of ideas to maximize public benefits and facilitate planned development for their community. The Panel heard that the City hopes for increased engagement from Norfolk Southern with The City and other property owners to discuss options. The City is open to creative ideas like density transfers, land swaps, and others that may be brought to the table.

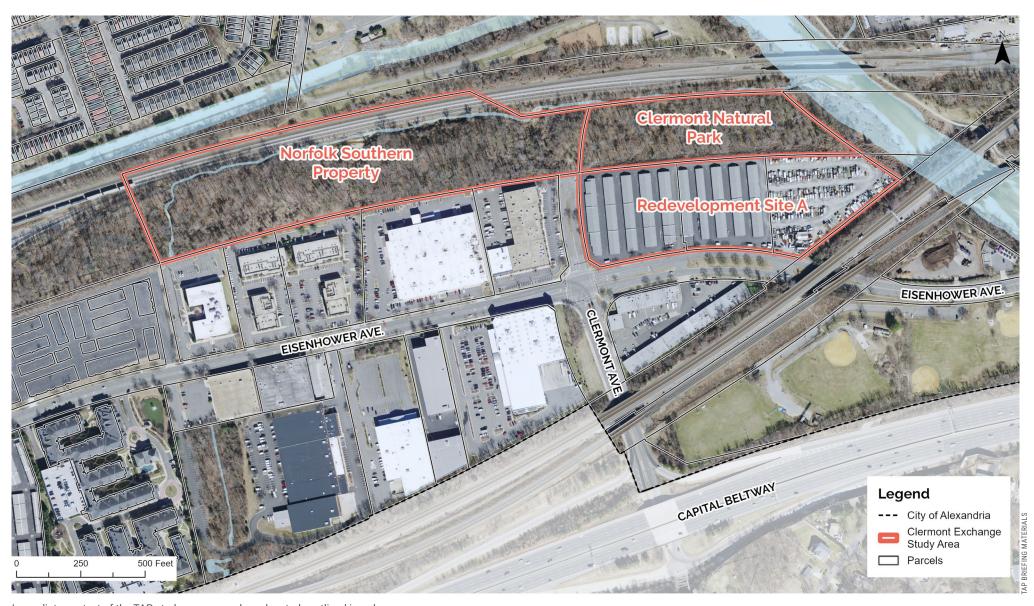
The City of Alexandria has two major overarching goals for this neighborhood through this TAP – the creation of affordable housing and usable open space.

The Panel was tasked with making multiple recommendations for Redevelopment Site A along with the other two sites, including one scenario with a self-storage facility in tune with the planned urban context and the nearby Van Dorn St Metro station.

At the outset of the two-day TAP workshop, the Panel toured the TAP site area via a guided walking tour, received sponsor briefing and conducted stakeholder interviews through multiple focus groups.



Regional context of the TAP study area.



Immediate context of the TAP study area - parcels under study outlined in red.

During the stakeholder interview session, panelists interviewed about 20 stakeholders spread out in four different focus groups two groups for Land Use, and one group each for Open Space/Environment and Economic Tools. Participants came from diverse backgrounds and affiliations - community members, commercial property owners, government officials from Fairfax County and The City of Alexandria, WMATA, representatives of local civic associations and other non-profit organizations.

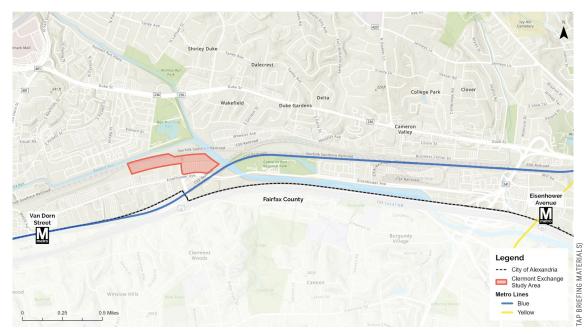
(Stakeholders have been acknowledged in Appendix A).

The Panel summarized stakeholder concerns and desires as follows:

## 1. Connectivity

The stakeholders emphasized the high need for connectivity through the neighborhood and a lack of elements addressing the





Neighborhood context of the TAP study area.



The TAP Panelists.

pedestrian scale. They expressed a need for open space accessibility in the neighborhood and limited intervention within natural areas.

## 2. Vibrant Mixed-Use Neighborhood

The stakeholders emphasized the lack of identity in this neighborhood, and a need for a vibrant mixed-use neighborhood. According to these stakeholders, the current uses need to adapt with time, especially given that the Small Area Plan is almost ten years old from the date of the TAP, and the world has changed since then, especially regarding the relative importance of self-storage and the way people seek to engage with the public realm. They expressed a need for neighborhood serving amenities and leveraging existing industrial and local businesses.







Panel members and stakeholders during Stakeholder Roundtable Discussions.



66

We need a unique identity for this neighborhood.

-MULTIPLE STAKEHOLDERS

The goals of this TAP Panel were to:

- 1. Develop strategies and conceptual approaches to redevelop Site A consistent with the Eisenhower West Small Area Plan.
- 2. Present options for how to incorporate self-storage into the Redevelopment of Site A in a way that is appropriate given the planned urban context and nearby Metrorail station.
- 3. Evaluate the context, constraints, and opportunities of the adjoining parcels, including considerations for coordination with the redevelopment of Site A.
- 4. Identify challenges that the **EWSAP poses** to redevelopment given site and market conditions.







Panel members and audience during the final presentation of the Clermont Exchange TAP.

The Panel presented the following key recommendations for the City:

- 1. Transform Clermont Natural Park into a vibrant, connected public open space.
- 2. Leverage Site A to create a gateway to the park system.
- 3. Refresh the existing market feasibility study.
- 4. Reimagine and rebrand the neighborhood to spotlight its unique historically industrial features and charm.
- 5. Implement a design review process for all proposed Eisenhower development projects.
- 6. Encourage innovative uses that capitalize on the vibrant existing uses.

Scope & Background

# TAP Study Area Description

The sponsor team at the City of Alexandria described the study area as the three parcels at the eastern edge of the neighborhood dubbed the "Clermont Exchange" in the 2015 Eisenhower West Small Area Plan.

- 1. "Redevelopment Site A," which is approximately 3 acres in size, is currently developed as a single-story miniwarehouse and vehicle storage. The property owner, Arcland, develops, builds, acquires, and operates self-storage facilities. They own several other facilities in the area and have expressed an interest in residential redevelopment and a multi-story self-storage facility on this site.
- 2. Clermont Natural Park consists of approximately 5 acres of generally overgrown natural land. Owned by the City of Alexandria, this land is part of a larger network of City parks along Cameron Run.
- 3. Norfolk Southern's Property within the study area is approximately 15 acres in size. The property is natural, undeveloped and directly adjacent to the Norfolk Southern Railroad. The property partially includes the Norfolk Southern Railroad. A creek runs through the northern side of the property. There are noticeable grade differences from the wholesale/retail parking areas adjacent to the property,

with about 20 feet of elevation change over the roughly 300-foot-depth of the parcel. While some property owners have expressed interest in redevelopment, Norfolk Southern has expressed an interest in selling their land. However, the land is neither planned nor zoned for development and it is limited for use due to the resource protection area that covers about 75% of the land and the flood hazard zones on the property.

The other three corners of the Clermont Ave-Eisenhower Ave intersection are developed with wholesale/retail (Restaurant Depot and Floor & Décor, and some older, low scaled office/warehouse/retail structures).

The City of Alexandria is interested in exploring the range of potential tools or approaches to maximize public benefits and support planned development. In the ideal scenario, Norfolk Southern will engage with the City and the property owners. The City expressed interest in creative ideas like density transfers, land swaps and others.

## **TAP Questions**

The Panel was tasked to answer the following questions during the TAP workshop:

# 1. Analyzing the 2015 Small Area Plan

Which goals of the 2015 Small Area Plan are most feasible, and which are the most challenging? Is there a redevelopment/site plan scenario that provides an optimal outcome, given the constraints?

## 2. Incorporating Natural Areas

What opportunities does the introduction of railroad-owned land create?

# 3. Setting a New Standard for Redevelopment

How can these sites best contribute to the redevelopment objectives of the Eisenhower Corridor?

## 4. Evaluation of Self-Storage

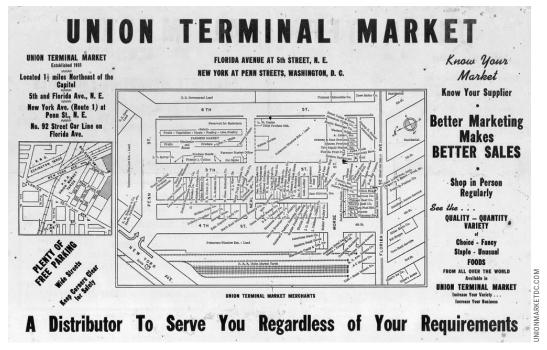
What is the appropriate role of self-storage as a land use, in transit-oriented development?

# **Background & Existing** Conditions

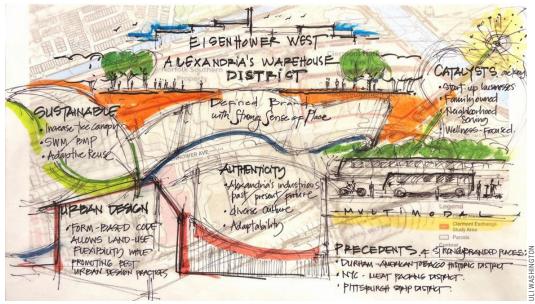
The properties in the study area are currently zoned a mix of open space (POS), office/ commercial (OCM (100)), and utility (UT) zoning districts. The OCM (100) zone also does permit residential uses, such as multifamily and townhouses. Notably, the OCM (100) zone does not permit warehouse uses, which includes self-storage warehouses. According to real estate records, the selfstorage units located on Redevelopment Site A were built in 1977. At the time they were built, the site was zoned industrial.

The 2015 Eisenhower West Small Area Plan (EWSAP) envisions the future of the neighborhood as moderate density residential, ground floor retail, supported by bus transit, with an urban style grid providing walkability and access to parkland.

The EWSAP Land Use Plan calls for mixeduse buildings for Redevelopment Site A and open space/green space for the Clermont Natural Park and Norfolk Southern Property.



The Center Market, Washington DC, 1871.



Brand ideas for the Eisenhower West Alexandria's Warehouse District.

# Recommendations

The Panel organized its recommendations in three parts: examining the EWSAP, strategies for developing the study area to meet present and future needs, and illustrating the proposed options for development within the study area.

The Panel's recommendations regarding the EWSAP focused on the feasibility and challenges in the study area, given the modern context and the fact that the plan is almost ten years old. They supported these recommendations by sharing multiple case studies to guide appropriate development in the Clermont Exchange study area.

They further shared Development Strategies to shape the future of Clermont Exchange. They shared a Vision for the study area and discussed strategies for Funding the Open Space Plan and Placemaking with supporting reference case studies.

The Panel established concrete action items for implementation in the short term (2 years), medium term (3-5 years) and long term (5-10 years) time range and shared relevant case studies to guide these action items.

# Fisenhower West Small Area Plan – Feasibility & Challenges

Panelists discussed a few objectives of the plan - Connected Parks, Economic Engine, in the form of a spectrum diagram, ranging from most feasible to challenging. The Panel argued that introducing "Connected Parks" would be the most immediately actionable item and feasible objective, and "Economic Engine" contributing to the broader City of

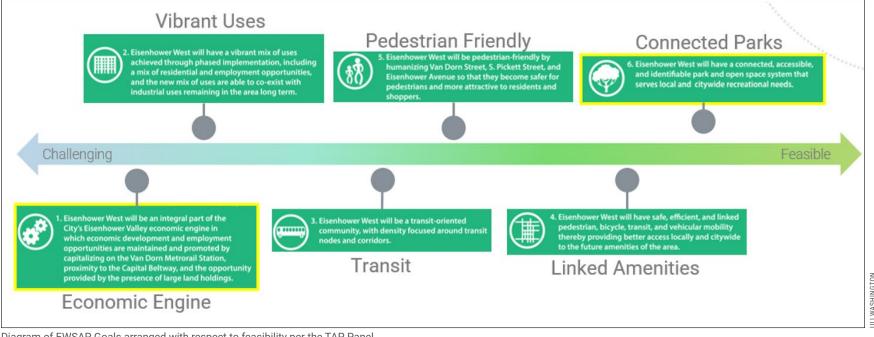


Diagram of EWSAP Goals arranged with respect to feasibility per the TAP Panel.

Alexandria economy district as the most challenging objective. They set forth the following goals:

#### 1. Connected Parks

According to the Panel, this should be the first essential step to leverage what the neighborhood already has, and most feasible to achieve. They highlighted that the TAP study area abuts a bike network, critical mass of green space/parks, existing City owned land and it would be important to leverage that space to act as a catalyst for future development in the Eisenhower West area. According to the Panel, this is an attractive opportunity, to not only plug in to resources available on the site, but also to leverage the broader recreational network.

The challenges involved are access and entry points that can lead residents from the existing network to new areas in the TAP study area, as well as connectivity for new residents that will move into newly built communities, and visitors from out of the region that will visit this destination.

#### 2. Economic Engine

On the other end of the Feasibility Spectrum, they presented the concept of creating an "Economic Engine" which they think is the most challenging objective. The Panel believes that there is no longer a "magic bullet" economic engine like major office users anchoring

new districts in previous years. The City of Alexandria needs to think creatively about incrementally building the economic base and vitality of this neighborhood, while leveraging what they already have from existing infrastructure, keeping costs down, and creating vibrancy through individual projects and entrepreneurial activities, rather than one broader concept of an outside investor making a big statement.

The Panel emphasized that critical economic mass can be achieved slowly through incremental mixed-use development, by creating in smaller pieces, which would lead to a more vibrant and entertaining area, an opportunity to leverage what already exists and build to the future by just creating a vibrant area activated today, but also positioned for future highdensity redevelopment.

## 3. Architecturally distinct mixed-use neighborhood

The Panel analyzed the 2015 Small Area Plan and the market study, through the lens of potentially having an anchor like the TSA Headquarters in the neighborhood. Through that lens, they asserted that a scenario like that was not feasible in this neighborhood. According to them in the current scenario, medium density mixed-use neighborhood is feasible in the TAP study area. It could be residential over retail or integrating existing or new light industrial/PWR.

Strategic retail nodes would have to be studied by a new market study.

#### **Case Study**



77 H: a mixed-use project incorporating a Walmart, residential and retail in Washington, DC.

They shared the example of JBG SMITH's project at 77 H Street, NW in Washington DC which had a Walmart incorporated into a residential development. Completed in 2015, 77 H Street is a vertically integrated mixeduse building with two stories of retail and four stories of apartments located a few blocks from the United States Capitol.

MV+A Architects activated the streetscape with small shops lining H Street and a 76,000 SF Walmart on the second floor, which closed in 2023. These retail components acted as an anchor for the neighborhood and, more importantly, as a link between the two extant retail districts of H Street NE and Gallery Place / Chinatown. The vacant site abuts a series of prominent brick structures including the historic Government Printing Offices. In addition to street level retail, 77 H contains 303 apartments on four levels. Three distinct residential amenity areas include a dramatic



77 H: Pool deck and lounge area

pool deck and lounge area on the fourth floor in the southwest corner over the retail anchor entrance and two distinct internal courtyards.

With regards to retail in the TAP study area, the Panel emphasized the need for a new market study to understand where the retail should be along Eisenhower Avenue and other lateral streets. According to them, it would be important to reassess the real feasibility for retail and the type of retail appropriate for this neighborhood today. Moreover, considering the TAP study area is not a true TOD site, parking will have to be incorporated into the mixed-use development,



77 H Street - Entrance to leasing office for residences

and should include structured parking shielded from public view.

#### 4. Economic and Market Drivers

According to the Panel, the current and future market economic drivers in the TAP study area are:

- a. Existing stock of traditional light industrial buildings - As per the Panel, they are an asset and should be embraced and leveraged while envisioning the future of this area.
- b. Existing demand for low density residential – During the TAP study area walking tour, the Panel saw active construction of townhomes in the TAP study area and emphasized that there is a market for rental as well as for-sale low density residential in the area.
- c. Other uses The Panel emphasized the need for a more current market study and recommended that The City reassess viability and demand for large format retail and hospitality. In the near term, they see opportunity for creative light industrial/quasi-retail uses like boutique fitness, day care, dog care, breweries, event spaces, etc. The Panel sees limited to no demand for office use by federal or local users in the near to mid-term time frame.

#### **Case Studies**

With respect to light industrial buildings in the neighborhood, the Panel shared two successful examples of how industrial areas and their buildings can transform neighborhoods over the years for current day use.

- 1. The Union Market District. The current day Union Market District is a historic market in the NoMa neighborhood of Washington DC, an emerging area with an industrial vibe. Below is a timeline delineating the transformation of the historic market which started over 200 years ago:
- Centre Market, 1871 The Union Market
  of today, started as the Centre Market in
  1871 and served as the center of a
  vibrant commercial life in Washington
  DC, close to a railroad station and
  streetcar lines, located between the
  White House and the Capitol Building.
  After years of success, it was torn down
  to make way for the National Archives.
- Union Terminal Market, 1931 In 1931, many businesses relocated and created a new venue at the intersection of 4th Street and Florida Avenue NE, an area close to the Baltimore and Ohio Railroad Freight Terminal and highways to Maryland. The market featured large, airy, well-lit indoor stalls for 700 vendors, cold storage vaults, elevators and a public café. Vendors sold meats, fish, dairy and produce six days a week.

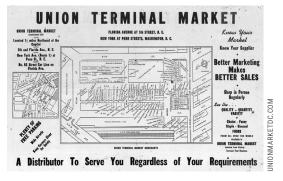
- Union Terminal Market, 1962 In 1962
   the city banned the outdoor sale of
   meats and eggs which essentially killed
   the farmer's market foot traffic. A new
   indoor market was built in 1967. The
   current Union Market is a revitalized
   version of the 1962 building.
- Union Market Area, 1989 Wholesale operations continued to grow in the broader market area until the 1980s when the aging industrial spaces began to show signs of wear and tear and many of the original merchants left the area for modern distribution centers and supermarkets in the suburbs.
- Union Market Re-Opens, 2012 After a massive fire the historic market building was renovated in 2012 into a thriving marketplace, event hub and retail incubator of over 40 local makers and artisans. The initial lineup of vendors for



The Center Market, Washington DC, 1871.



Union Terminal Market, Washington DC, 1931.



The 1962 Union Terminal Market in Washington DC.



Union Market, Washington DC, 1989.

the District's new gourmet marketplace included: D.C. Empanadas, TaKorean, Dolcezza, Peregrine Espresso, Oh Pickles!, Trickling Springs Creamery, Righteous Cheese, Red Apron Butchery, Lyon Bakery, Rappahannock River Oysters, Salt & Sundry, Buffalo & Bergen, Almaala Farms and Harvey's Market.

- La Cosecha Opens, 2019 La Cosecha is the first of its kind in the United States, a 20,000 SF Latin Market with authentic and contemporary expressions of Latin culture through cuisine, retail incubations and artist partnerships. La Cosecha opened in the fall with Calle Latina, a block party and open-air concert headlined by Ozomatli.
- Union Market District, Today Today, the market is about 20,000 SF and filled with local food vendors, restaurants, shops and a small movie theater. More than 50 independent merchants and purveyors operate under one roof and atop the market sits an open-air rooftop bar and green space with stunning city views and live entertainment. On weekends and at happy hour, Union Market is packed with locals who love good food and drinks. It's also a popular lunch spot for those who work in the neighborhood—or those who want to take advantage of the free wi-fi.



Union Market, Washington DC.



La Cosecha, Union Market, Washington DC.



Aerial view of the Union Market District.

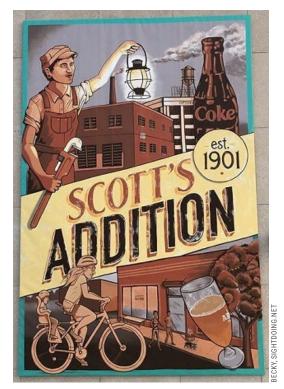


Outdoor dining in the current day Union Market.

2. Scott's Addition – Scott's Addition is a historic neighborhood in the City of Richmond, Virginia. Originally, it was part of the Mayo family Plantation. Major General Winfield Scott, a hero of the War of 1812 and the Mexican War, received the property as a dowry when he married Elizabeth Mayo. "Addition" was used to describe its addition to the city grid in 1901. It was built up largely because of its proximity to the nearby Richmond, Fredericksburg, and Potomac Railroad.

The ultimate walkable brewery crawl.

-SCOTT'S ADDITION MARKETING



A mural in Scott's Addition in Richmond, Virginia.



Scott's Addition in The City of Richmond, Virginia.

In the early 1900's the area was a hub of business and industry due to its proximity to the railroad and street car system. Once a bustling industrial zone, Scott's Addition has transformed into the beverage district of Richmond with adaptive reuse and historic tax credits. The factories have been



Scott's Addition in The City of Richmond, Virginia.



Scott's Addition in The City of Richmond, Virginia.

converted into hip lofts and party destinations featuring breweries, cideries, a meadery, multiple distilleries, urban winery and boutique bowling, cinema, restaurants and rooftops and retail. A variety of local businesses like architectural firms, creative marketing companies, food shops, and artists and makers also thrive in this neighborhood.

Scott's Addition showcases the potential of old buildings using adaptive reuse and historic tax credits to transform a neighborhood. The neighborhood's low-set, spacious structures with their remarkable architectural diversity, add density and development to the northwest part of the City of Richmond. Some of their well-known restoration and conversions for modern day uses are:

Buskey Cider - In 2015 a 7,000 square foot former railroad car loading building



The Science Museum of Virginia in Scott's Addition.



Buskey Cider, the first cidery in Scott's Addition.

was the first cidery added to Scott's Addition. Their tasting room is designed to marry the old Richmond industrial charm to sleek modern/minimalist design while focusing on up-cycling and reclaiming materials.

Science Museum of Virginia - While manufacturers used the railroad tracks in close proximity to Scott's Addition to move freight, the line also carried an increasing number of passenger trains as the area's population grew in the 20th century. The Neoclassical Broad Street Station opened in 1919 and operated until 1975. After that, the Science Museum of Virginia moved in and gradually renovated and restored the historic structure. Today, the museum averages about 250,000 annual visitors.



Redevelopment of **Eisenhower West Corridor** will require a clear link between new development and the funding of open space connectivity."

-ULI PANEL

# **Development Strategies**

#### Vision

At the outset, the Panel shared a vision for a feasible transformation in the TAP study area:

## **Funding Open Space Plan**

The Panel urged the City of Alexandria to explore the following options to fund the Open Space Plan:

1. Without Norfolk Southern. The first idea the Panel suggested is to investigate a TIF (Tax Increment Financing)-like structure for the entire neighborhood and consolidate it into a district, and issue upfront bonds which could be used to pay for open spaces and infrastructure like - pedestrian bridges, trails etc. The future increase in tax revenue from the new development would go towards paying back the bonds.

The Panel's second idea is to merely and only leverage Redevelopment of Site A to achieve these open space connectivity goals. According to them, it is a really big ask for The City to permit an urban form self-storage facility in the TAP study area. The Panel is proposing this self-storage at the far eastern corner of the site. They further proposed to The City, that to allow such development at this site, the owner-developer bear costs to build the open space network and infrastructure in exchange. The developer would have to build bridges, trails, trailhead in the Clermont Natural Park and a street parallel to Clermont Natural Park for connectivity of parks. To facilitate development, the Panel suggested that The City could reduce Open Space Requirement from 30% to 10% to increase the development rights on the site.

The Panel shared the following inspirational examples of a pedestrian footbridge and trailhead:

a. Arching wooden footbridge over the Sava River in Slovenia - Arching over the River Sava, this 54-meter long bridge designed by DANS Architects is part of a new pedestrian and cycle path that starts in the Bohiniska Village and ends up at Bohinj Lake in Slovenia. It is built with timber planks and shingles. The structure is supported on both sides by V-shaped concrete piers.





Renderings of an arching wooden footbridge and cycle path over the Sava River in Slovenia.



A rendering of the Trailhead at Vesper Trail in Tysons, Virginia.

- b. Trailhead (Park 8) at Vesper Park in Tysons, Virginia - The rendering of Trailhead at Vesper Park is part of a large-scale development application submitted to Fairfax County Planning Commission for Dominion Square in Tysons, Virginia. This application was to turn 19 acres of car dealerships into 4.5 million SF of mixed-use development.
- 2. With Norfolk Southern. In case there is an opportunity to work with Norfolk Southern, the Panel recommended a few ideas. Their first idea is to upzone the Norfolk Southern site so it has air rights above it, that can be sold/transferred to adjacent developers to allow more development on adjacent sites and preserve open space on the railroad site. This way Norfolk Southern would get some value for their land. The adjacent owner could use the bonus FAR for affordable housing.

According to the Panel, this would make the Norfolk Southern site undevelopable, and there would be opportunity to take easements for pocket parks on the site and take steps towards a deal.



## **Placemaking**

The Panel emphasized the need for placemaking initiatives to the City of Alexandria, and the need for creating a destination or sense of place along the Eisenhower West Corridor. They recommended that The City:

1. Leverage Redevelopment of Site A to create a Gateway at Clermont Avenue as an entryway to the trailhead to Clermont Natural Park and other surrounding green space network. This will draw people and provide the primary connection to other parks from the TAP study area sites.

According to the Panel, the City could brand this part of The City as a health zone and attract the younger and older population, along with providing recreational green for residents.

2. Create a BID or a fund for programming that would be responsible for facilitating biergartens, food trucks, fitness and other types of events.

# Case Study

The Panel shared the following example of a gateway and trailhead:

The West Warren Gateway of the Joe Louis Greenway in Detroit, Michigan - The West Warren Gateway is the first trailhead of the Joe Louis Gateway, a 27.5 mile long pathway that will connect 23 Detroit neighborhoods across Detroit to the riverfront and Dearborn, Hamtramck and Highland Park. The gateway

will offer direct connections to three parks in east Dearborn through which visitors can explore more of what Dearborn has to offer by visiting over 40 parks network, cultural sites, and bustling business districts. It consists of a 4 acre park that sits west of



The West Warren Gateway, the first trailhead of the Joe Louis Greenway in Detroit, Michigan.



A signature playscape at The West Warren Gateway in Detroit, Michigan.

Central Avenue, and features a signature playscape, a pavilion with flexible community space, fitness equipment, green infrastructure, and accessible parking.

# **Implementation**

#### Short Term (2 years)

In the 2-year "Short Term" time range, the Panel recommended seeking approval for Concept Plan for the entire Redevelopment Site A. They recommended that a development team work concurrently with adjacent owners to create Eisenhower Market/Gateway - branding the area in a manner consistent with how it is conceived in the EWSAP - and facilitate programming for local food trucks, light industrial in westernmost warehouse, biergarten, open activated spaces with outdoor fitness. The Panel further recommended that the City set a plan to build on Redevelopment Site A in phases as per below:

#### Phase I:

In Phase I, the Panel recommended facilitating the site for interim use by way of preliminary placemaking strategies to draw people to the site. They suggested the team work with adjacent property owners to program and facilitate temporary events to activate Clermont Avenue and first storage unit with farmers market, local brewery, etc.

#### Phase II:

In Phase II, the Panel recommended that the

development team build self-storage and connectivity on the site to meet the 30% open space requirement such that 10% of the open space is on site, and 20% of the open space is off site.

#### Phase III:

In Phase III, the Panel recommended that the development team build the rest of the phases informed by market demand at time of development and by the results of further study into market conditions.

# Case Study

The Panel shared the following example of Artbox, Singapore which offers a wide range of pop-up events and activities:

Artbox Singapore — Artbox Singapore is an iteration of the popular Bangkok lifestyle market, and the 2019 version was 200,000 SF of space at the Singapore Turf Club at Kranji. It hosted 250 retail kiosks including food and beverage vendors and a wide variety of activities, performances, workshops and instagrammable spots. Some of the highlights of the 2019 Artbox were:

- Stalls hawking local and branded fashion and lifestyle merchandise.
- Graffiti and street art for photo backdrops showcasing work of artists and musicians from Singapore, Malaysia and Thailand.
- Food trucks and snack stalls.
- Heart of Eden an air-conditioned space with an immersive walk through a 40-footer shipping container that recreates the Garden of Eden, complete

- with tempting apples hanging from trees.
- Claw machines, arcade games and carnival games.
- Mini-craft workshops in pink containers where one could try making jewelry, get tattoos, make a watercolor painting,







- create one's own perfume.
- "Instagrammable" spots with props and cute backdrops.
- Artwork for auctions and display.



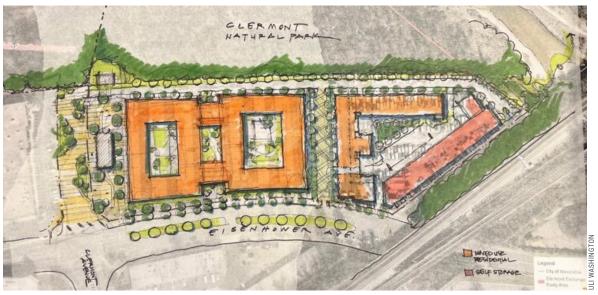




#### Medium Term (3-5 years)

In the 3-5-year "Medium Term" time range, the Panel recommended that the City find a developer to build an urban format selfstorage facility that would also act as a sound barrier separating the rest of the development from I-495, and concurrently build connectivity like bridges, passive trails, trailhead and a street parallel to Clermont Natural Park. According to the Panel, the City should require the developer to build only 10% open space on Site A instead of the typical 30% requirement. In lieu of providing the full 30% on-site open space, the developer would be responsible for providing improvements in the Clermont Natural Area. Initially, this space could be temporary use on the western portion of the site adjacent to Clermont Avenue. The developer should be required to build off-site connections as well, connecting to the existing Holmes run trail via improvements to existing bridge and trail connections and Ben Brenman Park to the north side via a new elevated bridge over the rail line.

Images showing a variety of active spaces at the outdoor lifestyle market Artbox Singapore, 2019 - Outdoor seating and concert; outdoor shopping; pink container mini craft workshops; food truck; instagrammable spots with pink container drums and cute backdrops; claw machines (From L to R)



A diagram for a long-term plan with urban format self-storage along the eastern edge of the property.



Conceptual Diagram "Authentic Alexandria."

#### Long Term (5-10 years)

In the 5-to-10-year "Long Term" range, the Panel recommended a flexible approach informed by the changing market demand. The Panel identified that once the sound buffer is in place in the form of the urban format self-storage building, the rest of the development's potential is unlocked. The developer can either monetize the development by selling off parcels, or build in phases - or all at once - to further advance the original conception of the plan if it remains profitable and in line with the City's goals.

# **Redevelopment Options**

The Panel acknowledged the need to develop the study area in a way that elevates the properties as a nexus of Eisenhower West and a gateway to the rich natural areas nearby. The Panel illustrated two options for redevelopment of Parcel A to inspire a vision of the future of Clermont Exchange, both informed by the area's connections to other parts of the neighborhood and the greater context of Eisenhower West.

## **Designing within the Context of Eisenhower West**

The Panel studied the TAP study area in a broader context as per goals of the small area plan. Given the current day market forces and challenges with office use and some types of residential uses, they presented a conceptual diagram "Authentic Alexandria" to envision the Eisenhower Avenue corridor in the present-day context.

As per observations and stakeholder feedback, they reiterated the fact that Eisenhower Avenue corridor presently lacks identity and a sense of place. In the "Authentic Alexandria" diagram, they showed the value of embracing the warehouse character of the district highlighted in brown, sandwiched between the metro railway tracks and I-495 to the south and Eisenhower Avenue to the north. Green represents open space and tree canopy. Yellow represents residential and mixed-use as proposed by the Panel, which they recommend should evolve as per changing market demands in the neighborhood over time.

On the north side of the TAP study area site, which is sandwiched between Backlick Run, the train tracks, and Eisenhower Avenue, the Panel proposed more robust development in the future with multimodal transportation, better sidewalks, and eventually redevelopment. Development here could build off momentum from the recently City Council-approved Victory Center conversion into an 880-unit residential development with supporting mixed-use on the adjoining surface parking lots. The nearby townhouse development called Tripointe Homes is also currently under construction. Thus, the Panel envisions this part of the site to be a primarily residential district capitalizing on the open space network and amenities. The cross streets shown as black arrows would be access points for various development blocks along Eisenhower Avenue.



Panel Sketch titled "Clermont Exchange: Nexus of a Connected Park System"



Clermont Avenue, which the Panel proposed as a gateway site.



Clermont Avenue being used for truck parking

The Panel described the Clermont Exchange as the "nexus of a connected park system" through a hand rendered diagram. In their diagram, they anchored the site with the Van Dorn metro station at one end, and "Clermont Exchange" along the intersection of Eisenhower Avenue and Clermont Avenue. Currently it is an intersection to pass through. The Panel recommends that this gateway be created in a way that people want to stop and hang out, and make it an anchor to this neighborhood and connect to the park system.

Currently, Clermont Avenue does not have much use except truck parking. They recommend a gateway at this point, with potential connectivity with Cameron Station. The gateway could be like a woonerf for shared uses - vehicular in nature, but flexible to allow shared uses when required. The black arrows on their diagram show existing connectivity in the area to this gateway. They rendered the open space network around this gateway to highlight the connectivity between the gateway and surrounding natural green and park areas. Infrastructure will have to be built over time to facilitate these connections and create an expansive well connected park system.

## Case Study

The Panel shared the example of the Olympic Sculpture Park in Seattle, Washington. The park spans over a freeway and connects the surrounding neighborhoods and green spaces. The design strategy, a Z-shaped landform, connects the three former



The Olympic Sculpture Park in Seattle, Washington.

industrial sites and unfolds from the city to the water's edge.

Envisioned as a new model for an urban sculpture park, the Olympic Sculpture Park is located on an industrial site at the water's edge along the Seattle waterfront. Three former industrial sites. located between downtown Seattle and the waters of Elliot Bay, were separated by roadways and rail lines. The constructed landforms, linked by two bridges, form a continuous topography that descends 40 feet from the city to the newly created beach. The shifting planes of the site design establish distinct precincts that create topographically varied settings for art. Each layer of the park meets different demands: art, landscape, and infrastructure are superimposed over remediation systems,

drainage collection, and existing transportation routes.

An 18,000-square-foot exhibition pavilion provides space for art, performances, and educational programming. From this pavilion, the pedestrian route descends to the water, linking three new archetypal landscapes of the northwest: a dense temperate evergreen forest, a deciduous forest, and a shoreline garden.

In the evening, the pavilion becomes a luminous presence within the park and the city, providing a terminus to the runway of lights that dot the pedestrian path. The pavilion contains a cafe; a multipurpose space for performance, lectures, events, and exhibition; offices; and a parking garage on the lower level.

The 2,200-foot-long pedestrian route begins at the 12,000-square-foot multi-use pavilion from which visitors traverse the site on a pathway that establishes topographic variations and open up radically different prospects. The chameleon-like section reveals its multiple roles - to elevate the pavilion, cross a highway, bridge over train tracks, and reshape the waterfront.

Throughout the park, landforms and plantings collaborate to direct, collect, and cleanse stormwater as it moves through the site before being released into the bay. The newly designed beach encourages biodiversity on a site previously damaged by petrochemical waste. The new shoreline is designed with aquatic terraces that form a subtidal safe haven for a juvenile salmon marine habitat.

A sloped, stepped terrace at the back of the museum serves as a multifunctional space for recreation, leisure, and performance.

The Panel recommends that The City of Alexandria creatively leverage the existing and proposed green areas in this neighborhood by linking them to each other and to the nearby metro stations. Such an expansive green space network can facilitate activities like biking, trails for walking, and



Sketch of proposed bridge across the railway tracks connecting Clermont Exchange to Ben Brenman Park

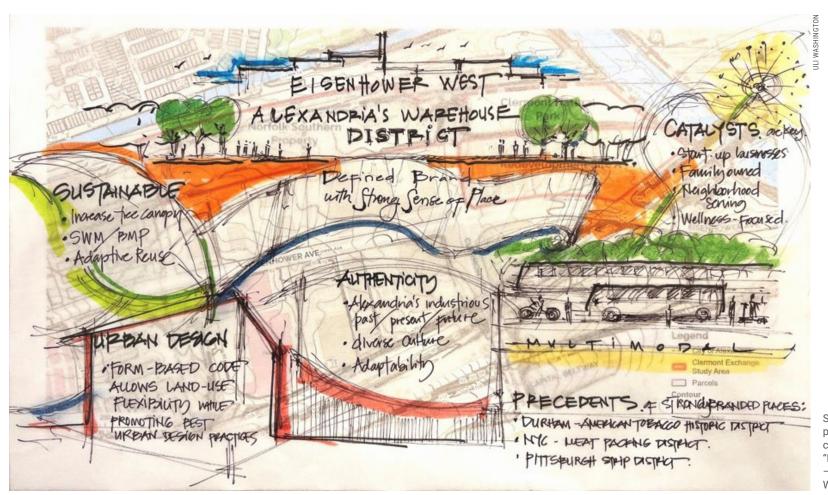
playgrounds for children. At the intersection of Eisenhower Avenue and Clermont Avenue where they proposed a gateway, they also proposed a popup small scale market/shop in the westernmost storage warehouse, at the intersection of Eisenhower Avenue and the newly drawn street parallel and to the north of Eisenhower Avenue. They recommended that this market/shop be developed along with a small-scale plaza and street furniture to activate this node. They recommended a

pedestrian bridge starting from this gateway plaza, spanning across the railway tracks and ending at the Ben Brenman Dog Park to the north of the tracks. This pedestrian bridge would be for pedestrians and bikers as well as serve as an overlook for The City of Alexandria. The end point of the bridge would connect to pathways leading into the existing neighborhoods.

The Panel summarized their vision for the

Eisenhower West area as "Alexandria's Warehouse District" through a hand rendered diagram and enlisted the following goals for its identity and development:

- 1. Define the "Eisenhower West" brand embrace the warehouse district and give it a strong sense of place
- 2. Make it authentic and promote -Alexandria's industrial past, present and



Sketch of the Panel's proposed overall concept for "Eisenhower West - Alexandria's Warehouse District."

future; diverse culture and ethnic food markets could be invited in incubators on this site; and tap on the community's ability to adapt; rent out storage spaces as incubators for low rents;

- Catalyze startup businesses; small scale neighborhood serving uses like gymnasiums, daycares and; wellness focused uses taking advantage of the park system
- 4. Make it sustainable increase tree canopy; introduce storm water management and use best management practices; adaptive reuse of buildings;
- Facilitate multimodal transportation along this long corridor with buses, metro, walkability and bikes
- 6. Create with the best urban design practices use form-based code which allows land use flexibility
- Refer to Precedents for places with strong brands and identities like:
  - American Tobacco Historic District in Durham, North Carolina (https:// americantobacco.co/)
  - Meat Packing District in New York
     City, New York (<a href="https://meatpacking-district.com">https://meatpacking-district.com</a>)
  - Pittsburgh Strip District in Pittsburgh, Pennsylvania (https://www. visitpittsburgh.com/neighborhoods/ strip-district)



The Panel's proposal for Option 1 showing the urban form Self Storage in the TAP study area.

## **Site Design Options**

# Redevelopment Option 1: Standalone Self Storage with Housing & Park Connectivity

The Panel recommended that The City permit replacement of existing self-storage to multi-story urban format self-storage facility on eastern corner of the TAP study area. This building could then serve as a sound buffer from I-495 and trains for the remainder of the site. Moreover, the building could be designed in tune with the human scale with appropriate streetscape to catalyze further mixed-use development on the remainder of the parcels.

This multi-story format self-storage building would free up more land for residential development, depending on a revised market

study. In tune with this, the Panel recommended creating access to Clermont Park by first reducing the open space requirement on the site to 10%, and then facilitating a developer to build out Clermont Park and the Gateway Trailhead.

In the hand rendered site plan above, the Panel shared a two-block design scenario - at the extreme left the Panel demarcated a gateway along the portion of Clermont Avenue north of Eisenhower Avenue. They further connected this gateway to Clermont Natural Park.

At the extreme right they demarcated the self-storage facility (rendered in red) with driving space for trucks and loading area, and



The Refinery in Charlotte, North Carolina.

a buffer park to facilitate mixed-use (rendered in orange) across from the storage building on the same parcel.

Immediately to the west of the gateway, in the large parcel, they have shown mixed-use development for multifamily residential and retail. Depending on the market study, this residential component could be apartments. condominiums, stacked townhomes, stacked flats or 2 over 2's.

# Case Study

The Panel shared an example of The Refinery in Charlotte. North Carolina which offers flexible and modern coworking space across nearly 23,000 SF in Charlotte's South End. Amenities include refreshments and freshly brewed coffee, mail service, high-tech meeting rooms, invites to networking events. The facility features shared desks, dedicated desks, private offices, and a 40-person team suite to meet all business needs.



The Panel's proposal for Option 2 integrating Self Storage into mixed use with housing and gateway park connection.

## Redevelopment Option 2: Integrate Self Storage into Mixed Use with Housing & **Gateway Park Connectivity**

The Panel recommended that The City permit replacement of existing self-storage into mixed use, thereby integrating the storage facility into the mixed-use building. The other use would wrap the storage facility, and could be retail, residential, daycare with frontage on Eisenhower Avenue. This scenario would unlock potential for more dense housing and facilitate more efficient use of land.

In this scenario, parking could be accommodated in a podium and hence hidden from public view.

## Case Study

The Panel shared an example of Plaza Midwood in Charlotte, North Carolina. The rendering below shows a proposed similarly scaled mixed-use, self-storage facility planned for Plaza Midwood in partnership by Michael Adams, owner of Hawthorne's New York Pizza and Bar, and Davidson-based The Stewart Group. The development is supposed to incorporate 124,800 SF of self-storage and 4.000 SF feet of retail.



# Conclusion

The Panel laid out recommendations for appropriate land use strategies within the Clermont Exchange neighborhood to ensure the area adapts to changing market conditions. Their Key Recommendations, outlined below, emphasize the importance of branding the neighborhood alongside the intentional development that leverage what makes the area unique:

- Transform Clermont Natural Park into a welcoming public open space.
- 2. Leverage Site A to create a Gateway to the park system
- 3. Refresh the existing market feasibility study.
- Reimagine and rebrand the neighborhood to spotlight its unique historically industrial features and charm.
- Implement a design review process for all proposed Eisenhower development projects.
- 6. Encourage innovative uses that capitalize on the vibrant existing uses.

The Panel presented two site design options for Redevelopment Site A:

**Option 1:** Standalone Self Storage with Housing & Park Connectivity:

The Panel recommended that The City permit replacement of existing self-storage to multi-story urban format self-storage facility on eastern corner of the TAP study area.

**Option 2:** Integrate Self Storage into Mixed Use with Housing & Gateway Park Connectivity:

The Panel recommended that The City permit replacement of existing self-storage into mixed use, thereby integrating the storage facility into the mixed-use building.

The Panel and ULI Washington are tremendously grateful for the opportunity to participate in the planning for the Eisenhower West area of The City of Alexandria.

Appendix: List of Stakeholders

**Agnes Artemel** 

Artemel Associates

**Bethany Znidersic** 

City of Alexandria, Parks, Recreation and Cultural Activities

**Christina Mindrup** 

Alexandria Economic Development Partnership

Clara Johnson

Fairfax County

**Dan Scolese** 

City of Alexandria, Transportation & Environmental Services

**Gavin Pellitteri** 

City of Alexandria, Transportation & Environmental Services

Helen McIlvaine

City of Alexandria, Director of Housing

**Hillary Orr** 

City of Alexandria, Transportation & Environmental Services

**Jack Browand** 

City of Alexandria, Parks, Recreation and Cultural Activities

**Julian Gonsalves** 

City of Alexandria, Assistant City Manager for Public-Private Partnerships

**Kathie Hoekstra** 

City of Alexandria, Environmental Policy Commission

**Kenneth Wire**Wire Gill

Michael Burton

Fairfax County

Michael M. Adams

Community Member

Mindy Lyle

City of Alexandria Planning Commission

Nate Macek

City of Alexandria Planning Commission

**Nate Fowler** 

Eisenhower Partnership

**Steve Cratin** 

Arcland

**Tom Kopko** 

Cameron Station Civic Association

# About the Panel

#### **Panel Co-Chairs**



Gabriela Cañamar Clark **Partner** LandDesign Alexandria, Virginia

Gabriela joined LandDesign in 1998 with an architectural

background, a passion for public spaces and extensive experience in mixed-use, urban infill, residential and commercial projects. As Partner and a senior lead designer in the Alexandria office, Gabriela is responsible for project visioning and storytelling through design, concept development and project management. She takes clients through successful project zoning entitlements, works with the design teams and municipal staff to convey the sense of place and the rationale behind the idea. She leads design teams through the preparation of full construction documents for large complex projects such as the downtown and waterfront at National Harbor, and the challenging re-development of Downtown Silver Spring; as well as the design and development for mixed use residential projects, such as The Frasier in Alexandria, Eckington Place in DC, and Ovation in Tyson's Corner.

A Fulbright Scholar, Gabriela earned a degree in architecture from the Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico and a Master of Landscape Architecture from the State University of New York and is a registered landscape architect in Virginia, Maryland, and Pennsylvania. She is also a member of the American Society of Landscape Architects, American Institute of Architects, Urban Land Institute and also serves as a board member of the Alexandria Economic Development Partnership.



**Beasley** Assistant Professor Georgetown University Washington DC

**Cori Packard** 

Prior to teaching at University of

Pennsylvania and Georgetown, Professor Beasley spent ten-years as full time faculty at NYU Schack Institute of Real Estate. Professor Beasley also provides consulting services to real estate developers, municipalities and non-profits engaging in complex real estate projects, and serves as a Senior Advisor at Econsult Solutions, Inc, as well as serving as the President of her own consulting firm, Packard Beasley. Corinne is the former Vice President of Development at the Hudson Yards Development Corporation, which was the City entity charged with spearheading the implementation of the Hudson Yards development program, which included the extension of the No.7 Subway Line, the redevelopment of the MTA Railyards, as well as other development sites between roughly 30th Street and 42nd Street, west of 8th Avenue. Prior to working at HYDC, Corinne was a Vice President of the Financial Services division of the New York City Economic Development Corporation, where she structured City incentives and discretionary capital investments in real estate and economic development projects throughout the five boroughs, including Atlantic Yards and Coney Island. Prior to joining NYCEDC, Corinne worked in real estate finance at Capital Trust, a publicly traded real estate investment trust in New York focusing on high-yield debt investments in real estate assets and operating companies; and in real estate acquisitions at Heitman, a real estate investment management company. Ms. Packard graduated from the University of Pennsylvania

with a BA in Urban Studies and Real Estate Development and a Masters in City Planning. Ms. Packard is a member of the ULI national Public-Private Partnership Council.

#### Panel Members



**Dan Avrit** Principal Parker Rodriguez Alexandria, Virginia

Dan Avrit is a founding member and Principal at ParkerRodriguez.

Born and raised on a dairy farm in California, he graduated from Cal Poly in San Luis Obispo, CA in 1992 with a degree in Landscape Architecture. Previously Dan worked with Jay Parker and Trini Rodriguez at HOH Associates on master planned communities and the Botanical Garden of National Museum of Nature Science in Taiwan. His love for the built and natural environment from a young age has led him to think big and search for meaningful solutions to complex development challenges.

Designing for the human experience is a first principle that guides all his work because if it's not beautiful, it's not sustainable. Every great place satisfies our human needs, is memorable, engages our senses and works within it's setting. Equally sustainable considerations are Economic, Social and Environmental factors that go into developing complete environments that are sustainable in the long term.

With 28 years of professional experience he has worked throughout the eastern United States providing expertise in master planning & visioning for new communities; urban design for new, walkable districts; and full Landscape Architectural services at all scales of work. Dan

has led the design, management, and implementation of award winning large-scale mixed-use communities, active adult communities as well as highly detailed urban plazas, streetscapes and urban infill projects.



**Derek Grego** Principal Director GlenLine Investments Bethesda, MD

Derek Grego is a Director at GlenLine Investments. Prior to

joining Glenline, Derek was an associate at Goldman Sachs with a primary focus on office, industrial, and covered land investments. Derek holds a BA in Public and International Affairs from Princeton University and served in the US Army prior to starting his real estate career. He is also an accredited member of the Congress for the New Urbanism and the Urban Land Institute.



**Harry Quinton** Program Manager, Recovery **Base Tactical** 

Harry Quinton is Base Tactical Disaster Recovery's Managing Director overseeing

several management consulting engagements in the firm's Mid Atlantic practice area. For the past 8 years Harry has served major public healthcare clients, cities, and states across an active \$1.8B Hurricane Sandy Recovery and Hazard Mitigation Development portfolio, and ongoing \$2.5B Covid-19 emergency recovery portfolio. His

experience advising clients spans public infrastructure, public finance, public-private partnerships, sustainable development, environmental planning, climate resilience, and emergency preparedness. He has spent his career consulting on corporate strategy and managing the implementation of development programs. Base Tactical's work has drawn praise from local and state governments for its thoroughness and consistent success meeting key public objectives. The firm maintains some of the longest public sector consulting engagements in the industry and serves as both an outward facing advocate, negotiating authority, and trusted advisor to its clients. Harry was named a 2024 MIPIM Challenger, an award that recognized 15 global professionals aged 30 and under at the MIPIM conference. The Challengers were selected for their contributions as rising leaders in commercial real estate and presented to an audience of MIPIM attendees and a panel of senior executives.

Harry is actively involved in civic issues and community advocacy in Washington DC where he serves on ANC1B's transportation committee and ULI Washington's Young Leaders Group ("YLG") and is co-chair of YLG's education committee. He obtained his undergraduate degree in History from Colgate University and is completing a Masters in Real Estate concentrated in Finance from Georgetown University part-time, where he serves as a tutor for the Real Estate Fundamentals course.



**Linda Nguyen** Principal **Elletienne Property Partners** 

Linda T. Nguyen is Founder & Owner of Elletienne Property Partners [pronounced

L-T-N], a boutique firm that partners with property owners, municipalities, developers, and publiclytraded & privately-held dealer groups to maximize underutilized real estate in urbanizing areas in North America. Linda founded Elletienne to bring innovation and a unique perspective, merging her expertise in both the development and automotive industries to navigate the complexities of mixed-use development and co-locating uncommon pairings, such as automotive and housing. With the ability to build consensus among disparate parties with creative solutions in the early, lengthy stages of the development process, Elletienne focuses on maximizing portfolios, overcoming industry challenges, and delivering on the often-missing element of execution.

While inspired to unlock unique opportunities for owners, developers, and the auto industry, Linda is also dedicated to increasing the housing supply and collaborates with jurisdictions and officials to impact policy and bridge the gap between the public and private sectors. She founded and led the Attainable Housing Initiative in Fairfax County and is passionate about expanding the toolbox to create more attainable housing for the workforce—essential for building strong communities.



**Malik Salifu** Partner Bawku Crossroads Falls Church, Virginia

Malik Salifu holds a Master of Science Degree in Real Estate Development from

George Mason University (GMU) where he was a recipient of multiple academic scholarships and achievement awards including "Graduate Student of the Year 2023" and a member of GMU's NAIOP (intercollegiate) Capital Challenge winning team. He also holds Bachelor of Science in Construction Management Technology from the University of Maryland Eastern Shore and has progressive experience as a Project Manager with commercial general construction companies in the Washington DC Metropolitan Area and parts of the Mid-west.

Mr. Salifu is the founder of Bawku Crossroads LLC; a construction and development management firm that represents construction and development owners in the provision of project leadership and controls needed to protect the triple bottom line of their projects.

As their fiduciary, Mr. Salifu is passionate about leveraging his several years of construction management experience, academic background, and networks to ensure construction and development project owners maintain the upper hand over their projects, consultants, and contractors. The outcome of every construction project is directly related to the leadership of its owner(s) and Mr. Salifu is always excited about helping owners protect their investments by assisting them lead and manage their project teams to stay focused on project goals such as being "on time" and "within budget."



Siva Venkataramani Partner **DC Housing Authority** Washington DC



**Stephan Rodiger CEO & Chief Curator** Rift Valley Partners

Stephan Rodiger has over 25 years of experience in real estate consulting, acquisition, development, master

planning, placemaking and finance in Washington, DC and cities across the country. At Rift Valley Group, Mr. Rodiger's responsibilities encompass all aspects of real estate development, including consulting, acquisition, planning, development, sourcing and structuring new projects, financial underwriting and project budget analysis. Mr. Rodiger has robust experience managing the life-cycle of development projects. Mr. Rodiger's successful record encompasses due diligence, feasibility, zoning, entitlement, and design development as well as securing third-party debt and equity sources, coordinating and overseeing the construction process, and project transition to property leasing and management. Mr. Rodiger is the managing partner for the Washington, DC metropolitan area and Mid-Atlantic.

Prior to Rift Valley Group, Mr. Rodiger was Senior Vice President at Redbrick LMD responsible for the land assembly, planning, entitlement and development of large multi-phased, mixed-use

projects, from feasibility through pre-construction, project management, and stabilization. Mr. Rodiger was responsible for the development of multiple projects in Washington, DC, including mixed-use development projects in the Ward 8 neighborhoods of Anacostia (Bridge District) and Congress Heights (St. Elizabeths East Campus). Prior to Redbrick, Mr. Rodiger was Vice President for Kettler, developing master planned communities, urban mixed-use projects and partnering with Sursum Corda on DMPED's The New Communities Initiative Northwest One project.

Earlier in Mr. Rodiger's career, he was a program and development manager for the HUD HOPE VI program. Working at The Communities Group, a national affordable housing developer, he was responsible for development partnerships with local housing authorities and the HUD HOPE VI Office. As a real estate advisor and consustant at Bearingpoint, Mr. Rodiger provided program management support for the HUD HOPE VI office, including project management, financial management, total development cost analysis, master planning and design, site assessment, revitalization plan review, mixed financing and leveraged funding analysis, and policy development.

Mr. Rodiger received his BS degree from Cornell University and earned a Masters of City and Regional Planning from the University of North Carolina at Chapel Hill. Upon graduation from Chapel Hill, Mr. Rodiger worked as a research analyst at the Brookings Institution Urban and Metropolitan Center, spearheading case study initiatives examining how demographic, market, tax and regulatory policies affect growth and development in cities and regions across the country. Today, Mr. Rodiger lives and works in the Dupont Circle neighborhood of the District of Columbia with his wife and two young children.



**Synfoni Bailey-**Green **Principal Northeast** Collaborative Architects Washington DC

Synfoni is a Principal

and manages the firm's Washington, DC operations. During her 20+ years of working in the profession, Synfoni has worked on a variety of projects, ranging from the rehabilitation of historical buildings, single & multifamily residential (mid& high rise), educational, and commercial as well as public sector buildings. These projects ranged in all design phases from conception to completion (schematic, development, and construction) including furniture and technology integration.

Due to her work on diverse building types and phases, the knowledge she has gained is implemented when approaching a new project, regardless of the building type. Her experience with historic buildings started at the beginning of her career. Throughout her career she has enjoyed working on existing & historic buildings and having a positive role in revitalization of the properties and the community.

Her ability to envision the client's desired purpose of the space brings a range of depth and humanness to the project involves working closely with the end users, building committees, and building officials. By coordinating all aspects of the project, the clients vision along with the architectural aesthetic is coordinated and appropriate within the community. Synfoni has been praised by Clients for her ability to translate their visions from dreams into reality.

While leading the firm in the region, she has

maintained an active role in the community and profession, such as church and professional groups including LAI, ULI and DCBIA.



**Toyia Lewis** The Federal Government Washington DC



Report Author Kaushambi Shah Freelance Urban **Designer & Report** Writer Rockville, MD Kaushambi Shah is an

Urban Designer/Planner with a background in Architecture. She has 12 years of experience in the private sector, including design and planning in the domestic as well as

international realm. Besides working on projects in U.S. cities like Philadelphia, Washington DC, Baltimore, Boston, Fairfax and smaller towns in New York, she has also worked on projects in India, China, Saudi Arabia and Abu Dhabi. Her project experiences range from design of Entertainment Cities, Mixed Use Town Centers, Campus Plans and Redevelopment, Resort Communities, Residential Communities, Waterfront Developments and Transit Oriented Development.

She has a Bachelor's in Architecture form the University of Mumbai, India and a Masters in

Urban Design from the University of Michigan, Ann Arbor. She has served as a TAP report writer for multiple ULI Washington TAPs, including: "Research Boulevard: It's Not an Office Park!." "What's Next for Westfields?", "Creating an Eastern Gateway in Falls Church", "The Exchange: Transforming the Virtual Circle and Reconnecting the Neighborhoods," "Rockville Town Center: Strengthening Its Vitality" and "Westphalia: Reimagining Opportunity, Break the Cycle!".

Eisenhower West Planning Task Force, and the Board of Directors of the Alexandria Economic Development Partnership.

As a volunteer, she served on the board of the NOTICe civic association and represented Old Town North on the Coalition of Business Organizations. She has also participated in **ULI-Washington Technical Assistance Panels** (Wheaton shopping center, Town of Indian Head, Fairfax Regional Leadership), and in national Advisory Service Panels (San Bernardino, Galveston, Garden City).