

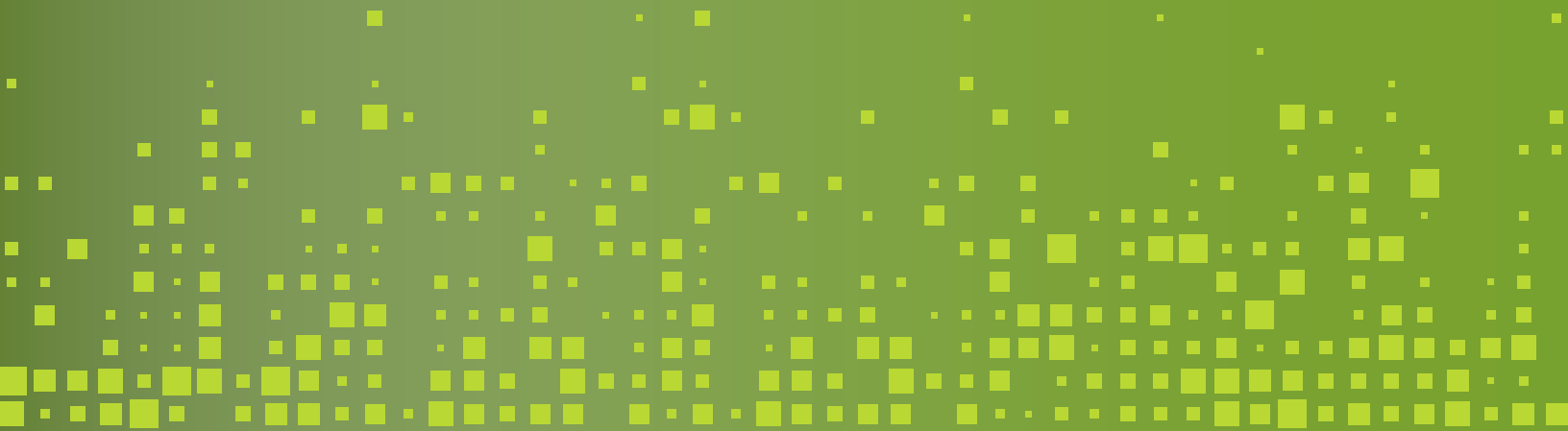


ULI WASHINGTON
**REAL ESTATE TRENDS
CONFERENCE**

URBAN INNOVATION

EXPANDING POSSIBILITIES

TUESDAY, APRIL 30, 2019



ULI Washington

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Greetings from the Trends Committee Co-Chairs

The Trends Conference continues to be most interesting, just like the Commercial Real Estate (CRE) industry. There are so many CRE disruptors and demographic shifts and change in the climate. At every turn, something unique is happening, with technology and creativity at the core of most of the innovations.

This year's theme of URBAN INNOVATION: EXPANDING POSSIBILITIES is a shorthand for all of the exciting potentials that lay before us in the future. There will be sessions focusing on key trends in the industry such as the silver tsunami, cannabis and real estate, micromobility, the capital stack, resiliency and the retail experience. Quick hits after lunch will include the topics of Artificial Intelligence, Proptech, and Active Transportation. A newly completed ULI Washington Housing Attainability study will be summarized and made available to project attendees.

Throughout the day, we hope to inspire and challenge you, starting with a presentation by Victor Calanog, the Chief Economist and Senior Vice President at Reis. Mr. Calanog will highlight the global, national, and regional economy and trends that will intersect in the future to challenge our industry and provide incredible opportunities for innovation and creativity.

The Trends Awards will be presented at lunch, highlighting the 17 Finalists in six categories that represent the most forward-thinking best practices in development. The Awards categories include Excellence in Housing, Mixed-Use, Adaptive Reuse, Office, Affordable Housing, and Institutional and Impact. The Jury worked hard to narrow the 64 outstanding applications received this year, and the winning projects exemplify excellent design, economics that make sense, previously uncharted levels of sustainability, and contributions to creating great communities. Each Finalist project will be summarized on boards throughout the conference venue – please take the time to study the lessons learned from these outstanding projects.

Our day will end with a fireside chat with CRE Titans from our region. Each of the panelists has had enormous impact on the region's commercial real estate industry over the decades, from creating exceptional individual buildings and vibrant neighborhoods to building inclusive companies that are considered among Washington's "Best Places to Work." Our industry has greatly benefited from their vision, creativity, and tenacity. They will share their stories, looking backward and forward, giving us a glimpse into their leadership philosophies and the passion they harnessed to create innovation and success in the real estate industry.

Thank you for your support of ULI Washington's Trends conference and hope you enjoy the day!

Co-Chairs, 2019 Real Estate Trends Conference,



Paul Deschamps
BANK OF AMERICA
MERRILL LYNCH



Matt Ginivan
JBG SMITH

CONTINUING EDUCATION CREDITS

The Trends Conference has been approved for 6.5 hours of continuing education credits by the American Institute of Architects (AIA). The Trends Conference is also approved for 6.5 credits by the American Institute of Certified Planners (AICP). Forms to record conference attendance will be available at 3 pm at the conference registration area.

POWER POINT PRESENTATIONS

All conference registrants will receive an email following the conference with links to selected conference power point presentations.

THANKS TO OUR MEDIA PARTNERS



Schedule at a Glance

7:45—8:15 a.m.	ONE ULI MEET & GREET COFFEE	BALLROOM FOYER REAR — BY INVITATION ONLY
8:00—8:20 a.m.	REGISTRATION AND BREAKFAST	BALLROOM FOYER/ATRIUM
8:20—8:30 a.m.	WELCOME AND ANNOUNCEMENTS	HALL
8:30—9:30 a.m.	KEYNOTE: ECONOMIC EXPANSION, COMMERCIAL REAL ESTATE. WHAT'S NEXT?	HALL
9:30—9:45 a.m.	EXHIBIT BREAK	ATRIUM
9:45—10:45 a.m.	CONCURRENT SESSIONS	
	Silver Generation: Changing Housing Product Opportunities for our Aging Population	BALLROOM A
	The Capital Stack: Optimizing Structure & Returns	BALLROOM B
10:45—11:00 a.m.	EXHIBIT BREAK	ATRIUM
11:00 a.m.—12:00 p.m.	CONCURRENT SESSIONS	
	Millions of Trips, Billions of Dollars: Micromobility's Explosive Growth	BALLROOM A
	Cannabis and Commercial Real Estate: The New Reality	BALLROOM B
12:00—12:15 p.m.	EXHIBIT BREAK	ATRIUM
12:15—1:15 p.m.	LUNCH / TRENDS AWARDS	HALL
1:15—2:15 p.m.	QUICK HITS <ul style="list-style-type: none"> • ULI Washington Housing Attainability Study • Active Transportation and Real Estate: The Next Frontier • How to Win with Practical Applications of AI in CRE Investing • PropTech's Continued Rise, and Real Estate's Emerging Response 	HALL
2:15—2:30 p.m.	EXHIBIT BREAK	ATRIUM
2:30—3:30 p.m.	CONCURRENT SESSIONS	
	Resiliency On The Waterfront	BALLROOM A
	Digital Art and Augmented Reality: How New Technologies are Disrupting the Retail Landscape	BALLROOM B
3:30—3:45 p.m.	EXHIBIT BREAK	ATRIUM
3:45—4:30 p.m.	WRAP UP – REGIONAL REAL ESTATE TITANS	HALL
4:30—6:00 p.m.	NETWORKING COCKTAIL RECEPTION	ATRIUM



ATRIUM

Exhibitor Diagram

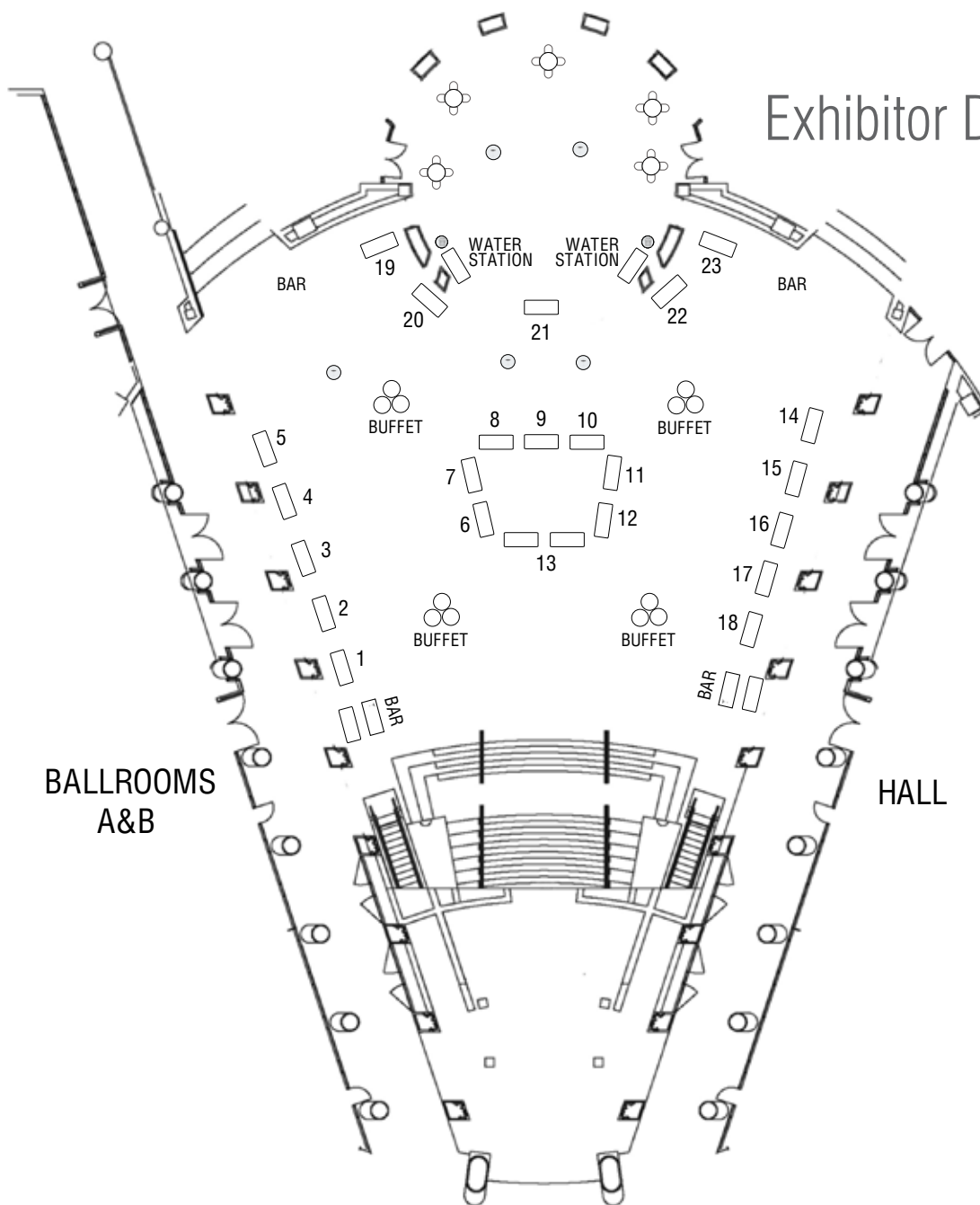


TABLE 1—DAVIS, CARTER, SCOTT LTD.

TABLE 2—COLVIN INSTITUTE OF REAL ESTATE DEVELOPMENT

AT THE UNIVERSITY OF MARYLAND

TABLE 3—PLANNED COMPANIES

TABLE 4—WDG ARCHITECTURE

TABLE 5—BOHLER ENGINEERING

TABLE 6—MV+A ARCHITECTS

TABLE 7—NORTHMARQ

TABLE 8—HICKOK COLE ARCHITECTS

TABLE 9—ECS MID-ATLANTIC, LLC

TABLE 10—STARRY INTERNET

TABLE 11—LANGAN

TABLE 12—HORD COPLAN MACHT, INC.

TABLE 13—ULI MEMBERSHIP AND FALL MEETING INFORMATION

TABLE 14—AMT, LLC

TABLE 15—BCT ARCHITECTS

TABLE 16—U.S. DEPARTMENT OF HOUSING & URBAN

DEVELOPMENT, OFFICE OF POLICY DEVELOPMENT AND RESEARCH

TABLE 17—GEORGE MASON UNIVERSITY M.S. IN REAL ESTATE

DEVELOPMENT

TABLE 18—SK+I ARCHITECTURE

TABLE 19—KGD ARCHITECTURE

TABLE 20—GEORGETOWN SCHOOL OF CONTINUING STUDIES

TABLE 21—THE CHRISTMAN COMPANY

TABLE 22—NEOSCAPE

TABLE 23—WHYHOTEL



Agenda

8:00 – 8:20 A.M. | BALLROOM FOYER/ATRIUM

Registration and Breakfast

8:20 – 8:30 A.M. | HALL

Welcome and Announcements

8:30 – 9:30 A.M. | HALL

Economic Expansion, Commercial Real Estate. What's Next?

This session will put the past decade's performance of multifamily and commercial real estate in context, focusing on both national and local DC, Maryland, and Virginia markets. Where are specific property types in the current business cycle, and which one stands to be hit harder in a recession? What are the longer term demographic, behavioral, technological, and policy shifts – silver cities, opportunity zones, the legalization of cannabis, and more - that will drive market dynamics for specific sectors and geographies?

- *Victor Calanog, Chief Economist & Senior Vice President, Reis, Inc.*

9:45 – 10:45 A.M. | BALLROOM A

Silver Generation: Changing Housing Product Opportunities for our Aging Population

Today's senior living real estate market ranges from aging in place to intensively managed retirement communities. By 2030, there will be 222 million people over 60 who will generate 51% of urban consumption growth. What is the range of residential product types that the new senior generation demands, and how will it differ from today's range of products? Where are the opportunities for developers, investors, and operators in future product types, particularly in the Metro DC region? How can developers create communities that evolve as the population ages?

MODERATOR

- *Janet Meyer, Principal, BCT Architects*

PANELISTS

- *Michael Hartman, Principal – Active Living, Capitol Senior Housing*
- *Philip Kroskin, Senior Vice President of Real Estate, Sunrise Senior Living*
- *Jaana Remes, Economist and Partner, McKinsey Global Institute*
- *Gwen Wright, Planning Director, Montgomery County Planning Department*



9:45 – 10:45 A.M. | BALLROOM B

The Capital Stack: Optimizing Structure & Returns

With construction costs and interest rates increasing, traditional first mortgage bank debt may not be sufficient to fund development projects in some circumstances. To fill the gap, developers are relying more on preferred equity and mezzanine debt. In addition to EB-5 and crowd funding, which have been utilized on a limited basis, Opportunity Zone investments now provide a new option to supplement the capital stack. Join us for an in-depth discussion on how the various financing vehicles can be layered together to maximize returns. Our panel will discuss different capital stack options and considerations, including the pros and cons of each.

MODERATOR

- *Roberta Liss, President, Northeast, Northcentral, Mid-Atlantic, Cushman & Wakefield*

PANELISTS

- *Bob Murphy, Managing Principal, MRP Realty*
- *Mark Neely, Managing Director, Director of Fixed Income Research, EJF Capital LLC*
- *Stephen Shaw, Jr., President & CEO, Phillips Realty Capital*

11 A.M. – NOON | BALLROOM A

Millions of Trips, Billions of Dollars – Micromobility's Explosive Growth

In 2019, the DC Metro Area will see millions of “micromobility” trips completed via scooters, bikeshare, e-bikes, and more. Some of the companies behind these new transportation options didn't exist 24 months ago but are attracting eyepopping valuations in the billions of dollars.

As micromobility options have proliferated they have attracted the ire of drivers, raised concerns about safety, and struggled to find their place in the urban streetscape. Notwithstanding, these new transportation options are not a fad and are quickly becoming an essential part of our transportation infrastructure. They offer a new way to move around the city that is often faster, cheaper (and more fun!) than any other available transportation option. This panel will explore micromobility's growth, its growing pains, its future, and its impact on urban real estate.

MODERATOR

- *Paul Mackie, Director of Research and Communications, Mobility Lab*

PANELISTS

- *Maggie Gendron, Strategic Development & Government Relations, Lime*
- *Yon Lambert, Director of Transportation & Environmental Services, City of Alexandria*
- *Tina Leone, Chief Executive Officer, Ballston BID*

11 A.M. – NOON | BALLROOM B

Cannabis and Commercial Real Estate: The New Reality

Times have changed with respect to attitudes and public perception of cannabis in the United States as more states (and the District of Columbia) move towards full or partial legalization even as the Federal Government continues to prohibit cannabis for any use under the Controlled Substances Act of 1970. The trend towards legalization creates new uses for existing property types and exciting opportunities for real estate developers and investors. But even with this growing trend, many challenges remain as major lenders and investors are still analyzing and underwriting the risks related to this industry. Our panel of professionals will highlight the



challenges they have faced and the opportunities they have found at the intersection of cannabis legalization and the commercial real estate industry.

MODERATOR

- *Jonathan A. Havens, Co-Chair, Cannabis Law Practice, Saul Ewing Arnstein & Lehr LLP*

PANELISTS

- *Michael Bronfein, Chief Executive Officer, Curio Wellness*
- *Alan Hyatt, Chairman, Severn Bancorp*
- *John Dettleff, Managing Director, JLL | Mid-Atlantic Industrial Advisory and Transaction Services*

12:00 NOON – 12:15 P.M. | ATRIUM

Exhibit/Networking Break

12:15 P.M. – 1:15 P.M. | HALL

Lunch/Trends Awards

Our region has an amazing number of vibrant and innovative commercial real estate developments being brought to the market. The Trends Awards Program was conceived to recognize and celebrate the fantastic work of developers, engineers, architects, construction companies, and public agencies in shaping our area. We will announce and applaud our 2019 winners at lunch.

PRESENTER

- *Bob Peck, Chair, Trends Awards Jury*

1:15 P.M. – 2:15 P.M. | HALL

Quick Hits

ULI WASHINGTON HOUSING ATTAINABILITY STUDY

The district council convened a Housing Impact Task Force in 2018 to examine issues of housing attainability in the region. The underlying theme of the research is that constrained supply leads to higher prices, and the land use entitlement and citizen participation processes are obstacles to maximizing housing production. The report focuses on how to improve the processes and regulations to create attainable housing for individuals and families at all income levels.

PRESENTER

- *Yolanda Cole, Senior Principal and Owner, Hickok Cole Architects, Chair ULI Washington*

ACTIVE TRANSPORTATION AND REAL ESTATE: THE NEW FRONTIER

Transportation is changing. Car Share, ride share, autonomous vehicles and other new technologies are all impacting consumer behavior and infrastructure decision making. However, active transportation and innovations in micro mobility are having outsized impacts. Bicycle infrastructure can provide both cities and developers with more bang for the buck. This session will showcase the new TOD – “Trail Oriented Development”: what it is and how it is changing both cities and development.

PRESENTER

- *Ed McMahon, Senior Resident Fellow, ULI-the Urban Land Institute*



HOW TO WIN WITH PRACTICAL APPLICATIONS OF ARTIFICIAL INTELLIGENCE (AI) IN CRE INVESTING

What is the difference between machine learning (ML) and heuristic approaches to some common CRE problems like asset valuation? When does ML become AI? How can these technologies be used to solve real-world problems in CRE? During this talk, we'll try to answer these questions and more by providing some basic background about the subject and walking through some actual use cases for AI in CRE.

PRESENTER

- *Or Hiltch, Chief Technology Officer and Founder, Skyline AI*

PROPTech'S CONTINUED RISE, AND REAL ESTATE'S EMERGING RESPONSE

In the span of a few short years, real estate and property related technology ("PropTech") has rapidly emerged as one of the most active and fastest growing segments within the broader tech sector. This Quick Hit will provide a snapshot of the current state of today's PropTech market, discuss key trends and themes to watch as the sector continues to mature, and examine how real estate leaders are positioning their firms to capitalize on this unprecedented period of opportunity.

PRESENTER

- *Zak Schwarzman, Partner, Metaprop Ventures*

2:15 P.M. – 2:30 P.M. | ATRIUM

Networking/Exhibit Break

2:30 – 3:30 P.M. | BALLROOM A

Resiliency On The Waterfront

DC's waterfront development in the 21st Century is defining the District as a true River City. DC has miles of land at the water's edge that is more vulnerable than ever to storms and flooding. This moderated panel is composed of experts who have experience designing resiliency into The Wharf and Georgetown's Washington Harbour, financing resiliency projects in the US and internationally, developing smart-tools to help owners and cities make better decisions faster, and writing the District's first ever Resiliency Strategy.

MODERATOR

- *Kevin Bush, Chief Resilience Officer, DC Government*

PANELISTS

- *Barbara Mullenex, Managing Principal, DC Office, Perkins Eastman*
- *Linda Toth, Senior Sustainability Consultant, Arup*
- *Ximon Zhu, Senior Consultant, Deloitte & Touche LLP*

2:30 – 3:30 P.M. | BALLROOM B

Digital Art and Augmented Reality: How New Technologies are Disrupting the Retail Landscape

The retail industry is evolving through the use of innovative technologies and creative place-making. Real estate owners, developers, and retailers are finding new ways to activate public and private spaces by creating places that enable their customers to have compelling experiences rather than simple commercial transactions. Digital technology and art are transforming the way people approach consumption in brick and



mortar retail stores. Next generation digital art galleries have opened the door for people to interact with immersive art installations in ways they never have before.

This panel explores how combining virtual reality, augmented reality, and digital art with place-making techniques is reshaping the “off-line” retail experience, creating spaces that attract customers and build brand loyalty.

MODERATOR

- *Matt Hopkins, Senior Director of Development, AIMCO*

PANELISTS

- *Carlos Cristerna, Principal, Rad Lab Director, Neoscape*
- *Sandro, Co-Founder and Artistic Director, ARTECHOUSE*
- *Robin Mosle, Managing Partner, Of Place, LLC*

3:45 PM. – 4:30 P.M. | HALL

Commercial Real Estate, Past, Present, and Future: Through the Lens of Regional Real Estate Titans

The closing panel of the day features a dynamic group of local superstar developers. Each of the panelists has had enormous impact on the region’s commercial real estate industry over the decades, from creating exceptional individual buildings and vibrant neighborhoods to building inclusive firms that are considered among Washington’s “Best Places to Work”. Our industry has greatly benefited from their vision, creativity, and tenacity. They will share their stories, looking backward and forward, giving us a glimpse into their leadership philosophies and the passion they harnessed to create innovation and success in the real estate industry.

MODERATOR

- *Barbara Schaefer McDuffie, Managing Director of Business Development, Baker Tilly Virchow Krause, LLP*

PANELISTS

- *John E. “Chip” Akridge, III, Founder and Chairman, Akridge*
- *Thomas S. “Tom” Bozzuto, Chairman & Co-Founder, The Bozzuto Group*
- *Bryant Foulger, Chairman, Foulger-Pratt*

4:30 PM – 6:00 P.M. | ATRIUM

Networking Cocktail Reception



ULI Washington Leadership

SPECIAL THANKS TO THE ULI WASHINGTON 2019 REAL ESTATE TRENDS CONFERENCE COMMITTEE

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Bob Youngentob EYA



Standing out from the crowd.

Capital One® Commercial Real Estate is proud to support the **2019 ULI Washington Real Estate Trends Conference.**

Through our financing expertise and capabilities, we're committed to turning our clients' vision into reality, and the great work of the Urban Land Institute inspires us to keep working towards our shared goal of making this region a great place to be.

Sadhvi Subramanian

Mid Atlantic Market Manager
Commercial Real Estate
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sadhvi.subramanian@capitalone.com

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ULI Technical Assistance Panel Program

Solving Intractable Land Use Challenges

Technical Assistance Panels (TAPs) provide expert, multidisciplinary advice to public agencies and non-profit organizations facing complex land use and real estate issues in the Washington metropolitan area. Drawing from ULI Washington's extensive membership

base, which includes the region's most experienced and prestigious real estate professionals, panels to offer objective and responsible advice on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions.

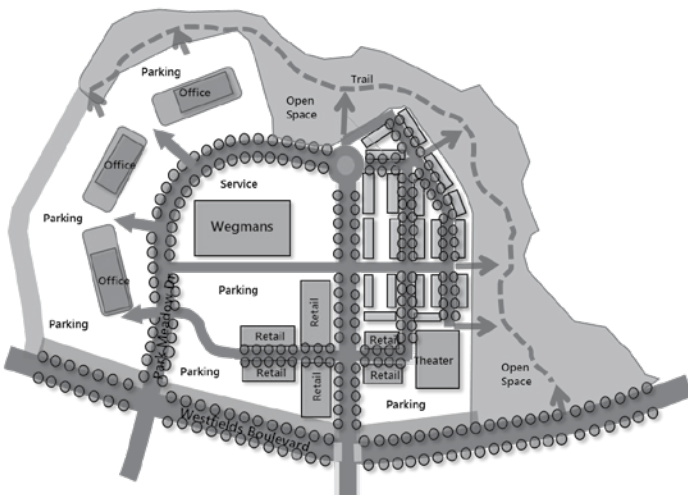


TAP Process

Through the TAP program, ULI Washington is able to deliver honest, unbiased answers to land use and real estate questions that defy easy solutions. The TAP program is intentionally flexible to provide sponsoring organizations a customized approach to addressing specific local issues.

The TAP program can help to address a broad range of issues by:

- Evaluating growth issues including economics and management;
- Analyzing the re-use potential of existing properties;
- Identifying key economic and land use issues relating to public/private land use situations;
- Evaluating specific development and land proposals or issues;
- Providing a market-based analysis of a local plan or development strategy; and
- Making targeted recommendations on maximizing the impact of public investments, phasing redevelopment, implementing local plans, etc.



**Urban Land Washington
Institute**

For more information, contact Lisa Rother at ULI Washington (lisa.rother@uli.org).

Coming soon!

OPPORTUNITY TO APPLY FOR ULI COMMITTEES, INITIATIVE COUNCILS, AND LAND USE LEADERSHIP INSTITUTE.

In mid-May, ULI members will be sent information on how to become more involved in district council activities (except for YLG, which has its own process). If you want to volunteer for these opportunities, please fill out the survey at the links you will receive via email. An information session for all opportunities will be held at ULI HQ on May 30th.

INITIATIVE COUNCILS are affinity groups where members come together to discuss topics of mutual interest. Our current councils include:

- » **HOUSING** – focuses on the supply and demand of housing and what public and private policies and best practices are in the housing arena
- » **PLACEMAKING** – members share best practices in urban design, mixed-use development, and planning
- » **REGIONALISM** – works to build “regionalism” and enhance partnerships with other regional organizations that will insure future economic growth and stability in the region.
- » **SUSTAINABILITY** – focuses on bringing together land use industry leaders to discuss the sustainability, be forward-thinking (not technical in nature), and build the business case for sustainability
- » **TOD** – brings ULI Washington and ULI Baltimore industry leaders together to talk about shared regional transportation and land use challenges.

COMMITTEES that support ongoing ULI Washington programs:

- » Women’s Leadership Initiative
- » Case Studies
- » Full Member Executive Conversations
- » Membership
- » NEXT
- » Sponsorship
- » Technical Assistance Panels
- » Trends and Trends Awards
- » UrbanPlan

REGIONAL LAND USE LEADERSHIP INSTITUTE:

A nine-month program for mid-career leaders in the public, private and nonprofit sectors. Build relationships and learn about commercial real estate and the region.



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that you can leverage throughout your career.**

What our students and alumni have to say about the program...

"For me, the program has led to a unique, three dimensional understanding of the machinery that drives the development process and the industry itself. Lessons I have learned in the classroom have already been applicable to my work in land planning and affordable housing."

– Josh Fornwalt '18, Project Manager, JLL

"The MS in Real Estate Development program fulfilled my goal of becoming a more well-rounded real estate professional by providing me with a deeper understanding of those aspects of the industry that I don't regularly deal with on a day-to-day basis. It was also a wonderful way to create lifetime friendships and business networks."

– Richard Doyle '17, Vice President, Peterson Companies

"Every class in the MS in Real Estate Development program is taught by leaders in the industry and utilizes relevant applications around real estate, construction, and finance. The team projects prepared me for real-life scenarios. But the best part of the program was forging all the professional connections and relationships!"

– Stephanie Moumen '16, Sr. Project Manager, Orr Partners

"As the son of a real estate developer, I had a lifetime of insight into how a development company operates but lacked the financial models to manage a company for maximum profitability and success. Mason's program has given me the knowledge and confidence I needed to pursue my goal of starting my own company."

– Chris Oursler '14, Senior Associate, Rooney Properties

"Mason's program offers comprehensive coverage of the real estate development process. The insights I gained – such as how the pro forma and the market drive deals and impact decisions – allow me to bring more than just legal knowledge to the issues confronting my clients."

– Karen Cohen '12, Shareholder, Vanderpool, Frostick & Nishanian, P.C.



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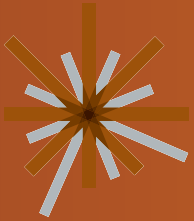
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NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

NOTES

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ULI WASHINGTON
**REAL ESTATE TRENDS
AWARDS**

2019 FINALISTS



A Message from the Trends Jury Chair

This year's awards recognize emerging trends worth emulating. Like last year, residential projects were the most nominated and in nearly all mixed-use projects, residences were the primary use. Many projects are designed to serve a particular segment of the population: from a compact, social community allowing seniors to age in place, to affordable housing for grandparents raising children, to luxury rentals for diplomats and others on extended stays.

Creative residential projects are infilling challenging sites and transforming former office buildings. One high-end townhome development is in a city alley while an affordable multi-family project utilized a grade-challenged space in a suburban affordable housing campus. On what used to be the underutilized and overlooked Southwest waterfront, there is now extraordinary luxury housing that includes a vibrant music venue. Another project is such a seamless mix that the apartment lobby and integrated coffee shop blend into one inviting space.

Office buildings are incorporating fresh looks in their designs, and standard amenity packages are upscale and competing for attention from prospective tenants. Office occupancy per person may be shrinking, but some office buildings have large ambition, from a new net zero construction to an historic renovation to an intriguing urbanistic layout on a routine downtown site.

Sustainable development is becoming more routine and more innovation must continue in this area. The jury recommends that next year's awards include a sustainability category.

As always, the best projects demonstrated excellent design as well as creative development and skillful delivery, all finely tuned to the project's goals. As one juror said, "you take something away from the winning projects: they stick with you, they make you think." This year's projects are exemplary and provide excellent examples to make us all think about how to create fantastic places.



Bob Peck, Chair
2019 TRENDS AWARDS JURY



Trends Awards Jury Members

BACK ROW: Diana Horvat, HYL Architects; Andrea Gourdine, Douglas Development; Sakina Kahn, DC Office of Planning; Hilary Goldfarb, The Rockefeller Group; Katie Bucklew, EDENS

FRONT ROW: Bob Peck, Gensler; Bill Bonstra, Bonstra|Haresign; Carlos Bonner, Jair Lynch

FROM PHOTO: Kristi Smith, JBGS

Special thank you to Ann Tyler, BCT Architects, for her work on the Trends Awards.

EXCELLENCE IN MIXED-USE DEVELOPMENT



DEVELOPER OR OWNER

Insight Property Group

ARCHITECT

SK&I Architectural Design Group

CONSTRUCTION CONTRACTOR

John Moriarty & Associates of Virginia

THE APOLLO

The Apollo is a LEED-Gold, mixed-use residential building located in the heart of the H Street NE corridor that contains 431 high-end apartments, a Whole Foods grocery store, a WeWork location, and additional curated retail at street level. The Wydown coffee shop in the Apollo is integrated into the building's lobby, creating a seamless integration of uses. The 405,000 SF residential development was an assemblage of multiple lots filling the entire 600 block of H Street. The building's location and name pay homage to one of D.C.'s most popular movie houses, the Apollo Theatre, which was built in 1913 and located at 624 H Street NE until it was demolished in 1955.

The development was a unique opportunity to create the ultimate city block through the combination of smart design and a carefully assembled group of retail and community partners. The residential, retail, and office uses come together at the Apollo, strategically and sensitively, to enhance the eclectic neighborhood. It is a destination where neighborhood residents and visitors alike can collaborate, shop and unwind.



DEVELOPER OR OWNER

PN Hoffman and Madison Marquette

ARCHITECT

Perkins Eastman DC

CONSTRUCTION CONTRACTOR

Clark Construction Group

THE CHANNEL

The Channel Apartment building is the residential anchor of Phase 1 of the District Wharf, a billion-dollar redevelopment of the Southwest Waterfront in D.C. The Channel includes multi-floor retail, a music hall venue that accommodates up to 6,000 patrons, below grade parking and two-story retail uses.

The unit design provides new urban housing for the Millennial generation with a mix of one- and two-bedroom units as well as the district's first micro-units of 300-350 square feet. The microunits are supplied with built-in furnishings which provide comfort, flexibility and help to maximize the floor area.

The Anthem, incorporated into the building, is a four-level music venue designed as flexible use space. It can be configured for conventions, SRO concerts, or fully seated music events. A significant challenge for this venue was the acoustic isolation of the hall from the surrounding retail and residential spaces. The solution entailed the design and construction of double walled, concrete masonry unit enclosures, floating slab floor and earthquake type structure connection to keep the sound within the hall.



700 PENNSYLVANIA AVENUE, SE

This 669,900 square foot mixed-use development combines apartments, offices and retail on 3.4 acres formerly occupied by Hine Junior High School. The project had a significant impact on the surrounding community by replacing an abandoned 1950's school with a vibrant mixed-use development. The highest density and massing is located on Pennsylvania Avenue, directly across from the Metro Station and the seven-acre L'Enfant Plan open space referred to as the Eastern Market Metro Park and Plaza.

DEVELOPER OR OWNER

EastBanc; Stanton Development; Clark Enterprises; Jamestown; LS Caldwell, Dante Partners

ARCHITECT

Gensler

CONSTRUCTION CONTRACTOR

Clark Construction Group; McCullough Construction

By reestablishing the 300 block of C Street through the site, the smaller and more pedestrian friendly street grid that had been destroyed by the superblock planning in the 1960's era Hine School has been restored. The project includes 162 apartments in three buildings, 46 of which are affordable at a range from 30% to 80%. There is 156,000 square feet of office in the development and a diverse mix of retailers and restaurants.

EXCELLENCE IN OFFICE DEVELOPMENT



MIDTOWN CENTER

Designed by New York based SHoP Architects, Midtown Center is an 865,000 square foot class A office building featuring two full height curtain wall office towers with copper cladding connected by three 50-ton glass and pre-patinated copper "tunnel" suspended bridges that are a central feature of the two towers design. The bridges required extensive structural planning and meticulous engineering to be placed between the buildings. The building is the headquarters of Fannie Mae, a quasi-government institution that is a leading source of financing for mortgage lenders.

DEVELOPER OR OWNER

Carr Properties

ARCHITECT AND OTHER DESIGNERS

SHoP Architects; WDG Architecture, SCAPE Landscape Architecture; Michael Graves Architecture & Design

CONSTRUCTION CONTRACTOR

Clark Construction Group

The public plaza is designed as a green oasis amid the concrete jungle of downtown DC; it is inspired by the historic L'Enfant city plan. The diagonal thoroughfares that run across 15th and L Streets, N.W. draw pedestrians into the central space of the building to create a vibrant retail environment. Midtown Center's amenities are consistent with the building's first-class LEED Gold designation and include extensive green spaces with trees, shrubs, and perennials in the occupiable terrace on the 14th floor, as well as three levels of below-grade parking.



DEVELOPER OR OWNER

United Therapeutics Corporation

ARCHITECT

EwingCole

CONSTRUCTION CONTRACTOR

Whiting Turner

UNISPHERE

United Therapeutics is a biotech company that develops innovative drug therapies with the core mission of saving lives. They have an urban headquarters in Silver spring, and Unisphere is the third phase of their campus expansion. The design of the building was informed by the organization's belief that a company focused on saving lives must minimize its impact on the environment. As a result Unisphere is designed to meet zero-net energy and carbon goals and it will generate 15% more renewable energy than it consumes; its shape is an ellipse to mimic the shape of the universe.

Envisioned as a sustainable design laboratory, many innovative approaches to reduce energy use below baseline performance were incorporated, including an underground concrete labyrinth for passive heating and cooling, a geo-exchange system, an active chilled beam system, a pool that doubles as a heat sink, daylight harvesting, and an automated natural ventilation strategy. In addition to offices, collaborative work environments to support cutting-edge work are provided including conference rooms, lounge spaces free of audio-visual distraction, a roof deck, and communal pantry seating.



DEVELOPER OR OWNER

American Enterprise Institute

ARCHITECT

Hartman-Cox Architects

CONSTRUCTION CONTRACTOR

Grunley Construction Company, Inc.

1789 MASSACHUSETTS AVENUE, NW

The revitalization of this 99-year old National Historic Landmark required scrupulous and respectful craftsmanship to create a headquarters for the American Enterprise Institute (AEI). One of the primary requirements for the building was to accommodate AEI's robust schedule that includes over 250 conferences, receptions, and other events each year while creating cutting-edge, state-of-the-art headquarters. To increase the building's square footage, while preserving its historic elements, an entirely new sub-basement level was installed below the existing basement level. A custom website was designed to record and monitor structural movement during the sub-basement installation, recording automatic measurements every hour to identify all vertical and horizontal movement.

Andrew Mellon's original top-floor apartment is specifically called out in the building's landmark designation. To restore it required extensive pre-planning, meticulous workmanship and careful execution which is also evident throughout the rest of the building. The project team salvaged, refinished, and reinstalled the original wood flooring as well as cleaned and repaired the building's original marble tile. The mechanical, electrical, fire/life safety, security and telecommunication systems were installed beneath plaster and paint to match the historic elements.

EXCELLENCE IN ADAPTIVE REUSE



DEVELOPER OR OWNER

Saul Urban/Rooney Properties

ARCHITECT AND OTHER DESIGNERS

Hartman-Cox Architects; Darryl Cater Inc; Rockwell Group; Maurice Walters; Lee & Associates

CONSTRUCTION CONTRACTOR

Manhattan Construction Company

OTHER KEY MEMBERS

Graham Davidson, FAIA

AMPEER DUPONT

The Ampeer Dupont is housed in a building designed by Stanford White of McKim Mead and White and built in 1903. The building was originally a grand home and after the daughter of the owner passed away, the building was left to the American Red Cross, then was used by a DC Women's Club until the mid-2010's. In 2017, the building was converted into a luxury building that caters to single-person-households living in a walkable location in the city.

The building and its contemporary residential addition feature 92 fully-furnished rental apartments with several shared amenity spaces and services that include daily food and beverage service. The rooms range from 370 to 575 square feet and are not intended to serve as primary residences. The exterior of the historic home remains unchanged except for masonry cleaning, repointing and repair, and the rehab of the slate roof and skylights. The interior was restored with meticulous attention to detail to be sure that if the building were repurposed, its original fabric would be preserved.



DEVELOPER OR OWNER

1255 22nd Street Limited Partnership; The Walton Company; ReVite Construction

ARCHITECT AND OTHER DESIGNERS

MTFA Design and Preservation; Hartman Design Group

CONSTRUCTION CONTRACTOR

HITT Contracting

LEGACY WEST END

The building at 1255 22nd Street, NW was an underperforming, outdated office building that no longer matched the vibrancy of the surrounding neighborhood. The site was the home of a Cadillac dealership 70 years ago, and a seven-story office building was built there in the 1990s but by the mid-2010s, it had become obsolete. The redevelopment solution took advantage of the existing concrete superstructure, and maintained the three-story underground parking.

Two additional stories were constructed over the existing structure to create a total of 197 high-end units with sizes ranging from 340 square foot studios to 1,160 square feet in two-bedroom units. Use of a vacated alley allowed the original sites to be combined, creating a much larger footprint, and walk up carriage houses were constructed along the alley. The project leased up within nine months, and has provided a modern compliment to the nearby residential and hotel uses. The project utilizes innovative sustainability features including permeable paving and a green roof system that is irrigated by reused runoff collected in an onsite cistern.

EXCELLENCE IN INSTITUTIONAL DEVELOPMENT AND IMPACT



DEVELOPER OR OWNER

DC DMPED; D.C. United, LLC

ARCHITECT AND OTHER DESIGNERS

Populous and Marshall Moya

CONSTRUCTION CONTRACTOR

Turner Construction Company and WM Schlosser

AUDI FIELD

Audi Field is a new, state-of-the-art Major League Soccer stadium in the Buzzard Point area of Washington, DC and is the new home for DC United. The project consists of a soccer-specific stadium, streetscape and infrastructure improvements, and a vision plan and design guidelines for the development of Buzzard Point. Through an innovative public-private partnership, this 20,000-seat stadium has transformed Buzzard Point from an isolated low-value industrial area into a vibrant mixed-use neighborhood. The project's associated infrastructure improvements connect nearby underserved residents to the waterfront. Because of Audi Field, the neighborhood currently has nine development projects that will deliver an estimated five million square feet of residential, retail, office, hotel, and park space.

Of note is the green aspect of the new stadium. The DC Department of Energy and Environment provided \$25 million in clean energy funding for the installation of an 884kW solar array and stormwater retention systems. Green financing through the DC PACE program enabled Audi Field to achieve LEED Gold certification, create opportunities for local businesses and green jobs for DC residents.



DEVELOPER OR OWNER

Horning Brothers and Martha's Table

ARCHITECT

Cox, Graae + Spack; Perkins Eastman

CONSTRUCTION CONTRACTOR

Whiting Turner

THE COMMONS AT STANTON

The 57,000 square foot Commons project is a community serving facility located in Ward 8. The project includes the new headquarters for Martha's Table along with their nutrition and early childhood programming and Community of Hope's behavioral health and homelessness prevention support. The Commons provides high quality early childhood education programs and ongoing academic and social support for children aged six weeks to three years. The project is more than just a co-location of individual users but represents a true collaboration of partners to meet the needs of the community.

The building, located atop a hill in Anacostia, is a combination of light-filled internal spaces and fantastic outdoor playgrounds and gathering places for learning and playing and meeting. There is outstanding art throughout the building, all created by artists living and working in Anacostia. The Commons includes a community kitchen, volunteer activity and food preparation space, nutrition education, no-cost grocery shopping from Martha's Table Market, and community gardens. An important additional function of the space is to provide space for many community organizations.



DEVELOPER OR OWNER

District of Columbia Department of General Services

ARCHITECT

Perkins Eastman

CONSTRUCTION CONTRACTOR

Gilbane Building Company

RON BROWN COLLEGE PREPARATORY HIGH SCHOOL

Ron Brown College Preparatory High School is a new high school program located in Northeast Washington, DC and housed in the former Ron Brown Middle School in Deanwood. The program is targeted at significantly improving academic outcomes for African American and Latin American young men and has no enrollment boundaries. The building was modernized in two phases and Phase 1 opened to accommodate the first class and renovations are now completed to accommodate the full complement of classes from freshmen through seniors.

Many neighbors were initially skeptical about a non-boundary school opening in their community but have come to appreciate the new high school that brought new life back to an abandoned building. The existing nondescript entry was replaced by an entry vestibule meant to the school create a stronger civic presence in the neighborhood, and creatively and successfully shares space and fields with the Deanwood Community Center. Ron Brown contains several unique sustainable features, and the school is dedicated to using the building as a teaching tool for both students and the larger community.



DEVELOPER OR OWNER

George Mason University; Belmont Mason, LLC

ARCHITECT

HKS; ZGF Architects

LANDSCAPE ARCHITECT

LandDesign, Inc.

CONSTRUCTION CONTRACTOR

EE REED

THE GMU POTOMAC SCIENCE CENTER

The Center is home to the GMU Department of Geoinformatics and the Potomac Environment Research and Education Center. The center's location along the river reinforces GMU's mission to provide environmental research and education outreach with a special focus on local waterways. The 50,000 SF LEED Silver facility includes new smart classrooms and teaching labs as well as eight research lab suites including aquatic ecology, wet chemistry labs and geospatial computer labs. Sustainability features of the center include daylight harvesting, localized landscaping, indoor and outdoor classrooms, water treatment and conservation (including rain gardens, a living green wall, a rainwater cistern, permeable paving and water saving fixtures), efficient energy management and research spaces to advance the mission of the department.

Development of the project was made possible through a public-private partnership between GMU, the participation of a national and regional developer, as well as a generous donation of land on behalf of a local family developer. With water and its intersection with human and natural ecosystems as a unifying theme, the scientific mission, riverside setting and sustainable visions for the center merge beauty and purpose.

EXCELLENCE IN HOUSING



DEVELOPER OR OWNER

MILLER

ARCHITECT AND OTHER DESIGNERS

Cunningham Quill Architects; Landscape Architecture Bureau

CONSTRUCTION CONTRACTOR

MILLER

OTHER KEY MEMBERS

Holland and Knight, LLP

BEALE SQUARE

Beale Square is the final phase of a 59-unit community in the Bloomingdale neighborhood of northwest DC. It is comprised of five carriage style rowhouses on an alley bound lot. Each of the five rowhouses is three levels, features a garage, and has 2,490 square feet of finished space. Each rowhouse features an open floor plan and a continuous three-story sky-lit open stairwell. There is not a traditional 'front' or 'back' of these rowhouses, so all facades receive equal treatment and are clad with brick on all sides.

Since the development is surrounded by vehicular alleys on four sides, a direct pedestrian connection was created from Beale Square to W Street, between the two existing condo buildings on the site. On the south side of the site a large feature brick wall surrounds the common courtyard and creates a strong separation from the alley so residents can enjoy privacy from service-oriented activities in the surrounding alleys. The infill project faced significant challenges to meet the stormwater management requirements. It includes bioretention facilities, green roofing and pervious paver driveways.



DEVELOPER OR OWNER

Railroad, LLC

ARCHITECT

Butz and Wilbern Architects

THE RAILROAD COTTAGES

The Railroad Cottages are a group of 10 age restricted single-family homes located on the Washington and Old Dominion Trail in Falls Church, VA, just one block off of Falls Church's main street. To accommodate this development, the City of Falls Church recently developed a cottage zoning ordinance that allows double the by-right density on the site through a special exception process. The homes create an infill "pocket neighborhood" designed to create opportunities for interaction and connectedness with welcoming front porches, community mailboxes, and a Common House.

The homes each have 1,490 square feet total and are meant for "aging in place" with no stairs to the main living area and Master Suite. The Common House is unique in that it provides an opportunity for residents to gather with each other on a regular basis and to accommodate guests or larger family or community events as desired. Except for the second-floor access, there are no other steps on the site and a lighted boardwalk takes residents from the covered parking area straight onto their porches.



DEVELOPER OR OWNER

Eastbanc; JBG Smith; Clark Enterprises; Dantes Partners; The Warrenton Group; L.S. Caldwell & Associates

ARCHITECT

Enrique Norten, TEN Arquitectos; WDG Group

CONSTRUCTION CONTRACTOR

Clark Construction Group

OTHER KEY MEMBERS

District of Columbia Public Library

WESTLIGHT

The Westlight is a 164-unit multifamily development in the West End in Washington, DC. It includes 71 condominiums and 93 rental units, with integrated ground floor retail as well as Washington, DC's first Public Library that is integrated into another building. The design for the library encourages more interaction between library users, the larger community, residents of the Westlight, and retail users. The project was part of a Planned-Unit Development that was created with the goal of redeveloping a number of District owned parcels in the West End to provide the new library and a new fire station, located on a nearby site.

The architecture of the building is unique and includes cantilevers on every surface of the structure. Some cantilevers extend up to a maximum distance of 17 feet in some areas. The project appeals to many different demographics, both renters and owners, with its high walk score and downtown location, as well as its LEED Gold status and high-design elements, open layouts and an amenity package that includes a 24-hour concierge and some of the most stunning views in Washington, DC

EXCELLENCE IN AFFORDABLE HOUSING



DEVELOPER OR OWNER

Arlington Partnership for Affordable Housing

ARCHITECT

KGD Architecture

CONSTRUCTION CONTRACTOR

Bozzuto Construction

PUBLIC FINANCING ENTITIES

Bank of America, VHDA, Arlington County Affordable Housing Investment Fund, M&T Bank, Federal Home Loan Bank of Atlanta, and Virginia Department of Housing and Community Development

COLUMBIA HILLS APARTMENTS

Columbia Hills Apartments was built as infill in an existing garden apartment style housing development along Columbia Pike in Arlington. Designed to bring needed affordable housing to this site, this project excels through its use of innovative financing, embodies principles of sustainable design, incorporates arts, and is a shining example of creative approaches to densify limited unbuilt land. Here, all 229 rental units are committed affordable with 13 accessible units and 10 units designated for permanent support housing.

Working within Arlington County's established Form Based Zoning Codes along with VHDA mandates regarding materials and construction methods, this project is durable, sustainable, and low maintenance, meeting the needs of the specific community within which it is located.

From a financing standpoint, the developer successfully negotiated the first hybrid tax credit methods in the state. This project utilized a unique combination of 4% and 9% LIHTC (lie-teck) financing along with funds from seven other sources allowing the developer to leverage land and limited resources.

**DEVELOPER OR OWNER**

Golden Rule Plaza, Inc. Properties; Mission First Housing Group; Henson Development Co.

ARCHITECT

Hickok Cole

CONSTRUCTION CONTRACTOR

James G. Davis Construction Corporation

PUBLIC FINANCING ENTITIES

DCHFA, DCHCD, DCBH, DCDMPED

PLAZA WEST

Plaza West is a new, 284,645-SF affordable housing project in the Mount Vernon Triangle neighborhood of Washington, DC, and the city's first ever affordable housing intended for grandfamilies. Fifty of the 223 affordable units are set aside for families with grandparents raising grandchildren where the parent is not present – who earn between 30 and 40 percent of the area median income. Plaza West has on-site support services that promote healthy grandfamily bonding, housing stabilization, peer-to-peer support, recreational experiences, and resources to help residents of all ages thrive.

Two lobbies, one for each tenant type, are incorporated at each end of the irregular site, a major portion of which borders Interstate 395 where it cuts through the neighborhood and city. Plaza West has more than 9,500 square feet of outdoor spaces, including a raised outdoor terrace for affordable unit residents, and a private park with playground that is dedicated for the use of the grandfamilies. The unique shape of the site and proximity to surrounding buildings presented a variety of interesting challenges that required innovative and creative design and construction solutions.



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Speaker Biographies



JOHN E. "CHIP" AKRIDGE, III
FOUNDER AND CHAIRMAN
AKRIDGE

Chip Akridge, Founder and Chairman of the commercial real estate firm bearing his name, is an innovator in the industry, a committed advocate of community initiatives in the Washington, DC, region, and a dedicated supporter of philanthropic and charitable organizations.

Chip founded the firm in 1974 to specialize in commercial real estate in downtown and suburban Washington, DC. Since then, Akridge has acquired, developed, or entitled more than 20 million square feet of office, industrial flex, residential, retail, and entertainment space in the metro area.

As chairman of the company, he is responsible for corporate oversight and strategic planning. He continually focuses on developing the highest-quality products and delivering superior Client service.

Chip leads the commercial real estate sector in regulatory, legislative, and financial changes in Washington, DC. He was the first to use the "Woodies Act," which enables developers to lease the air-rights above and below a public area in order to join properties.

Chip was also the first to use the DC Tax Increment Financing Program to build a mixed-use complex that revitalized the city's downtown core.

He worked closely with the city government to develop innovative legislation that created the housing linkage program, Business Improvement Districts, and regulatory guidelines to improve the water quality of the Anacostia River.

Chip has served as a member of the Economic Development and Executive Committees of the Federal City Council, and as chairman of the Greater Washington Board of Trade's Emergency Preparedness Task Force. He has received numerous industry awards.

A strong advocate for the environment, he has served on the Board of Trustees of the Chesapeake Bay Foundation, the Nature Conservancy of Maryland/DC, and various agencies of the city government.

Chip testifies frequently in support of environmentally friendly legislation before the DC Council, and the Maryland State House and Senate. He is committed both

personally and professionally to sustainable building design – earning numerous Smart Growth awards, more than any other developer, and the LEED Accredited Professional designation. He is also an EPA Energy STAR partner and has been recognized by the Garden Club of America for his environmental work.

Chip is a leader in philanthropic and civic organizations throughout the Washington, DC, area. He is the founder and chairman of the Trust for the National Mall, a non-profit created to assist the National Park Service to restore and improve The National Mall.

Previous philanthropic leadership initiatives include: chairman of The John Akridge Homeless Foundation, member of the Board of Directors of the National Alliance to End Homelessness, member of the Board of Trustees of The Georgia Tech Foundation, and member of the President's Advisory Board of the Georgia Institute of Technology.

Chip is a Distinguished Eagle Scout and a Vietnam veteran. He earned a Bachelor of Science in Mechanical Engineering from the Georgia Institute of Technology and a Master of Business Administration in Finance and Real Estate Development from Harvard University.



THOMAS S. "TOM" BOZZUTO
CHAIRMAN & CO-FOUNDER
THE BOZZUTO GROUP

Tom Bozzuto is Chairman and Co-Founder of The Bozzuto Group, a diversified and full-service real estate company that recently celebrated its 31st year in business. An entrepreneur, philanthropist and veteran of the Vietnam War, Tom is a longtime supporter and champion of the Baltimore community, is actively involved in national housing policy and is very dedicated to higher education. He is a graduate of Hobart College and has a master's degree in Metropolitan Studies from The Maxwell School at Syracuse University.

During his more than 45-year career in real estate, Tom and his partners have overseen the development and construction of more than 50,000 residences. Together they created a company that annually starts more than 1,000 homes and apartments and that currently manages 72,000 apartments. Under his leadership, The Bozzuto Group has earned recognition from the National Association of Home Builders as Builder of the



Year, Multifamily Development Firm of the Year and, three times, Property Management Company of the Year. Among many other awards, the firm has been repeatedly recognized for its company culture as a Best Place to Work, including seven times by the Washington Business Journal, three by the Washington Post and nationally as a top ten company by Multifamily Executive Magazine. Further, as a testament to Bozzuto's commitment to diversity and inclusion, The National Association of Female Executives recently selected the firm as a Top Company for Executive Women.

In addition to his business activities, Tom has had a long career of community involvement and leadership. He served as President of Baltimore Citizens' Planning and Housing Association, Chair of the Maryland Science Center, Chairman of the National Multi-Housing Council and Vice President of the Walters Art Gallery. He is currently serving as Chairman of the Board of Trustees at Hobart & William Smith Colleges. In addition, he is a member of the Advisory Board of the Harvard Joint Center for Housing Policy, a Board Member of Greater Baltimore Committee and a member of the Board and Executive Committee at the Baltimore Community Foundation.

A Senatorial Appointee to the Millennial Housing Commission, and several times a member of the Governor's Housing Commission, Bozzuto has earned numerous awards and recognition for his professional achievements, including the Urban Land Institute's Lifetime Achievement Award.

As part of the first generation of his family to attend college, he and his wife, Barbara, established the Thomas S. Bozzuto '68 Endowed Scholarship Fund, the Bozzuto Family First-Generation Endowed Scholarship, and the Bozzuto Center for Entrepreneurship at Hobart and William Smith. He received an Honorary Degree in Humane Letters by the Colleges.

The Bozzuto Group's founder and chairman shares personal reflections and words of wisdom in his recently published book, *Reflections of an Ordinary Man*.



MICHAEL BRONFEIN
CHIEF EXECUTIVE OFFICER
CURIO WELLNESS

Mr. Bronfein, Curio Wellness Chief Executive Officer, is an entrepreneur and investor focused on innovation and competitive advantage in healthcare services, healthcare technologies, software, and distribution. A true visionary, Michael is known for assembling highly effective management teams that result in market-leading, high-growth organizations with clear brand propositions and strong financial returns.

He has founded, co-founded, invested in, and rapidly grown a number of leading healthcare service companies, including NeighborCare,

Remedi SeniorCare, and Sterling Partners. Michael was awarded the Ernst & Young Entrepreneur of the Year award in 1994 for his development of the NeighborCare business model and brand. Prior to founding NeighborCare, he led commercial finance lending for Signet Bank.

Michael served as the inaugural chairman of the Senior Care Pharmacy Coalition, a Washington, DC-based advocacy organization representing long-term care pharmacy groups. Former board member of Bloomberg School and Harvard. He left both to focus on Curio start up. Curio is leader in market share and most admired brand in Maryland. He is also the past Chairman of the Board of the Baltimore Symphony Orchestra. He currently serves as a director of Bioscript.



KEVIN BUSH
CHIEF RESILIENCE OFFICER
DC GOVERNMENT

Kevin Bush is DC's first Chief Resilience Officer. He serves as a public policy strategist/advisor with extensive experience building coalitions to design and execute award-winning initiatives. Engaged in strong business, philanthropy, government, scientific, community development, and non-profit networks. He has developed and managed diverse teams of staff and budgets of up to \$2.5 million to achieve change. Kevin has recognized knowledge of national policy landscape and best practices in climate change mitigation, adaptation, resilience, multifamily housing, infrastructure finance, public sector innovation, and planning at the building, city, and regional level. A frequent public speaker, member of advisory boards and task forces, and contributor to published reports. Kevin's work has been featured in the Washington Post, Washingtonian Magazine, CNN.com, CityLab, and more.



VICTOR CALANOG
CHIEF ECONOMIST & SENIOR VICE
PRESIDENT
REIS, INC

Victor Calanog is Chief Economist and Senior Vice President at Reis, a division of Moody's Analytics. He and his team of economists and analysts are responsible for the firm's market forecasting, valuation, and real estate portfolio analytics services.

Dr Calanog's research has received awards and fellowship support from several institutions, including the Ford Foundation, the Russell Sage Foundation and the Penn Lauder Center for International Business Research.

A prodigious researcher with broad interests, his papers in real estate economics, local government competition, and urban fiscal policy have been presented in meetings

of the American Economic Association, the American Finance Association, the Brookings Institution, and discussed in academic forums sponsored by Harvard Business School, Columbia University, Stanford University, the Wharton School of the University of Pennsylvania, and the Stern School of Business at New York University.

He serves as contributor and peer reviewer for several academic journals, with scientific papers published in the Journal of Banking & Finance, the Journal of the Risk Management Association, and cited in the Journal of Finance, Journal of Public Economics, the World Bank Research Observer, the Brookings Papers on Urban Affairs and Public Administration Review. His assessments of market conditions have appeared in national publications like the Wall Street Journal, New York Times, Bloomberg News, Financial Times, and Reuters News. Dr Calanog writes several columns on commercial real estate for the National Real Estate Investor and Scotsman Guide. His industry columns have won honors from the American Society of Business Publication Editors and the Risk Management Association. He serves on the Commercial Real Estate/Multifamily Finance Board of Governors for the Mortgage Bankers Association, as Managing Editor for the CRE Finance Council, and on the Editorial Advisory Board of Real Assets Adviser. He is also part of the Executive Committee and the Board of Directors of the Counselors of Real Estate®.

Dr Calanog holds a PhD in Applied Economics and Management Science, trained by a dissertation committee composed of faculty from the Wharton School of the University of Pennsylvania and Harvard Business School. In addition, he has an MBA in Finance and an MA in Business and Public Policy, earning the Amy Morse Prize and the Thomas P. Gerrity Leadership Award as the most distinguished PhD and MBA student in his class.

Dr Calanog is known by many affectionate but decidedly unprintable names to Christine, his wife of eighteen years. His most treasured title is, however, "Dada" to his two daughters Samantha (nine years old) and Madison (seven years old), each very much capable of wrapping their father around their little fingers.



YOLANDA COLE
SENIOR PRINCIPAL AND OWNER
HICKOK COLE ARCHITECTS

Yolanda is the Senior Principal and owner of Hickok Cole Architects, a large commercial architecture and interiors firm located in Washington, DC. She has over 25 years of base building and interior design experience in a variety of project types from large-scale, mixed-use developments to small commercial interiors, both around the world and in the region. She is widely recognized for her leadership in the region's business community and for her work on many award-winning projects in the commercial/corporate, government, and institutional markets.

Prior to joining Hickok Cole Architects as a partner, Ms. Cole was a partner with Arlington-based LyrixDesign, which merged with Hickok's firm to become Hickok Cole. LyrixDesign was one of the top 25 woman-owned and interior design firms in the region. She began her career with New York-based Kohn Pederson Fox Associates (KPF), where she was a senior designer of large-scale high-rise office buildings. While with KPF, Ms. Cole served as senior designer for the 1.2-million square-foot Chifley Tower in Sydney, Australia, where she lived for two years; and the award-winning Capital Cities/ABC headquarters in New York.



CARLOS CRISTERNA
PRINCIPAL | RAD LAB DIRECTOR
NEOSCAPE

With over 15 years' experience in the architectural visualization industry, Carlos has helped Neoscape streamline not only traditional 3D production processes, but he has also pioneered new technologies and incorporated them seamlessly into the studio's offerings. As Neoscape's Rad Lab director, Carlos leads the studio's efforts in research and development. In this role, he explores and implements new creative technologies, products, and ideas, bringing them to life to solve real client problems. He strategizes complex internal projects, selecting appropriate solutions while working with Neoscape production teams to ensure objectives and timelines are met.

His extensive experience with traditional 3D visualization combined with industry innovation makes him an oft-sought panelist and speaker. Recently, he was a guest presenter for Epic Games at Autodesk University, and he was also a panelist for Bisnow's Emerging Technologies in CRE session this past October. At both events, he spoke about the easy adoption of AR and VR into architectural visualization, and how real-time technology will ultimately provide the most significant industry transformation. Carlos has also collaborated with Unreal Engine on a video feature about how Neoscape has built a powerful pipeline, using Unreal Engine and Datasmith, for delivering a unique range of services to drive real estate brand strategies. He served as president of the American Society of Architectural Illustrators (ASAI) in 2016 and judged the Architecture category of the Unreal Awards in January. Carlos graduated with a Bachelor of Architecture from the Universidad Autonoma de Sinaloa.

Recent projects include the development of augmented and virtual reality experiences for the HYM Investment Group's Amazon HQ2 bid in Boston, as well as internal R&D efforts to incorporate Vicor's Motion Capture technology into architectural visualization processes. His team also recently completed a fully immersive 360-degree film, with real-time interactivity, to be experienced in Igloo Vision's projection cylinder.





JOHN DETTLEFF
MANAGING DIRECTOR
JLL | MID-ATLANTIC INDUSTRIAL
ADVISORY AND TRANSACTION
SERVICES

John Dettleff runs the Metro DC industrial practice at JLL. He and his team handle agency leasing, tenant representation and sales across entire Metro DC region. John is a member of the 2030 Group and JLL's Urban Logistics Council.



BRYANT FOULGER
CHAIRMAN
FOULGER-PRATT

Bryant Foulger serves as Chairman of the Board of Directors and is a member of the Investment Committee. In his current role, Mr. Foulger draws on more than 30 years of real estate and management experience to provide approval and oversight of the CEO's vision and strategy.

Mr. Foulger was appointed to Maryland Governor Larry Hogan's transition team and is also involved with the Montgomery Business Development Corporation, the Greater District of Columbia Chapter of the Leadership Council for the Mayo Clinic, the Montgomery County Business Advisory Panel, and is a Trustee Emeritus of the Bullis School in Potomac, Maryland.

Mr. Foulger attended Brigham Young University and serves on numerous professional and charitable boards.



MAGGIE GENDRON
STRATEGIC DEVELOPMENT &
GOVERNMENT RELATIONS
LIME

Maggie Gendron joined Lime in 2017 after serving as a long time staff member for Senator Patrick Leahy (D-Vt.) in the United States Senate.

Maggie's position with Leahy as a legislative assistant in transportation policy provided her insight and input on the roll out of smart city initiatives and national rural and urban redevelopment projects. Maggie received her B.A. in marketing and graphic design from Penn State University, and her masters in public administration from the University of Vermont. Since joining Lime, Maggie has worked with several municipalities in the mid-atlantic, including NYC and Washington, D.C., to understand how dockless mobility can help achieve their city goals, while partnering with Lime's vision on how to collectively change the way residents move about our cities in affordable and convenient ways. The transportation challenges and opportunities before us all make for exciting times in city planning.

Maggie spends her free time with her friends and family in Vermont, and loves bike touring on JuneBug, her Surly Long Haul Trucker.



MICHAEL HARTMAN
PRINCIPAL – ACTIVE LIVING
CAPITOL SENIORS HOUSING

Michael Hartman is responsible for CSH's Active Living platform, which focuses on investing in assets catering to resident who are Over 55. This opportunity includes acquiring and renovating existing assets, as well as developing new assets that are uniquely tailored to this community. Michael bring more than two decades of commercial real estate principal and advisory expertise to his role with CSH.

Prior to joining CSH, Michael was director of Investment, Senior Housing for Cortland Partners focusing exclusively on Active Living assets. Over a two-year period, he executed six transactions totaling over 1,200 units and deployed \$140 Million of capital. Prior to that, he ran the Real Estate Division of Cohn Reznick Capital Markets, providing services that included debt and equity financing, M&A advisory, due diligence, and strategic investment advisement.

Michael's extensive experience also includes a previous stint with CSH where he was part of the team that launched the original effort in 2003. In the past, Michael served as Vice President of Sunrise Senior Living, Inc. and Deutsche Banc Alex Brown, respectively. Michael has also worked as an associate analyst for Prudential Securities Inc. and The Yarmouth Group, respectively. Michael began his finance career as a loan officer with Shawmut Bank in Boston, MA. Michael received his MGA in Finance and Real Estate from The Wharton School and holds his bachelor's degree in Economics from Connecticut College.



JONATHAN A. HAVENS
CO-CHAIR, CANNABIS LAW PRACTICE
SAUL EWING ARNSTEIN & LEHR LLP

Jonathan Havens is the co-founder and co-chair of the Cannabis Law Practice at Saul Ewing Arnstein & Lehr LLP. He also serves as chair of the firm's Food and Beverage Practice and is a member of the firm's Life Sciences Practice. Jonathan's unique perspective on cannabis regulation is informed by his congressional, federal agency, and national and international law firm experience.

He counsels state cannabis license applicants and awardees, ancillary service and product providers, investors, management companies, and various other entities that are affected by federal and state marijuana laws, such as long-term care facilities and higher

education institutions. Jonathan was named to the *National Law Journal's Cannabis Law Trailblazers* list in 2018 and will be included in the forthcoming *Chambers USA 2019: America's Leading Lawyers for Business* for his nationwide cannabis law practice.

He is regularly interviewed by mainstream and trade press outlets, alike, and has been quoted by or authored pieces for *The New York Times*, CNBC, *The Los Angeles Times*, *WIRED*, MarketWatch, Engadget, Law360, *High Times Magazine*, *Cannabis Business Times*, and *HEMP Magazine*. In addition, Jonathan regularly speaks at conferences and events all over the country.

Before entering private practice, Jonathan served as a regulatory counsel with the U.S. Food and Drug Administration (FDA), where he focused on compliance and enforcement related to promotion, advertising, and labeling. Prior to law school, Jonathan served as a legislative aide in both the U.S. Senate and U.S. House of Representatives.



OR HILTCH

CHIEF TECHNOLOGY OFFICER AND
CO-FOUNDER
SKYLINE AI

Or Hiltch, CTO and co-founder at Skyline AI, taught himself how to program at the age of 13. Along with three other prominent Israeli entrepreneurs, Or co-founded Skyline AI in 2017, building an AI platform for acquiring and operating institutional-grade commercial real estate investments.

In 2014, Or co-founded and served as the CTO for Sequoia Capital-backed StreamRail, which was acquired by IronSource in June 2016. From 2011-2014, Or led a team of researchers at security company AVG's (NYSE: AVG) global innovation center in Amsterdam.



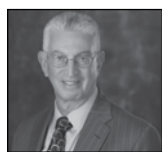
MATT HOPKINS

SENIOR DIRECTOR OF DEVELOPMENT,
MID-ATLANTIC
AIMCO

A native and lifelong resident of the Washington, D.C. area, Matt has planned, designed, and underwritten millions of square feet of built architecture and development projects across North America.

His scope of completed projects ranges from cutting edge urban retail and shopping centers to government complexes, hotels, multi-family, biotech, mixed-use high rises, and corporate headquarters. After many years of designing and building with one of the most prolific architecture firms in DC, he went on to spend over a decade helping to build the mixed-use collaborative at Streetsense where his leadership in all aspects of the retail world were constantly challenged and refined by evolving consumer demands and technological

disruption. Currently, Matt is the Senior Director of Development for the Mid-Atlantic at AIMCO.



ALAN J. HYATT

CHAIRMAN, SEVERN BANCORP
PARTNER, HYATT & WEBER PC

Alan J. Hyatt is Chairman of Severn Bancorp and its subsidiary, Severn Bank. Mr. Hyatt has set the tone for the organization for almost four decades. He first rose to the title of chairman in the late 1970's when, as a young law student, he became involved in the bank's predecessor, Pompeii Permanent Building and Loan Association, a neighborhood building and loan located in Baltimore. Over the next four decades, under Mr. Hyatt's guidance, the company was completely transformed from a Baltimore-based neighborhood building and loan association to an Anne Arundel County based full-service community bank with four retail outlets and a signature headquarters in downtown Annapolis, Maryland. Along the way, Severn has become one of the most respected small banks in the United States, routinely recognized for its excellence. Mr. Hyatt is also a partner with the Annapolis law firm of Hyatt & Weber, P.A., concentrating his practice on banking, real estate and commercial law. Mr. Hyatt serves as counsel to area real estate developers and entrepreneurs, with active representation in land use cases, commercial transactions and commercial litigation. He serves as Chairman of Severn Bancorp, Inc. and its subsidiary, Severn Bank. Mr. Hyatt received his law degree from the University of Baltimore School of Law in 1978, and is an honor's graduate of Bryant College of Business Administration. He is a member of the Maryland State Bar Association and the Anne Arundel County Bar Association. He serves on the Board of Trustees of the Anne Arundel County Retirement and Pension System and the Anne Arundel Health System, Inc. Board of Trustees. Mr. Hyatt is a native of Annapolis and resides in the area with his wife and three children.



PHILIP KROSKIN

SENIOR VICE PRESIDENT OF REAL
ESTATE
SUNRISE SENIOR LIVING

As senior vice president of Real Estate, Philip focuses on the growth of Sunrise through the development of new communities. He works with the Sunrise business development and finance team to consider acquisitions, additional product offerings, and new operational opportunities. Prior to his current role, which he assumed in 2014, Philip served as senior vice president, asset management, at Sunrise.

With more than 20 years of real estate background, Philip has extensive expertise in development, acquisitions, joint venture structuring, property valuation and asset



management for The Mills Corporation, Bos Group, and Arthur Andersen Real Estate Services.

Philip is a graduate from the University of Virginia architecture school with a bachelors and master's degree in urban and environmental planning. He has been a guest lecturer for UVA's Darden School of Business in Real Estate Development and Finance and a graduate student mentor at Master of Professional Studies in Real Estate at Georgetown University.



YON LAMBERT

DIRECTOR OF DEPARTMENT
OF TRANSPORTATION &
ENVIRONMENTAL SERVICES
CITY OF ALEXANDRIA

Yon oversees a department of 217 full-time employees, an annual operating budget of \$61 million and 10-year capital improvement program of over \$500 million for transportation and infrastructure. One major initiative is the infill Metrorail station at Potomac Yard which is expected to generate over 26,000 jobs and \$2 billion in net new tax revenue. The \$320 million project was key in attracting Amazon and Virginia Tech to National Landing.

His department is also building a \$140 million bus rapid transit corridor in the West End, implementing a Vision Zero program, citywide Smart Mobility systems and major sewer infrastructure. In partnership with AlexRenew, the City is remediating its combined sewers which will be the largest capital project in Alexandria history at over \$370 million.

Yon joined the City in 2006 to develop its non-motorized transportation program. In 2010, he became the T&ES Deputy Director/Operations with responsibility for public works. Previously Lambert served for 10 years as Deputy Director of Palmetto Conservation, a statewide non-profit in South Carolina. He holds a B.A. from the University of South Carolina and a Master of Public Administration from Virginia Tech. Lambert is registered with the American Institute of Certified Planners and was a 2004-05 Knight Fellow at the University of Miami (FL) School of Architecture. Yon lives in the Del Ray neighborhood of Alexandria with his wife and two daughters who attend Alexandria public schools.



TINA LEONE

CHIEF EXECUTIVE OFFICER
BALLSTON BID

Tina Leone, a Certified Public Accountant and Chartered Global Management Accountant, has more than 20 years of consulting, financial and management experience. She became the Chief Executive Officer of the Ballston

BID in December 2011. The BID works to imagine and implement innovative programs, partnerships and collaborations that bring people together, create a sense of community and strengthen the economic vitality of businesses and commercial partners in Ballston.

Prior to joining the BBID, she was the President/CEO of the Alexandria Chamber of Commerce beginning in July 2009. Within five months of coming on board, Ms. Leone streamlined the Chamber's operations, re-established the Chamber as the voice for business in Alexandria and increased membership by 15%, from 630 to 715 members. The Chamber currently has over 800 members.

Her former positions included that of the President/CEO/CFO of The Lorton Arts Foundation for nearly seven years. There she provided leadership for the start-up 501(c)3 organization and transformed that vision into a vibrant cultural community that today hosts more than 100 artists at the Workhouse Arts Center at Lorton (Workhouse). The Workhouse is a 55-acre, 30 building site that was part of the former Lorton Correctional Complex. She began her tenure with the creation of the Workhouse business proposal to Fairfax County in June 2002. After gaining acceptance of the concept, she guided the Workhouse proposal through Fairfax County's adaptive reuse plan approval process and managed the Workhouse site rezoning process. She later managed construction plans for the site, lease negotiations with Fairfax County, and completed a \$26,200,000 public bond financing while directing the day to day operations of the foundation including program development and fundraising. She secured over \$5,000,000 of donations from corporations, major individual donors, federal, state and local government, as well as national and regional foundations. In addition, she applied for and the Foundation received over \$6,000,000 of state historic tax credits. The Workhouse opened to the public in September 2008 and welcomed over 200,000 visitors within its first year.

Prior to joining The Lorton Arts Foundation, Ms. Leone held accounting and business consulting positions in various organizations. In these positions, she was responsible for audit, review, and compilation engagements, establishing and directing corporate financial policies, and overseeing human resource functions. She was the acting CFO for American View Networks, a national radio program syndication company and the Director of Finance for PromiseMark, Inc., a developer of Internet and computer related protection services. Ms. Leone also audited non-profit corporations and employee benefit plans with Keller Bruner & Company (now RSM McGladrey) as well as performed international operational audits for the Department of Defense, Inspector General's Office. She has created business plans, performed due diligence reviews, and assisted in obtaining funding of over \$15,000,000.



Ms. Leone is a member the American Institute of Certified Public Accountants and the Virginia Society of CPAs. She has an MS in Management Information Systems from George Washington University and a BS in Accounting from the University of Scranton.



ROBERTA LEVY LISS

PRESIDENT, NORTHEAST,
NORTHCENTRAL, MID-ATLANTIC
CUSHMAN & WAKEFIELD

Roberta leads Cushman & Wakefield's Northeast, North Central and Mid-Atlantic Regions where she partners with leaders in Chicago, Minneapolis, Boston, Philadelphia, Baltimore, Washington DC, Bethesda, and Tysons Corner offices to advance corporate strategic initiatives. Throughout these markets, Roberta provides consistent strategic leadership, identifies expansion and diversification opportunities, builds business development and client relationships, recruits and develops talent, and ensures profitability across all service lines. Prior to this role, she served as Managing Principal for the Washington, DC Metropolitan Region for Cushman & Wakefield and President of the Eastern Region for DTZ.

Before joining DTZ, Roberta served as Executive Vice President of Leasing, Marketing and Acquisitions at BECO Management. Before joining BECO, she was Executive Vice President of CBRE in Washington, DC, where she was a tenant and landlord broker and led strategic planning efforts.

She also has served as Director of Brokerage for Washington, DC, and Maryland at Trammell Crow Co. where she was a principal and led capital markets, tenant representation, agency leasing, retail leasing and tax appeal.

During her 36-year career, Roberta has executed transactions totaling more than 30 million square feet of space, has transacted eight building sales, and has advised Fortune 100 companies, financial institutions, health care companies, institutional owners and private developers on real estate matters, transactions and strategic planning.



PAUL MACKIE

DIRECTOR OF RESEARCH AND
COMMUNICATIONS
MOBILITY LAB

Paul is Director of Research and Communications at Mobility Lab, where he's worked since 2012. He specializes in research strategy and communications outreach, and speaks about the importance of better planning and placemaking and how places can become vibrant through public-transportation initiatives. For the eight years prior to joining Mobility Lab, he was Climate Change Communications Director at The Nature

Conservancy and Director of Media Relations at the World Resources Institute.

He has also been a daily newspaper journalist at various outlets in the St. Louis area; a freelancer for the Chicago Tribune, National Geographic, and other media organizations; and a writer at the National Association of Counties. Paul has been quoted on transportation issues by USA Today, the San Francisco Chronicle, the Washington Post, NPR, and many others; has spoken at many conferences, including MIT's Disrupting Mobility, Innovate Raleigh, and various state and national transportation events; and received the 2015 Excellence in Advocacy Award and 2013 Presidents Award from the Association of Commuter Transportation.

Paul is currently serving on the "Safe Routes to Healthy Foods Taskforce" of the Safe Routes to School National Partnership and on a panel that provides direction and guidance for disseminating research produced by the Transit Cooperative Research Program (TCRP), a collaboration of the Federal Transit Administration (FTA); the Academies and its Transportation Research Board (TRB); and the Transit Development Corporation, an educational and research arm of the American Public Transit Association (APTA). He is also a member of the Surface Transportation Communicators of DC.

Paul obtained his master's degree in media studies and political science from Georgetown University and his bachelor's in English literature and journalism from Southern Illinois University. On a personal level, he enjoys writing at his blog Pop Culture Lunch Box, tennis and other sports, playing and listening to music, and traveling with his wife Rachel, son Jackson, and daughter Zoey.



ED MCMAHON

SENIOR FELLOW FOR SUSTAINABLE
DEVELOPMENT
ULI-THE URBAN LAND INSTITUTE

Ed McMahon holds the Charles E. Fraser Chair on Sustainable Development and Environmental Policy at the Urban Land Institute (ULI) in Washington, D.C. He is nationally known as an inspiring and thought-provoking speaker and a leading authority on topics such as the links between health and the built environment, sustainable development, land conservation, smart growth, and historic preservation.

As the Senior Fellow for Sustainable Development, McMahon leads ULI's worldwide efforts to conduct research and educational activities related to environmentally sensitive development policies and practices. He is also a senior staff adviser for ULI's Building Healthy Places Initiative, he is a sought-after speaker and thinker on health and real estate. He is currently at work on a major new report, *Active Transportation and Real Estate: New Frontiers in Development*, which will be released at ULI's Spring Meeting in Houston in May, 2015.



Before joining the Institute in 2004, McMahon spent 14 years as the vice president and director of land use planning for the Conservation Fund in Arlington, Virginia, where he helped to protect more than 5 million acres of land of historic or natural significance. McMahon is also the cofounder and former president of Scenic America, a national nonprofit organization devoted to protecting America's scenic landscapes. Before that, he taught law and public policy at Georgetown University Law Center for nine years, and served in the U.S. Army, both at home and abroad.

McMahon is the author or coauthor of 15 books, including *Conservation Communities: Creating Value with Nature, Open Space, and Agriculture*; *Better Models for Development in Virginia*; *Developing Sustainable Planned Communities*; *Green Infrastructure: Connecting Landscape and Communities*; *Land Conservation Finance*; and *Balancing Nature and Commerce in Gateway Communities*. He also writes regularly for Urban Land magazine, Citiwire, Planning Commissioners Journal, and other periodicals.

Over the past 25 years, McMahon has helped communities in all 50 states with a wide variety of community planning and economic development issues. McMahon serves on several advisory boards and commissions, including the National Trust for Historic Preservation, Preservation Maryland, the Governor's Institute for Community Design, and the Orton Family Foundation.

McMahon has an MA in urban studies from the University of Alabama at Birmingham and a JD from Georgetown University Law School. He and his wife live in Takoma Park, Maryland.



JANET MEYER
PRINCIPAL
BCT ARCHITECTS

Janet joined BCT in 2009 to establish BCT's housing studio. Having been involved in a wide range of projects in both the private and public sectors throughout her career, Janet specializes in senior living and multi-family housing. Her responsibilities, along with co-housing principal Scot Foster, include supervising the overall design and management of every housing project and the quality assurance process for the studio. With nearly twenty years of experience, Janet has been integrally involved with the design and construction of more than 1500 housing units. Most recently, she completed a large, award-winning adaptive reuse project in downtown Baltimore that was awarded significant State and Federal Historic Tax Credits. She believes that successful residential projects—whether for seniors or millennials—require solid design principles, creativity and comprehensive market knowledge combined with the appropriate amenities.

Prior to joining BCT, she was a Principal, Project Manager and Project Architect on a variety of senior living projects throughout the country at CSD Architects. She is a registered architect in the State of Maryland.

Janet received her Master of Architecture in 1997 from the University of Maryland School of Architecture and her undergraduate degree from Dickinson College. She is a member of the American Institute of Architects (AIA), American Seniors Housing Association (ASHA), Urban Land Institute (ULI), International Council of Shopping Centers (ICSC), and Commercial Real Estate Women (CREW), Baltimore Chapter.



ROBIN MOSLE
MANAGING PARTNER
PLACE, LLC

Robin Mosle is the Founding Partner at Of Place and leads the vision of the company.

Bringing over thirty years of retail mixed-use development, asset management and operations experience, her career has focused primarily on the careful tailoring of strategy to match the needs of the investor and the real estate. She maximizes the sense of place by employing a multi-disciplinary approach to development including urban master planning, research, retail and public space design, retail leasing, tenant coordination, marketing, and arts and activation of place.

She has a strong background with a history of increasing leadership roles at such prominent development companies as the JBG Companies, for the past six years, and before that Federal Realty Investment Trust, Samuels & Associates, Street-Works, Grosvenor International and The Rouse Company. A true urban place based developer, Robin helps focus design, leasing, marketing and programming of sustainable, and memorable places.



BARBARA MULLENEX
MANAGING PRINCIPAL
PERKINS EASTMAN'S DC OFFICE

Barbara Mullenex is the Managing Principal of Perkins Eastman's DC office. Her project list includes WeWork-WeLive in Crystal City, The District Wharf. Barbara is also heavily involved in her community through work with volunteer programs and non-profit organizations, helping to set a philanthropic example for the industry and winning awards such as the Washington Business Journal's CEO Leadership in Philanthropy and the Corporate Award from the March of Dimes Heroines in Technology.

**ROBERT J. MURPHY**MANAGING PRINCIPAL
MRP | REALTY

Bob Murphy has 31 years of experience in commercial real estate operations, ownership and investment. He joined Trammell Crow Company (TCC) in 1987, managing the firm's regional operations for many years as Principal. Bob's last role with TCC was area president of the development and investment group in the Mid-Atlantic where Bob and his team completed \$1.8B of investments totaling over 10 million square feet. He co-founded MRP Realty (MRP) in 2005, capitalizing on his in-depth knowledge of Mid-Atlantic real estate markets, extensive network of capital relationships, and his reputation as a collaborative and creative partner to drive the firm. Under Bob's leadership, MRP has deployed in excess of \$4.1B of office, residential/mixed-use and industrial developments and acquisition investments with an active pipeline totaling over \$3B. He has actively participated in leadership roles at NAIOP and ULI and at various charitable activities during his career; currently serving on the board of Habitat for Humanity of Washington D.C. Bob received his B.S. in Civil Engineering from the University of Notre Dame; his M.B.A. in Finance at Columbia Business School; and was an officer in the United States Army.

**MARK NEELY**MANAGING DIRECTOR, DIRECTOR
OF FIXED INCOME RESEARCH
EJF CAPITAL LLC

Mr. Neely joined EJF in 2011 and is responsible for the analysis and management of EJF's high yield and event driven fixed income investments. He has covered the firm's bond insurance investments post the financial crisis and has been an internal and external lead for major bondholder restructurings for many of the firm's fixed income investments. Mr. Neely has over 14 years of investment and mortgage finance experience focusing on structured product and synthetic/esoteric investment opportunities. Prior to joining, EJF he worked at Fannie Mae as a mortgage backed securities trader and financial analyst where his role included trading mortgage backed securities and pricing structured legacy portfolios. He currently holds a BA in Economics and an MBA from the University of Maryland.

**ROBERT A. "BOB" PECK**GOVERNMENT & DEFENSE LEADER,
PRINCIPAL
GENSLER

Bob is a co-leader of the firm's Government & Defense Industry sector. He served for eight years as Commissioner of the U.S. General Services Administration's Public Buildings Service, responsible for design, construction, leasing, and management for more than 375 million square feet of space housing more than 1.1 million employees with an annual budget of more than \$9 billion. He has been a land use attorney, commercial real estate mortgage banker and broker, and has also served as President of the Greater Washington Board of Trade and Vice President for Public Affairs at the American Institute of Architects. He received his B.A. cum laude with distinction in economics from the University of Pennsylvania and his J.D. from Yale Law School. A Gensler Principal, Bob has been a visiting Loeb Fellow at Harvard University's Graduate School of Design and a visiting lecturer at Yale College. An Honorary Member of both the AIA and American Society of Landscape Architects, in 2012 he received the AIA Thomas Jefferson Award for Public Architecture.

**JAANA REMES**MGI PARTNER
MCKINSEY GLOBAL INSTITUTE

Jaana is an economist and a partner at the McKinsey Global Institute (MGI), McKinsey's business and economics research arm. Since 2003, she has led MGI's research on productivity, urbanization, competitiveness, and growth. Her latest research maps the deployment of smart city solutions and sizes the potential benefits to urban citizens' health, safety, commute times, and other factors affecting quality of life. She has also led MGI's research on energy, with a focus on understanding the microeconomic underpinnings of global energy demand and the opportunity to reduce energy consumption through higher energy productivity.

Jaana leads MGI's Urban World research series that includes mapping cities' economic power, identifying global consumer groups shaping global demand, and examining the global company landscape as well as the patterns of urban growth across the Americas. Her long-term research interests also include productivity prospects in the digital age, global growth prospects in an era of demographic decline, analyses of how different policies have contributed to industry competitiveness and growth, and in-depth assessments of the barriers to competitiveness and growth across a range of economies, including Brazil, Canada, Finland, Mexico, Sweden, South Korea, the United Kingdom, and the United States.



In addition to advising global business and government leaders on issues related to her areas of research, Jaana frequently contributes to policy debates through articles and conference presentations. She is a nonresident senior fellow at the Foresight, Strategy, and Risks Initiative of the Atlantic Council.



SANDRO
FOUNDER AND ART DIRECTOR
ARTECHOUSE

Sandro is the founder and art director of ARTECHOUSE, the first of kind 21st century innovative digital art space dedicated to showcasing experiential and technology driven art works by artists who are forerunners of the new age in the arts and technology.

At the crossroads of art, science and technology ARTECHOUSE changes the world of art as we know it. Since its opening in June 2017 in Washington, DC ARTECHOUSE has welcomed over 400,000 visitors and has captivated a global audience making headlines in the New York Times, BBC, USA Today, National Geographic, CNN, the Washington Post and numerous other national and international media outlets as the premier contemporary independent art destination. Following success in D.C and in an effort to further its mission to inspire, educate and empower ARTECHOUSE has expanded in 2018 with location in Miami, FL, and with plans to open in New York City in the summer of 2019.

"Every city has a destination for fine arts, theater, music, or film. Our goal is to be home in those cities for an innovative 21st century art that is created at the intersection of art, science and technology. A place where one can always get inspired, educated and empowered by exploring the latest and the best works of art & tech" - Sandro



**BARBARA SCHAEFER
MCDUFFIE**
MANAGING DIRECTOR OF BUSINESS
DEVELOPMENT
BAKER TILLY VIRCHOW KRAUSE, LLP

Barbara Schaefer McDuffie is the managing director of business development for Baker Tilly, a nationally recognized full-service accounting and advisory firm. She began her commercial real estate career in 1982, providing commercial real estate services to corporate office users and the institutional real estate community. In her role at Baker Tilly, Barbara provides upfront real estate consulting and advisory services throughout the East region.

Barbara is dedicated to the real estate industry and community and has held many leadership positions including: NAIOP, the Commercial Real Estate

Development Association, National Foundation Governor and Trustee, National Board of Directors and past chairman of Northern Virginia chapter; 2030 Group – Board of Directors; CREW Network – Board of Directors; CREW DC – Board of Directors; George Mason University – Center for Real Estate Entrepreneurship (CREE) – Board of Directors; Urban Land Institute – Trends Conference, co-chair, 2016 and 2017; Tysons Partnership – Board of Directors; Trust for the National Mall – luncheon chair emeritus; Georgetown Lombardi Comprehensive Cancer Center – Lombardi Women & Wine, Founder and co-chair.

Throughout her career, Barbara has been recognized with numerous awards including: Bisnow, Women of Influence in commercial real estate honoree – 2017; March of Dimes Heroines of Washington finalist – 2017; CREW DC Outstanding Impact Award – 2014; Washington Business Journal, Women Who Mean Business Award – 2013; NAIOP Northern Virginia, Member of the Year – 1997 and 2014; Northern Virginia Transportation Alliance (NVTA), Leadership Award – 2012.



ZAK SCHWARZMAN
PARTNER
METAPROP

Zak leads MetaProp's venture capital funds, investing in high-growth PropTech startups that are transforming the way we conceptualize, utilize, build, transact, interact with, and manage physical space. Zak manages MetaProp's investment activities and works closely with portfolio companies to move their businesses forward.

Zak's investment experience spans seed, multi-stage and corporate venture capital and he is an active member of New York's startup community. Prior to joining MetaProp, Zak was a Principal at Gotham Ventures, a seed-stage venture capital firm and affiliate of the Draper Venture Network, where he covered PropTech, FinTech, the API Economy and EdTech, amongst other sectors. Zak's previous venture capital background includes experience with Canaan Partners, AOL Ventures and LearnCapital.

Zak is a Kauffman Fellow and holds an M.B.A. from Columbia Business School and a B.A. in Political Economy and Business from Tulane University.

Outside of work, Zak is a dedicated cyclist, a seasoned adventure traveler, and remains one reliable second-serve short of a mediocre tennis game.



C. STEPHEN SHAW, JR.
PRESIDENT AND
CHIEF EXECUTIVE OFFICER
PHILLIPS REALTY CAPITAL

Mr. Shaw is the President and Chief Executive Officer of Phillips, responsible for developing and maintaining relationships with investors and other capital sources,

strategic development, business development and structuring new business opportunities. Mr. Shaw began his career with Phillips in 1980 and he has originated and structured over \$10 billion in commercial real estate finance transactions. A Certified Mortgage Banker, Mr. Shaw received his B.A. from Hampden-Sydney College. He currently serves on the Board of Directors of several privately held companies and is a member of the Board of Trustees of the Saint Stephen's & Saint Agnes School in Alexandria, Va.



LINDA TOTH
SENIOR SUSTAINABILITY CONSULTANT
ARUP

Linda Toth is a Senior Sustainability Consultant leading the regional built environment pursuits of the Energy and Sustainability team at Arup's Washington, DC office. She brings a multi-disciplinary background to the role and has experience on a variety of project types, from masterplanning and supertall buildings to commercial offices and institutional projects. Most recently, she has been working on a botanical garden renovation aiming to be the first International Living Futures Institute (ILFI) Living Community Challenge Petal Certified location to create a Living Museum. She is assisting the team to meet Net Positive Energy requirements and maximize the efficiency of operations, while safeguarding the flood prone site for the future with sustainable strategies.

Linda received her Master of Technology, Renewable Energy Concentration from Appalachian State University and her undergraduate degree from Knowlton School of Architecture at The Ohio State University. She is a member of ILFI, USGBC National Capital Region, Urban Land Institute, and ASHRAE National Capital Chapter.



GWEN WRIGHT
PLANNING DIRECTOR
MONTGOMERY COUNTY PLANNING
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MARYLAND-NATIONAL CAPITAL PARK
AND PLANNING COMMISSION

Since July 2013, Gwen Wright has been the Director of the Montgomery County Planning Department of the Maryland-National Capital Park and Planning Commission. In this role, Ms. Wright oversees a wide range of projects that aim to improve the quality of life in Montgomery County by conserving and enhancing the natural and built environment. Montgomery County is one of the largest jurisdictions in Maryland with over 1 million residents and has a key role in the dynamic Washington D.C. metropolitan growth area. Ms. Wright also worked for the Montgomery County Planning Department from 1987 to 2008. During this period, she served as the Chief of Countywide Planning, including

supervising the Environmental Planning, Transportation Planning and Historic Preservation Sections, as well as serving as Acting Planning Director.

Prior to her appointment as the Montgomery County Planning Director in 2013, Ms. Wright was Chief of the Development Division for the City of Alexandria Department of Planning and Zoning for five years. In this position, she reviewed development proposals throughout the City of Alexandria and shepherded a wide variety of projects – from urban infill to major brownfields reclamation – through the regulatory process and implementation.

Ms. Wright began her career in Texas as the Director of Architectural Design and Redevelopment for the Galveston Historical Foundation in Galveston, Texas. She has degrees in Architecture and Architectural History from Yale University and has spoken at numerous national and regional conferences on a wide variety of planning issues.

Ms. Wright lives in the Cleveland Park neighborhood in Washington D.C., where she is co-chair of the Cleveland Park Historical Society Architectural Review Committee. She is a member of Lambda Alpha and a graduate of ULI Washington's Regional Leadership Institute.



XIMON ZHU
SENIOR CONSULTANT
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Ximon Zhu is a senior consultant at Deloitte & Touche LLP in the Emerging Markets practice in Washington, DC. He has more than seven years of experience providing strategy consulting, capital planning, infrastructure finance, project management, and transaction support services worldwide.



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