RESUME FOR CHRISTOPHER B. LEINBERGER
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One of my earliest and most influential childhood memories were about urban land use. When I was about five, I was with my mother in downtown Philadelphia at what must have been 12th and Market, which is where the major downtown department stores were then located. The sidewalk was jammed with people and I was rather nervous, holding on to my mother's hand so as not to get lost in the crowd of tall people. Then, in my mind's eye, I was elevated a few hundred feet above the crowd. Looking down, I wondered why there were so many people in that one location and not somewhere else. While I did not know it at the time, it was my first insight into the value of well-developed walkable urban land from both social and financial perspectives.

I have outlined this resume in a somewhat unusual fashion. It has the standard factual information but I have also included commentary about the key lessons learned along the way.

Academic Experience

Swarthmore College, Swarthmore, Pa. (1968-1972)—Graduated with a bachelors of arts with a double major in Political Science and Sociology. Lettered in four sports (football, wrestling, diving and pole vaulting). National Collegiate Athletic Association Scholar/Athlete Fellowship. National Science Foundation Fellowship for the study of statistics at the University of Michigan's Survey Research Center. Additional course work at the Martin Luther King School of Social Change and at the University of Pennsylvania. Community service as teenage gang social worker in Philadelphia over two years, including assistance in quelling racially motivated civil unrest, for which a proclamation of appreciation was received from the Philadelphia City Council. This was my first in depth involvement in land use issues that affect public affairs, in this case the violent disruption caused by Southwest Philadelphia changing from predominately white households to predominately black households over a few years. I was working with the teenage gang at the center of this change and disturbance, which left three people dead, yet there was progress made in smoothing the evitable transition of the neighborhood from white to black. I learned that for me, combining college course work with meaningful community involvement was a powerful learning process; integrating theory with practice to re-enforce the educational experience.

Coro Foundation Fellow, Los Angeles, Ca. (1972-1973)—Internship in public affairs that included assignments in public administration (Los Angeles County Hospital), business (Los Angeles Chamber of Commerce and Aerovironment, Inc.), politics (a congressional election campaign and a national issues campaign) and labor (the Machinists' Union at Lockheed Corporation). This was another demonstration of combining applied knowledge and academic rigor, which seems to lead to a particularly dynamic learning experience. It was also the first time I was taught that logic and political decision-making have very little to do with one another.

Harvard Business School, Boston, Mass. (1974-1976)—Masters in Business Administration with a focus on corporate strategic planning. Working through 2,000 case studies during the two-year program refined my ability to inductively draw conclusions from a mass of facts and impressions using both rational and intuitive processes. It also gave me what seemed like years of business experience. However, that "experience" must be balanced by the swelled head that I grew, since Harvard informally taught one that a graduate is ready to run any organization upon graduation, which took a few years to deflate.

Work Experience

ARA Services, Inc., Houston (1972), Los Angeles (1973-1974), New York (1975) and Philadelphia (1976-1977)—Held a number of positions including management trainee, financial analyst, special project coordinator and assistant to the president for this contract food service company. This experience was as valuable as Harvard in understanding how business and business organizations work and gave the first glimpse as to which type of person fits the corporate mold and which type does not.

Saga Corporation, Menlo Park, Ca. (1977-1979)—Director of Strategic Planning.

This was a national restaurant and contract food service company. This was the experience that convinced me that I did not fit into a corporate culture and that I needed to run my own organization. On the other hand, I gained considerable experience regarding corporate strategic planning that would prove invaluable later, plus it moved me back to California, which during this era was an entrepreneurial hotbed which influenced my thinking for my next move. The options were to manage a couple small food service local chains for a venture capitalist, taking ownership as part of my compensation, and running a one-office real estate consulting firm, which would require moving to Southern California.

Robert Charles Lesser & Co. (1979-2000)—Executive Vice President (1979-1982), Managing Director and Owner (1982-2000).

The company is now the largest independent real estate consulting firm in the country. The company expanded from a residential market research firm with one office in 1979 when I joined it to become a comprehensive commercial, industrial and residential consulting firm, providing market research, financial analysis and strategic planning through four offices across the country. The company grew at an average rate of 15% per year, while experiencing two real estate depressions, since 1979 when I joined it. I bought the firm outright in 1982 from its founder, Robert C. Lesser. Gadi Kaufmann became my equal partner in 1985. The company is particularly known for consulting to master planned communities, strategic planning for real estate companies, analysis of metropolitan development trends, work on resort communities and downtown strategic planning. It is considered one of the premiere consulting firms in the industry, known and respected by financial institutions, investors, developers and municipalities. The senior executives of the company are particularly active in the Urban Land Institute, serving in the leadership ranks of the organization in a variety of roles. During my ownership tenure at the firm, it was a major proponent of "smart growth", acting as the bridge between the mainstream development community and the progressive wing of the industry, particularly proponents of new urbanism and environmentalists. I sold the firm in 2000 when I decided to become a developer, though I stay close to the principals and hire the firm often for consulting assignments. The company's web site is www.rclco.com.

Arcadia Land Company (1997 to present)—Founding Partner. After discussing the need for more examples of smart growth, new urbanism, conservation development and other progressive forms of real estate development for a number of years, it became obvious that a more activist approach was required. I began discussions with two old friends, Robert Davis, the developer of Seaside and a founder of the Congress of the New Urbanism, and Joe Duckworth, the former President of Realen Homes (see below). The three of us became equal partners in Arcadia Land, with a tag line of "town founders and land stewards". The web site for Arcadia Land Company is www.arcadialand.com.

The firm has engaged in a number of projects throughout the country. These include:

- Woodmont—A joint venture with the $2 billion Pitcairn Trust on land owned by the trust for many decades in the Philadelphia suburbs. The 49-acre project is the first new urbanism project in the Philadelphia area and has 30% of the land preserved as open space. It required seven years to obtain public approval to proceed, even though the land was zoned for the proposed density. The project is a textbook case of the difficulty of obtaining approvals to develop higher density, walkable communities, as opposed to legally mandated sprawl. The capstone of the approval process was a series in the Philadelphia Inquirer, starting on the Sunday front page and continuing as a front-page story for two additional days, painting the township in a reactionary light and Arcadia as an enlightened developer. This exposure finally led to the approvals. The 150 new urbanism lots, which are 3.25 dwelling units to the acre versus 1.0 to the acre in the adjacent sub-divisions, were completely sold-out during the middle of the Great Recession between 2008 and 2011. Woodmont was the second best selling housing project in the metropolitan Philadelphia region during those four years, which is particularly impressive given the nearly $700,000 average selling price. The project also includes a small retail/office building on the road in front of the development, which has become the community center for the township, which had no focal point before.
- Sadsburyville—This 136-acre development immediately adjacent to a somewhat depressed, small 18th century village in western Chester County (PA) will be the catalyst for its revival. Bisected by a four lane truck route, the village has been fragmented for most of the past 60 years. With the construction of a freeway a ½ mile to the north, the trucks are gone but the damage to the village still remains. There are 480 dwelling units in the community and after deducting for the 45% permanent open space, it averages six units to the acre, compared to over one unit per acre in the county for new development. Besides adding additional housing to the village for additional tax base and retail vibrancy, Arcadia has obtained federal funding to install sidewalks on the old truck route, landscaping and mediums, connecting the two sides of the street. In addition, Arcadia is building a new town hall and maintenance facility that will be an architecturally significant building in the heart of the village. Both of these initiatives are not on the Arcadia land but add to the sense of place needed to repair the damage of the past 60 years. All of the lots have been pre-sold to homebuilders. As of 2011, following the financial shutdown and the Great Recession, Sadsburyville finally began land development, sales and construction, Arcadia is the "horizon" land developer and Ryan Homes, one of the largest national homebuilders, is the "vertical" builder.

- Daleville—This western Chester County (PA) development is on 88 acres, 35% of which will be permanent open space. The new urbanism design has 30% open space and 125 dwelling units. I must admit this is my least favorite Arcadia development since it is on the absolute fringe of the metropolitan area, is completely car dependent and is basically a new urbanism form of sprawl. While all Arcadia developments are walkable and new urbanism designed, Daleville is literally "outstanding in its field", while all of the rest of our projects create a "place" or extend a place.
- Seaside—This internationally renowned project is nearing completion. Developed by my partner, Robert Davis, and his wife, Daryl, there are only few commercial parcels to develop and redevelop in the downtown. Perhaps the biggest challenge is managing success. Over the 30 years that Seaside has been actively marketed, lot values have gone up 100-fold, possibly the fastest appreciating resort project in history. This has turned the area from being the "Redneck Riviera" to what the *New York Times* called the "Hampton's of the Southeast". There are many lessons to be learned from Seaside. The most important is that there is pent-up demand for walkable urbanity, which requires mixed-uses, human scaled right-of-ways, high density and working with nature. The success of Seaside is because Robert and Daryl built a special place develop organically over time when the bulk of the built-environment is sterile, formula-driven and developed quickly and cheaply. This has resulted in home values and commercial rents that are the highest in the region by far; which is good news for the developer and the residents but has the unintended consequence of creating an affordable housing and commercial space problem, which no one understood when Seaside was being planned.
- Little Blue Valley—This 1400-acre valley, owned by the Community of Christ, an independent wing of Mormonism, is in Independence, Mo. Arcadia has been planning and obtaining approvals for the project for four years and finally obtained them in 2004. The new urbanism land plan was developed by Calthorpe & Associates and has 3400 dwelling units and over 30% permanent open space. The net density is 3.5 dwelling units to the acre as opposed to 1.0 to the acre in the surrounding sub-divisions. There will be a town center developed as well, which will be the pedestrian-oriented center for the eastern portion of the city. With the development plans approved, Arcadia decided to bring in Forest City Enterprises, a $5 billion NYSE company who is developing Stapleton in Denver, the largest in-fill project in the country, also designed by Calthorpe & Associates. We brought in Forest City as a partner when the three Arcadia partners came to the conclusion that none of us wanted to work as hard or travel as much as this project required. The project has been on hold since 2008 with the onset of the Great Recession. There are no immediate plans to begin work on the project in the foreseeable future but the joint venture with the Church and Forest City is "patiently" financed so it can wait the return of the market.
- Historic District Improvement Company—This downtown Albuquerque redevelopment company is explained below under "Development Experience".

During the depths of the Great Recession (2007-2010), Arcadia did not start any new development projects. The company transformed itself into a consulting firm, assisting banks with poorly performing land and construction loans and assisting the public sector in packaging and recruiting developers to bid on transit-oriented development projects. I was involved in selling the public sector regarding Arcadia's services and the staff of Arcadia performed the work.

The Brookings Institution (2005 to present)—Visiting Fellow and then Non-resident Senior Fellow.

I came to Metropolitan Policy Program at Brookings, the world's first and largest "think tank", to pursue consulting and research concerning walkable urbanism (theory, measurement and implementation) and metropolitan governance (implementation). It has taken the form of various consulting, research and writing projects as well as extensive speaking.

Strategic Planning Consulting:

• Lancaster (PA),
• Cincinnati (OH)
• Reading (PA)
• DC Surface Transit financial strategy
* Georgia commuter rail financing alternatives

Research:

- Developed a methodology for redeveloping downtowns, based upon experience in many downtown turnarounds and research conducted by others. This resulted in the Brookings paper, "Turning Around Downtown: Twelve Steps to Revitalization" in 2005. This is one of the most downloaded Brookings Metropolitan Policy Program papers.
- Regionally significant walkable urban places in the top 30 metropolitan areas in the US leading to a Brookings' paper, "Foot Loose and Fancy Free, A Field Survey of the Top 30 US Metros in Walkable Urban Places", which became the most downloaded Brookings Metro piece in 2007, even though it was only available for the month of December.
- The role of patient equity in walkable urban development, leading to the paper of a similar name in 2006
- Walkable urban place definition and performance metrics research is the largest research project I have ever undertaken. Funded by the Rockefeller, Urban Land, Summit and Prince Foundations, this work quantified the economic and social equity measures of urbanism. Phase I of the research was completed in December of 2011 and phase II, which takes the methodology to 3-4 metropolitan areas, will start in 2012.

<u>LOCUS; Responsible Real Estate Developers and Investors</u> (2008 to present)—President

The president of Smart Growth America approached me in 2008 to organize the real estate developers who, like me, understand that the future of development is building walkable urban, transit-served, sustainable communities. This is a role that Urban Land Institute, which I have been a member for 30 years, should play but has consciously precluded itself from playing, instead focusing on research and education. So no organization was advocating for a walkable urban future at the federal and regional levels by real estate developers and investors. My 30-year career in real estate, my running RCLCo for 20 years working for thousands of developers and investors and my modest profile through my writing and speaking made the idea plausible. Thus stared my political advocacy phase of life.

Starting with a 10-person core of developer and investors as a steering committee, the name LOCUS was selected, which is Latin for place (my wife is the classist of the family). After bumbling along for a year or so, LOCUS hired a seasoned political manager who had experience in political campaigns, worked on Capitol Hill and who had been Deputy Director of Transportation for America, the largest transportation reform campaign in the country. As president of LOCUS, I was also on the executive committee of LOCUS.

The first efforts have been directed at the federal transportation bill, leading to initial forward movement on the few focused issues LOCUS developers wanted to see included in the re-authorization of the transportation bill in both House and Senate bills. LOCUS has found that few developers spend much time on Capitol Hill yet they have significant credibility as job creators and manufactures of ribbons to cut by politicians at groundbreakings. Both Republicans and Democrats are open to the ideas being promoted by LOCUS since the platform has shied away from asking for subsidies in the current difficult economic times and have offered that developers would contribute a portion of their future cash flow to help pay for rail transit and other needed transportation improvements.

The new effort from LOCUS is to focus on selected metropolitan areas and states that have transit and other initiatives that could be national models. Organizing developers and investors, at times in conjunction with local ULI District Councils, shows metro areas that they have the ability to fund the needed transportation improvements themselves, not overly relying on the federal government, who has few resources and is cumbersome in many cases.

The funding for LOCUS has initially been foundation based (Rockefeller, Ford, Surdna, and Turner Foundations). The developers and investors are now financially assessing themselves to cover the overhead and the plans call for self-sufficiency by 2014.

Speeches

While I have always given speeches throughout my career, since entering my academic/think tank phase of life, they have expanded significantly. Here are a sampling of organizations I have given speeches to since 2005.

- Downtowns, including Seattle, Portland (OR), Long Beach, Ft. Worth, Bellevue (WA), Pasadena, Phoenix, Dallas, Houston, New Orleans, Mobile, Birmingham, Atlanta, Midtown Atlanta, Tampa, Charlotte, Charlottesville, Roanoke, Raleigh, Washington, DC, Bethesda, Philadelphia, Lancaster, Reading, Harrisburg, Cleveland, Columbus, Detroit, Rochester, Ann Arbor, St. Paul, Minneapolis, St. Louis, Kansas City, Cincinnati, Spokane, San Jose (CA), San Jose (Costa Rica), Vancouver, Hamilton (Ontario), among others.
- Downtown Associations, including International Downtown Association, Spanish Downtown Association, California Downtown Association, etc.
- Associations, including Urban Land Institute (national and District Councils), America Planning Association (national and state), Railvolution, National Building

Museum, etc.

What I like best about speaking around the country and occasionally abroad is getting to meet committed people who are doing amazing things on the ground and getting tours of these places by the very people transforming these places. In addition, I generally end up writing op-eds for the local newspapers and doing interviews on radio talk shows, generally the local NPR morning talk show. The fees are not bad either.

Board Experience

Realen Homes, Inc. (1989-1997)—Member of the Board of Directors, including being the Chairman of the Audit and Compensation Committees, of this privately held company, which became the second largest homebuilder in the Philadelphia metropolitan area and eventually entered the Chicago market. It was national Homebuilder of the Year in 1992. It was during this time that I got to know Joe Duckworth, who was CEO of the firm, and came to understand that he was the most progressive home builder in the country.

Etkin Equities, Inc. (1991-1997)—Member of a three person Board of Advisors for this closely held, highly successful private firm, which is active in commercial and industrial development and property management in Detroit and Denver. Helped crafted strategic plans, investment plans, organizational direction, entry of new partners and, most importantly, kept the two other Board members, who were equal partners and brothers, from killing each other until an orderly division of the assets and the two operating companies could be achieved. The lesson that all three of us learned is that strong-willed individuals with different operating styles can have a hard time acting as equal partners, especially when they are competitive brothers.

AvalonBay Communities, Inc. (1993-1999)—Member of the Board of Directors, including being the Chairman of the Investment Committee, of this NYSE real estate investment trust. The company was a spin-off of Trammell Crow Residential and has become the second largest rental apartment REIT, among the five highest valued REITs in general and a pioneer in shifting assets to urban, walkable locations and high tech applications for marketing, customer service and product line extensions. It is my belief that one of the major reasons for the company's success was the strategy I promoted of developing and acquiring the urban portfolio, which makes up half of the portfolio of 44,000 apartment homes, a rarity in the publicly-traded REIT world which focuses on suburban product.

AMRESCO Capital Trust (1998-2002)—Member of the Board of Directors, including being the Chairman of the Compensation Committee, of this NASDAQ real estate investment trust. The company was a spin off of AMRESCO, Inc., and was a mortgage REIT. I initiated the effort by the Board to liquidate the company in an orderly fashion, rather than sell to competitors or limp along as an undervalued company, due to the conclusion that mortgage REITs are and will continue to be under valued by the public markets. It was resolved that the shareholders would be better served by the sale of the company assets and the return of investor capital, something that publicly-traded company almost never do. The liquidation was completed in 2002.

NAIOP (1997 to 2001)—Member of the National Board of Advisors, comprised of the past presidents of the organization and, for some unknown reason, me. My work focused on providing the Board with insights into real estate strategy, metropolitan development trends and progressive forms of real estate, such as new urbanism, smart growth and regionalism. In recent years, ironically, I have been fighting the Albuquerque chapter of NAIOP regarding impact fees which cuts the subsidy that sprawl development has been given over the past 60 years or so.

The Conservation Fund (1998 to present)—Member of the National Board of Advisors of this environmental organization. I provide a real estate development perspective to the organization and have been assisting them in development LEED-like standards for conservation development.

Governor's Institute (2006 to present)—Member of the National Board of Advisors of this smart growth educational effort funded by the National Endowment for the Arts. Former Governor Parris Glendenning of Maryland is Executive Director. It works with state governors to help them improve how they build the built environment in a sustainable manner.

Enterprise Community Partners (2005 to present)—Member of the National Real Estate Advisory Board of this national affordable housing organization, founded by Jim Rouse. Some of the most progressive and committed developers I know are on this board and the dinner once a year is a not-to-be missed event with meaningful discussions.

Walk Score (2008 to present)—I am on the advisory board of this innovative web site, which assigns a 0-100 score to every address in the country and Canada based upon it's walkability, 100 being the highest. The web site has over four million visitors per day and has changed the dialogue about urban planning and design.

Journal of Town and City Management (2010 to present)—I am on the editorial advisory board of this UK based academic journal that focuses on the topic of my next book, place management.

University of Utah Metropolitan Research Center (2010 to present)—Led by Chris Nelson, one of the most innovative and productive urban researchers of the era, I agreed to be on the advisory board to assist Chris and his team continue the research he started at Georgia Tech and Virginia Tech.

Teaching Experience

I have given lectures at many universities and institutes over the past twenty years. These include UCLA, University of Southern California, University of Wisconsin, The Urban Institute, The Brookings Institution, Swarthmore College, University of Pennsylvania, Urban Land Institute, among many others. I have also taught full-length courses at:

The Conference Center (1984-1986)—Developed and taught a series of courses regarding real estate corporate strategic planning. I was the only faculty member of this series of courses, which lasted for two days, and included case studies, sections on organization, finance and marketing and the practical process of strategic planning.

Harvard Graduate School of Design (2001-2003)—Developed and teach courses at both the three-day and two-year long executive training program regarding progressive real estate development strategy. Having taught and consulted regarding conventional real estate strategy for two decades and having founded a progressive real estate development company (Arcadia Land Company), began formulating and teaching how progressive development can be organized, financed and marketed. As much of a learning process for me as for the students, this is part of my effort to introduce a new methods of making progressive development profitable and, therefore, sustainable.

University of New Mexico's Graduate School of Architecture and Planning (2002 to present)—Developed a graduate level course entitled "Progressive Real Estate Development and Design." It is a survey course on how real estate evolved into a formula-driven, commoditized industry that is increasingly out of step with market and political realities. The course then moves on to cover the basics of new urbanism, transit-oriented development, downtown redevelopment, smart growth and conservation development. A portion of the course focuses on short-term oriented conventional real estate finance and how progressive development is financed fundamentally differently, looking for financial returns in the mid-to long-term.

Congress of the New Urbanism (2002 to 2005)—Developed and taught a half day seminar on "Financing the New Urbanism" at the annual conference. This seminar is now the subject of a CD by the same title. In essence, the heart of new urbanism has been building upon the urban design practices of the early 20th century and the prior history of urban design but little attention has been given to how the "ancients" financed urban development. There is an equally important need to understand how to finance development that is built for the long-term, not the short-term approach of the sprawl era.

University of Michigan (2005 to 2012)—In 2004, I made the mistake of mentioning to my development partner, Robert Davis, I felt business people should have a sabbatical, just like academics. He mentioned this to Dean Doug Kelbaugh of the Taubman College of Architecture & Urban Planning, who immediately called me to say they were looking for someone to start the graduate real estate program. I agree to start the program, though making it clear I was better at starting enterprises rather than managing them over time. I estimated I would be there for two to three years. I committed to work 50%, commuting to Ann Arbor from Washington weekly for 1-2 days.

The mission of the program is to educate about the need, the means and financing of walkable urban development, the alternative to drivable sub-urbanism, the predominant development approach of the past half-century. It is the only graduate real estate program in the country, with the possible exception of the University of Miami, which has this mission.

The program has achieved:
• The goal within a year of 50 students, primarily coming from urban planning, business, architecture, law and numerous other graduate programs at the University. The program has graduated more students than any certificate program in the university's history.
• There were annual student consulting teams for major strategy and product programs, such as for downtown Detroit and a TOD site in Troy (MI),
• An annual ULI/UM Real Estate Forum
• Fielding 20 + teams in the ULI Hines Urban Design Competition (a team made the final four in 2008, two teams made the final four in 2010 with one winning the national contest and one team making the final four in 2012),

• Created a governance structure with a faculty advisory committee and a national advisory board
• An initial survey of certificate graduates showed that the program had a significant difference on many of the graduate's career with most of them directly involved in real estate. Many students have found jobs in real estate development and place management.

I stepped down as director of the program after four years (one year more than I had promised) in 2009. Between 2010 and 2012, I taught two 1.5 credit hour courses per year, both taking place in Washington, DC during the fall and winter break (though one took place in Toronto in 2010).

However, there is much to do that only a full-time professor can achieve. The program deserves these enhancements. There were three failed searches to find a full time replacement for me as the director of the program, indicating how hard it is to find an academically inclined real estate professional. Recent Urban Planning department faculty hires have provided the hope that there will be new leadership for the certificate program.

Web site: www.tcaup.umich.edu/realestate.

George Washington University School of Business (2012 to present)—I became the Charles Bendit Distinguished Scholar and Research Professor in 2012. I have moved my phase II walkable urban place metrics research and my teaching to GWSB. One of the reasons is that the business school is seven blocks from my house.

Jury Experience

If my 40s was my "board" decade, my 50s was my "jury" decade. These include:

Ruby Bruner Award for Urban Excellence (2005)—This is a progressive award given to five developments every other year. In existence since the early 1980s, past winners have been a broad cross-section of public and non-profit projects. The unusual thing is that there has never been a for-profit project as a winner. This year the six person jury reviewed 140 projects and selected five to be the finalists. I pushed for and was successful in getting the first for-profit project to the finals. After the five finalists are visited by foundation staff and researched to determine the accuracy of the claims made in the applications, a winner is selected. For more information, go to www.brunerfoundation.org.

Urban Land Institute J.C. Nichols Prize for Visionaries in Urban Development (2005-2007)—This is the most prestigious award in the development industry. Past recipients have included Mayor Joseph P. Riley, Senator Patrick Moynihan, Gerald D. Hines, Vincent Scully and Richard Baron. For information, go to http://nicholsprize.org.

Consulting Experience

While with RCLCo between 1979 and 2000, I have worked on over 1500 individual consulting assignments. Selected consulting assignments that I consider significant are presented below. The following is divided into my five major areas of specialization.

Corporate Real Estate—Consulting regarding the management of corporately owned and leased real estate by publicly traded companies. I wrote a Bi-monthly column on corporate real estate for *National Real Estate Investor* (1982-1986). Spoke at many corporate real estate organizations, such as the National Association of Corporate Real Estate Executives and the Industrial Real Estate Research Counsel.

Significant consulting assignments include:

- ARCO (1982-1983)—Developed alternative strategic approaches to the management and internal cost accounting for over one billion dollars of corporate real estate.
- Lockheed (1984-1985)—Developed corporate strategy for their division that manages publicly owned airports throughout the country.
- Barnett Bank (1990)—Developed corporate strategy for the management of company owned and leased property assets.
- Catellus Corporation (1994)—Determined the strategic options for entering various real estate operating business for this NYSE-company, which is the largest private owner of California land.
- Hershey Trust (1996 to 2000)—Determined the land use strategy for 11,000 acres, using a new urbanism approach, determined the financial strategy, selected appropriate development partners and negotiated the development deal structures for this $6 billion trust, which is the major owner of Hershey Foods. The work ended with the selection of a private developer to joint venture with the Trust for the redevelopment of downtown Hershey.

Real Estate Strategic Planning—Introduced corporate strategic planning to the real estate industry, including developing a proprietary methodology. I have assisted with the strategy development for numerous small, closely held development companies, large private firms and publicly held companies. I wrote a Bi-monthly column on real estate strategy for *Builder* magazine (1983-1986) and numerous articles for *Urban Land* magazine on the subject. I also wrote *Strategic Planning for Real Estate Companies* (1993), which was the first book on the subject. The Urban Land Institute and NAIOP jointly published this book. Spoke about real estate strategic planning at such organizations as the Builder 100 Conference, Young President's Organization, Urban Land Institute and NAIOP. In addition, was the sole teacher at a series of daylong seminars at various locations across the country on real estate strategy, organized by The Conference Company.

Significant consulting assignments include:

- Del Webb Company (1991-1992)—This NYSE-national homebuilder, specializing in retirement housing (Sun City), was wracked by internal dissension on the Board, including two take-over lawsuits from Board members. This state of affairs was causing significant disruption to operations. Developed a corporate strategy, working with senior management, which was then presented to the Board, resulting in a consensus regarding the direction the firm should take and the dropping of the lawsuits. With the resumption of a more stable business climate, the firm emerged as one of the three highest valued, publicly traded homebuilders in the country during the 1990s.

- AMRESCO, Inc.(1992-1994)—This NASDAQ-traded real estate financial services firm saw their base business, which was bank and RTC loan workouts, coming to an end. They faced a choice of liquidation or finding new business lines to enter. The strategy that emerged had the firm both acquire and internally develop an inter-connected "web" of real estate financial services that could be cross-marketed. The company stock went from $6/share to $40/share within three years as they became the largest real estate financial services firm in the country.
- Trammell Crow Company (1988-1993)—Involved in developing a strategy for the largest income real estate developer in the country. Initially assisted in developing the strategic plan for 15 metropolitan level divisions throughout the country. Then worked at the corporate level, which included recommendations that the company emphasize corporate real estate management for publicly traded companies and that the Trammell Crow Company go public itself, something many in this development-oriented company culture were hesitant to do, to increase the confidence of this target market. Both recommendations were followed and it is now both the largest developer in the country and the largest provider of corporate real estate services. In addition, selected during the early 1990s to be the mediator between the two major ownership groups in the company who had significant disagreements over valuation and control. At that time, the company was financially threatened by the real estate depression then occurring, as well by this internal disagreement, which potentially could have broken up the company.
- Maguire-Thomas Partners (1989-1992)—This firm was the largest commercial developer west of Chicago and possibly the most financially successful developer of the 1980s in the country. Assisted with the development of the company strategy for many years until there was a senior management split due to profit sharing issues and control. As a result, provided strategy consulting for one of the spin-offs, Commonwealth Partners, and for the publicly traded company another former member of senior management became CEO for, Catellus Corporation, the largest private land owner in California.
- Crosland Homes (1984-1993)—Developed strategic plans for this closely held firm over a ten-year period. The significant result of this strategy work was the discovery that the homebuilding company was making little or no profit on the actual homebuilding but virtually all of its profits were made on land development, which was an overhead function managed by two modestly paid staff people. As a result, the owner of the company sold the homebuilding company to Centex Homes, the largest publicly traded homebuilder in the country at the time, with the provision that Centex would buy most of their developed lots from Crosland for the next decade. In effect, the owner sold a marginal operation at a significant price *and* maintained the highly profitable land development function with a guaranteed level of sales revenue.
- Weyerhaeuser Real Estate Company (1997-1998)—This is the real estate subsidiary of the Fortune 500 paper company, which is one of the ten largest homebuilders in the country and a major master plan community developer in the Northwest and California. The need for a new strategy was the result of a recommendation by McKinsey & Co. to the CEO of the parent corporation that the real estate company be sold. Upon my analysis, it become obvious that this problem perceived by McKinsey was due to the difference between generally accepted accounting principles (GAAP), used by publicly traded companies like

Weyerhaeuser, and the cash accounting used by homebuilders. In addition, there were significant operational issues that are typical of a publicly traded corporate culture competing in a more entrepreneurial industry. After making numerous recommended changes that resulted from the strategy process, the real estate company was retained.

Metropolitan Development Trends—Starting in the early 1980s, I developed an evolving understanding of how metropolitan areas were growing in industrialized nations. I introduced such concepts as "urban villages", "metro cores", the three types of metropolitan businesses/jobs, "favored quarter" and the five generations of metropolitan growth since the Second World War. Wrote a series of articles updating the evolution of American metropolitan areas for the *Wall Street Journal* ("Urban Villages: The Locational Advantages", 1985), *The Atlantic Monthly* ("How Business is Changing America", 1986), *Urban Land* (1991, 1995, 1998 and 2000, the 1995 article won my first of two Apgar Awards for the best article of the year in the magazine), *Chicago Tribune*, *Los Angeles Times*, *Atlanta Constitution* and the *Nation* ("Where Jobs Go: Business Flees to the Urban Fringe", 1992) among others. Contributed chapters in a variety of books regarding metropolitan development trends in *Land Use in America* (Inland Press, 1996), *America's Cities—Opposing Viewpoints* (Greenhaven Press, 1993) and *Maturing Suburban Business Districts* (Urban Land Institute, 2001). During the late 1990s, Robert Lang of the Fannie Mae Foundation and now at the Metropolitan Institute at Virginia Tech became the leading thinker in this field, writing *Edgeless Cities*, published by Brookings Institution. In a public critique of his book at Brookings, I was happy to pass the baton to him as he took this field to a new level of understanding.

Selected Consulting Assignments:

- Rockefeller Associates (1989-present)—Selected various metropolitan areas in which to invest the proceeds of $2 billion funds raised from Rockefeller family and Middle Eastern sources, targeting Class A office. Once the metropolitan areas were identified, determined the "metro cores" that should be targeted based upon an understanding of the metropolitan development trends of the area. Over ten metropolitan areas had metropolitan development trend analyses performed, including San Francisco, Denver, Los Angeles, San Diego, Tampa, Atlanta, Washington, DC, New York and Chicago. Five years later, as the investment dollars were being recycled, provided a backward look at performance based upon the metropolitan development trends of the previous half decade, which generally upheld the original conclusions.
- Trammell Crow Company (1992-1993)—As a part of the divisional strategic planning process (see Real Estate Strategic Planning above), developed and implemented a company-wide methodology for each division to determine the development trends of their metropolitan area. This methodology was installed in ten metropolitan areas.
- Realen Homes (1992-1994)—Determined the metropolitan development trends for the Philadelphia and Chicago areas for the purpose of selecting future sub-division locations.
- Etkin Equities (1993-1999)—Determined the metropolitan development trends for the Detroit area in planning for a planned commercial development that was a joint venture with General Motors Corporation, which included the country's largest build-to-suit construction project at the time. The development was

initially considered very risky due to its location but the analysis urged that it go forward. It has since proven to be an excellent investment, partially due to the favorable trends first uncovered by the development trend analysis. Provided the same analysis for the Denver metropolitan commercial and industrial market.

Downtown and Metro Core Strategic Planning—Developed a proprietary methodology for developing a strategic plan for a downtown or a suburban metro core (also known as urban village, edge city, suburban business district, etc.). This is a combination of metropolitan development trend analysis and a modification of the real estate strategic planning methodology, both described above. Wrote articles for the *Los Angeles Times* ("Top 10 Ways to Make City's Great", 1996), the University of Southern California *Lusk Review* ("The Coming Revival of American Downtowns", 1997), contributed a chapter to the ULI book, Maturing Suburban Business Districts and wrote a paper for The Brookings Institution ("Turning Around Downtown: Twelve Steps to Revitalization", 2005), a summary of this paper appeared in *Urban Land* magazine ("The Shape of Downtown", 2004). I have spoken at numerous chambers of commerce and other civic organizations in most metropolitan areas throughout the country, Urban Land Institute, Fannie Mae Foundation, National Association of Regional Counsels, among many others on this subject.

Selected consulting assignments include:

- Downtown Chattanooga (1980-2000)—Developed a strategy for the downtown for what was a Southern "rust belt" city due to the closing of most of the heavy manufacturing factories that had once fueled its growth and encircled downtown. The strategy identified key efforts necessary to turn around downtown, including outlet retailing, urban entertainment, festivals, a fresh water aquarium, a trail along the Tennessee River that would connect downtown to the region, a catalytic housing project, new structured parking and a free circulator system. This sparked as dramatic of a redevelopment effort as had been seen in the country up until that time. The second strategy process, completed after the first one was successfully implemented after only three years, identified housing, the building of baseball and football stadiums and more urban entertainment and is now substantially complete. Downtown Chattanooga has become one of the models of downtown revitalization that is currently taking place in many cities in the country. I came back at the city's invitation in 2003 to reflect upon its successes and discuss the future options. Having been involved in the redevelopment process longer than almost anybody from Chattanooga or from outside the city, it continues to be my favorite redevelopment effort I have ever worked on.
- Camden Yards (1991)—This was the first stadium built that pioneered the current generation of baseball and football stadiums and indoor arenas, which are human scale and located in the middle of a downtown. This assignment was to determine the uses of various historic buildings and land immediately surrounding the proposed stadium. The lessons learned included the viability of placing one-of-a-kind uses in downtown. The most obvious reason to place this type of use downtown is the economic spill over created as retail, hotel and other entertainment venues benefit from a pedestrian connection to the stadium or arena. These venues also perform much better downtown than in the suburban locations the previous generation of stadiums and arenas were built

in. One surprising reason these venues work so well is parking; Camden Yards only built 20% of the parking required for the stadium. The rest of the parking was provided by existing office building parking since games are held at night or on the weekends when offices are not occupied, thus reducing the cost of the stadium construction budget while improving the financial performance of the office parking structures. The overwhelming success of Camden Yards in attendance and its positive effect on downtown Baltimore has led about 90% of the new stadiums and arenas built during the past decade to be in downtown and on an intimate scale.

- Madison, Georgia (1996)—A small town near Atlanta known for one of the largest collections of antebellum homes in the South, due to General Sherman being talked out of burning it during his march to the sea. Unfortunately, it was beginning to feel that the march of sprawl would destroy the character of the place. The strategy called for an urban growth boundary around the town, preserving rural character and land values with transfer of development rights, the creation of a non-profit development company to build catalytic projects downtown, a new urbanism approach to zoning and the containment, though not the elimination, of the local strip retail concentration.
- Albuquerque (1998)—see Historic District Improvement District below (Development Experience).
- Eastern Baltimore County (1995)—Developed strategy for two suburban metro cores. The first was a thriving new community, focused on the master planned community of Whitemarsh. The second was a declining suburban community, former focused on the Port and a steel plant. The goal of the strategy was to revitalize the older community while encouraging more in-fill of the newer one. Feedback in 2003 from the Chamber of Commerce indicated that the implementation of the strategy has been nearly completely achieved.
- Cumberland/Galleria SBD (2001)—Developed one of the first SBD strategies in the country for this 25 million square foot core north of Atlanta.

<u>Walkable Urban Development</u>—This term refers to the various alternative methods of development to conventional drivable sub-urban development. It includes such disparate fields as New Urbanism, smart growth, regionalism, downtown and suburban downtown revitalization, etc. This consulting work lead to my development activities with Arcadia Land Company and is the focus of my academic/research work.

Significant consulting assignments include:

- Franklin Savings and Loan (1987)—This Portland, Oregon-based S&L was attempting in 1987 to break the urban growth boundary surrounding the metropolitan area. Working as an expert witness and being paid an outrageous consulting fee, I found during the course of the legal process that I was on the wrong side of the issue. The S&L lost the argument and the urban growth boundary was upheld as legal. In the process, I became friends with Henry Richmond, the founder of 1000 Friends of Oregon, and the leader of the growth management movement in the country. Henry and I have cooperated on numerous initiatives over the years.
- Reston Town Center (1989-1993)—Assisted with the conceptualization of the Reston Town Center, a pedestrian-oriented focal point for the master planned

community that RCLCo had been consulting on since Mobil Land Development Company took over the project. It was one of the first true town centers since the 1920s. In addition, did a retrospective market analysis after the first phase was built that proved this mixed-use development performed far better than its competition, even though the common industry wisdom was that it had been an expensive failure.

- Newhall Land Company (1989)—This publicly-traded land development company has been developing Valencia; a 40,000-acre master planned community housing 35,000 people, since the 1960s. RCLCo has provided market research and strategic planning for 15 years to the company. In 1989, the company was planning the development of a 1.2 million square foot regional mall in the center of the community. It was a joint venture between the company and a national regional mall developer and planned as a conventional mall. Working with the architectural firm of Skidmore, Ownings and Merrill, we recommended that the ring road around the mall, which is used for utilities and circulation in the conventional formula, be pierced. This seemingly slight difference in the conventional formula had never been done before in the country. The reason for this recommendation was to allow for the development of a pedestrian-oriented, mixed-use outdoor "Main Street" that would start immediately outside one of the major entrances to the mall and extend 1,000 feet. During the depth of the real estate depression in Los Angeles, the project was started as recommended and was an immediate success. Today, it is built out and achieves higher rents than the mall itself and includes office, hotel, apartment and condominium product types in the mix. It has become the true "town center" of the area.
- Celebration (1990)—Assisted with the initial conceptualization of this new urbanist community, developed by Disney Development Company. Michael Eisner, the President of Disney, wanted to implement Walt Disney's actual vision of "EPCOT", which was an acronym for "experimental, prototype community of tomorrow". The development of this pedestrian-oriented, mixed-use community, which copied Seaside to a large extent, brought new urbanism to another level of public acceptance and understanding. A lesson learned is that once Eisner gave the vision, it had to be implemented by corporate, risk-adverse, bureaucrats. Upon hearing the initial concept for Celebration, they immediately asked, "where has this been done before?" I immediately shot back "what do you not understand about the meaning of "experimental" or "prototype" or "community of tomorrow"?"
- The Avenue (1995)—This is a development of Nottingham Properties, the master developer of Whitemarsh, a conventional master planned community that includes a commercial center with the largest regional mall in Maryland. The Avenue was planned as a "Main Street" across from the mall and anchored by a Sony 18 screen megaplex, a national bookstore, restaurants, soft goods and eventually office. I provided the product program and assisted with the merchandising strategy. The project was extremely risky since at the time it was planned, there were no comparable "Main Street" projects aimed at a market that was predominately middle income. After opening, most of the national tenants reported sales that were among the highest in their chains. The Avenue has become the real heart of the area and a significant financial asset for the developer.

- Prescott Valley Town Center (1999)—A long-time Arizona ranching family has been developing this suburb of Prescott for twenty years. The commercial portion of the town was comprised of a series of ten unrelated strip centers along the main highway into Prescott. Prescott Valley was the very definition of a placeless place with no "there there". The family had a major land holding at the intersection of the main commercial strip and a new planned by-pass around Prescott. They were planning to continue developing strip commercial on the to-be-built by-pass frontage. I recommended a pedestrian-oriented town center as an alternative, surrounded by mixed-uses including residential, civic, health care and office built in a pedestrian-oriented, new urbanism manner. The recommendation was met with great skepticism. The conventional developers connected with the project and even the new urbanist planner I brought in, Peter Calthorpe, thought the area was too dominated by strip commercial and the lower-middle and middle-income neighborhood would not accept new urbanism. However, the family decided to accept the recommendation. A joint venture was struck with a new urbanist developer and within six months ground was broken on the project. The anchor tenant was a 14-screen megaplax, which had originally planned to locate in a soon-to-be-built regional mall about three miles away. The movie theater complex moved since they were more attracted to the unique town center concept than a conventional mall. This is one of the first new urbanist town center developments in the country to be built in a lower middle and middle-income neighborhood.

<u>Development Experience</u>

Starting with providing "fee development" services to a non-profit corporation, I have become progressively involved in hands-on development. The major motivation has been to implement progressive development concepts in a financially self-sustaining manner. Good ideas without an economic return are unsustainable. It is an attempt to merge business realities with long-term social and environmental concerns.

The major developments undertaken include:

- University of California at Irvine Development Corporation (1980-1985)—UC Irvine let a request for proposal for a housing market and consumer analysis in 1980. The RFP was awarded to RCLCo and the analysis showed that 50% of the prospective faculty and staff turned down UC Irvine because of the high cost of housing in Southern California. An asset that the school had was an abundance of land surrounding the campus. The recommendation of the study was that UC Irvine create a non-profit development company to develop for-sale and rental housing on this land. This development would allow for faculty and staff to walk to work, saving them the cost of one automobile in the family, improving faculty/student informal communication and build an academic village. The financial structure that was recommended has allowed faculty and staff to purchase a home for under 60% of the market price, by looking at the faculty and staff's household financial position as a "motion picture" over time rather than as a "snap shot". In addition, re-sale controls allowed faculty and staff to benefit from the price appreciation of their home, starting from this below market basis, while solving future generations of faculty and staff housing needs with prices always below market. The recommendations were accepted by the

UC Irvine administration but they asked the question consultants fear…could I implement them?

Mike Curzan, a senior partner of the Washington-based law firm of Arnold & Porter, and I created the non-profit development firm on a fee basis. It took two years to get the University of California Board of Regents to allow for its creation, since it was the first separate legal entity in the history of the University and it was outside of their direct control. In addition, the Regents provided a loan of $2 million as start-up funding. The result has been the development of over 1,000 housing units, the majority of which were for-sale, the repayment of the loan within two years and economic self-sufficiency for the corporation. For the most part, it has solved the affordable housing issue on the campus, not just for one generation of faculty and staff but for generations to come. It has become the model of university faculty and staff housing for numerous universities throughout the country, including many of the University of California campuses.

- Carillon Point, Kirkland, Washington (1984-1987)—Like UC Irvine, this fee development project began with a market study. It was to determine the reuse of an old shipyard, formerly used to build Liberty ships during the Second World War and as the repair yards for a closed steamship company. The only current use was as the practice field for the Seattle Seahawks, the local professional football team that was owned by the shipyard's owner, the locally prominent Skinner family. At the time of the study, the area was a working class neighborhood, in spite of its waterside location. My recommendation for the site called for a mixed-use project including Class A office space in four buildings, a four-star hotel, restaurants and shops, rental apartments and for-sale condominiums, all of which totaled over 800,000 square feet. In addition, there was a 400-slip marina. The controversial aspect was the immediate building of parking structures to support the development. These structures initially had to be provided for free in spite of their substantial construction costs. The local brokerage community, which is generally open to any new project just so long as it provides them more products to lease, and an ULI Panel Study reviewed the proposed project. Both felt it was far too ambitious and overly complex regarding its mixed-use nature and the building of structured parking. Both recommended that it be a simple office park and marina with surface parking at 40% of the proposed density.

  The owner decided to build the recommended plan. I became the fee developer, along with a colleague that I hired, for the next 18 months to begin the architectural work and obtain neighborhood and city approval. This proved to be difficult as the neighborhood opposed the project due to proposed traffic congestion and the city zoning ordinances did not allow for this much density nor mixed use development. Our development team was successful in obtaining approvals and eventually hired local development talent to take our place with the rest of the implementation.

  The project achieved and continues to have the highest office lease rates and among the highest occupancies for a four-star hotel in the Northwest. It had the highest condominium prices in the Northwest up until that time. Most importantly, it created a special, waterside place that the locals and folks from the entire region come to enjoy.

The lesson learned is that if one has enough confidence in a location, do *not* build it out as if its current land value has any relevance to its ultimate potential. In the case of Carillon Point, the land was valued at $5.00 per square foot initially so the ULI Panel Study was technically correct in their less dense and less expensive recommendation. The site was built out as if it *would* be worth $30 per square foot thus justifying the higher density and structured parking. Today, the land is worth over $200 per square foot and the asset will be a long-term cash flowing asset for the family for generations to come. In addition, tenants and visitors started paying for parking within three years of opening, something the original development plan guessed would happen, thus providing additional financial return. However, a different method of design, government and community approval and finance is required to allow this type of development to happen.

- Saint-Petersburg Revitalization Agency (1991-1995)—Anatoly Sobchek, the reform-oriented mayor of Saint-Petersburg, Russia (the former Leningrad) asked a Western political consultant active in Russia to find an individual to put together a team to redevelop the core of this architecturally significant city. I was selected and put together a team comprised of Trammell Crow International, Latham & Watkins (the first Western law firm to open an office in Russia), Bechtel International and the London office of EDAW, a planning firm. I arranged initial financing of the effort by the MacArthur Foundation. After a year-long effort, the major proponent of the project, the First Deputy Mayor, fell from political favor and the project stalled. As a "consolation prize", I was awarded an abandoned building on the Fontaka Canal near Nevesky Prospect, the main commercial boulevard of the city, for development of an office, residential and hotel mixed-use project. The development effort included hiring local staff, importing of required telecommunication and computer equipment, renting an office/apartment and extensive negotiations with the city, financial sources and local partners. I visited the city once every two months for a year during the pre-development process. I abandoned the project when the Russian Mafia assassinated the negotiator for the city. The major lesson learned from the experience was that development is a local business and unless one is ready to sacrifice family life, it is best to develop close to home.

- Historic District Improvement Company (1998-2005)—Learning from the Russian experience that real estate is a local business, I focused my next development project on downtown Albuquerque, about 60 miles from my home in Santa Fe. This is my first project as a partner in Arcadia Land Company (see above). The mayor of Albuquerque, Jim Baca, learned about me after a trip to Chattanooga to find out about their success with downtown redevelopment. Davey Crockett, a city counselor, internationally known environmentalist and direct descendant of the original Davey Crockett, recommended that Baca contact me since I was the strategist for Chattanooga's effort. The mayor then saw an interview that I gave to a New Mexico magazine about urban redevelopment and decided to call me in June of 1998. Working with the newly appointed head of the downtown non-profit, Pat Bryan, Mayor Baca and I developed a strategic planning process for the downtown.

Since I was interested in development, not just consulting, no fee was charged for my services. The strategy was developed in July, August and September and announced on October 10, 1998, the implementation being led by 17 different task forces. Most of the downtown strategy has been completed by 2004, including:

- Raising $25 million for new parking garages built by the city,
- A north/south commuter rail line and an east/west bus rapid transit line with their hubs in downtown,
- The construction of an intra-modal transportation center,
- New Federal buildings and jobs,
- Conversion of one way streets to two way to improve pedestrian orientation,
- The establishment of a business improvement district with a budget of $800,000 annually for improvement safety, cleanliness and promotions,
- A form-based development code that is a national award-winning model of urbanism and simplicity of implementation,
- A new signage program,
- Assumption for management of the 4th Street Mall by the BID,
- Redevelopment of the historic Albuquerque High School into rental and for-sale lofts,
- The adoption of a form-based overlay code for the corridor immediately adjacent to downtown (EDO),
- The only aspect of the strategy not completed to date is the building of an indoor sports and entertainment arena (see below).

The strategy also recommended the formation of a company to develop "catalytic" projects. This resulted in the founding of the Historic District Improvement Company (HDIC). HDIC is a venture of Arcadia Land Company and the McCune Foundation, a unique private/non-profit joint venture that has become a model for foundations throughout the country. This type of "doing well while doing good" investment by the McCune Foundation and the form of the joint venture has never been done before. HDIC is the subject of much national and local foundation interest as a means to line up the investment portfolio with the mission of a foundation. The Funder's Network for Smart Growth, an organization of over 100 foundations, have extensively studied HDIC and recently held their annual conference in downtown Albuquerque to see first hand how it plays out on the ground. For more information, go to www.nmdowntown.com.

Currently, HDIC has $85 million of various real estate development projects planned, under construction or built, including the opening on November 16, 2001 of the first revitalization project, the $20 million theater block, which includes a movie theater (14-screens), retail, office, residential and structured parking. It was the first private building permit in downtown in 15 years. Wells Fargo Bank and Compass Bank provided the construction financing. After three years from receiving the certificate of occupancy, it is 95% occupied, achieves the highest office rents in the city, has retail rents approaching regional mall levels and twice the rest of downtown and has substantial cash flow. Recently completed across the street from the theater block is the $15 million Gold Avenue Lofts (www.goldavenuelofts.com). This project has rental retail on the ground floor, for-sale office on the second floor and for-sale residential lofts on the 3rd through 6th floors, all on a 1/3rd of an acre, making it 140 dwelling units to the acre, the highest density project in the Southwest with the possible exception of the Taos Pueblo (AD 1400).

The design of the theater block and Gold Lofts projects are an example of "burying the big box". The two "big boxes", the theater and parking structure, have been buried behind smaller, architecturally distinctive buildings. This is to present a more interesting and urbane streetscape to pedestrians and avoiding blank walls as is the case in suburban development. The equity financing of the various developments employs the three "time tranches" approach, outlined in the article "Building for the Long-Term" in Urban Land magazine, which is on my web site.

Learning from the unintended consequence of the Seaside success, the need for affordable housing and commercial space when building walkable urbanity, I wrote a concept paper, "Taming Gentrification", which is on my web site, and presented it to Bart Harvey, the President of The Enterprise Foundation. In joint venture with Enterprise, the Ford Foundation and the McCune Foundation, we have developed a business plan and hired an Executive Director for The Albuquerque Civic Trust (www.abqcivictrust.org). The concept introduced in the paper was to employ "value latching" whereby the Civic Trust earns a share of the cash flow of market rate projects in the downtown, investing these dollars into affordable housing and commercial space. The more money made by the market rate projects, a reflection of gentrification that happens when a special place is created, the more money there will be for affordable housing and commercial space. In addition, the future cash flow commitments, such as the portion of the cash flow from the HDIC theater block which is committed to the Civic Trust, can be used to borrow "program related investment" loans from foundations to start the work of the Trust now, rather than after gentrification has lifted property values in the future. I am on the Board of the Civic Trust and we are currently attempting to raise the first PRI loan based upon the HDIC theater block pledge of future cash flow.

I was a partner in a failed attempt in 2004-5 to build a private sector financed arena across from the Theater Block. The new mayor killed the project for political reasons. The demise of this major project, coupled with a long-held desire to engage in an academic phase of life, encouraged Lisa and me to leave New Mexico for Washington, DC for the Brookings Institution and commute to Ann Arbor for the University of Michigan. Our partners in HDIC, the McCune Foundation, decided after I had left New Mexico to buy all other partners out for a tidy sum, which we gladly agreed to do. This brought to a close my involvement with New Mexico.

Community Service

Las Tres Villas Neighborhood Organization (1988-1991)—Elected to the Board of Directors of this neighborhood organization founded to preserve the neighborhood's character and promote traffic management. This experience was significant since it helped me develop an understanding of community concerns regarding the changing character of the neighborhood as development trends unfold.

Swarthmore College (1990-1995)—Member of the Board of Managers and of the Long Range Planning Committee of the Board. This helped me understand the impact of a major institution on a community for good and bad. I promoted the redevelopment of the "ville" or downtown Swarthmore both on the Board and publicly. In raising the issue of redevelopment in this highly intellectual and suspicious community, it provoked a fire-storm of controversy to the extent that I was advised to not attend public meetings about the subject.

National Academy of Sciences (1993 and 1999)—Served on two committees, the first developing recommendations for a US biological survey, complementing the US Geological Survey, and the second determining new approaches to regional governance in the country. The committee recommendations were summarized in the books *A Biological Survey for the Nation* (1993) and *Governance and Opportunity in Metropolitan America* (1999).

Metropolitan Redevelopment Commission (1993-1998)—Chairman of the MRC and responsible for the purchase of the 50-acre rail yard in downtown Santa Fe for $25 million. The MRC conducted the largest community participation process in the city's history to determine the use of the rail yards as well as the implementation plan and the organization to implement the plan. I learned how it is possible to gain community consensus, even folding in issues of financial feasibility. However, the City Council decided that the City bureaucracy, which resulted in nothing occurring on the site for five years, should implement the community plan, which was to be implemented by a new non-profit catalytic development firm, instead. Only in 2003 did the City see the error of its ways and leased the property to the non-profit. The lesson learned is that elected city officials have a hard time giving up control, even if the public is strongly in favor of it, and bureaucrats do many things well but real estate development is not one of them.

College of Santa Fe (1990-2000)—Member of the Board of Trustees and Chairman of the Board (1996-2000). While Chairman, the college built the Visual Arts Center by Mexican architect Richardo Legorreta, doubled the endowment and annual budget, hired the first endowed chair, built new rental apartment style dormitories, and hired a new president. I was the chairman of the Presidential Search Committee, which led to the recruitment of the first female president in the college's 140-year history. Due to the need to find a new president, the Board extended my term of service by amending the By-laws, resulting in my Board term being the longest in the college's history. In hiring the new president, I found that I had to act quickly to not lose the opportunity to hire this individual. However, in extending the offer, I could not contact the entire search committee because I would risk losing the candidate due to time pressure. There were rather hard feelings about my decision on the committee but this was unavoidable in my mind (it was also necessary according to the new president once she was on board since she was about to send a letter withdrawing her candidacy). She proved to be very successful and popular. Three years after I left the board, I was presented the "Distinguished Service Award" by the college, being initially informed of the award by the member of the board most upset by the means by which I hired the president. The lesson learned is that while agreed upon process is important to follow, there are exceptional times when decisive action is required.

Albuquerque Civic Trust (2002-2005)—I started and was on the Board of this new non-profit that engaged in "value latching" to take advantage gentrification to finance affordable housing and commercial space in downtown Albuquerque and the surrounding neighborhoods. This organization is discussed above under the Historic District Improvement Company and on the web site, www.abqcivictrust.org.

Governor's Task Force on Our Communities, Our Future (2004-2005)—I was the co-chair of this 25-person smart growth task force. I asked former Governor Glendenning of Maryland to discuss smart growth with Governor Richardson in early 2004, which lead to the formation of this task force. The report was published in December 2004, for the two month state legislative session in early 2005. The major recommendation of the report for this session is the establishment of "tax increment financing" for walkable communities, such as downtowns, universities, transit-oriented development, Pueblos, etc. The legislation has passed the Senate and is awaiting approval in the House.

Transportation for America (2008 to present)—I am on the executive committee of this national organization that represents over 600 organizations to promote fundamental transportation reform at the federal level. This has taught me how difficult it is to keep a broad based coalition together and how difficult fundamental reform is to achieve in the country. It certainly makes one hope for an occasional closing down of federal programs (so-called sunset provisions) and starting all over again to get rid of obsolete subsidies and policy preferences that promote old economic and social priorities, not current ones.

Awards

- National Geography Association Best Article in a National Magazine Award in 1989 for "LA Comes of Age" in *The Atlantic Monthly.*
- New Mexico "Power Broker"—Dubious award as one of the 100 of the most powerful people in the state, as deemed by the New Mexico Business Weekly, for 2000, 2001, 2002 and 2003.
- 1999 and 2003 Apgar Awards for the best articles published by *Urban Land* magazine, the magazine of the Urban Land Institute.
- Top 100 Urban Thinker—Named in an international survey by the urban planning web site, *Planetizen.* Listed at #53. http://www.planetizen.com/topthinkers
- William H. Whyte Urbanism Award by Partners for Livable Places, 2010.
- Wall of Fame at my high school, Upper Darby High in Pennsylvania.

Publications and Broadcast Media

Proceed to my web site (www.cleinberger.com) for a comprehensive list of articles I have written. My most important articles have been published by *The Atlantic Monthly, New York Times* and *Urban Land* magazine. I am currently an Op-Ed Contributor to the *New York Times.*

My books include:

Strategy for Real Estate Development Companies (Urban Land Institute & NAIOP, 1994) This was the first book on the subject reflecting on my experience introducing strategic planning to the real estate industry. I wrote the Forward for the revision of the book, published by Urban Land Institute, in 2007.

Urban Parks and Open Space (Urban Land Institute and The Trust for Public Lands, 1998) I edited and wrote the summary for this set of 14 case studies of examples from throughout the United States of recently developed urban parks and the set aside of open space.

The Option of Urbanism, Investing in a New American Dream (Island Press, 2008) The central premise of this book is that America has changed the definition of how the American Dream had been laid out on the ground twice in the past three centuries and is in the middle of the third version, which was the choice of two ways of living; drivable sub-urban and walkable urban. The country has overbuilt drivable sub-urban, which was the underlying cause of the Great Recession, aided by lack of financial regulation, but there is pent up demand for walkable urbanism for at least the next 30 years.

I have also contributed chapters to 12 other books. My most recent chapters is for a book on smart growth, published by Wiley in 2012, concerning financing smart growth and the 2012 Rizzoti book, **Sustainable Urbanism and Beyond.**

My next book has a working title of **Strategy and Management of Place, The Missing Level of Governance in the Knowledge Economy.** This book will layout the history, theory and practical application of place management, including my Brookings/George Washington University research concerning the measurement of walkable urban places.