



Business Making the Case for Transit

Roundtable Report

Case Profiles

Study: Transit & the NoVa Economy

Study: Transit & Job Access in Northern Virginia



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TABLE OF CONTENTS



Transit Means Business in Virginia <i>A Message from NVTC's Executive Director</i>	1	Access to Education <i>George Mason University</i>	57
What Transit Means to Business <i>Speakers Address the Transit-Business Link</i>	3	Connected Communities <i>Mill Creek Residential</i>	61
Transit Issues & Next Steps <i>Participants Brainstorm During Roundtables</i>	9	Instilling a New Commuting Mindset <i>Public Broadcasting Service</i>	65
Transit & the NoVa Economy <i>Research by George Mason University Center for Regional Analysis</i>	11	TOD & Commuter Rail in the Exurbs <i>SunCal</i>	67
Businesses Choose to Be Near Transit <i>Joint Research into Transit & Job Access by Virginia Tech and NVTC</i>	35	Transit Options for Home & Office <i>Vornado/Charles E. Smith</i>	71
Transit Attracts Talent & Clients <i>B.F. Saul Company Hospitality Group</i>	41	Appendix I <i>Forum Flyer</i>	75
Easy Access to Marvelous Menus <i>Bittersweet Catering-Café-Bakery</i>	45	Appendix II <i>Forum Agenda</i>	79
Live, Work, Play, Invest <i>Comstock Partners, LC</i>	47	Appendix III <i>Speaker Bios</i>	83
Moving Jobs to the Silver Line <i>Cvent</i>	51	Appendix IV <i>Case Study Posters</i>	89
A Hotel at Every Metro Stop <i>Donohoe Hospitality Services</i>	53	Appendix V <i>Forum Newsletter</i>	101

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TRANSIT MEANS BUSINESS IN VIRGINIA

A Message from NVTC's Executive Director



From a conference in May 2015, Transit Means Business now comprises a virtual resource center, a business partnership, and ongoing research to help us better understand the connection between specific transit investments and the ability to recruit and retain business in the Commonwealth. This collaboration between businesses, researchers and policymakers is expanding throughout Virginia. The Transit Means Business report details that story. This letter previews what we have learned and what is yet to come.

Businesses looking to locate in communities across the Commonwealth want access to transit. Whether it's Wells Fargo in Norfolk, Stone Brewing Co. in Richmond or Bittersweet Catering~Café~Bakery in Alexandria, businesses locate near bus and rail to expand their pool of employees, customers and investors. The transit-rich environment in Old Town Alexandria is key to Bittersweet's employee recruitment and retention and brings tourists and locals to the restaurant's door. Metrorail is the transit option of choice for BF Saul Hospitality. Whether it's a Courtyard by Marriott, Crowne Plaza or another property, BF Saul relies on transit to attract tourists and business travelers and get employees to its hotels, 24-7. Light rail is essential to Sentara Healthcare's ability to bring health care workers as well as patients and their families to its Norfolk General Hospital.

Transit maximizes the capacity of interstates, arterials and local thoroughfares by connecting communities across the Commonwealth – getting people to jobs, school, shopping, health care, entertainment and other venues. Were it not for transit, Northern Virginia would need an

additional 45 freeway lanes and three bridges over the Potomac River to meet the needs of residents, employees and visitors. Transit eliminates 35.5 million hours of delay on the roads each year.

These time savings benefit businesses, even those whose employees may not use transit. Appliance Connection in Woodbridge, the largest appliance distributor in the Mid-Atlantic, must make timely deliveries in a highly congested region. Bus, commuter rail and Metrorail reduce that congestion by providing nearly a half million trips each work day.

Business decisions about location are increasingly driven by proximity to transit. Comstock Partners, which measures the return on investment of each proposed development, has embraced transit-oriented development, which scores highest. Donohoe Hospitality Services uses transit-planning data to advance its goal of opening a hotel at every Metrorail station in Northern Virginia. And, Cvent used internal survey data, which showed that nearly two thirds of its employees live near transit, to cement its move from a suburban corporate campus to Metro-accessible Tysons.

From insurance to electronics to hospitality, businesses across the country view proximity to transit as critical to their growth. State Farm selected Tempe, Arizona for its light rail system. Panasonic went with Newark, New Jersey for its wealth of transit options, including bus, subway, and commuter and light rail. Marriott International announced plans to relocate from its Bethesda, Maryland office park to a transit-accessible location.

Transit Means Business drew inspiration from many individuals as well as more than 30 research groups, universities, chambers of commerce, policymakers, governmental agencies and transportation organizations that partnered with us. The forum inspired an event in Richmond, sponsored by the Richmond Association of Realtors and Greater Richmond Chamber of Commerce, among others. Hampton Roads, meanwhile, has plans for its own Transit Means Business forum this spring. And, NVTC will host its second forum for business leaders and policymakers in the fall.

Looking forward, NVTC will continue to work with researchers, economic development experts, and businesses to document the business case for transit investment. The Transit Means Business Partnership in our region has made sustainable funding of transit a top priority. We welcome the opportunity to work with other regional and statewide organizations to expand the conversation to all parts of Virginia. The success of high quality, high capacity transit is essential to the Commonwealth's ability to compete on the global economic stage and meet the transportation needs of the people and businesses throughout the state.



A handwritten signature in black ink that reads "Kelley Coyner". The signature is fluid and cursive.

Kelley Coyner, Executive Director

Special Thanks to the Transit Means Business Partners

George Mason University
Southeastern Institute of Research
American Public Transportation Association
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BF Saul Hospitality
Hampton Roads Transit
Arlington Chamber of Commerce
Dulles Corridor Rail Association
Fairfax County Chamber of Commerce
Greater McLean Chamber of Commerce
Greater Springfield Chamber of Commerce
Mount Vernon-Lee Chamber of Commerce
Tysons Partnership

Virginia Tech
Eno Transportation Foundation
Brookings Institution
WMATA Office of Planning
Comstock Partners
Alexandria Chamber of Commerce
Committee for Dulles
Dulles Area Transportation Association
Falls Church Chamber of Commerce
Greater Reston Chamber of Commerce
Loudoun County Chamber of Commerce
Northern Virginia Transportation Alliance
Virginia Transit Association

WHAT TRANSIT MEANS TO BUSINESS



Speakers Address the Transit-Business Link

“In order for businesses to thrive, they need access. Not just access to capital, but access to deep pools of labor, access to customers and access to things like amenities. Many businesses – particularly in this R&D intensive, innovation-based economy – really crave proximity to transit,” said Robert Puentes, a senior fellow with the Brookings Institution’s Metropolitan Policy Program, kicking off the Transit Means Business! panel discussion. That view was validated throughout the forum, as speakers and panelists provided statistics and anecdotes highlighting the importance of transit to economic growth and competitiveness in Northern Virginia and the Commonwealth.

“The old adage in real estate – location, location, location – is rapidly being transformed into a new adage, which should be access, access, access,” said Shyam Kannan, managing director of the Office of Planning at the Washington Metropolitan Area Transit Agency (WMATA). Kannan noted that 84 percent of current office construction is within a quarter mile of a Metrorail station and that a review of leases for office space of 20,000 square feet or more shows that 92 percent are within a half mile of a Metrorail station. Of the 105 million square feet planned for development by 2025, 30 percent is now under construction and more than half of that is preleased. “Look at the real estate economy and you realize that the business community has already made a decision. Transit matters. It matters to them and they are making their site-selection decisions about where they can be most

competitive based upon access to the transit amenity,” he said.

“Businesses rely on transit to bring employees to work and customers to hotels, restaurants, retail and more and to attract investors, who are looking for businesses that will meet the desires of millennials,” said David F. Snyder, chairman of the Northern Virginia Transportation Commission (NVTC) and vice mayor of the City of Falls Church. “We’re not just talking about a transportation system that serves people today... we’re talking about transportation that is going to serve future generations.”



“Millennials, we know, are moving to urban centers,” said Victor Mendez, deputy secretary of the U.S. Department of Transportation. “And you can imagine the strain that will be placed on urban transportation and urban businesses. These are things that we need to be thinking about today, not 30 years from today.”

The millennial generation, “unlike any other generation, has decided that transportation is key to their lifestyle,” said Aubrey L. Layne, Jr., secretary of the Virginia Department of Transportation, pointing to a report showing that 30 percent of Virginians between the ages of 18 and



Panelists share what transit means to businesses and the economies of Northern Virginia and the Commonwealth.

25 who could have a driver's license choose not to or don't have one. "So it is our responsibility to pave the way to the future for them. We are faced with a generation of people demanding that significant life choices – where they settle...and how they get to work – include multimodal options," he said.

And it is not just millennials that are demanding transit options, it is baby boomers, noted Sharon Bulova, chairman of the Fairfax County Board of Supervisors and a NVTC commissioner. She



Fairfax Board of Supervisors Chairman Sharon Bulova engages in conversation about what transit means to business.

told the story of a couple that decided to move from their Ravensworth Farm home. When she asked where they were going, Bulova said she expected to hear Florida, South Carolina or Georgia. Their response was Ballston. "We want to live someplace where we can give up the car; where we can have transportation in front of our home; where we can go and dine, go to clubs, go to movies and get there on foot, by bike or on mass transit," they told her. "These guys were boomers. They were my age," she said.

What is driving this "transit revolution," according to U.S. Senator Tim Kaine, is a desire, by people at all points along the age spectrum, for choice – and businesses recognize that. "You want to attract great people and you want them to feel they have the transit and housing options that they want," he said. "If you do that, you will continue to be successful."

Calling the region's workforce the most highly educated in the country, Terry L. Clower noted that it is scattered across 6,500 square miles. "Having access to transit means that you increase the effective labor pool that you can draw from," said Clower, director of George Mason University's Center for Regional Analysis. "In site location around this country, when we're talking to companies about moving places, the rule of thumb they say is, 'My labor force is, on average, where people can get to me in 30 minutes or less.'"

"We employ a whole range of people who are moving through different stages of their lives in

terms of employment and earnings," said Mark G. Carrier, senior officer of the B. F. Saul Company Hospitality Group. "And so, transit access is hugely important for me to be able to get service workers into dense environments because they can't afford to live right there."

Providing the workforce with transit options makes Northern Virginia more attractive to business, according to Buddy Rizer, director for economic development in Loudoun County. "We have to keep remembering that businesses have choices," he said. "So, we have to keep investing. We have to keep working to make sure we are delivering the quality of place we can use to attract business, to attract that workforce. I think that that's what Metro does. That's what the improvements of the road networks do. That's what thriving airports do."

In anticipation of the extension of Metrorail to Dulles International Airport by 2020, Loudoun County is experiencing increased levels of economic activity. "Over the last three-and-a-half years, we've attracted more than 9 million square feet of new commercial [construction] and \$2 billion in private investment. Our population continues to grow by 15,000 people every year, yet our unemployment rate remains very low, amongst the lowest anywhere," Rizer said.

"We're going to have a 22-mile transit-driven, transit-oriented corridor – the biggest in the region," said U.S. Representative Gerald E. Connolly, who was involved in early efforts to bring rail to the airport. "The Dulles corridor already, pre-Silver Line, was about a quarter of the regional GDP. When the Silver Line is up and fully operational, it is going to be a third of the entire regional GDP."



Terry Clower (right) from George Mason University shares data demonstrating transit's economic impact as fellow panelist Shyam Kannan from WMATA considers the information

"What is the amount of business activity – if you will, gross regional product – that occurs on land immediately accessible to transit?" asked George Mason's Clower. "In



Loudoun Station, a transit oriented development by Comstock Partners, is in close proximity to the Route 772 Metrorail Station, scheduled to open in 2019

2010, it was about \$20 billion in the Northern Virginia region....By 2040, the projections are that that number, not adjusted for inflation – you're talking about current dollars – is going to be closer to \$185 billion. So, we're talking almost a tenfold increase in what's going on."

The Silver Line also is poised to contribute to the regional economy through increased property values. "The economic development, the commercial revitalization, the residential development explosion on...corridors in that original Metro system is extraordinary to behold and it would be hard to put a dollar value on it but it's in the billions," Connolly said. "Whatever we invest in Metro, we have more than created in new wealth and taxes and new value."

Metro's Kannan concurred, noting that development near the five original Metrorail stations on the Blue, Orange and Yellow lines in Fairfax County created, on average, an additional \$30 million per year in property tax benefits. "We only can imagine that that's going to go up, up, up as these [Silver Line] projects come online," he said.

One of those projects is Comstock Partners, LLC's Loudoun Station development, which sits not far from the airport, near the planned Route 772 Metrorail Station. "Although we were rezoned about 15 years ago, we went into the ground about four years ago with luxury apartments and ground-floor retail," said Maggie Parker, the firm's director of communications and community outreach. "We just delivered our fourth building that has a state-of-the-art 11-screen movie theater, a terrific restaurant, and 50,000 square feet of class A office....We were a bit ahead of the curve there, delivering something very urban into beautiful and successful Loudoun County." Loudoun Station – along with Comstock's Reston Station, a public-private development that sits above the Wiehle-Reston East station on Metro's Silver Line – are "two very different types of projects, but catering to the same individual folks who want to come, live, work, play and simplify their lives," she said.

Transit oriented development (TOD) – which combines commercial, residential and retail uses – attracts businesses and residents, according to Catherine M. Hudgins, a NVTC commissioner and Fairfax County supervisor. "That mix of uses is bringing jobs here, bringing people here, but most importantly developing a place where people want to be," she said. TODs appeal to a growing number of "individuals who don't want to be out in a suburban setting or younger folks who don't want to be hooked to a yard, a fence and a car but live in a place where they can actually thrive. What we know is that these communities succeed and that they are healthy communities. People want walkability. That's the best way to stay healthy."



Fairfax County Supervisor Catherine Hudgins speaks to the benefits of transit oriented development in her district's neighborhoods

The journey to rail service in the Dulles corridor has taken years, Kaine recalled. As lieutenant governor in 2001, he remembered seeing "this kind of dusty model of what rail service to Dulles through Tysons would look like....I just can't tell you how exciting it is to see that little model come to life as I now am in Tysons."

Fairfax's Bulova shared Kaine's sentiment. "It can take generations for something to happen, and things that get started usually end up being

finished under a different administration, different elected officials, different parties. It's important to have continuity...people who will continue to pass the torch," she said. And, community support is essential. When, at different times, rail in the Dulles corridor was threatened, residents and businesses came together. "The important thing was that the community – this community – understood the importance of moving it forward and we have seen the payoff of that today," she added.

Additional payoffs will come as local jurisdictions and WMATA further integrate the various transportation modes in the region, according to Kannan, who noted that there is some underutilized capacity. Ensuring that "pedestrian and bike connections are active and safe and enforced and striped and signalized" should be a priority, he said. Kannan also pointed to the benefits of priority bus service. "It becomes incredibly important that we look at whether or not we want to democratize our roadways again and decide that they are for moving people and not just single-occupancy vehicles," he said. "And if they're for moving more people then you've got to move more people on vehicles that carry the most amount of people and those are buses."



B.F. Saul's Mark Carrier (center) talks about how local businesses support transit through special tax districts. Maggie Parker (right) and Buddy Rizer from Loudoun County government shared their experiences as well

Recognizing the multitude of benefits that accrue from public transportation, businesses in Northern Virginia "are very supportive of transit, not only verbally but through our wallets," said

B.F. Saul's Carrier, who serves as board chair of Tysons Partnership. Businesses in special taxing districts have helped fund construction of the Silver Line and "a significant amount of our retail and hotel lodging tax goes to support transportation," he said. "So, we put our money where our mouth is and our guests' money too.

"A robust and effective transit infrastructure is at the heart of the hospitality business and we need it to evolve, grow and become more efficient," said Carrier. "Effective transit drives employment development and, frankly, robust employment generates hotel demand."

Transit in the region also fuels employment elsewhere. "A lot of our investments, such as the Silver Line, do in fact lead to a boom in business and development, not just here in the Washington area but really throughout the



U.S. Deputy Transportation Secretary Victor Mendez discusses how the benefits of transit in Northern Virginia extend beyond the region

entire country," said Secretary Mendez. He pointed to the Kawasaki manufacturing plan in Lincoln, Nebraska that is building Metrorail cars. "At DOT, we were proud to invest more than \$100 million to purchase 500 of those cars.... When you look at that investment in transportation, it not only helps the region here but it's helping the entire country."

Transit helps increase business productivity, according to GMU's Clower. "To the extent that transit is reducing congestion it's making it easier to move freight in and out of the area. We don't produce a lot of things in this region but we certainly consume a lot," he said. "We are sitting here in this massive corridor on the East Coast, so we need to move things through. To that extent, we are enhancing productivity and making ourselves more competitive."

Transit contributes to an enhanced quality of life, a factor for many businesses looking to relocate, said U.S. Representative Don Beyer, who served as ambassador to transit-friendly Switzerland under President Obama. "How many times has one of us called to say, 'I'm sorry but I'm going to be late. I'm stuck in traffic'? We live in a constant state of anxiety over the unpredictability of movement in the worst congested area in the country. Seventy hours of delay per year per person," he said. Unlike the U.S., Switzerland has no road rage, he said, noting the Swiss propensity for riding transit. "Just compare the stress of a comfortable ride on Metro's new 7000 series cars to creeping forward at 5 miles per hour, blood pressure rising, as equally frustrated drivers cut you off." And, the air is cleaner in Switzerland. "No smog; no oxides. The carbon footprint per person in Switzerland is one third what ours is, with at least as high a standard of living," said Beyer.

Northern Virginia is one of several regions within the Commonwealth to reap the benefits of transit. In Norfolk, The Tide light rail is serving as a

catalyst for economic development even before it began operating in 2011, according to Brian Smith, assistant to the president and CEO for organizational advancement at Hampton Roads Transit. “It’s always amazing to me and, frankly, encouraging to see the activity along the alignment, not just in the jobs that were created – and these projects create jobs – but the economic impacts for the community,” he said. The City of Virginia Beach is looking to bring The Tide from its border with Norfolk into its downtown.

Still, throughout the Commonwealth and Northern Virginia there are people who “don’t have a choice,” said Rep. Connolly. “It’s get in your automobile to go to work. The beauty of the Silver Line rail to Dulles is that we created a substantial new choice for a lot of people in and around that corridor. But, what about other corridors? If we do nothing, if we don’t create other choices for people, then they have a Hobson’s choice – this horse or this horse,” he said.

Providing choice by investing in transit is key to Northern Virginia’s economic future, agreed the panelists and speakers. “A world-class transportation system that has a range of transit options is essential for the



Virginia Transportation Secretary Aubrey Layne discusses the importance of transit to the Commonwealth’s economy

Commonwealth of Virginia and this region to be competitive nationally and globally,” said VDOT Secretary Layne. “An investment in transit is an economic investment in the Commonwealth.”

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TRANSIT ISSUES & NEXT STEPS



Participants Brainstorm During Roundtable Discussions

“How does transit affect your business or community and what are the next steps to continue to carry it forward?” That was the charge U.S. Senator Tim Kaine gave to those participating in the Transit Means Business Roundtables. With NVTC Commissioners serving as facilitators, the roundtables engaged the 150 participants along with speakers and panelists in discussion. Participants shared concerns about transit issues – such as the need for both greater connectivity between modes and increased transit options – and identified next steps for continuing the business-to-government conversation about transit in the region.

As the roundtables came to a close, Sharon Bulova, chairman of the Fairfax County Board of Supervisors noted that the stories from local businesses combined with case studies and research left no doubt that Transit Means Business. To realize the promise of the forum’s discussion and research, Bulova called on those in attendance to help create a sustainable network that taps the expertise of forum partners — chambers of commerce and business organizations — in order to continue the conversation about transit’s role in enhancing economic vitality and quality of life and then to grow the network so that businesses and policymakers throughout the state can



Options for continuing the business-to-government conversation about transit in the region are explored by participants during roundtable discussions.

appreciate the myriad benefits associated with high quality transit.

During the forum, said Bulova, it became apparent that both business leaders and researchers see a need for market research focused on the role of transit in business location decision-making. Case studies — such as those highlighting Cvent, the Public Broadcasting Service, and Bittersweet Catering~Café~Bakery and The Waterfront Market & Café — highlighted transit’s importance from the businesses’ perspective and speakers from local government described



Participants discuss ways to enhance NoVa transit.

the role of transit in recruiting new businesses to the area. To provide a deeper understanding of the issue, Bulova encouraged economic development agencies to jointly study how businesses evaluate transit accessibility.

Noting the use of the term “first annual” in the forum’s title, Bulova suggested that participants “continue these policy, business and academic forums at a community level in the region and across the state and come back next year to celebrate what we have achieved and assess where we need to go next.”



“Everyone has his measure of a successful event. And, one is when people are still sitting at tables and still talking after time is up. I want to interrupt your conversation and make this commitment – that we are excited about the opportunity to continue the discussion in the coming weeks and months.”
— Kelley Coyner, NVTC Executive Director



The need for both greater connectivity between modes and increased transit options for Northern Virginians were among the topics of discussion at the Transit Means Business Roundtables.

TRANSIT & THE NOVA ECONOMY



George Mason University Center for Regional Analysis

For more than five decades, the Northern Virginia Transportation Commission (NVTC) has worked with regional and state agencies to create what may be the most dynamic and effective multimodal public transportation network in the U.S. In this analysis, we report on the impacts that the transit system¹ has had on the economy of Northern Virginia in terms of supporting population and economic growth, contributing to improved land-use planning and the attendant impacts of taxable property values, and enhancing regional livability. Our key findings include:

- Multiple studies have concluded that transit services, especially Metrorail, boost local and regional economy activity. In 2010, there was \$20.36 billion in economic activity on commercial properties in Northern Virginia accessible by transit services. This number is expected to increase to \$185.1 billion by 2040.*
- Transit services in Northern Virginia have allowed local jurisdictions to reshape historic land uses and reallocate space from parking and other less-productive uses to higher density land uses. They have supported population growth, increased jobs, and provided the critical mass of market demand for neighborhood-based commercial development.*
- Ridership on Northern Virginia transit systems generally has outpaced population growth. In 2000, 6.5 percent of all census block groups in Northern Virginia showed more than 25 percent of households using transit services for their commutes. For 2013, that same percentage more than doubled to 14.1 percent. Moreover, population growth is increasingly concentrated along transit corridors.*
- Employers find that being in proximity to transit services effectively increases their effective labor market area. More importantly, proximity to transit services, especially rail, is becoming a competitive factor in attracting the best worker-talent – especially among younger workers.*
- Metrorail, by itself, impacts nearby property values, creating hundreds of millions of dollars in property tax revenues for area jurisdictions.*
- A 2011 WMATA study estimated that households in its service region save \$342 million in car operating expenses. These savings likely support additional tax revenues for Northern Virginia jurisdictions by freeing up a portion of household earnings for new taxable retail spending.*

¹The transit services reflected in this analysis include: Metrorail, Metrobus, Fairfax County Connector, Virginia Railway Express (VRE), Alexandria's DASH system, PRTC's OmniRide and OmniLink, Arlington Transit (ART), Loudoun County Transit, and Fairfax City's City-University Energysaver (CUE) bus system.

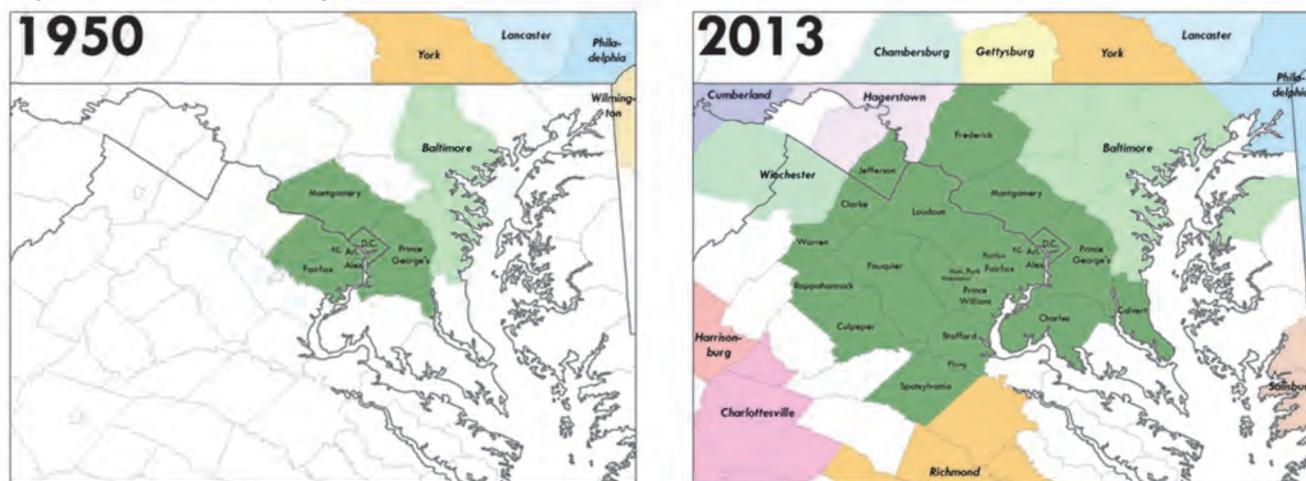
In 1964, the Northern Virginia Transportation Commission (NVTC) began work to develop a rapid transit system to support population and economic growth in Northern Virginia. In the ensuing years, working with several regional and state agencies, NVTC has supported the creation of perhaps the most dynamic and effective multimodal public transportation network in the U.S. In this analysis, we report on the impacts that the transit system² has had on the economy of Northern Virginia in terms of supporting population and economic growth, contributing to improved land-use planning and the attendant impacts of taxable property values, and enhancing regional livability. The data and analysis in this report do not reflect the findings of new research, but rather synthesize data and the findings of previous analyses.

Regional Overview

The story of population and employment growth in modern Northern Virginia begins with its place as part of the Washington metropolitan area. By 1900, the population of the Washington, D.C. region, including the District of Columbia and suburban counties in Maryland and Northern Virginia, had grown to 378,000, but only 36 percent of those residents lived outside of the District. By 1950, the region had become the 11th largest metropolitan area in the nation with a population of 1.46 million. The proportion of area residents living outside of DC had increased to 45 percent. As the post-World War II trend of increased federal government activity and spending took hold, the region saw tremendous growth. Between 1950 and 2013, the region's job base increased over 400 percent and the population grew by more than 300 percent, with much of this growth occurring in Fairfax County, Virginia and Montgomery County, Maryland. In addition to the magnitude of growth, it is important to note that job growth during this period substantially outpaced population growth.

That means the D.C. region, including the closest-in Northern Virginia counties and cities, increasingly drew workers from a wide geographic area that depended on multimodal transportation solutions to connect workers and jobs.

Figure 1: D.C. Metro Area (dark green)



In a paper on long-term property development trends in the DC region, Jack Kern³ observes that the movement of development outside of the District of Columbia began in the 1950s with multifamily

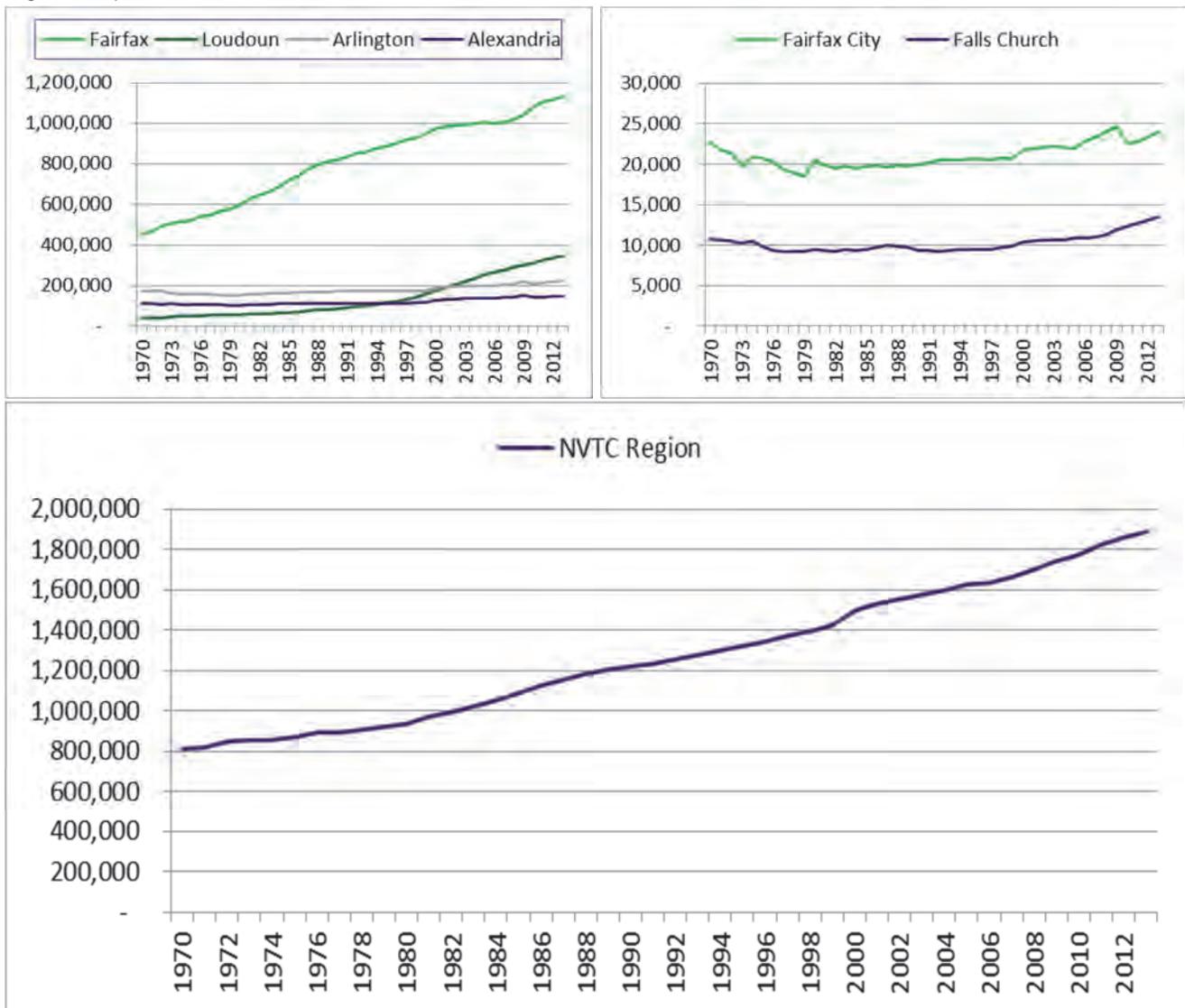
²The transit services reflected in this analysis include: Metrorail, Metrobus, Fairfax County Connector, Virginia Railway Express (VRE), Alexandria's DASH system, PRTC's OmniRide and OmniLink, Arlington Transit (ART), Loudoun County Transit, and Fairfax City's City-University Energysaver (CUE) bus system.

³Kern, Jack. *Cognitive Dissonance and the Future of the Washington, D.C. Rental Market: Why Renter Clients Select Residence Locations and Why It Will Change in the Future*. Center for Regional Analysis, George Mason University, 2015. (http://cra.gmu.edu/pdfs/studies_reports_presentations/Cognitive_Dissonance_and_Rental_Customers_full_051915.pdf) Kern is the FY2015 Kettler Scholar at GMU CRA.

properties. In the 1960s, expansion of suburban multifamily properties accelerated and we saw the beginnings of the suburbanization of office developments. By the 1970s, suburban multifamily development surpassed DC-based development. While office properties expanded into the suburbs, the majority of new development remained downtown. In the 1980s, office growth downtown and along the I-270 and Dulles corridors greatly accelerated. Multifamily housing, and housing in general, continued to sprawl along highway corridors. The 1990s demonstrated a reinvigoration of inner ring suburbs with new multifamily properties shifting development closer to the urban core. Office development, however, shifted to the suburbs and single family housing continued to expand in outer suburban markets. The early 2000s continued to see new growth in the region's urban core, as well as massive development in Tysons Corner and Reston. The early years of the current decade are showing continued strength in DC for residential redevelopment, rising demand for multifamily properties in inner ring suburban communities, and growth in farther out markets in Loudoun, Prince William and Stafford counties.

Focusing on the core Northern Virginia jurisdictions of Fairfax County, Arlington County, Loudoun County and the cities of Alexandria, Fairfax and Falls Church, Figures 2, 3 and 4 show that growth in population and jobs has continued since 1970, but that most of the new development has occurred in Fairfax County and, more recently, in Loudoun County. Arlington and Alexandria, which experienced growth surges prior to 1970, are effectively built out and will require increased development density to see continued growth.

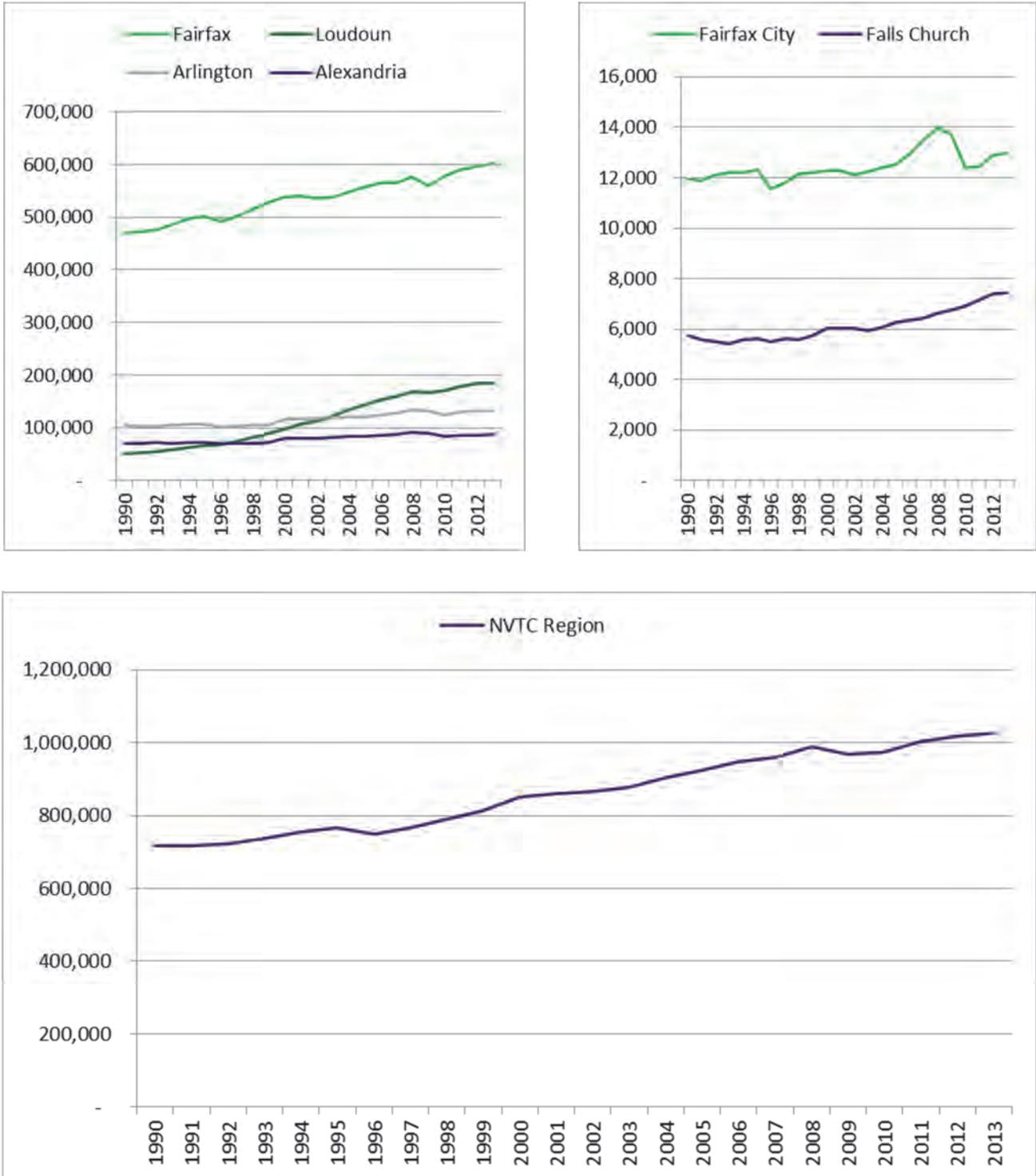
Figure 2: Population



Source: U.S. Census Bureau

Given the focus on commuting activities supported by NVTC transportation systems, changes in the number of employed residents by jurisdiction show an important dimension in regional population change since 1990, though the overall trend lines are similar to recent population trends.

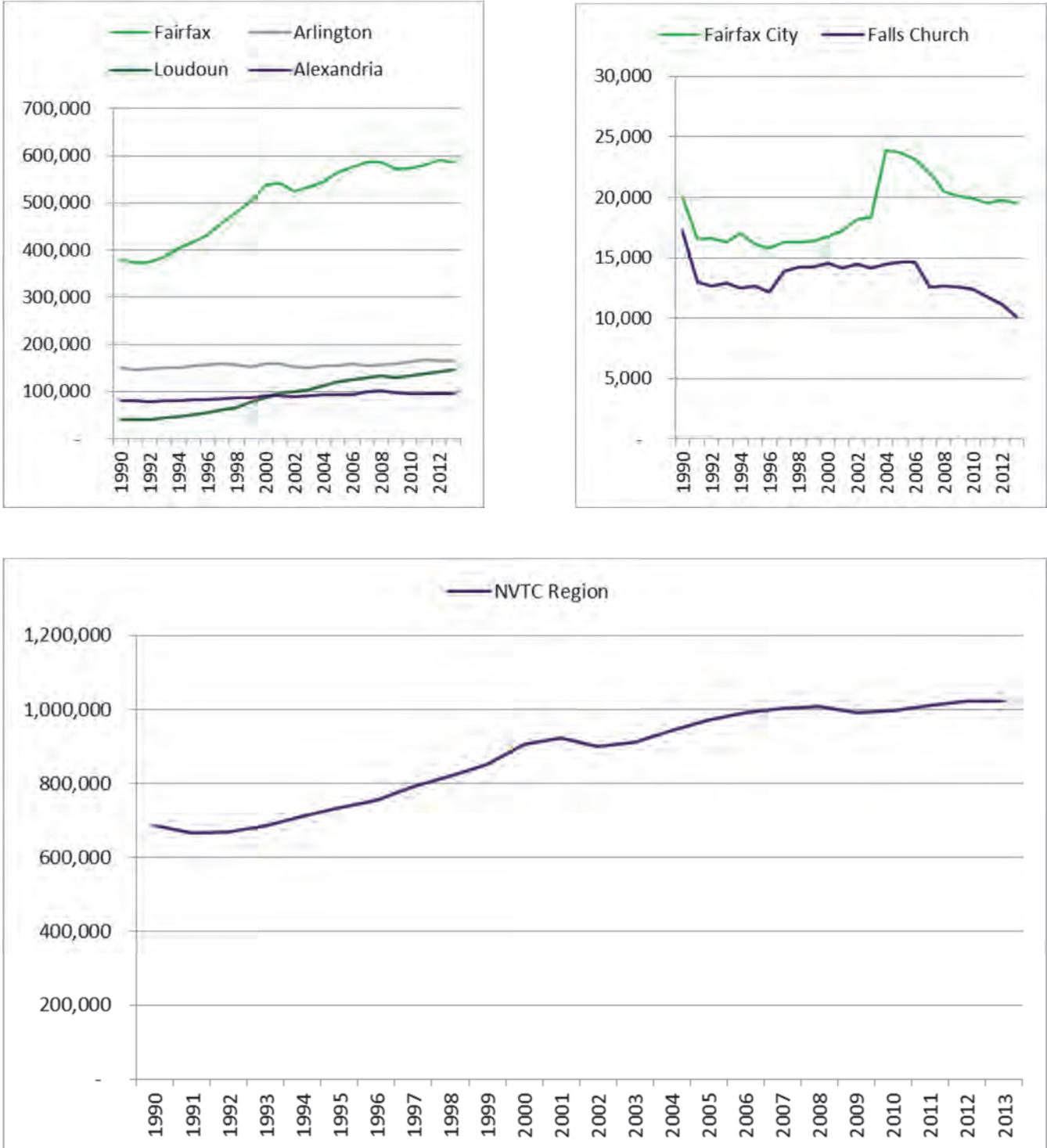
Figure 3: Employed Residents



Source: U.S. Census Bureau

Employment in Northern Virginia, which only is shown since 1990 for data consistency, reflects the dominance of Fairfax County in overall growth, but also the emergence of Loudoun County as an important job center.

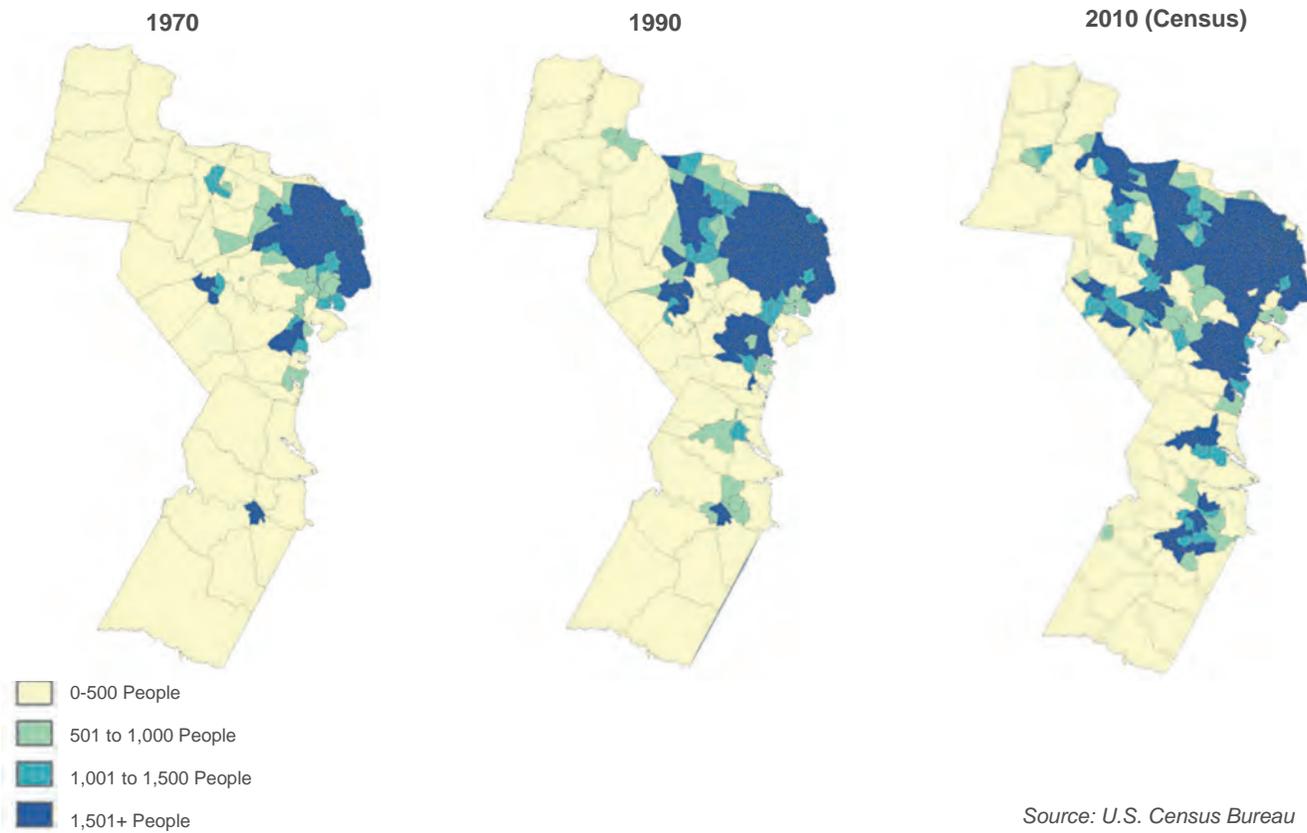
Figure 4: Payroll Jobs



Source: U.S. Bureau of Labor Statistics

Extending the demographic examination to include the VRE service area of Prince William, Stafford and Spotsylvania counties, a network of suburban communities emerges (see Figure 5 below). Generally speaking, growth of suburban communities reflects households seeking lower housing costs and expressing personal preferences in development types and density.

Figure 5: Population Per Square Mile



The NVTC System

The NVTC system includes several unique public transportation operations, as well as the Northern Virginia component of the Washington Metropolitan Area Transportation Authority (WMATA). NVTC was created in 1964 in response to the Urban Mass Transit Act and Transportation District Act. Shortly thereafter, in 1967, WMATA was created to begin planning and development of a multi-jurisdictional, multimodal commuter transportation network. Metrorail’s groundbreaking came four years later. The Fairfax County bus system, which eventually became known as the Fairfax Connector, received partial support in the form of a grant from NVTC in 1974. Two years later, the Metrorail starter system opened in the District and was followed by the 1979 opening of Northern Virginia’s Orange Line, which formed part of what came to be called the Rosslyn-Ballston Corridor, stretching from Rosslyn Station to Ballston Station in Arlington County. Alexandria’s DASH bus system opened in 1984, which coincides with the development of a new commuter rail service in Northern Virginia began. The Virginia Railway Express, a joint venture of NVTC and the Potomac and Rappahannock Transportation Commission (PRTC), opened commuter lines to Manassas and Fredericksburg in 1992. PRTC also operates the OmniRide and OmniLink bus systems around Manassas and eastern Prince William County. Loudoun County began operating a commuter bus service in 1995 and rebranded the service as LC Transit in 2003. Arlington County’s ART bus system began operations in 1998. The City-University Energysaver (CUE) bus system, a joint effort between Fairfax City and George Mason University, connects George Mason’s Fairfax campus, Metrorail’s Vienna/GMU station and key amenities in the city. It has operated since 1994.

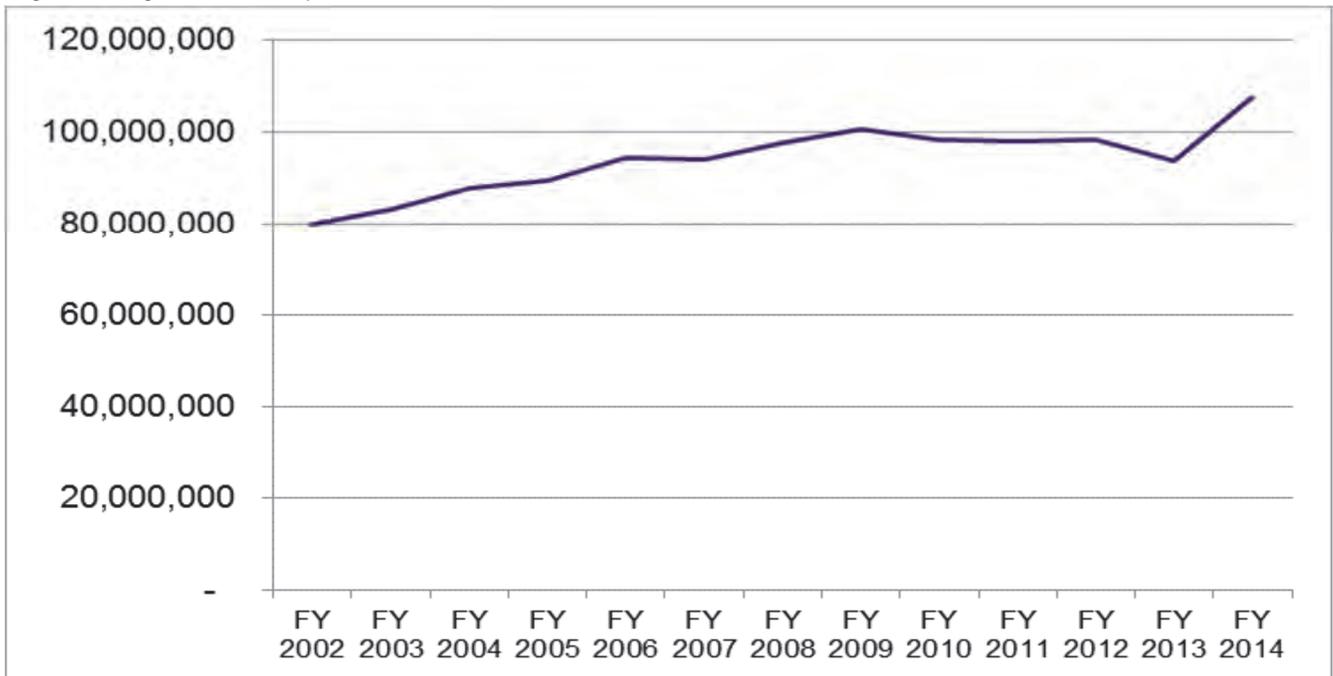
Metro rail, VRE and suburban transit services are popular and exhibit some of the best ridership rates in the nation. As shown in Table 1 and Figures 6a-6i, most transit services have grown, with some experiencing explosive growth rates in ridership. For many transit providers, capacity, not a lack of demand, is now constraining growth. Overall, in fiscal year 2014, more than 143.8 million trips were taken on NVTC system transit services.

Table 1: Trips Taken on NVTC Systems

Transit System	FY 2014	Growth (to most recent year)		
		From 2002	From Earliest Data	Year of Earliest Data
Metro rail (Virginia)	93,786,694	35%	35%	FY 2002
Metro bus (Virginia)	21,379,716	-2%	-2%	FY 2002
Fairfax County Connector	10,655,021	56%	270%	FY 1994
VRE	4,431,671	62%	146%	FY 1994
DASH	4,238,784	55%	2064%	FY 1984
OmniRide/OmniLink	3,174,804	108%	351%	FY 1994
ART	2,837,023	1026%	2603%	FY 1994
Loudoun County Transit	1,756,948	728%	3815%	FY 1995
CUE	826,747	-10%	1%	FY 1994
All Trips	143,807,408	22%	22%	FY 2002

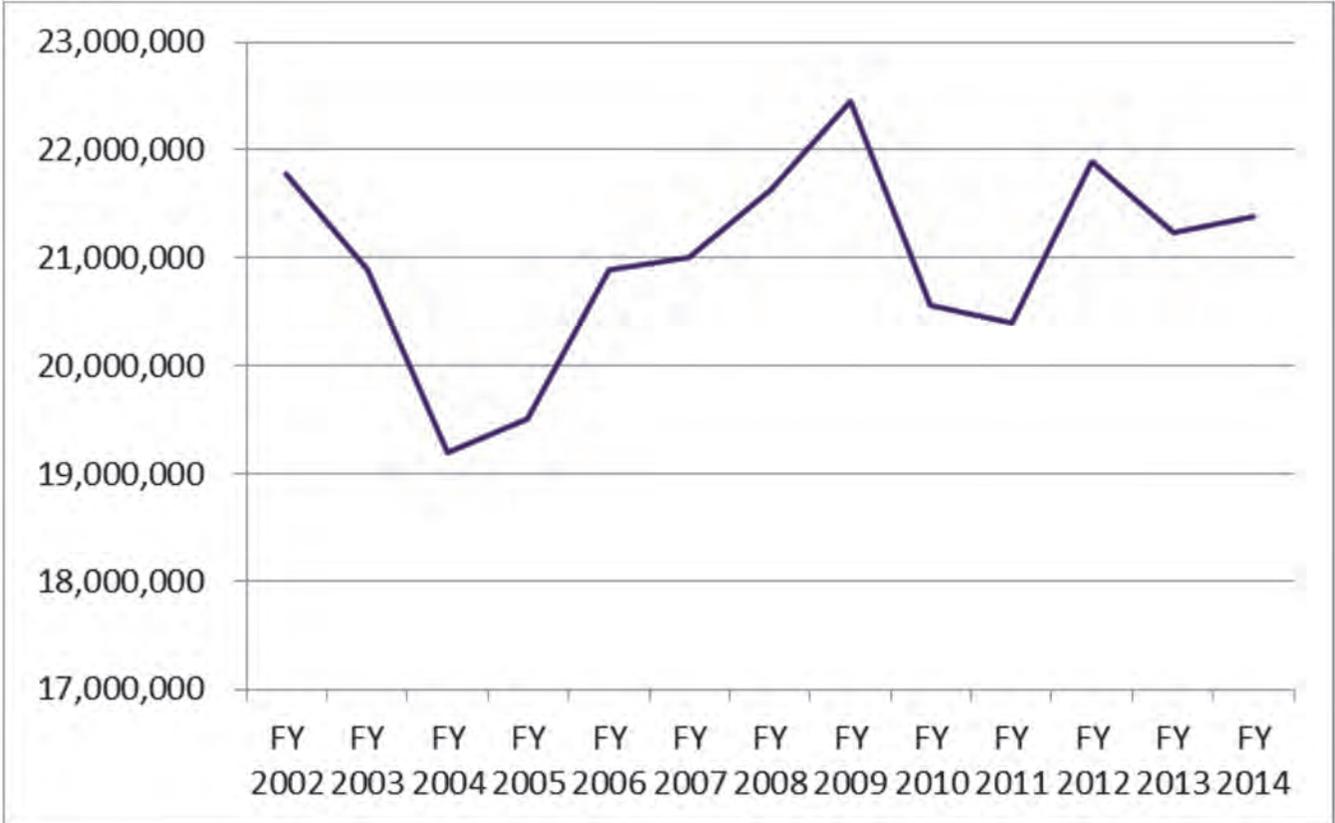
Note: Ridership for Metro rail (Virginia) represents the estimated number of Unlinked Passenger Trips (UPT) that are located in Virginia based on WMATA system-wide ridership. NVTC’s formula for estimating Metro rail (Virginia) ridership was revised in FY14 (July 2013). Fiscal years may not align across systems. Loudoun County Transit added local service in FY2014. Source: NVTC

Figure 6A: Virginia Metro rail Trips



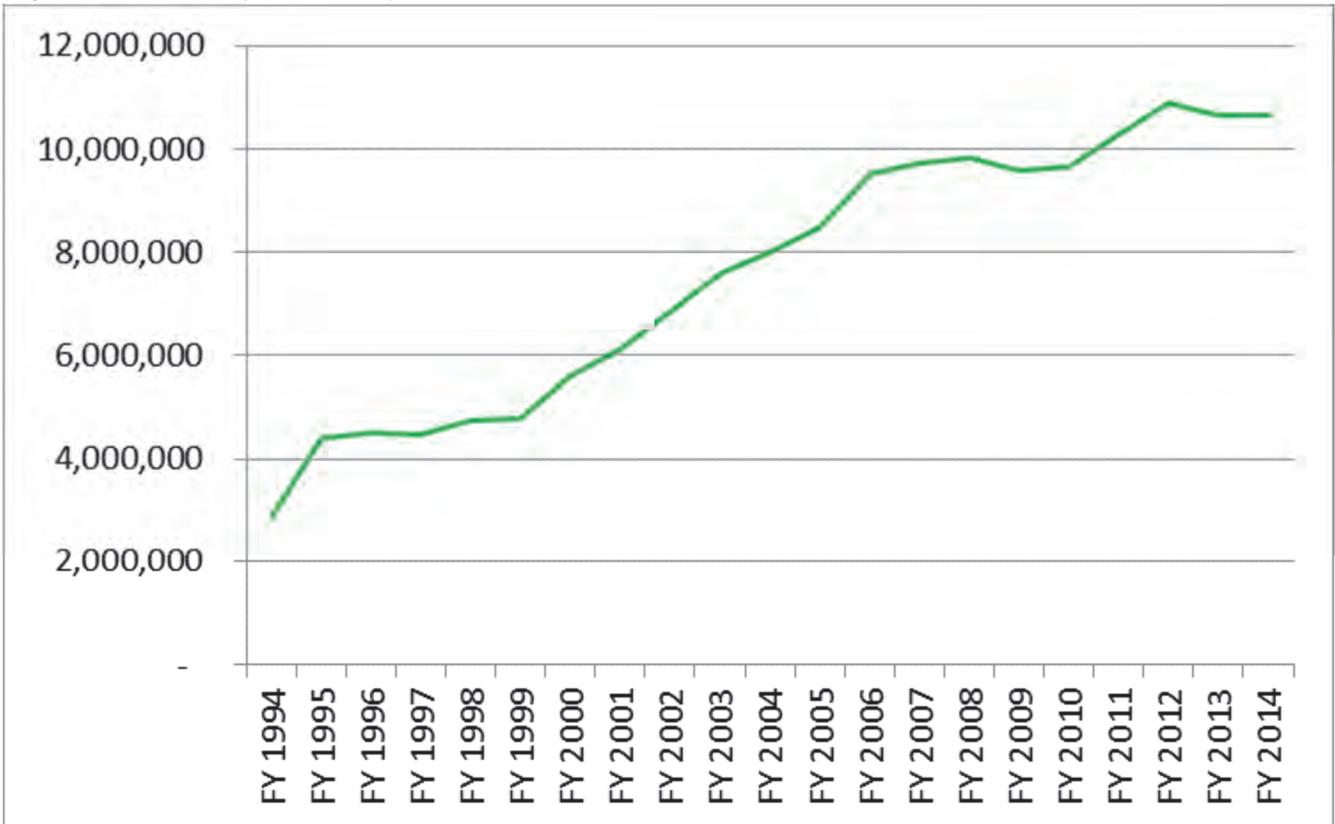
Note: Ridership for Metro rail (Virginia) represents the estimated number of Unlinked Passenger Trips (UPT) that are located in Virginia based on WMATA system-wide ridership. NVTC’s formula for estimating Metro rail (Virginia) ridership was revised in FY14 (July 2013). Source: NVTC

Figure 6B: Virginia Metrobus Trips



Source: NVTC

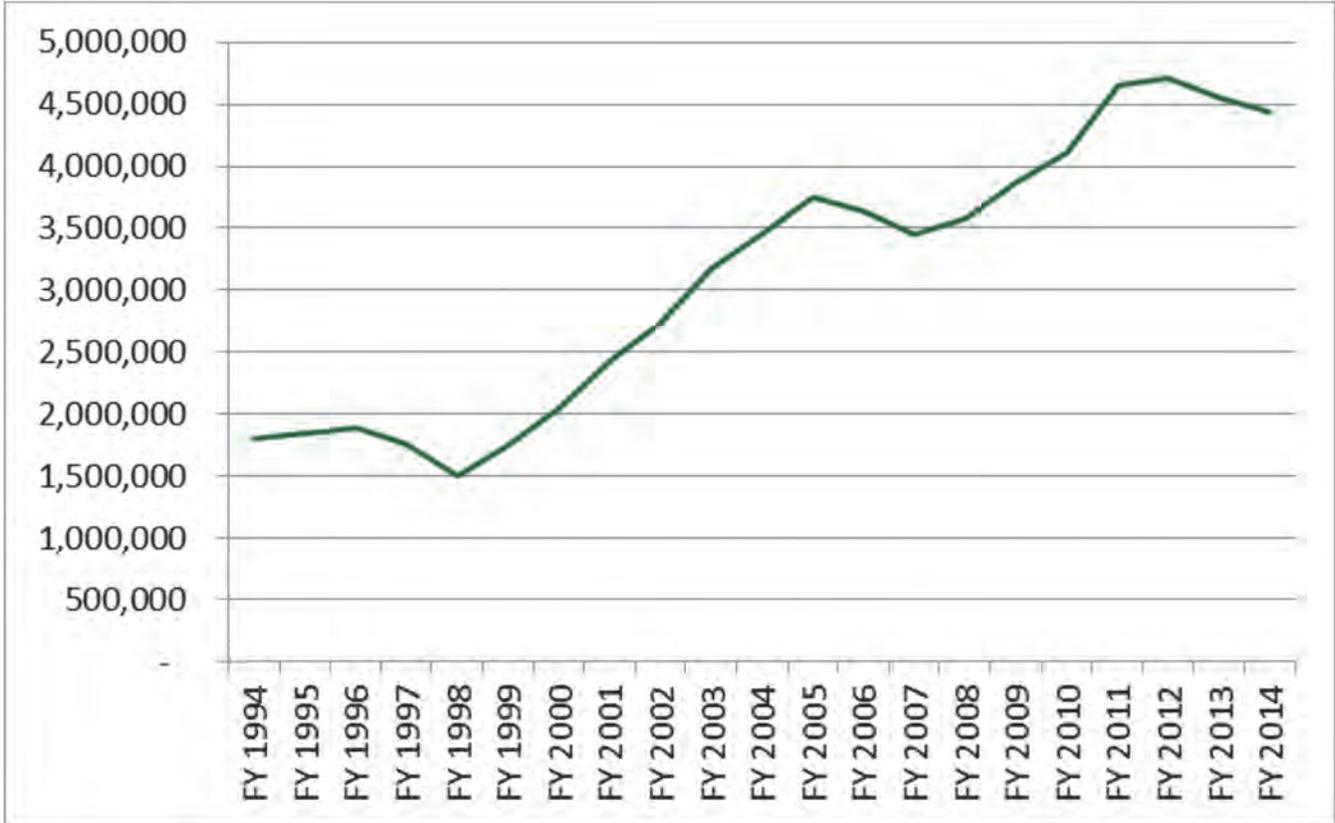
Figure 6C: Fairfax County Connector Trips



Source: NVTC

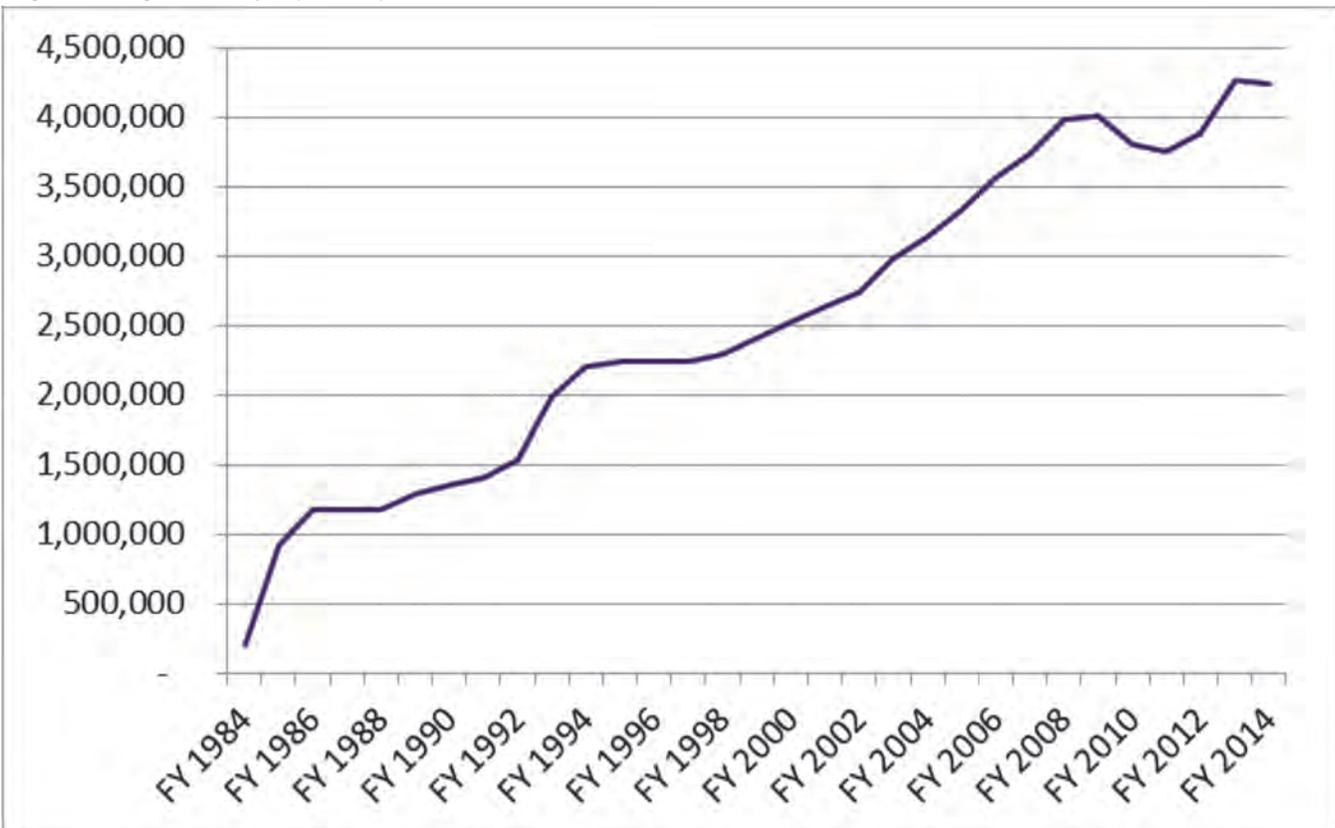
Transit & the NoVa Economy

Figure 6D: Virginia Railway Express Trips



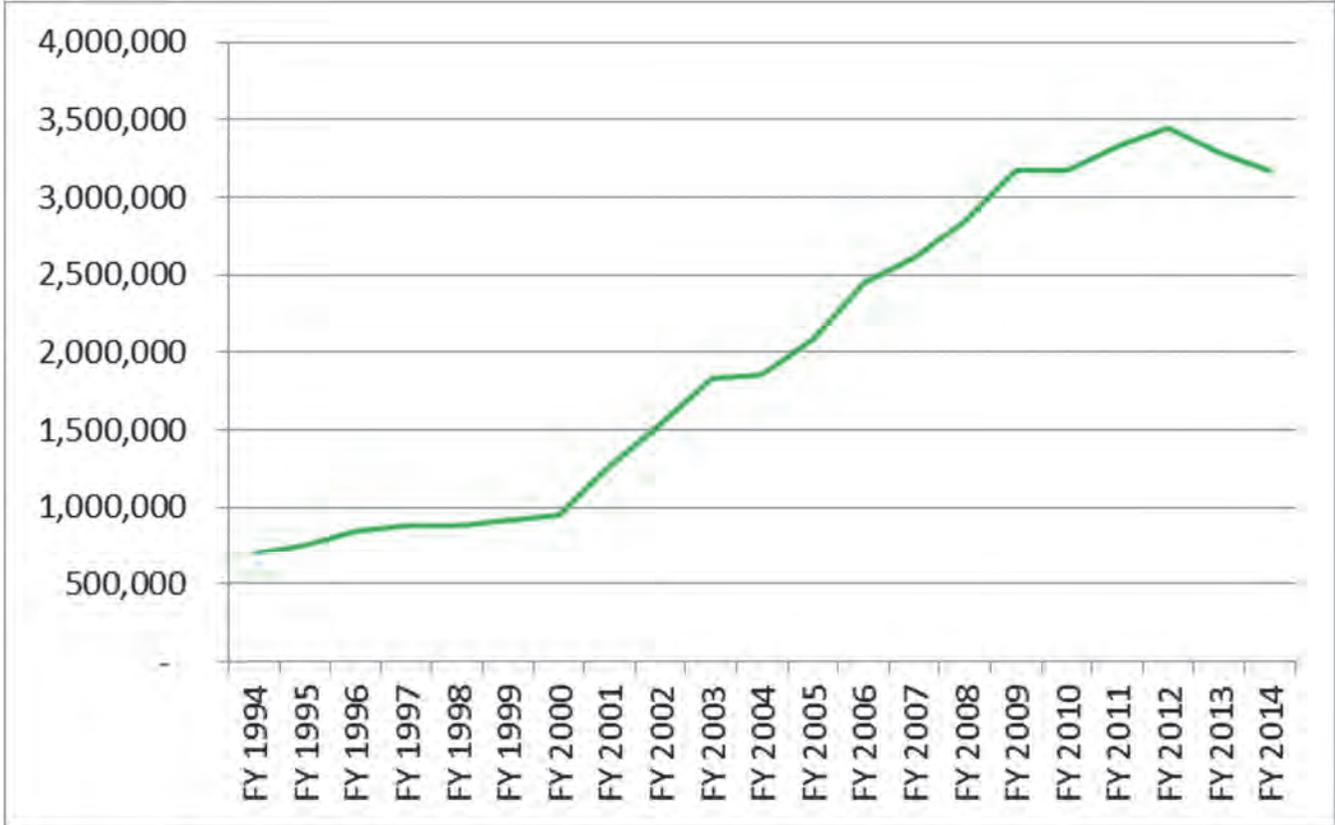
Source: NVTC

Figure 6E: Virginia Railway Express Trips



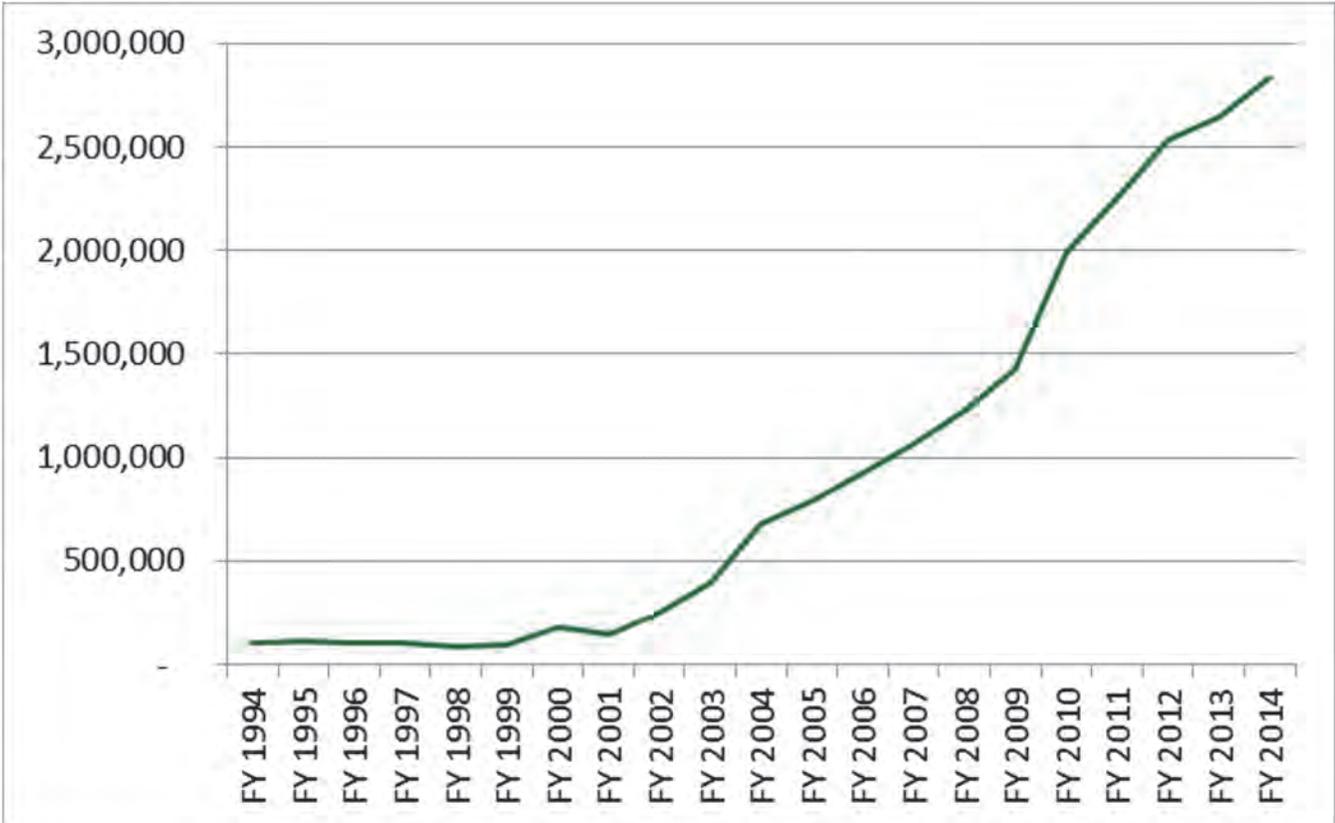
Source: NVTC

Figure 6F PRTC OmniRide/OmniLink Trips



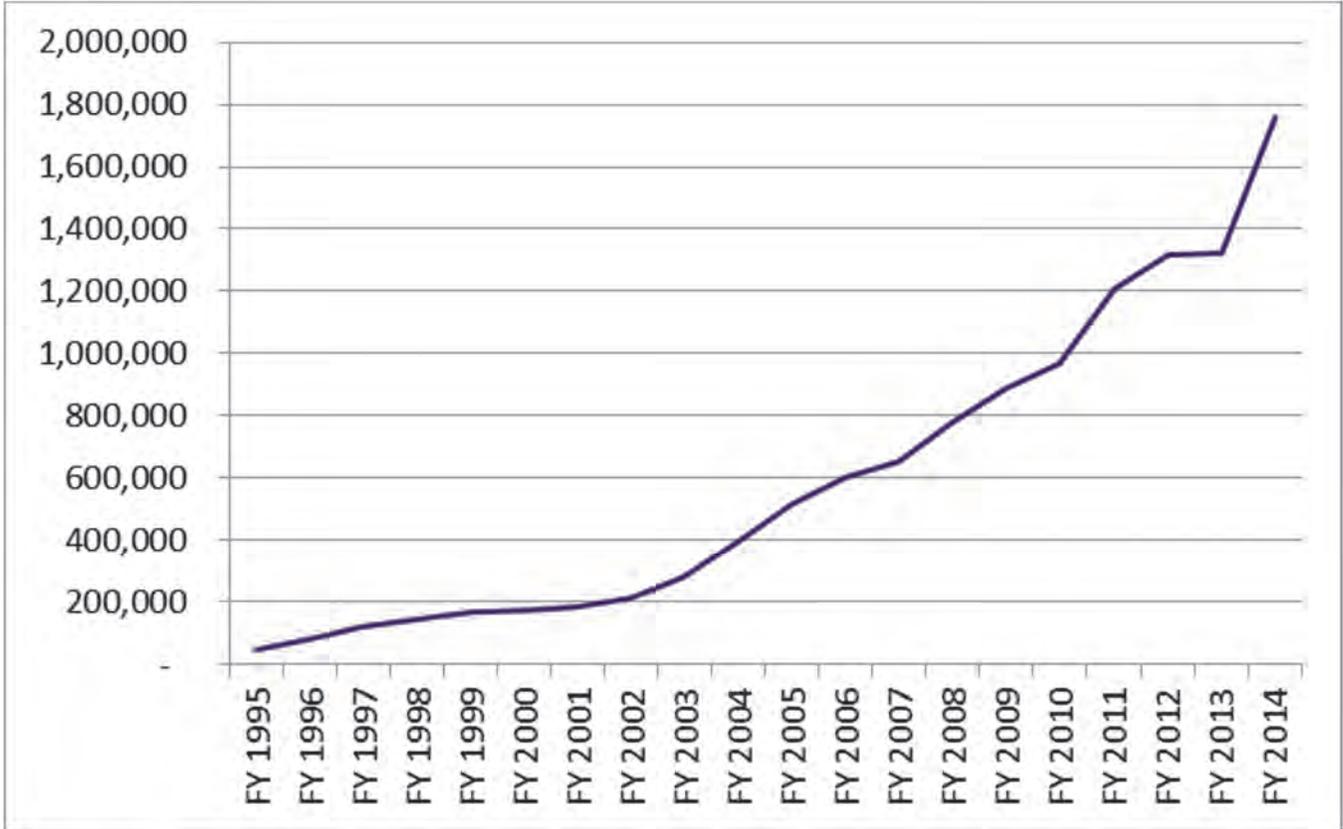
Source: NVTC

Figure 6G Arlington Transit (ART) Trips



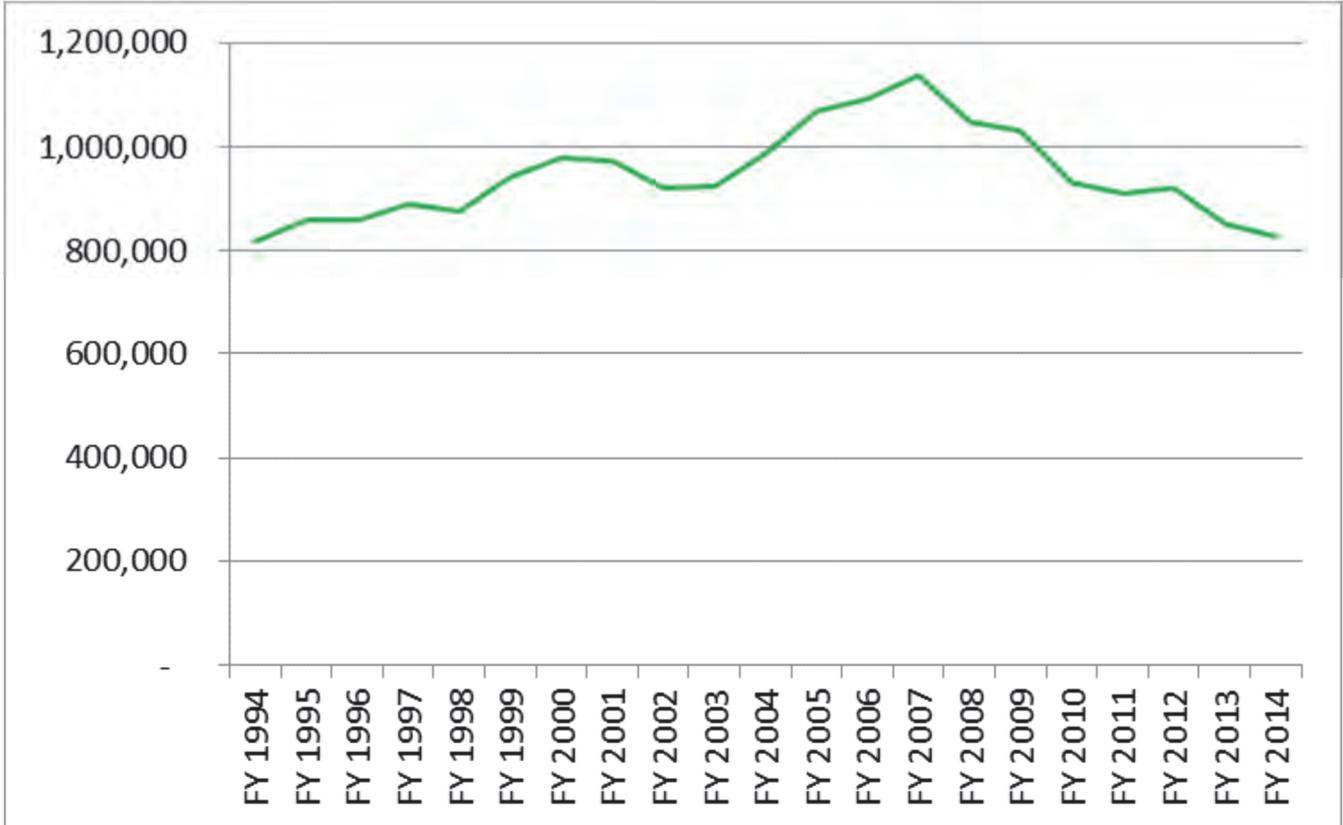
Source: NVTC

Figure 6H Loudoun County Transit Trips



Note: In 2014 Loudoun County Transit added local service. Source: NVTC

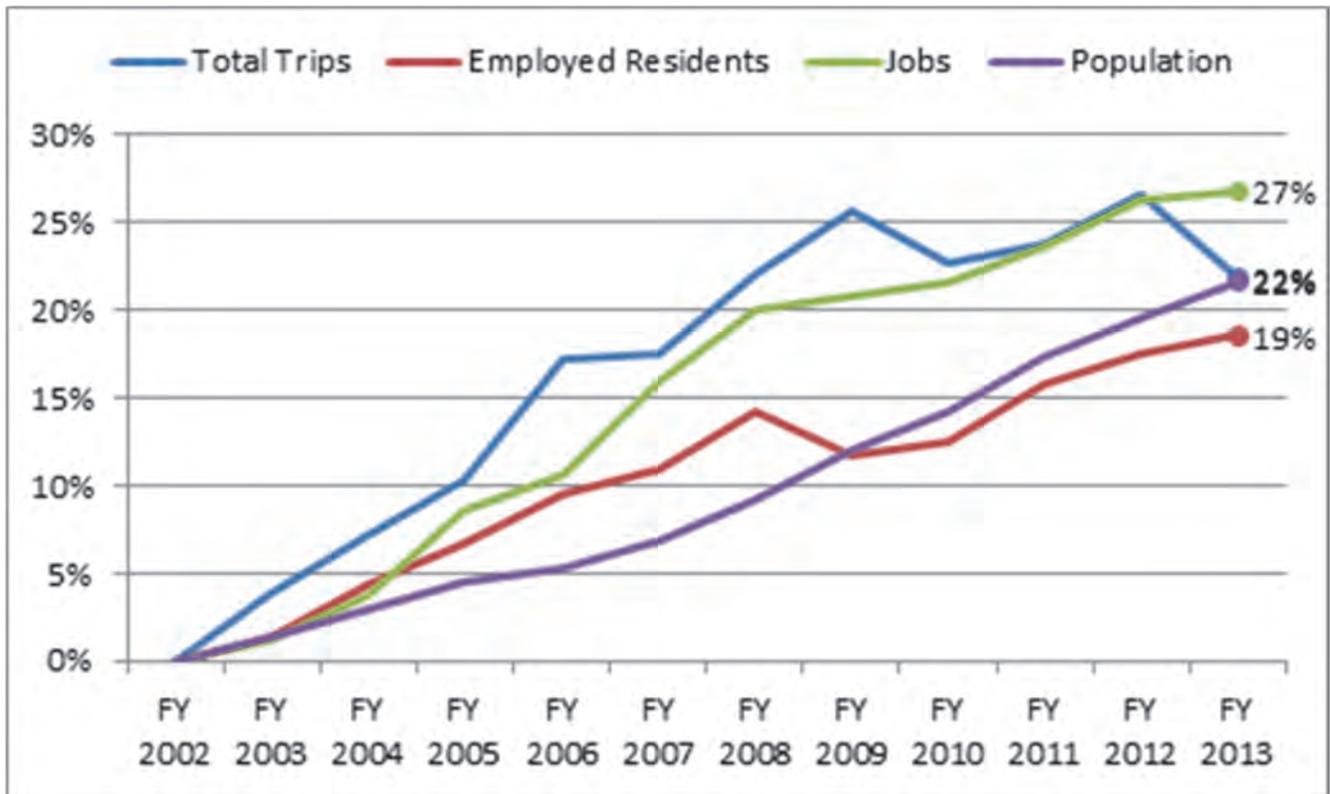
Figure 6I City of Fairfax City-University Energysaver (CUE) Trips



Source: NVTC

As previously noted, due to an expanding labor shed (the area from which employers draw residents to jobs), the core Northern Virginia counties have experienced job growth rates higher than population growth. With the exception of a downturn in ridership (trips) from FY2012 to FY2013, ridership on NVTC services has generally outpaced population and employed resident growth (see Figure 7), which shows that an increasing share of the population is using transit services for job-related commuting. This is further evidenced by Figures 8a and 8b, which show the percentage of residents taking transit by census tract. The proportion of transit users particularly rises in areas of southern Fairfax County.

Figure 7: Percent Change FY 2002-2013 in Total Trips Taken on NVTC Systems, Employed Residents, Jobs and Population



Note: Data are shown through 2013, which is the latest annual jobs data available for all jurisdictions. Source: NVTC, U.S. Census Bureau

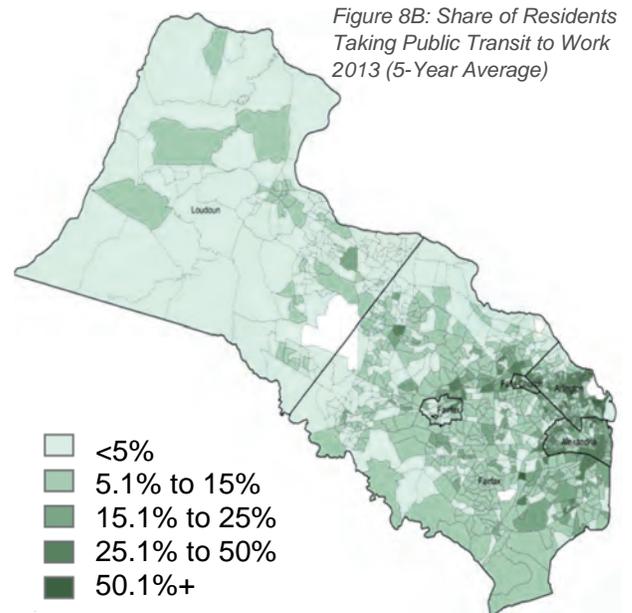
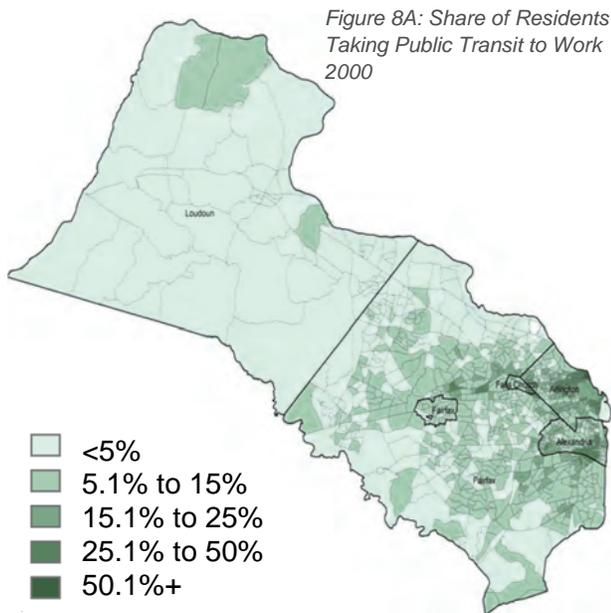


Table 2 shows the change in share of census block groups by percentage of residents commuting to work by public transit services between 2000 and 2013. The data reveal in aggregate what Figure 8 suggests, that there are more residents using transit services in the NVTC service area.

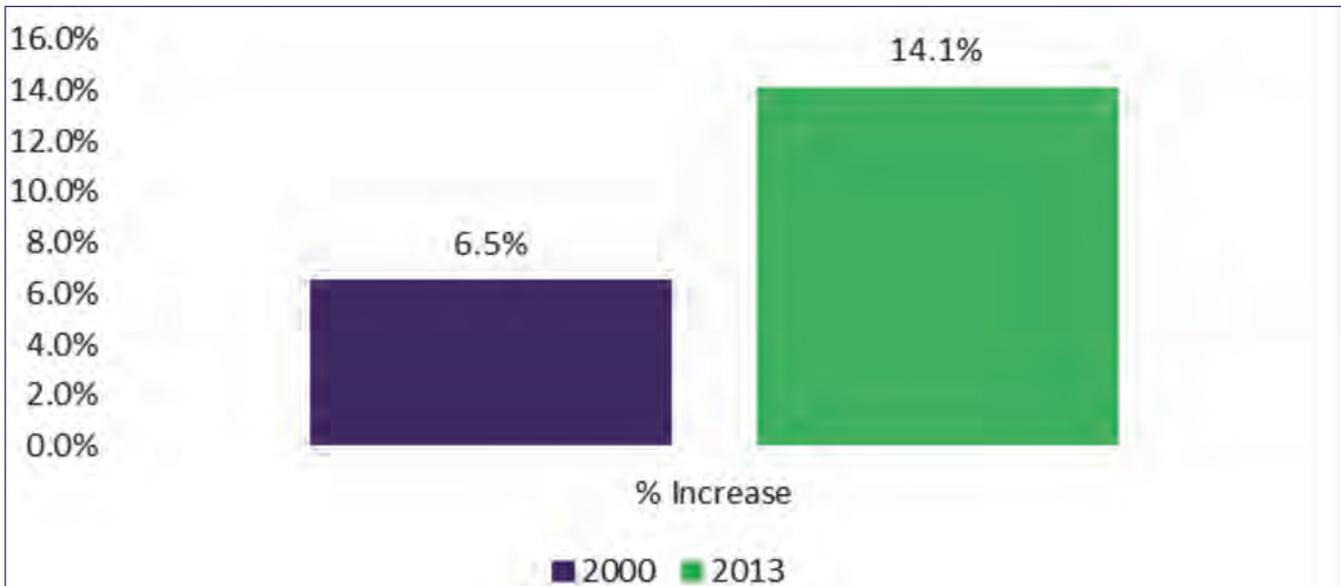
Table 2: Share of Census Block Groups by Percentage of Residents Commuting to Work by Public Transit, NVTC Jurisdictions.

	2000	2013*	Change %
Under 5%	32.5%	31.6%	-0.9%
5.1 to 15%	46.8%	38.7%	-8.1%
15.1 to 25%	14.2%	15.7%	1.5%
25.1 to 50%	6.2%	12.2%	6.0%
50.1% +	0.3%	1.9%	1.5%
Total	100.0%	100.0%	

*2013 represents a 5-year average. Sources: 2000 Census, 2009-2013 American Community Survey

Overall, in 2000 6.5 percent of all Northern Virginia households used transit services for commuting to work. By 2013, that percentage rose to 14.1 percent (Figure 9).

Figure 9: Households Using Transit for Work Commute

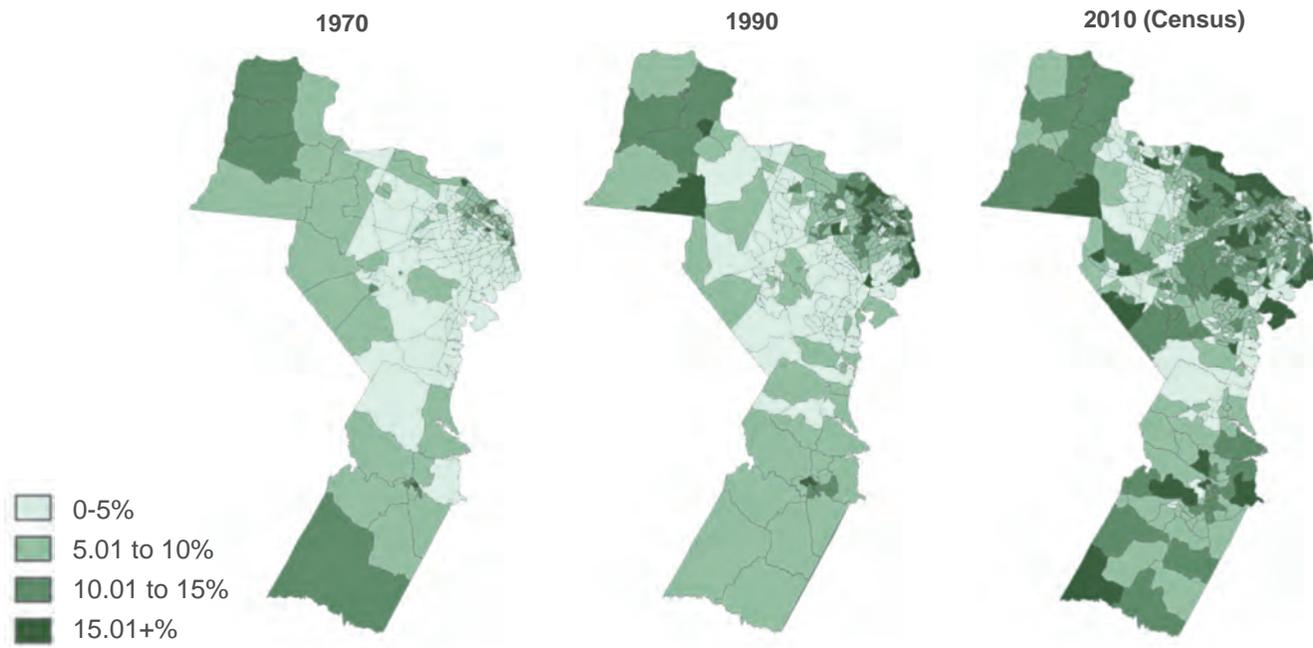


Source: U.S. Census

Population growth is increasingly concentrated along rail corridors. For example, 70 percent of Arlington County’s population growth in the 2000-2005 period occurred in the five census blocks representing the Rosslyn-Ballston corridor. A recent assessment shows that the Metrorail corridor in northern Arlington County, which accounts for 8 percent of the county’s total land area, is now home to 26 percent of its population. Over 40 percent of total residents in the Rosslyn-Ballston corridor use public transportation for their work commutes.

A key demographic trend affecting future demand for transit services is the aging of the population. As individuals age, the likelihood increases that they will use transit services for personal trips. As these workers age out of being commuters, they will boost total ridership along key transit routes, especially in areas with higher density personal services availability. Figure 10 indicates that the share of individuals over the age of 65 in the NVTC and PRTC service region is growing, with attendant implications for demand on transit services.

Figure 10: Share of Population 65 Years Old or Over



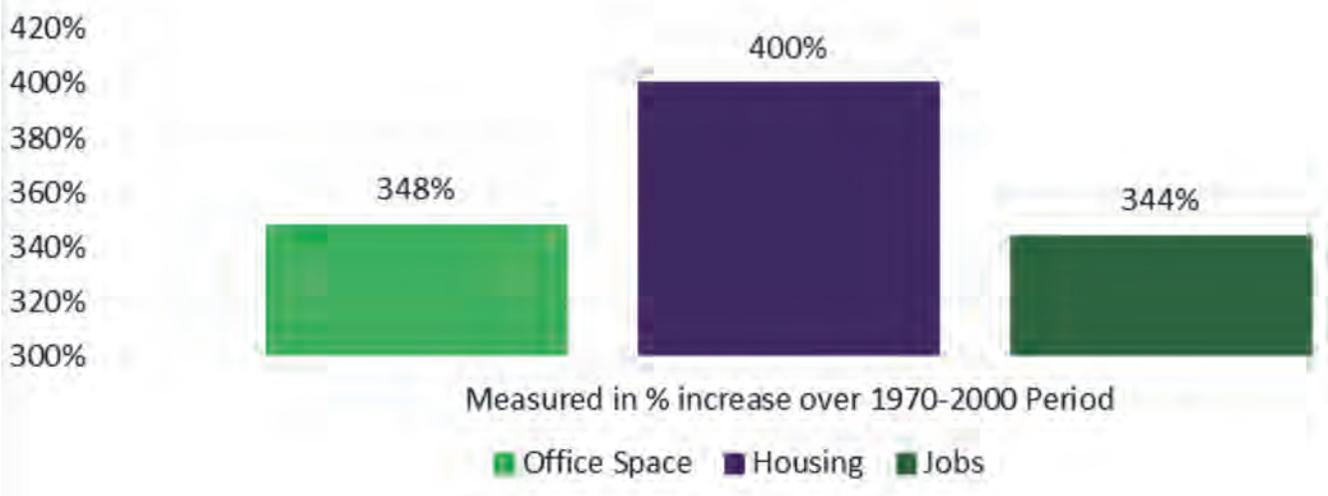
Source: U.S. Census Bureau

Transit Services and Growth

Transit services affect growth in several ways, including enhancing land-use and labor-market efficiency, catalyzing development and redevelopment activities and providing an increasingly important amenity. Using data from previously conducted studies, this section will highlight examples of these effects on development and regional economic activity. These impacts typically overlap and occur simultaneously. For example, transit services in Northern Virginia have allowed local jurisdictions to reshape historic land uses and reallocate space from parking and other less-productive uses to higher density land uses. This supported population growth, increased jobs, and provided the critical mass of market demand for neighborhood-based commercial development. This improvement over historic land uses is readily identifiable by the change in both development and economic growth in the Rosslyn-Ballston corridor over the past 50 years (see Appendix 1 for a pictorial overview). This corridor exhibits how transit services can support a range of land use developments, from high-density office commercial (Rosslyn) to mixed-use (Ballston) to urban village environments (Clarendon). From 1970 to 2000, transit services in this corridor alone supported:

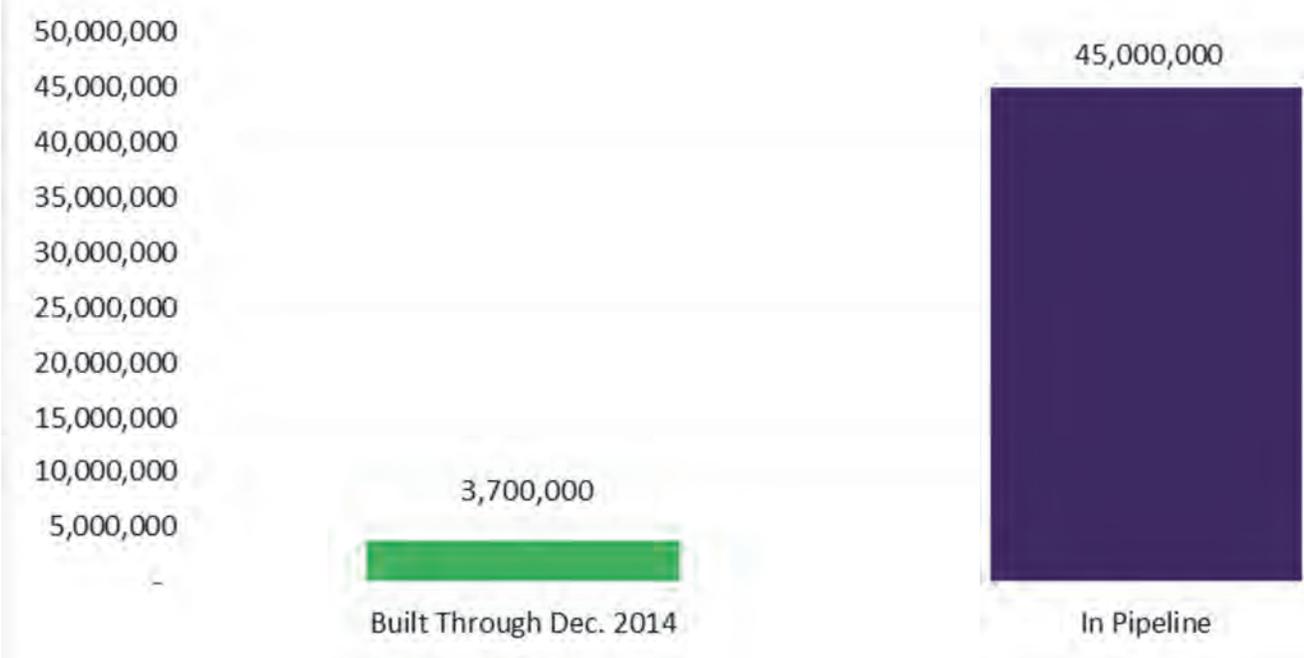
- 23.3 million square feet of office space (348 percent increase)
- 600,000 square feet of retail (17 percent increase)
- 21,200 housing units (400 percent increase)
- 93,000 jobs (344 percent increase).

Figure 11: Property Development in the Rosslyn-Ballston Corridor, 1970-2000



In some instances, transit-supported growth occurs after the initiation of services. More recently, there have been anticipatory effects on property development. A study by Cushman & Wakefield⁴ found that there was 3.7 million square feet of new building under construction around the four Tysons Metro stations seven months before the Silver Line opened in July of 2014. This total includes residential, office, retail, hospitality and mixed-use. The development pipeline near Tysons Metro stations exceeds 45 million square feet, according to Cushman & Wakefield (Figure 12).

Figure 12: Tysons Station Area Development (in Square Feet)



⁴Munger, Paula F., Alexander J. Ragonese, and Daniela R. Stundel. The Silver Line: Envisioning a New Tysons Corner. Cushman & Wakefield, December 2013. (<http://www.restonnow.com/files/2013/12/Silver-Line-Special-Report-Fall-2013.pdf>)

In the fall of 2014, Jones Lang LaSalle⁵ estimated that there was 6.7 million square feet of development under construction within a half mile of Metrorail stations in Northern Virginia.

Metrorail, by itself, impacts nearby property values, creating hundreds of millions of dollars in property tax revenues for area jurisdictions. Residents are willing to pay higher rents or home sale prices to be closer to a Metrorail station so they can more easily access local and regional amenities. Proximity to high quality transit services also increases job market accessibility for residents, giving workers employment choices and setting up competition for in-demand skills. Businesses see proximity to rail transit as a way to attract workers and effectively expand the pool of available workers, which enhances labor market efficiency and improves business competitiveness. Because of these market advantages, businesses are willing to pay higher rents, which are reflected in commercial property values. A 2011 study for WMATA⁶ estimated that the higher market prices commanded by properties within a half mile of a Metrorail station increased property tax revenues in Virginia by about \$34 million per year. That does not include more recent Silver Line station developments. The boost in property values differs among land uses with single-family residential (+6.8 percent), multi-family residential (+9.4 percent) and commercial properties (+8.9 percent) all experiencing significant marginal pricing for being within a half mile of a Metrorail station. A 2014 study found that even though the Rosslyn-Ballston corridor makes up only 11 percent of total land area in Arlington County, the corridor represents half of all real property assessed values in the county.

WMATA's 2011 study estimated that households in its service region save \$342 million in car operating expenses. These savings likely support additional tax revenues for Northern Virginia jurisdictions by freeing up a portion of household earnings for new taxable retail spending supporting nearby businesses. This is directly tied to the financial viability of mixed-use residential and retail developments.

According to office property developers and managers, employers find that being in proximity to transit services effectively increases their effective labor shed. More importantly, proximity to transit, especially rail, is becoming a competitive factor in attracting the best worker-talent, particularly among younger workers. Such is the case with Marriott International, which has stated that it intends to move from its current headquarters in a Bethesda office park to a location that is closer to rail transit services in order to attract young workers (millennials). Concerns about being attractive to the millennial generation are affecting the way businesses think about location, workplace amenities and working conditions. Moreover, this population cohort has been especially drawn to the NVTC region, as shown in Figure 13.

Commuter rail services also are attracting development. Developer SunCal is building a new VRE station to anchor the town center for a new planned community that will include almost 4,000 residential units and 3.7 million square feet of commercial development⁷. In addition, increasing demand for services, which is pushing VRE expansion to Haymarket (west) and Spotsylvania (south), will likely encourage new development and increased business opportunities.

⁵Eachus, Tim, and Jordan Rosenstadt. "Development Pipeline around Metro Stations." Memorandum to Shyam Kannan. 22 Sept. 2014. Washington, DC. (<http://planitmetro.com/wp-content/uploads/2015/03/WMATA-Development-Pipeline-Research-Memo-2014.09.22.pdf>)

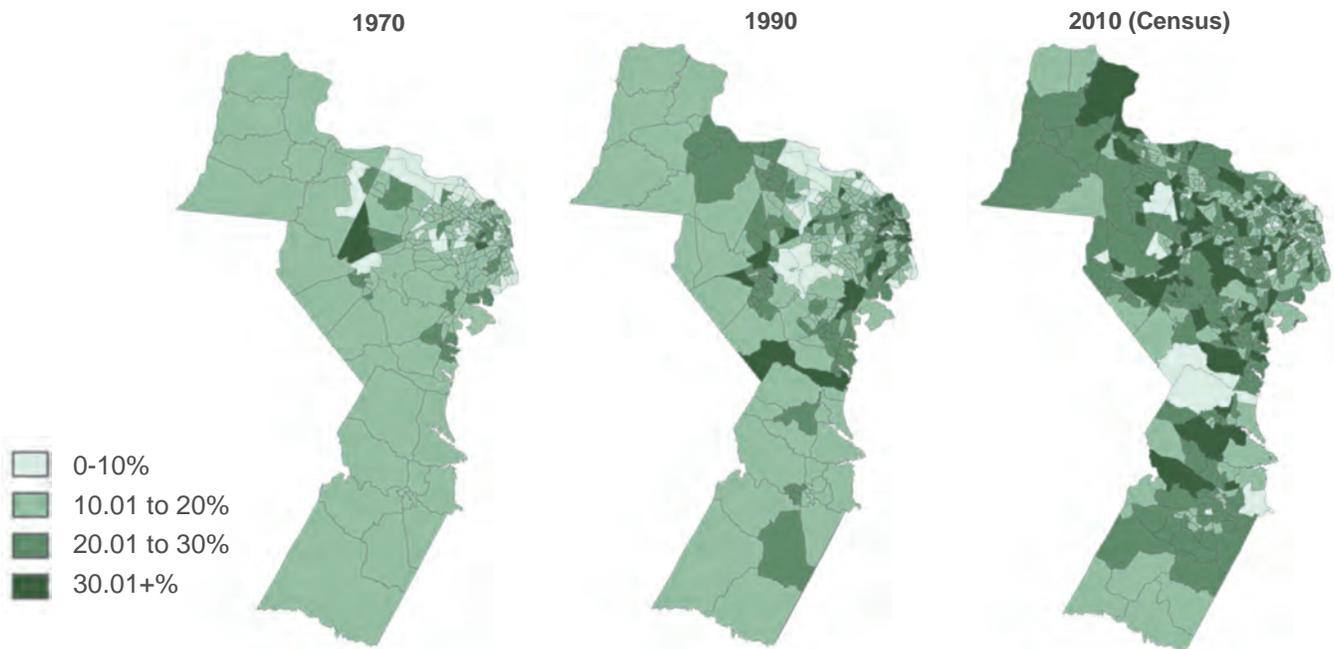
⁶AECOM, and Smart Growth America. Making the Case for Transit: WMATA Regional Benefits of Transit. Washington Metropolitan Area Transit Agency, 2011. (<https://www.wmata.com/pdfs/planning/WMATA%20Making%20the%20Case%20for%20Transit%20Final%20Report%20Jan-2012.pdf>)

⁷Lazo, L. *VRE kicks off major expansion plan with new Spotsylvania station*. The Washington Post. April 18, 2015. (http://www.washingtonpost.com/local/trafficandcommuting/vre-kicks-off-major-expansion-plan-with-a-new-spotsylvania-county-stop/2015/04/18/63576394-e1f8-11e4-b510-962fcabc310_story.html)

The availability of comprehensive transit services is helping to attract highly educated and talented workers to Northern Virginia, which creates business opportunity and economic growth. In 2012, the Center for Regional Analysis estimated that economic activity on Northern Virginia properties with transit service totaled \$20.36 billion and that this value would rise dramatically by 2040 due to regional economic growth and increasing availability of transit services.⁸ Also in 2012, the Center for Regional Analysis conducted a study for Loudoun County on the potential impact of Metrorail on local economic activity (Table 3). The report anticipates two possible scenarios:

“The long-term economic difference is significant between [with Metrorail] an economy built on a platform of high value added, high growth professional and business services and management occupations that are attracted to high quality, high density, mixed-use, multi-modal employment centers [that] require regional connectivity or [without Metrorail] an economy that is dominated by residential-serving commercial business activities and airport-oriented and transportation-related services. The opportunity cost of not extending Metrorail into Loudoun County can be measured in the billions of dollars not earned, a perpetually weaker economic base, lower salaries, and higher tax burdens for Loudoun County residents.”⁹

Figure 13: Share of Population between 25 and 34 Years Old



Source: U.S. Census Bureau

⁸McClain, J. and Pisarski, A. Connecting Transportation Investment and the Economy in Metropolitan Washington. Center for Regional Analysis, George Mason University, 2012.

⁹The Impact of Metrorail on Loudoun County's Economic Future. Center for Regional Analysis, George Mason University, May 2012.

Connecting the findings of these two CRA studies provides the basis of an estimate of future Northern Virginia economic activity associated with transit service accessibility. Economic activity occurring on Northern Virginia properties accessible by efficient and effective transit services will increase to \$185.1 billion by 2040¹⁰.

Conclusions

Though currently challenged by reductions in federal government employment and spending, Northern Virginia in a relatively short period of time grew from a small urban area to one of the largest and most prosperous metropolitan areas in the nation. The pace of population and job growth experienced over the past 50 years could not have occurred without the availability of multimodal transit services to facilitate the movement of commuters as an alternative to a road system constrained by geophysical barriers and the challenges of multistate funding models. Moreover, the transit systems in Northern Virginia, especially rail transit, have directly affected the nature and character of development. That has permitted higher densities than can be supported by an automobile-only transportation system. This, in turn, has enhanced local tax bases and provided the funding to support a wide range of public amenities that boost the region's quality of life. Resurgent development in inner-ring suburban counties and cities shows that Northern Virginia residents want high quality transit services. The availability of transit services permit individuals to choose from a variety of lifestyle and housing cost options across the region, while maintaining access to regional job opportunities.

Businesses are increasingly conscious of the role that transit plays in attracting highly skilled workers. Increasing the effective labor shed of employees through transit services enhances market efficiencies for employers while simultaneously boosting job opportunities for residents. This allows businesses to better compete in regional, national and international markets.

The Northern Virginia region will continue to grow, but the nature of that growth will be shaped by the relative presence, or absence, of a highly effective and efficient transit system. If Northern Virginia is going to be able to effectively compete for nongovernment-related private-sector business development, it must have a state of the art, effective, financially sustainable and efficient multimodal public transit system.

¹⁰Connecting Transportation Investment and the Economy in Metropolitan Washington. Center for Regional Analysis, George Mason University. 2012. Authors' estimates.

Appendix I: The Rosslyn-Ballston Corridor in Pictures

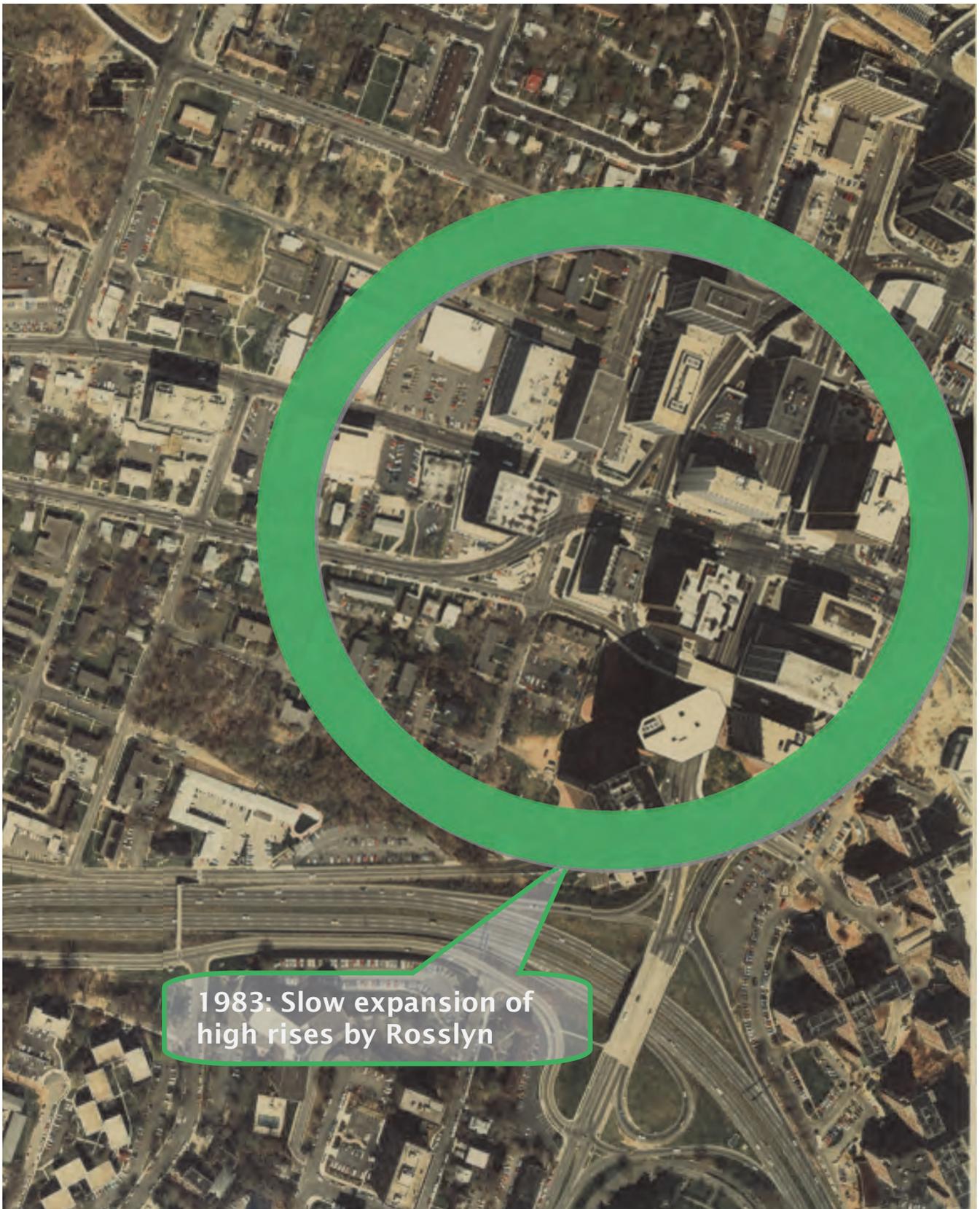


(1969) Source: Arlington County Government Maps



1977: High rise buildings by Rosslyn prior to the R-B transit corridor

(1977) Source: Arlington County Government Maps



1983: Slow expansion of high rises by Rosslyn

(1983) Source: Arlington County Government Maps



(1989) Source: Arlington County Government Maps



(1989) Source: Arlington County Government Maps

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BUSINESSES CHOOSE TO BE NEAR TRANSIT



Data Shows Importance of Proximity to Bus or Rail Stop

The business community understands the benefits that accrue from transit-accessible locations, which help explain why more than half of all jobs in Northern Virginia are within a quarter-mile of a transit facility. A cooperative study by NVTC and Virginia Polytechnic Institute and State University details the importance of proximity to transit based on job characteristics such as age, income, education and industry, and provides data for the number of transit-accessible jobs by transit system. The analysis, which includes the 12 jurisdictions represented by NVTC and the Potomac and Rappahannock Transportation Commission (PRTC), shows the greatest variation in transit-accessible jobs based on industry and the least based on employee age.

Access to jobs is critical to the economic growth and vitality of the region. This access needs to have a comprehensive and reliable public transportation system. The continued viability of Northern Virginia is fundamentally integrated with public transportation and its proximity to jobs.

One of the unique features of the Northern Virginia region is that it is part of a larger urban area which consists of cities and counties in Virginia and Maryland, and Washington D.C. This results in a combination of public transportation options including regional as well as jurisdictional systems.

Estimated Transit-Accessible Jobs in Northern Virginia				
Source	Year	Total	Transit-Accessible	% Transit-Accessible
Total jobs: Census (LEHD)*	2011	1,192,755	707,812	59%
Total employment: MWCOG*	2010	1,350,523	688,263	51%

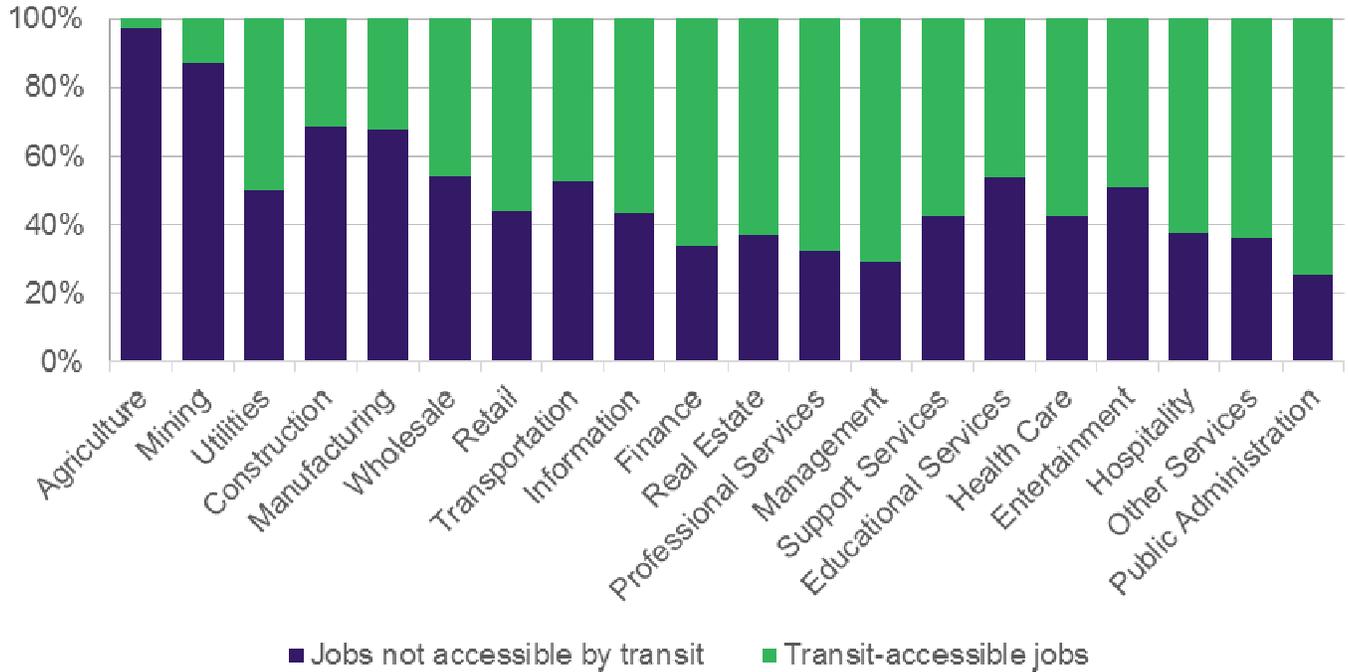
Estimating transit-accessible jobs in Northern Virginia:

- Distance from transit stops and stations: ¼-mile along streets
- Employment information:
 - MWCOG – Round 8.3 Cooperative Forecasting: Employment Forecasts to 2040 by Traffic Analysis Zones (TAZ) → Employment
 - U.S. Census – Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics (Census Blocks) → Jobs
- Analysis:
 - Proportion Employment or Jobs by area of TAZ or Block within the ¼-mile buffer to the total area of each TAZ or Block
 - Aggregate Employment or Jobs by total and by transit system

Transit Accessible Jobs in Northern Virginia

Characteristics	Total Employment	Transit-Accessible Employment	% Transit-Accessible
Employment by Age			
Workers age 29 or younger	282,715	164,757	58%
Workers age 30 to 54	710,632	410,217	58%
Workers age 55 or older	227,611	132,838	58%
Employment by Income			
Earnings of \$1250 per month or less	230,297	124,851	54%
Earnings of \$1251 per month to \$3333 per month	327,276	174,607	53%
Earnings greater than \$3333 per month	663,385	408,354	62%
Employment by Education			
Less than high school	99,748	54,842	55%
High school or equivalent, no college	180,030	97,388	54%
Some college or associate degree	245,757	137,975	56%
Bachelor's degree or advanced degree	412,708	252,849	61%
Employment by Industry (NAICS Categories)			
Agriculture, Forestry, Fishing and Hunting	644	17	3%
Mining, Quarrying, and Oil and Gas Extraction	304	39	13%
Utilities	3,750	1,872	50%
Construction	61,031	19,146	31%
Manufacturing	25,043	8,034	32%
Wholesale Trade	32,684	14,933	46%
Retail Trade	128,066	71,857	56%
Transportation and Warehousing	33,093	15,555	47%
Information	43,401	24,534	57%
Finance and Insurance	40,388	26,719	66%
Real Estate and Rental and Leasing	19,877	12,508	63%
Professional, Scientific, and Technical Services	271,681	183,684	68%
Management of Companies and Enterprises	27,603	19,605	71%
Administrative and Support and Waste Management and Remediation Services	77,184	44,276	57%
Educational Services	114,761	53,011	46%
Health Care and Social Assistance	112,991	64,720	57%
Arts, Entertainment, and Recreation	19,234	9,387	49%
Hospitality: Accommodation and Food Services	99,084	62,057	63%
Other Services (except Public Administration)	57,795	36,851	64%
Public Administration	52,344	39,009	75%

Percentage of Jobs by Industry within a Quarter Mile of Transit



Transit-Accessible Jobs by Transit System

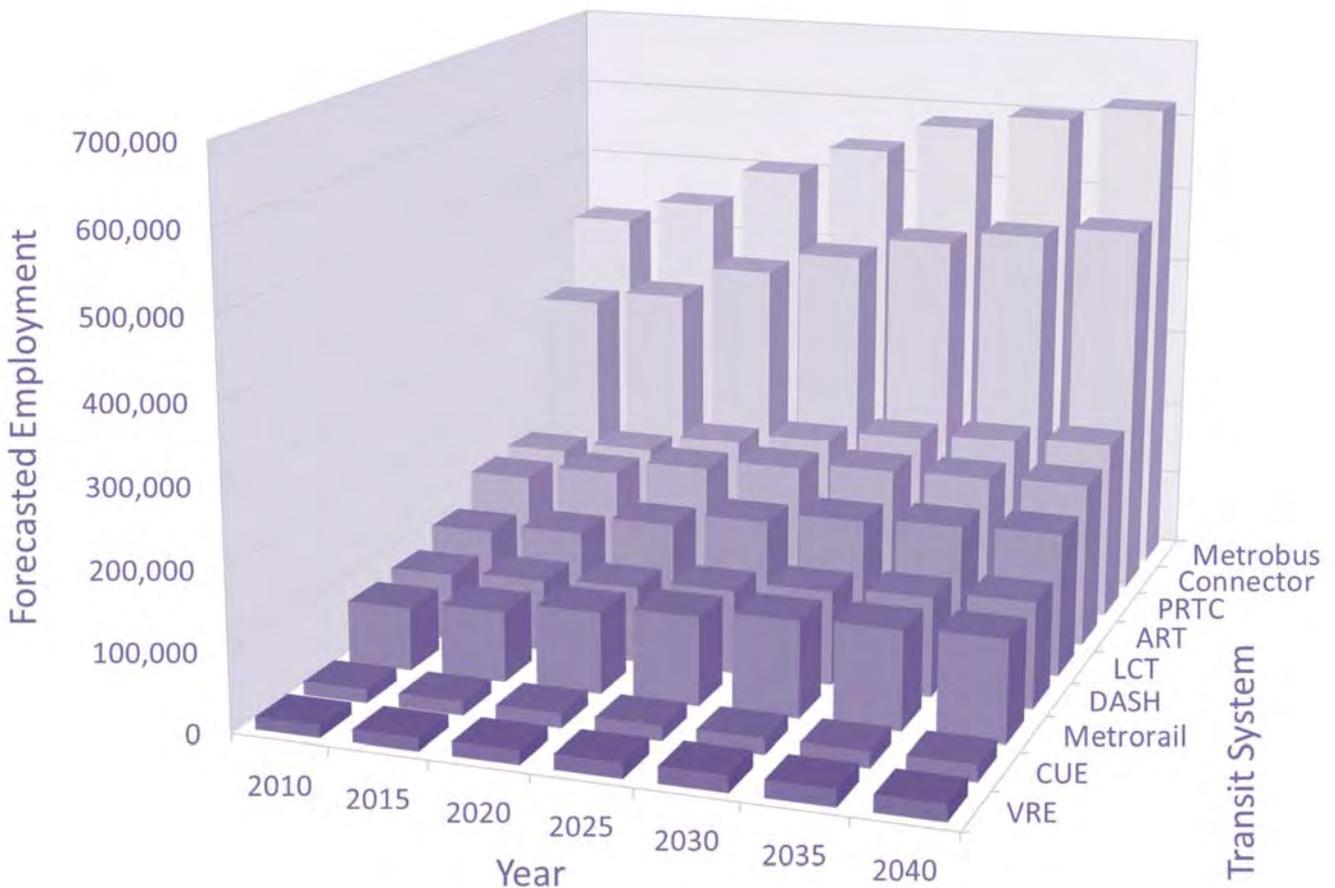
Transit System	Number of Stops (Nov 2014)	Transit-Accessible Jobs (LEHD 2011)*	Transit-Accessible Employment (MWCOC 2010)*
ART	562	113,758	144,829
Connector	2,667	364,646	329,290
CUE	255	29,080	17,126
DASH	623	85,329	85,411
LCT	94	93,225	106,148
Metrobus	3,109	417,014	420,523
Metrorail	26	79,170	79,979
PRTC	555	154,758	149,026
VRE	16	16,383	15,609

*Numbers for jobs (Census) and employment (MWCOC) vary because:

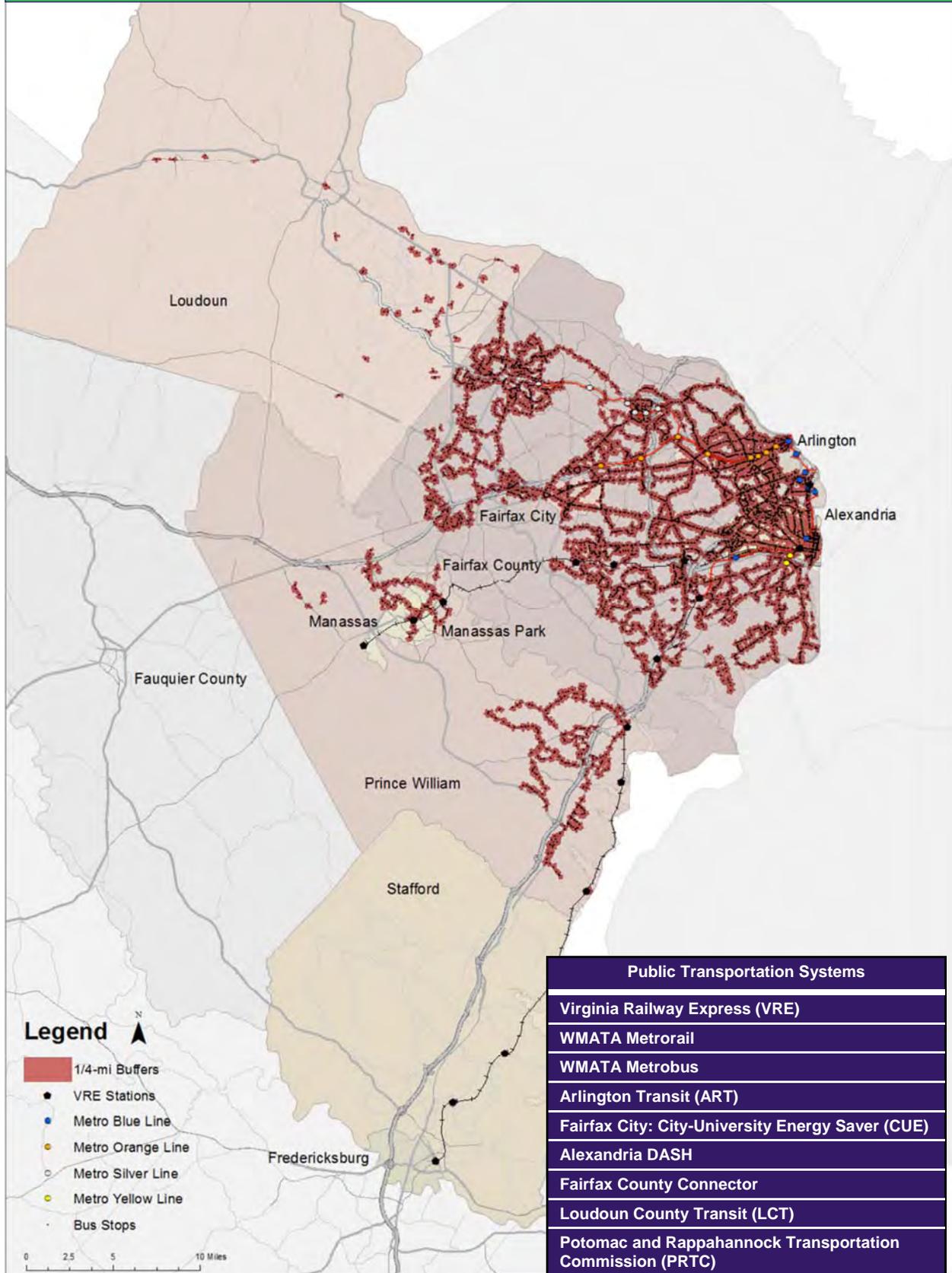
- Different available reporting years
- Different analysis areas
- Different job/employment inclusion and classification rules

Forecasted Transit-Accessible Employment (MWCOC)

Transit System	2010	2015	2020	2025	2030	2035	2040
ART	144,829	162,996	181,721	194,545	202,414	204,520	207,912
Connector	329,290	347,280	390,544	419,398	448,034	465,634	480,296
CUE	17,126	17,453	18,329	19,035	19,756	20,478	21,356
DASH	85,411	90,934	95,665	105,585	118,478	124,910	133,555
LCT	106,148	116,801	140,941	157,637	171,534	177,154	180,619
Metrobus	420,523	450,963	504,359	543,848	582,552	601,541	620,354
Metrorail	79,979	89,032	102,768	112,054	121,272	124,386	127,831
PRTC	149,026	162,398	184,697	198,751	213,830	221,753	227,836
VRE	15,609	16,228	17,913	19,226	21,222	21,897	21,345



Transit-Accessible Jobs in Northern Virginia by Mode



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TRANSIT ATTRACTS TALENT & CLIENTS



B.F. Saul Company Hospitality Group

Existing transit and the promise of new transit weigh heavily into B.F. Saul Company's decisions about where to locate its hotels. Such proximity allows the company's Hospitality Group to attract both hourly and salaried employees from a wider geographic area and makes its hotel properties more attractive to travelers. Transit attracts knowledge-based employers, the most important market segment for business-class hotels. With nearly half of its hotels near local airports, B.F. Saul's strategic positioning will provide a competitive advantage when Metro's Silver Line extension to Dulles International Airport opens in 2020. The company's Tysons hotels experienced a positive economic impact when the Silver Line opened last year.

Transportation and transit accessibility drive the success of B.F. Saul Company's hotel portfolio, according to Mark Carrier, president of the company's Hospitality Group. B.F. Saul takes a broad view, looking at transit orientation as "a key component of the firm's development plan," said Carrier. "As it relates specifically to hotels, we have a number of properties that are advantaged by being directly adjacent to the transportation infrastructure."

Headquartered in Bethesda, Maryland, the company has 16 hotel properties in the Washington, D.C. region, several of which are in Northern Virginia. Among Carrier's responsibilities are strategic direction, overall operational leadership, acquisition and development of properties, long-term financial and capital planning, and the development and implementation of corporate policies, procedures, and management systems. Carrier represents the company with lenders, franchisors, clients, governmental agencies and industry associations, and his view on transit-oriented development is informed by his understanding of the key drivers influencing the hospitality industry. He is vice chairman of the American Hotel and Lodging Association, the national advocacy voice for the hotel industry.

Reaching More Travelers

Airports are an integral part of the B.F. Saul Hospitality Group's transportation and transit orientation, said Carrier. Half of the company's portfolio is located in close proximity to airports – Dulles International and Reagan National in particular. This positioning, he noted, acts as "a direct connection to business travelers who might need hotel accommodations and still want to be able to access this region via transit." In the Crystal City area, B.F. Saul's assets are also close to Metrorail and Virginia Railway Express stations as well as bus stops. Such convenient access to both the region's airports and ground-based transit systems means guests can stay at B.F. Saul hotels, even after traveling from across the country, without a car. This proximity to the transit infrastructure "makes our locations more popular and valuable," he said.

The expansion of Metrorail has paid dividends for B.F. Saul. "For an extended period, the company has owned and operated hotels in Tysons Corner: the Crowne Plaza since 1978 and the Marriott Courtyard since 1999. The Silver Line is generating a significant positive impact. The hotels are readily accessible to both travelers and our team members." The benefits

of Metro service encourages Tysons employers to bring their out-of-area employees to the county, which boosts demand for hotel accommodations.

Focusing Demand through Transit Orientation

“Pricing follows demand pressure,” Carrier said. “Like all commercial real estate, if you have more customers, you are able to adjust pricing accordingly. If you make an area more dynamic, you increase and focus demand.” He cautioned, however, that the increased demand that B.F. Saul is seeing for hotel accommodations in Tysons Corner “is not a ‘light switch,’ because it takes time for people to adapt and become aware of the service and its accessibility.”

So although the process is not instantaneous, access to Metro is creating more demand for hotel and meeting accommodations in Tysons Corner. “This concentrated demand will generate more hotel activity,” Carrier said and, as a result, the Tysons area, now well-served by Metro, is “where employers want to be.”

Connectivity to Dulles is a milestone for the region and will make a big difference in time. “It will be an important positive,” he said. “You can cluster demand in locations developed along with that infrastructure.” That said, “It does create some challenges as well. If your property is not convenient to transit and aren’t well-served by Metro, you may be disadvantaged over time,” he added.

Attracting a More Qualified Workforce

For B.F. Saul, locational decisions are linked to existing transit or the promise of new transit service in the near future. “I believe wholeheartedly that the baseline has changed over the last several years. Transit accessibility exceeds other factors right now.... The places that are going to win are those that combine all the elements of live, work, play. It took many years for Reston to get to that place where it tipped over and it is now that premium place outside of the beltway where people want to locate,” he said.

Convenient access to transit is important to B.F. Saul’s workforce. “Whether you’re employing a workforce of service workers or knowledge

workers, transit appeals to both.” Employees look at transit “as a lifestyle consideration” rather than using it purely for cost reasons, according to Carrier. “Millennials want to live where they play or live where they work,” he said. “If they can do all three, that’s a home run—like in Clarendon.”

“The more transit advantages you have, the better off you are when competing for guests and clients as well as a qualified workforce.... Talented team members and increased demand from clients equals greater success .”



Mark G. Carrier
President
B.F. Saul Company
Hospitality Group

Reflecting on the new reality of Tysons today, Carrier said, “Tysons residents will have the ability to live in a new apartment and work right next door. Extensive shopping and dining is available right in Tysons and when you want to go to a baseball or Caps game or attend an event downtown or in another close in Virginia neighborhood, you can jump on the Metro and never have to drive a car.”

Many B.F. Saul hotel team members use bus or Metrorail to commute to work and some carpool. The company provides free parking to its hotel employees. Of the approximately 120 people on a typical work shift, only about 30 or 40 employee cars end up in the hotels’ parking lots each day. “The arrival of the Silver Line in Tysons has allowed many team members to shorten what had been a multi-bus commute,” said Carrier.

At its Bethesda headquarters in Bethesda, the company offers employees commute-to-work benefits. “Here at our corporate office, we charge for parking, so we are being incited to use transit to commute to work. The B.F. Saul

corporate office is adjacent to the Bethesda Metro Station, so there's a wide range of transportation benefits that the Saul Company offers employees," said Carrier. Some headquarters employees still lack convenient transit access at the home end of their commutes—the so-called "last-mile" challenge, he said. Carrier predicted that an increasing number of employees will live in locations that allow for convenient access to the region's transit system, and that the D.C. area will see more employees commuting to work via transit.

For B.F. Saul, access to a qualified workforce has been bolstered by the expansion of the region's transit infrastructure. "There's no question, if you make it easier for people to get from where they live to a job, the flexibility of where they can work opens up. We're becoming interconnected, rather than islands of employment," said Carrier. As the transit infrastructure continues to expand, it "opens up each regional area served by transit to a larger potential workforce." Carrier cited Cvent, Inc.'s

move just a short distance in Tysons. Cvent's new offices in Greensboro Station—a brand-new, state-of-the-art facility—is located on Metro's Silver Line. The move was "greatly enhanced by the accessibility to Metro," he said. Cvent's plan to add 500 new jobs at its Greensboro Station facility was made possible in part by leveraging the appeal of the newly available Silver Line service into their employee recruitment and retention strategies. "The leadership team at Cvent is sharp and they are committed to attract the best workforce possible. Transit is a major factor," said Carrier.

B.F. Saul is well-positioned to manage its future workforce needs by adhering to its transit orientation. "The more advantages you have, the better off you are competing for the best qualified workforce," Carrier said. "The more access you have to the transit system, the more options you can offer prospective team members." Marriott International recently announced plans to relocate its headquarters from its suburban Bethesda campus to an as-yet



B.F. Saul's Crowne Plaza hotel sits between the Silver Line's Greensboro and Tysons Corner Metrorail Stations

-undecided but more accessible location
“Marriott is addressing the reality of the future,” he said “As the workforce evolves you must adapt, as a franchisee of Marriott, we want them to have the best team possible. I would also bet that the leadership of Hilton International selected Tysons as its home in part due to the availability of transit, Metro, express lanes and the airports. They attract a great team as well.”



Courtyard by Marriott, a B.F. Saul property, is conveniently located between Metrorail's Greensboro and Tysons Corner stations

Carrier drives to work in Bethesda most days, he uses transit regularly. “From a quality-of-life perspective, I have changed my patterns. I often use Metro for both business and leisure to access D.C. and visit with my son in Arlington. I live in Reston Town Center now and look forward to the completion of Metro to Dulles. The next station will be walking distance for me.” For now, he takes Metro from the new Wiehle Avenue station to Capitals and Nationals games, where he can park his car and leave it. “Let’s go Caps and Nats!”

Looking to the Future

Work on the region’s transit infrastructure is far from done, according to Carrier. “Bottom line, we are contributing through special taxes on hotels as well as commercial-property taxing districts to fund improvements,” he said. “The money that we are paying should be directed towards high priority needs at a rapid pace.” Tysons, he added, “needs crosswalks now. Metro stations are located in four spots but a lot of the connectivity to offices, residential, hotels and retail hasn’t been done yet.” This classic last-mile issue must be addressed to provide transit-system users with safe and convenient access to Tysons’ amenities and benefits. “It’s one thing to have a Metro stop, but if you can’t safely cross the streets, there’s still work to do,” he said. “There has been wide engagement from a broad community of interest on transit and transportation infrastructure. The returns are starting to be seen but we must stay engaged and focused to truly generate the benefits and quality of life improvements that are possible.”

EASY ACCESS TO MARVELOUS MENUS



Bittersweet Catering~Café~Bakery

Old Town's transit-rich environment is key to Jody Manor's employee recruitment and retention strategy and provides tourists and locals with easy access to his restaurants – the Bittersweet Catering~Café~Bakery and the Waterfront Market & Café. Roughly 60 percent of Manor's workforce commutes via transit, which includes Alexandria Transit Company's DASH bus service, Metrobus, Metrorail, Virginia Railway Express and the King Street Trolley. The free trolley, popular with tourists, runs every 15 minutes between the King Street Metro Station and the Potomac River. Manor purchased Bittersweet in 1990, about 18 years before the trolley became operational. The café's success led him to open the Waterfront Market in 2013.

To Jody Manor, owner of Bittersweet Catering~Café~Bakery and the Waterfront Market & Café in Old Town Alexandria, transit means business. Both restaurants are within walking distance of the King Street Metrorail Station and are served by the King Street Trolley. Additionally, the area enjoys ample on-street parking—a feature that is especially useful to the “pretty strong local contingent at Waterfront Market,” said Manor.

While many locals are willing to bear the cost of parking, many Old Town visitors tend to use the trolley, according to Manor. Operated as part of the Alexandria Transit Company's DASH bus service, the free King Street Trolley transports riders between the King Street Metro Station and the waterfront on the Potomac River. The trolley runs daily every 15 minutes, making numerous stops along Alexandria's historic main street, allowing passengers to disembark and explore the shops and restaurants, including, Bittersweet and the Waterfront Market. Visitors find the local transit system a more convenient and cost effective way to get around Old Town.

Manor has spent nearly 30 years building Bittersweet into an Old Town institution. Starting as a catering server in 1986, he used a keen eye for innovation and an emphasis on

efficiency to help grow the business. In 1990, Manor purchased Bittersweet from the original owners, and the company has expanded significantly since. In 2007, a year before the trolley became operational, Manor purchased an adjacent catering business and building that today serve as Bittersweet's production kitchen and catering offices. Buoyed by Bittersweet's success, he opened the Waterfront Market & Café in 2013.



The King Street Trolley provides easy access to Bittersweet Catering, Café and Bakery from the King Street Metro Station.

A Transit-rich Environment for Employees

Today, Manor employs a staff of about 60, many of whom are long-time employees with tenures exceeding 20 years. Taking care of employees leads to happy customers according to Manor, who is proud to provide health and retirement benefits to his staff. Likewise, The transit-rich environment where the cafés are located is another benefit, which the company has incorporated into employee recruitment and retention.

“We talk about public transportation options. It’s described as a benefit during both the recruiting and new employee orientation processes .”



Jody Manor
Owner
Bittersweet Catering~Café
~Bakery and
Waterfront Market and Café

Commuting to Old Town can be an expensive proposition, especially for restaurant and catering employees. “It’s not the highest wage group and [employee] parking can be a problem here,” Manor said. He estimated that approximately 60 percent of his employees use some form of transit during their commute.

From Manor’s perspective, the transit system is an important tool for accessing the workforce. “We talk about public transportation options,” Manor said. “It’s described as a benefit” during both the recruiting and new employee orientation processes.

The DASH bus, which serves all four Metrorail stations in Alexandria, is in another transit option for residents, visitors and Manor’s employees. The system also connects with Virginia Railway Express, Metrobus and other

local bus systems. As a result, Manor said his businesses can access prospective employees “from all over the region.” Although Bittersweet and Waterfront Market do not currently offer a commuter choice benefit to employees who use public transportation to travel to and from work, the businesses do offer a parking benefit to some employees. “There’s a contribution on the part of employees,” explained Manor, describing how the cost is shared between the company and the participating employees.

Looking Forward

During the last seven years, “the trolley has had a big impact on our business,” Manor said. “It has made it easier for visitors to move around the city.” While trolley service is adequately promoted, Manor said he would like to see improvements in the identification of public parking options around his businesses—such as the use of street signs and new mobile technology to provide online information about available parking spaces. He described this enhancement as “better wayfinding for parking.” Despite the increasingly high cost of parking in Old Town, Manor has not observed much customer use of new network car systems like Uber to access his restaurant. The free King Street Trolley likely reduces restaurant goers’ need for such services in Old Town, according to Manor, as it is hard to compete with the convenient 15-minute headways and price of the trolley.



About 60 percent of employees at Bittersweet Catering~Café~Bakery and the Waterfront Market & Café use transit to commute.

LIVE, WORK, PLAY, INVEST



Comstock Partners, LC

To entice investors and appeal to potential tenants, Comstock Partners, LC is focused on developing high-density, urban, mixed-use, transit-oriented communities. The link between transit-oriented development and return on investment informs the company's business model. Only projects with immediate or future access to transit, such as Comstock's Reston Station, are considered. On the Silver Line's first weekday of rush-hour service, the Wiehle-Reston East station ranked 12th in terms of ridership in the entire Metrorail system. That was good news for Comstock, which built the transit center there as part of a public-private partnership and is developing the 1.5 million square feet of high-rise structures – featuring offices, residences and a hotel – above the station.

High-density, urban, mixed-use, transit-oriented communities is the focus of Comstock Partners, LC's investments. "Ninety-five percent of our current business model is transit-oriented development," said Maggie Parker, Comstock's director of communications and community outreach. Immediate access to transit is a requirement for any future development project to be undertaken by Comstock. The Reston-based developer uses studies that measure the return on investment of transit-oriented development (TOD), such as those of the Rosslyn and Ballston corridors, to illustrate how access to mass transit can redefine neighborhoods.

Transit Oriented Development

Comstock's focus on TOD is informed by two powerful demographic trends and compelling empirical evidence of the economic benefits of transit-rich, walkable communities. According to Jones Lang LaSalle's 2012 Perspective on Transit-Oriented Development report, the convergence of two generations in Fairfax County has created a powerful new market force. Seventy-seven percent of young professionals, or Millennials, want to live in an urban core and 75 percent of retiring baby

boomers prefer to live in mixed-age, mixed-use communities. In Fairfax County, these two generational cohorts comprise about 671,000 residents or 62 percent of the county's total population.

The economic benefits are equally persuasive. Economic performance over the past 15 years has been most vibrant in the transit-rich, walkable locales of the metropolitan Washington, D.C. and Northern Virginia areas. In Arlington County, less than 10 percent of the land generates a third of the county's revenue. Office buildings served by mass transit command a 68 percent rental-rate premium over outlying commercial office space not served by Metrorail. A myriad of studies shows improved occupancy, rental appreciation and investment performance for TOD.

But Comstock's story goes beyond the strong demand for commercial TOD. Measuring "walkability" – the positive correlation between transit-rich, walkable, mixed-use districts and property values and rents – is insightful. This new metric demonstrates how TOD increases office and retail rents, raises retail sales volumes and adds an \$81.54 per square foot premium in residential housing values. Two

recent Comstock projects illustrate TOD's impact on the host municipality's triple bottom line: profits, resident equity, and the cleaner, less-congested environment they share. Just as important, success begets success. Private-sector financing and investment in TOD spawn future growth.

“Ninety-five percent of our current business model is transit-oriented development.”



Maggie Parker
Director of Communications
and Community Outreach
Comstock Partners, LC

Comstock's Developments

Comstock's public-private partnership with Fairfax County, called Reston Station, is leading the transformation of the area around Dulles International Airport into a true transit-oriented employment corridor. Comstock built the new transit center and parking facility at the Wiehle-Reston East Metrorail Station to serve as the foundation upon which its Reston Station development will be built. Silver Line Metrorail service, connecting downtown Washington with Tysons Corner and Reston, arrived at the new Wiehle-Reston East Station on July 26, 2014. On the first weekday of rush-hour service, ridership at the Wiehle-Reston East facility ranked 12th in the entire Metrorail system. Reston Station, the terminus of Phase 1 of Silver Line construction, will be the line's westernmost stop until 2019. That's when Phase 2 is expected to extend Metrorail service to Dulles and Loudoun County.

Comstock's construction on the north side of the Wiehle-Reston East Metrorail Station, located in the median of the Dulles Access Road, was the product of a public-private partnership with Fairfax County, which aligned most of the

project's deadlines with the Silver Line construction schedule. Comstock built a 1.5 million square-foot transit center and underground parking facility covered by a large public plaza that connects to the Wiehle-Reston East Station. That seven-level, below-grade structure will serve as a platform for the 1.5 million square foot high-rise Reston Station above. The transit center features over 3,500 parking spaces and a full-service bus depot, making it the largest underground garage on the East Coast. Its bus circle serves buses from surrounding neighborhoods. Typically, 50 to 60 buses an hour run through the station's underground transit loop. The station has a large indoor bike storage facility and is served by a limousine and cab companies and Uber and Lyft drivers.

Comstock currently has a development pipeline that includes millions of square feet of office, residential and hotel development located above and around the Metro station facilities emerging in the Dulles corridor. "Both Reston Station and Loudoun Station are designed to have an edgy, urban feel in the middle of a highly successful, planned suburban community," said Parker.



Reston Station rises above a 3,500 space parking garage.

Loudoun Station, Loudoun County's only transit-oriented development, is located at what will be the terminus of the Silver Line's Phase 2 extension, a few miles west of Dulles. When completed, Loudoun Station will include more than 3 million square feet of mixed-use TOD next to the Ashburn/Route 772 Metrorail facility. Located in the most affluent and fastest growing county in Virginia, Loudoun Station will feature 300,000 square feet of retail and hotel space in a mixed-use, urban setting. Currently, 70,000

square feet of retail has been delivered with 357 luxury apartments above. A fourth building housing an 11-screen Starplex Cinema, 9,000 square feet of restaurant space and 50,000 square feet of Class A office space opened in April 2015.

Once Silver Line construction is completed, Loudoun Station will provide access to Metrorail and a speedy commute to Dulles airport, Reston, Tysons Corner and downtown Washington, D.C. Conversely, the Silver Line will provide easy access to Loudoun County – its high tech jobs and vibrant farms and vineyards. Loudoun Station itself offers ample parking, an on-site bus transit facility and immediate pedestrian access to the Metrorail station.

With 1.3 million square feet of Class A office space, Loudoun Station will offer advantages to businesses seeking a Metro location, visibility and convenience. The mixed-use community combines distinctive architecture and urban parks with easy access to public transportation and numerous amenities.

Loudoun Station provides opportunities for high-profile visibility and signage along the well-traveled Dulles Greenway and within one of the nation's most prominent business communities. Corporate neighbors include Raytheon, Booz Allen Hamilton, Cisco Systems, AOL, Verizon and Microsoft. Loudoun Station's tenant-friendly location features a central green and plazas that create an engaging daytime and nighttime atmosphere within a live-work-play setting.

Comstock's partnership with Loudoun County requires a transportation demand management (TDM) plan to address first-last mile challenges for commuters and offer residents multimodal travel alternatives. Comstock embraced TDM both throughout construction and during the ongoing development. Many of Comstock's first-last mile solutions are designed to feed commuters into the Metro system. Though Comstock is obliged to provide such solutions, Parker reiterated that these have been organically adopted as an important element of the company's business model.

While Phase 2 construction will not bring Silver Line service to Loudoun Station until 2020, Comstock remains true to its TOD commitment.



Construction on Reston Station's 350,000 square foot signature office building designed by Jahn begins November 2015.

The company already is providing parking for the county and operating feeder bus service from Loudoun Station to the Wiehle-Reston East Metrorail Station. Comstock built a large parking lot adjacent to its Loudoun Station development to serve as a staging area for residents who want express bus service, which was available on the Silver Line's first day of operation.

Looking ahead, Parker said that TDM programs will become increasingly relevant across the region. In examining Comstock's Loudoun and Reston Station developments, she said that commercial and retail tenants ultimately will not receive free parking. The paid parking model, included in the TDM agreements, will encourage multimodal transportation, which is key to reducing congestion. Additionally, it helps offset the significant expense of providing the parking required by this type of dense development, she added. Employers either will have to cover employee parking costs, ask employees to pay or embrace the menu of multimodal travel options that are centerpieces of Comstock's TOD model.

Looking Ahead

The Silver Line extension is one of the most important improvements to Northern Virginia's transportation infrastructure,

according to Parker. It has allowed Fairfax County, Loudoun County and Comstock to bring TODs and the associated economic benefits to these formerly suburban communities. She observed that exponential growth in bicycle travel has added an important transportation alternative into the travel mix for the Northern Virginia region and said that continued investment in expanding the bicycle infrastructure is essential. Comstock would like to see another Potomac crossing for WMATA and another bridge crossing in Loudoun County. It also is interested in the proposed Baltimore-to-Washington high-speed train that recently was unveiled by Japanese engineers. This train

would take riders from Baltimore to the nation's capital in 15 minutes, where workers and visitors could tap into Northern Virginia's expanding transportation infrastructure. The Commonwealth already is seeing an increasing number of Marylanders crossing the river for employment, said Parker, due in part to a loss of jobs in Montgomery County and enhanced commuter access in Northern Virginia.

In the end, Comstock's location decisions are a win-win. They benefit the company, the counties with whom it partners, and tenants – providing a competitive advantage to the Commonwealth said Parker.



Loudoun Station features luxury apartments with ground-floor retail, a state-of-the-art 11-screen movie theater, a restaurant, and 50,000 square feet of Class A office space.

MOVING JOBS TO THE SILVER LINE



Cvent

Looking to grow its workforce by 500, Cvent left a corporate campus in McLean for office space near Metro's Greensboro Station. An internal study, which found that a majority of Cvent's 645 employees already were living in transit-accessible locales, reinforced the relocation decision. A \$1 million grant from the Commonwealth, provided in exchange for the pledge of additional jobs, and \$7 million refurbishment of Cvent's floor space by the property owner made the move more attractive and viable. The company now is leveraging the appeal of the Silver Line service and nearby urban amenities in its employee recruitment and retention strategies.

It was the prospect of rapid growth that led Cvent to abandon its car-oriented corporate campus and embrace office space situated along Metrorail's Silver Line. "We're planning to expand pretty rapidly. Greensboro Station is a former corporate headquarters, so it's a facility that will better accommodate our future growth," said Cvent CEO Reggie Aggarwal prior to the August 2014 move. Reinforcing Cvent's locational decision was an internal study showing that the bulk of Cvent's current employees lived near transit.

State-of-the-art and Transit Accessible

Cvent is a cloud-based enterprise event-management platform with more than 14,000 customers worldwide and a \$1 billion+ market capitalization. It offers software solutions to event planners for online event registration, venue selection, event management, mobile apps for events, e-mail marketing and web surveys. The new facility, just a half mile from the company's previous location, is owned and managed by the Meridian Group, a real estate development firm that plans to refurbish the building and invest \$7 million in the floors occupied by Cvent. The move underscores Cvent's commitment to fully leverage the

region's transit options for its current and future workforces.

A financially viable option

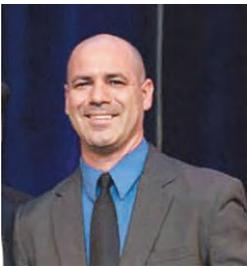
To keep Cvent in Fairfax County, former Virginia Governor Robert McDonnell approved a \$1 million grant from a state economic development fund to support the move. In return, Cvent – which had considered locations in Maryland – intends to bring an additional 500 jobs to the area. That announcement attracted national attention, including a mention on NBC Nightly News. Cvent now is leveraging the appeal of the Silver Line service and nearby urban amenities in its employee recruitment and retention strategies.

Unique and Uniquely Situated

"There were two main factors in Cvent choosing the Greensboro facility," said Jason Wooten, senior manager of business operations. "The first was the building itself. It is a unique property, in that it gives us large floors with plenty of room to expand. There were several buildings that could have accommodated us, but being right on top of a new Metro station gave this property a significant advantage over the other properties that were on the table."

Emphasizing the long-term benefits of the location, Wooten noted that “over time, as we continue to grow and attract a larger workforce, and as transportation by car gets worse every year, the Metro is going to play a big role in how we attract and retain talent.”

“Being right on top of a new Metro station gave this property a significant advantage over the other properties that were on the table.... Over time, as we continue to grow and attract a larger workforce, and as transportation by car gets worse every year, the Metro is going to play a big role in how we attract and retain talent.”



Jason Wooten
Senior Manager of
Operations
Cvent

A Data-driven Move

To reinforce its decision-making process, Cvent initiated a comprehensive study illustrating where current employees live in relation to the Metro system. Cvent’s analysis showed that a majority of its staff members already were living in transit-accessible locales, particularly along the Orange, Yellow and Silver Lines. Consequently, the company plans to ramp up efforts to educate the workforce on the benefits of transit. “People need to understand the cost of commuting,” said Wooten. “Educating your employees on how much it costs to drive versus taking the Metro, how much time is lost sitting in traffic, and the environmental impact, are the first steps.”

Transit Incentives

These first steps also include Cvent’s enrollment in Fairfax County’s pre-tax deferment program for commuters. The company considers the program a “no-brainer” for incentivizing the workforce to try alternate modes of commuting, especially as parking becomes less plentiful with the rapid development of the Tysons Corner region, said Wooten.

Transit use will increase as Meridian upgrades the Greensboro Station building, according to Wooten. With an 11-year lease and roughly 130,000 square feet of office space, Cvent is optimistic that renovation of the main lobby and the recently completed “grand staircase that allows tenants to walk from the building’s doors directly to the Metro platform” will encourage commuters to take Metro, he said. Retailers and restaurants slated for the building’s ground floor will add to Northern Virginia’s growing collection of mixed-use developments along transit lines.

Leveraging the Appeal of the Silver Line

Cvent is optimistic about the drawing power of Silver Line accessibility, even if it takes time, said Wooten. “What we do know is that over time, Metro commuting for Tysons workers will increase. So even if we had only 10 percent today, and we do have more than that, watching this grow to 20 percent after that and 30 percent after that” is part of the long-term benefit of the new location, he said. Once the company recognized that it is paving the way for transit-optimized expansion, the decision to accommodate future interest in transit was “an easy one.”



Cvent’s new headquarters sits adjacent to Metrorail’s Greensboro Station.

A HOTEL AT EVERY METRO STOP



Donohoe Hospitality Services

Proximity to Metro ranks high among the factors that Donohoe Hospitality Services considers when determining where to build hotels in Northern Virginia. The company has a Residence Inn near the Ballston, Court House, and Rosslyn Metro stations, in addition to a Holiday Inn in Ballston. Its long-term goal is to have a hotel near every Metro stop in Arlington. Metro accessibility makes Donohoe's properties more attractive to tourists and business travelers and allows the company to hire from a larger pool of employees. Donohoe views Metro as more than a convenience. It is an affordable means of transportation for many of its hourly employees.

Through careful planning and with keen foresight, Donohoe Hospitality Services has placed many of its recently developed hotels in close proximity to Metrorail's Orange Line in Arlington. "It's part of our long-term goal to open a hotel at every Metro stop in Arlington," said Michael Golembe, general manager of the Ballston Residence Inn. And the company is well on its way, with Residence Inns currently located near the Ballston, Courthouse and Rosslyn Metrorail stations. Donohoe, one of the largest independent hotel-management companies in the D.C. metro area, has a hotel portfolio featuring \$600 million in hotel assets and over 2,400 hotel rooms. As direct managers of hotels under the Intercontinental Hotels Group, Marriott and Hilton brands, Donohoe is involved in all phases of hotel development and property management.

The inclusion of transit planning in Donohoe's long-term vision is helping the company succeed in two ways. First, its properties' convenient access to the Metro system expands the "reach" of hotel guests, who can access the entire capital region while avoiding higher priced D.C. hotels. "If someone wants to stay with us in Arlington as opposed to downtown [Washington,

D.C.], something not possible years ago, now they can," said Golembe.

Second, the hotels' proximity to transit infrastructure is important to Donohoe employees. Each property has a staff of 40 to 50 associates, many of whom work for an hourly wage and would not be able to afford to commute were it not for public transportation. Were it not for public transportation, the quality of the hotels' workforce "would be significantly less," Golembe said.

Proximity to Metro Expands Customer Base

Proximity to the Metro system is important in Donohoe's site selection process. The company takes into account transit accessibility when determining a site's value. Moreover, Donohoe executives appreciate transit's influence on market conditions that are critical to locational decisions.

In fact, Arlington's market conditions are strengthening every year due to the expanding reach of the regional transit system. "It's not just people doing business in Arlington that stay in Arlington," said Golembe. "Now it's going to be

D.C., Fairfax, Falls Church, Tysons Corner and Alexandria. People work in all these places, yet they stay in Arlington. That helps the market, and it's what our ownership is going to look at first and foremost. Transit completely plays into that.”

“You don’t have to live within a couple blocks of the hotel and walk to work or have a car. You can live in Maryland and take the Metro into Arlington, if that’s what you choose to do .”



Michael Golembe
General Manager
Ballston Residence Inn

In addition to enlarging the universe of potential hotel guests, proximity to the Metro system offers other financial advantages. “There’s not a direct correlation to room rates, but transit access definitely plays into the overall market strength,” said Golembe. “We can’t say we’re 50 feet from the nearest Metro station so we’re going to charge an additional \$5 for a room, but if the overall market is stronger, you can push for a higher rate.”

Donohoe’s Ballston and Courthouse hotels – both Residence Inns with identical amenities and rooms – are only one mile apart. Yet Courthouse, in Golembe’s estimation, is a stronger market. This enables the Courthouse Residence Inn to command a \$4 premium. “They command this higher rate due to being in the ‘city center’ of Arlington, which is more of a hub. The Courthouse location literally sits right on top of the Metro station,” Golembe said. Compare this to Ballston, where the Residence Inn is three blocks from the Metro station and

the neighborhood is perceived as more of an outlying area. This slightly weaker market does not allow for the same room rate.

Another financial implication of hotel location is the effect of transit access on employee and guest parking. Many guests drive to Donohoe’s Arlington hotels, where parking is less expensive than in Washington, D.C. Having parking spaces available for hotel patrons not only makes stays easier and more convenient, it also generates revenue for the hotel. Being near Metro means hotel employees don’t need as many parking spaces. Associates may park for free at the Residence Inn, but “if the hotel runs out of guest parking, associates will be asked to move their cars to make room,” said Golembe.

Attracting and Retaining a Qualified Workforce

Having hotels close to the transit infrastructure improves Donohoe’s ability to “attract the best and most capable employees” no matter where they live, said Golembe. “Transit allows us to broaden our reach for our associates....You don’t have to live within a couple blocks of the hotel and walk to work or have a car. You can live in Maryland and take the Metro into Arlington, if that’s what you choose to do.” Just 31 percent of the Ballston Residence Inn workforce live in Arlington County. Access to transit bolsters the hotel’s ability to compete for and retain.

Donohoe’s internal transit-promotion strategy – modest employer-provided incentives that encourage associates to use transit, as well as an awareness-building process that begins during job interviews and continues during new employee orientations – is yielding impressive results. At Golembe’s Residence Inn in Ballston, 64 percent of the workforce commutes via transit. An additional 27 percent carpools or vanpools and one employee uses the Capital Bikeshare program. Given the encouraging numbers, Donohoe actively is exploring a company membership in the bike-sharing program. This would encourage associates to cycle to work and help address the so-called “first-last mile” challenge of getting commuters from home to transit and from transit to their final destination.

Partnering with Transit Experts

With the majority of associates taking transit, and 22 percent using a combination of transit services, expanding options is part of Donohoe's employee-appreciation strategy. Golembe works with Arlington Transportation Partners, local specialists in transportation demand management (TDM). The organization, which helps businesses and communities improve their transportation and commuter benefits, is helping Donohoe implement bike-sharing. The company recognizes that transit options are integral to keeping its associates happy and happy employees work harder, said Golembe. "Initiatives like Capital Bikeshare demonstrate how much Donohoe values associates," he added. The company doesn't

mind incurring minimal costs "if it means keeping associates part of the team for years to come."

Donohoe's partnership with Arlington Transportation Partners was vital "in getting the word out there" to both employees and customers, said Golembe. And there's need for TDM expertise in the future. Metrorail's expansion will be critical in advancing economic development in the region, he added. Additional surface transportation options – such as an Arlington-specific shuttle service – would attract more people to the area, providing travelers with another quick and easy transportation alternative in addition to the widely used Metro system, according to Golembe.



Proximity to transit ranks high among factors Donohoe uses to determine where to build hotels. Its Residence Inn in is a three-block walk from Ballston Metrorail Station.

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ACCESS TO EDUCATION



George Mason University

George Mason University has alleviated traffic congestion, despite 25 percent growth in its student population over the past decade. The percentage of students purchasing parking passes dropped from 64 to 54 percent, as they took advantage of shuttle and transit services and enhanced bicycling options. GMU relies on existing transit services – such as the City of Fairfax CUE bus, free to enrolled students – and an outsourced shuttle program – connecting students to Metro stations, malls and its other campuses – to reduce the need for additional, debt-generating parking infrastructure. New housing, located on the campus perimeter, encourages students to explore nearby retail.

With nearly 34,000 students and an estimated staff of 6,500, George Mason University is the largest research university in Virginia. The school has experienced tremendous growth since opening its doors as a branch of the University of Virginia 58 years ago. After becoming an independent university in 1972, Mason expanded its reach across Northern Virginia, opening satellite campuses in Prince William and Arlington counties as well as a site in Loudoun County. Although housing was constructed during this process, the majority of students continue to live off campus. Consequently, transportation to, from and within the university's campuses and its surrounding communities remains a topic of discussion among university leaders. The mobility needs of students, faculty, staff, visitors, and event patrons is a priority for the school.

Mason's main campus is located near the intersection of Route 123 and Braddock Road, one of the most congested intersections in Fairfax County. As with most Northern Virginia municipalities, mobility is restricted during peak commute times, making access to the campus by car difficult and limiting parking spaces. With Northern Virginia growing at a faster pace than the rest of the nation, regional infrastructure improvements are unlikely to keep pace with this

growth, according to Josh Cantor, the university's director of parking and transportation.

Taking a Comprehensive Approach

Mason's 2011 Master Transportation Plan addresses these issues. The plan includes a comprehensive, research-based inquiry into the university's transportation challenges, tackling both infrastructure and budgetary concerns. As a result, Mason has begun implementing \$116 million in transportation infrastructure and program investments, including several large-scale projects that will require financing from the university. These improvements are distinct from those proposed by partner agencies, including the Virginia Department of Transportation, Fairfax County and Fairfax City.

Additionally, the plan outlines several small but vital projects, including intersection modifications, parking-management and transportation demand management programs, pedestrian and bicycle system improvements, and new transit operations.

Mason's current and future plans are empirically informed through the use of casual tracking studies—namely, tracking the number of students and staff who purchase parking



Mason Shuttles connects students to Metro and the school's three campuses.

permits. According to Cantor, about 54 percent of students buy parking passes, a sharp contrast to the estimated 64 percent that did so 10 years ago. During this time, however, the population of students has increased by 25 percent, illustrating the effectiveness of the school's ongoing transportation demand management efforts to reduce traffic and keep Mason ahead of the curve.

Forgoing Parking

Many Mason initiatives have maximized the university's return on transportation investments. While the school relies on state funding for core construction projects – such as academic buildings and administrative offices – parking infrastructure built specifically for Mason is not covered under state and federal subsidies. Instead, Mason depends on parking revenue, student fees, and privately funded bonds for university-related parking projects. To help mitigate the sizable debt resulting from such funding, the university allocates a quarter of its transportation budget to programs designed to reduce demand for parking, remedy traffic congestion and stimulate the local economy, according to Cantor. With limited land resources on Mason's already crowded campuses, these transportation demand management programs allow the university to forgo expensive construction programs in favor of innovative solutions, often relying on the area's existing transit infrastructure. An example of this initiative is Mason's partnership with local transit providers.

Offering Alternatives

Mason offers a variety of shuttle-based services to connect students with local transit providers. Students at the Fairfax campus may ride the City of Fairfax CUE bus for free with their student IDs, allowing them to connect to the Metrorail system via the Vienna Station on the Orange Line. Mason has contracted out shuttle services to Reston Limousine, a women- and minority-owned Virginia company. Mason Shuttles currently has six routes, which provide direct connections from the main campus in Fairfax to the Vienna Metrorail Station, Burke Center Virginia Railway Express Station, and the Science and Technology campus in Prince William County. Cantor explained that leveraging these existing transit infrastructure resources and outsourcing their shuttle program to a private service provider is more economical than building additional, debt-generating parking infrastructure, which claims scarce land resources.

A quarter of the overall transportation budget is now allocated to programs designed to reduce demand for parking, remedy traffic congestion and stimulate the local economy.



Josh Cantor
Director of Parking and
Transportation
George Mason University

To supplement these options and support students and staff members who choose not to drive to campus, Mason provides biking infrastructure. According to the school's latest parking guide, Mason has over 1,200 bike parking spots on campus as well as fix-it stations and new bike pumps. It was named a Bicycle Friendly University in 2010. Even with the constant improvements to and investment in bike-related services, Mason saves money with

these programs, according to Cantor. In 2009, Mason partnered with a Miami-based advertising agency to provide 10 large, covered bike shelters on the Fairfax campus. The agency paid for construction of the shelter in exchange for permission to sell ad space. Mason receives a portion of the advertising revenue and some ad space, which it uses to promote its transportation initiatives. That reduces the cost of expanding Mason's bike programs. On Mason's Arlington campus, a partnership with Capital Bikeshare allows for similar savings opportunities and seamless connections with local transit offerings.

Using Housing Placement as a Transportation Tool

This philosophy also is addressing the transportation needs of students in on-campus housing. Taking cues from a successful University of Maryland model, Mason constructed student housing on the outer perimeter of its campus. This arrangement encourages Mason's 6,700 student residents to use transit and shuttle services, reducing traffic in the surrounding area. The model directs student expenditures into nearby communities. Instead of shopping or dining on campus, students frequent independent businesses and restaurants, making Mason's presence economically advantageous to the community at large.



Mason provides 1,200 bike parking spots as well as fix-it stations and bike pumps.

Mason's efforts to decentralize will boost adoption of alternative means of transportation, said Cantor. As time goes on, each campus will either cater to the needs in its specific region, minimizing cross-campus travel, or provide seamless and easy transportation options. To ensure the effectiveness of these programs, Mason will continue to have a role in each jurisdiction's strategic planning process, maximizing return on investment while reducing negative community impacts caused by congestion. A recent land gift of 37 acres in Loudoun County sits adjacent to both Metrorail's Dulles Station, now under construction on the Silver Line, and Northern Virginia Community College (NOVA). This location will allow Mason to tap into NOVA's transportation programs, creating a partnership that will further showcase Mason's ability to turn spending into saving.



Transportation demand management programs allow Mason to forgo expensive parking construction.

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CONNECTED COMMUNITIES



Mill Creek Residential

With 90 percent of its Northern Virginia properties transit accessible, Mill Creek Residential ranks proximity to transit high in its site-selection process. Mill Creek's business model is based on a holistic understanding of community, including the mobility options that connect residents with jobs, schools, shopping and entertainment. Measurement tools, including a walkability index, allow the company to empirically and quantitatively assess potential sites. In partnership with WMATA, Mill Creek built a 2,000-space parking garage for commuters at the Dunn Loring Metro Station along with 628 homes and 125,000 square-feet of retail.

When Mill Creek Residential evaluates a development site in Northern Virginia, access to transit is critical to the site selection process. About 90 percent of the national developer's Northern Virginia properties are transit-oriented. Transit "is where demographic trends are going, where our residents are going, where our capital wants to invest. Therefore, it's where we focus our efforts," said Sean Caldwell, regional director for Mill Creek in Virginia and Washington, D.C. That appreciation of the market has allowed Mill Creek to contribute to the evolution of transit-oriented developments across Northern Virginia. The proximity of its developments to transit services is not the sole reason for Mill Creek's success. The company's business model is based on a holistic understanding of what makes a community truly connected to the mobility options that surround it.

Mill Creek's site evaluation process includes an in-house scoring system to determine a site's hypothetical value for investment. Aggregated from a variety of measurement tools and resources, including the "Walkability Index" from walkscore.com, Mill Creek's rating strategy allows the company to make empirical,

quantitative assessments of potential sites' strengths and weaknesses. Mill Creek's scoring system is influenced by a prospective site's potential to incorporate local transit services, a consideration that impacts property values and rental rates. Mill Creek also examines transportation services that it may need to provide to conveniently link its developments to transit in the area.

There is a direct correlation between a property's proximity to transit hubs and its estimated value, according to Caldwell. Mill Creek uses empirical state-of-the-market data to assess the value of individual units within a development. As a result of this analysis, Mill Creek has found that the relationship between transit access and property values is distance sensitive. "When we are under a half mile [from the transit hub], we attract residents to that location as there is still a Metro amenity. But when you get beyond a half mile, it's no longer very walkable," said Caldwell. Developments more than a half mile from transit require a supplemental transportation system, such as a private shuttle service. Both of Mill Creek's current projects, Avenir Place in Fairfax and Modera Tempo in Alexandria, illustrate this dynamic approach to addressing mobility

concerns for both residential and commercial tenants.

“Transit is where the demographics are trending, where our residents are going, where our capital wants to invest and, therefore, it’s where we focus our efforts.”



Sean Caldwell
Senior Managing Director
Mill Creek Residential

Recognizing the delicate relationship between a development’s proximity to transit services, property values and eventual demand, Mill Creek integrate its communities into transit networks, not just when properties are fully opened but during construction. Partnering with WMATA on the Avenir Place mixed-use development atop the Dunn Loring Metrorail Station, Mill Creek built a 2,000-space parking garage for the transit provider. From this public-private partnership, WMATA gained a new parking garage while Mill Creek secured the land rights for 628 homes and 125,000 square feet of retail.

Throughout construction of both the garage and the apartment/retail space, Mill Creek maintained transit access without interruption. “We had to keep 1,300 spaces continuously available. So we described this development as a very large Rubik’s Cube, where we would start construction on certain phases while continuously keeping 1,300 spaces available. We’d create a surface lot while building the garage, then move people back into the garage, and so on,” said Caldwell. Other pedestrian-oriented accommodations were made, insuring there were reasonable and safe walking paths alongside the construction site. With temporary bus lanes and drop-offs established onsite, interest from prospective tenants of Avenir

Place was uninhibited by construction, with the property 95 percent leased by completion of development’s first phase.

For developments constructed beyond or at the half-mile mark from transit, Mill Creek typically provides shuttle services between the property and the closest transit station in an effort to address the last-mile concerns of residents. Modera Tempo, an apartment community that opened in the fall of 2014, is located about four-tenths of a mile from the Van Dorn Street Metrorail Station. Consequently, Mill Creek provides a private shuttle to the station as an amenity for residents. Considering the high cost of operating such a service – up to \$100,000 annually – the region’s “secondary support system” of bus services is, in Caldwell’s opinion, a vital extension of the transit infrastructure, allowing the developer to avoid paying for necessary, but expensive, shuttle services.

Mill Creek places a higher value on below-grade, as opposed to above-grade, transit. Comparing Metrorail in Alexandria and Arlington, Caldwell noted that while development slowly but surely filled in around the above-grade system in Alexandria, progress could be slow. In contrast, he said, Arlington’s underground system completely revolutionized development along the Rosslyn-Ballston corridor, particularly over and adjacent to Metrorail stations. “The opportunity for a jurisdiction to make below-grade investment really does illustrate more value to capture than just the cost of going underground,” said Caldwell. It allows mixed-use development to occur freely without the hindrance of construction around the potentially cumbersome Metro infrastructure.



Mill Creek’s mixed-use Avenir Place sits atop the Dunn Loring Metrorail Station

Mill Creek Residential

Encapsulating Mill Creek's approach to development, Caldwell said, "In order to create a successful mixed-use development, you have to bring in retail experts, WMATA experts, and other experts to truly collaborate and make sure different uses can properly co-exist. In the end, when these uses play off each other, they all do better than they were on their own. For example, this was a surface parking lot, but now it's a 2,000-car garage with all of these uses around it. Now WMATA is going to do much better. We are going to do much better. Retail is going to do much better. Everyone is set to win if you allow each to individually succeed."



Mill Creek's mixed-use Avenir Place at the Dunn Loring Metrorail Station is a live-work-play, transit oriented development



Mill Creek's Modero Tempo is a mixed-use community in Alexandria

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INSTILLING A NEW COMMUTING MINDSET



Public Broadcasting Service

The relocation of its offices in 2006 gave PBS the opportunity to change its corporate commuting culture. By implementing a tiered rollback of its employer-provided parking benefit and actively promoting Crystal City's transit-rich environment, PBS experienced substantial savings. Today nearly half of its employees are enrolled in the organization's commuter benefits program, which allows employees to pay for qualified transit services on a pre-tax basis. Driving remains an option, as employees can manage their benefits online and apply their pre-tax dollars to the area's metered and commercial parking locations. PBS is a corporate partner of Capital Bikeshare, with close to 20 employees participating in the bike-sharing program.

The Public Broadcasting Service (PBS), the nation's leading nonprofit television broadcast company, offered parking at no cost to employees when the organization relocated to Alexandria. Although transit served PBS's Alexandria headquarters, a majority of employees commuted alone. When PBS relocated to Crystal City in 2006, it met these employee transportation challenges head on, implementing a tiered rollback of the employer-provided parking benefit while actively promoting the transit-rich environment of its new worksite through incentives that employees could use for transit.

The former PBS headquarters in Alexandria was adjacent to the Braddock Road Metrorail Station on the Blue and Yellow lines. Metrobus and DASH bus served the station. The company's offer of free on-site parking proved too powerful a draw for a workforce already accustomed to commuting by car. To avoid renting additional employee parking spaces, PBS considered charging employees, said Blanca Gonzalez Karim, a PBS human resources representative. Employees reacted negatively. So, the company maintained its free parking policy, renting additional employee parking spaces as needed.

The turnaround came when PBS moved to Crystal City. Though the company considered locations in Washington, D.C.; Alexandria; Fairfax County; and Silver Spring, MD – and was courted by economic development authorities in each jurisdiction – it chose Crystal City due to its proximity to Reagan National Airport, the Capitol, major retailers, area attractions and, most importantly, transit options.

To ease the workforce's transition, PBS phased in parking fees over its first three years in Crystal City. In year one, PBS provided free parking upon request to all employees. In the second year, the company covered half the cost and by the third year employees were responsible for their parking costs. Phasing out employer-paid parking at PBS saved the company a substantial amount of money. This phase out allowed PBS to reallocate funds and gave the company time to evaluate how to best utilize Crystal City's rich transit-infrastructure.

In tandem with the phase-out of free parking, the company started promoting the use of nearby transit services and began including this information in its new employee orientation. Today nearly half of PBS's Crystal City employees are enrolled in the organization's

pre-tax commuter benefits program, according to Gonzalez Karim. While the nonprofit organization is unable to fully subsidize employee transit use, the program allows employees to pay for qualified transit services on a pre-tax basis. The program isn't limited to Metro. Employees can self-manage their benefits online through WageWorks, applying their pre-tax dollars to their transit preferences. PBS, a corporate partner of Capital Bikeshare, has close to 20 employees that actively use the bike-sharing program. Gonzalez Karim pointed out their focus on transit and modest transit incentives are striking a chord with new employees, too. "When we interview candidates," she said, "there is always discussion about our proximity to mass transit and parking costs."

As Crystal City considers additional transit options – such as dedicated bus lanes, new Metrorail stations and expanded VRE service –

“When we interview candidates, there is always discussion about our proximity to mass transit and parking costs.”

**Blanca Gonzalez Karim
Human Resources Representative
Public Broadcasting Service**

PBS is positioned to take full advantage, according to Alan Haskel, the company's Director of Administration. While locating in Crystal City has allowed PBS to take full advantage of the region's mobility choices, eliminate costly employee parking and strengthen employee recruitment and retention capabilities, it also will provide the company with new travel options in the future.



2100 Crystal Drive, home to PBS, features amenities and easy access to transit.

TOD & COMMUTER RAIL IN THE EXURBS



SunCal

A new VRE station, the result of a public-private partnership, sets Potomac Shores apart from other Prince William County communities. A \$20-million investment by developer SunCal leveraged other funds, allowing for development of the Potomac Shores station. Scheduled to open in 2017, the station is a five- to seven-minute walk from the center of this pedestrian-friendly, mixed-use, transit-oriented community. The station is strategically located so that those walking to catch a train will pass through a commercial and retail district featuring a world-class resort, restaurants and other amenities. Bus service, parking, and bicycle racks and lockers will make the station accessible to those living outside Potomac Shores' Town Center.

With a Virginia Railway Express (VRE) station as its focal point, Potomac Shores will provide a valuable community resource while capitalizing on the desire of many commuters to live near transit. The station is strategically located so that residents in the community's town center have a short walk – past retail and restaurants – to catch the train. The idea, according to developer SunCal, is to create a compact, pedestrian-friendly community with more travel options than are typical in suburban Prince William County. An extensive network of sidewalks and trails will link neighborhoods to the town center, and bus stops are planned throughout the community.

SunCal, one of the largest real estate development companies in the U.S., specializes in large-scale, mixed-use master-planned communities. Based in Irvine, California, the company bought the 1,920-acre property on the banks of the Potomac River in 2011. Potomac Shores will have many of the desirable characteristics of a classic suburban-styled community, as well as the transit infrastructure and amenities typically associated with a more urban, mixed-use and transit-oriented development.

While SunCal has extensive experience planning and developing urban mixed-used communities with transit options, it has found far fewer opportunities to create a transit-rich community in a suburban setting, according to Eddie Byrne, SunCal's vice president of project management for Potomac Shores. Potomac Shores is the rare transit-oriented, large-scale suburban development in SunCal's portfolio. The developer's investment in Virginia speaks to the competitive advantages the Commonwealth enjoys from its existing transit infrastructure and plans to expand it, he said.

SunCal's Investment

SunCal will invest \$20 million into the Potomac Shores VRE station, which is scheduled to open in 2017. Groundbreaking took place on July 31, 2014. Governor Terry McAuliffe hailed the new VRE station as a critical part of his administration's transportation agenda and an example of collaboration between the Commonwealth and private sector partners. Acknowledging the economic benefits of expanding Virginia's transit infrastructure, McAuliffe said, "A robust, effective transportation system is key to ensuring that Virginia can compete in a 21st century economy."

Whenever SunCal considers a site for development, it analyzes the area's established community needs and what they can do to meet those needs. "We read the community's written planning documents and speak with community leaders so that we can align our proposals with the community's goals," said Byrne. In the case of Potomac Shores, community needs and economic interests focused attention on the region's transportation challenges.

"SunCal's investment in the VRE station significantly distinguishes Potomac Shores from other communities and creates an environment for distinctive businesses and activities that will benefit the larger community, as well as the community developer, in the long run."



Eddie Byrne
Vice President of Project
Management for Potomac
Shores
SunCal

When proposing Potomac Shores, SunCal committed to build a VRE station in the community. This both addressed a community need and gave VRE and Prince William County the opportunity to leverage SunCal's \$20 million investment. Railroad and county officials were able to tell other funding sources that their contributions would be leveraged dollars. Neither Prince William County nor VRE had to contribute to the commuter rail station's construction. Leveraging SunCal's investment will help fund improvements at other VRE stations on the Fredericksburg line, while accelerating the project completion schedule at Potomac Shores. SunCal's commitment to the

station and pledge to strategically position it within the town center, allowed "VRE and the county to change the 'dotted' proposed line to a solid 'confirmed' line sooner rather than later," said Byrne.

"When our company acquired this property, one of our priorities was to create a transit-oriented development," said Byrne. "We made some adjustments to previous plans. And, the county's 2013 approval of a zoning amendment and special use permit allowed us to concentrate retail, hotel and office uses in town center. But above all, this is a TOD community because of the inclusion of the VRE station in town center."

"Prince William County has been working closely with VRE, CSX and SunCal to bring this new rail station to our county," said Maureen Caddigan, Potomac District supervisor for Prince William County. "It's an ongoing effort that has taken many years and we are extremely pleased that the project has reached this major milestone toward becoming a reality."

The station itself will sit atop a bluff overlooking the Potomac River. Commuters will take an elevator or stairs down to the boarding platforms to catch northbound or southbound VRE trains on the tracks below. The 3.7 million square feet of commercial space, including a world-class resort, will cluster restaurants, retail businesses and other employers within a five-minute walk of the station.

To increase capacity at the station's parking facilities and offer alternatives to driving, bike amenities are planned. Bike racks will be



A golf course is one of many amenities at Potomac Shores.

available in the station's surface parking lot and bike lockers will be available when an enclosed parking garage is built. Though paid parking initially was proposed, the new VRE station will offer free parking to boost retail traffic to the neighboring town center. When this lot reaches capacity, off-street parking will be available throughout the community, which will also generate foot traffic to the community's retailers.



Aerial view of Potomac Shores.

Potomac Shores residents who do not travel on VRE will be able to utilize the region's transportation infrastructure, including the I-95 express lanes. Employers within the community will be both attractive and accessible to the region's workforce, said Byrne, with the corporate campus in close proximity to both commuter rail and the area's improving roadways.

Looking Ahead

Conceding that VRE has some capacity and service-area limitations, Byrne pointed to VRE's long-range plan to both expand the service and intensify the frequency of bi-directional stops. Goals for VRE's System Plan 2040 include improving and expanding service for current passengers, addressing emerging ridership markets, and advancing VRE's role as part of a multimodal regional mobility network. Over the next 25 years, VRE is positioned to more than double its ridership. Expanded VRE service will be vital in marketing the Potomac Shores community, said Byrne.

Byrne described SunCal's potential return on investment in the Potomac Shores VRE station as "very indirect" but added that the VRE station

will make the site more attractive "because access to transit is a key feature in a location search criteria." Such access can bring thousands of people through an appealing community every day, he said, and SunCal can "inform a large number of potential residents, who wouldn't have thought otherwise, to consider a new home that offers a very attractive commuting option."

Potomac Shores' retailers also will benefit. The hope is that those walking by businesses on their way to and from the VRE station will stop to shop. "There is not an immediate return on the investment. But SunCal's investment in the VRE station significantly distinguishes Potomac Shores from other communities and creates an environment for distinctive businesses and activities that will benefit the larger community, as well as the community developer, in the long run."

Looking ahead, bus rapid transit service on Route 1 connecting Quantico and Ft. Belvoir will benefit the region and enhance its competitiveness, said Byrne, noting that he also would like to see better integration of the region's park-and-ride lots into the transportation infrastructure and smartphone apps that help travelers determine train arrivals and parking availability.



VRE will begin stopping at the Potomac Shores station when it opens in 2019.

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TRANSIT OPTIONS FOR HOME & OFFICE



Vornado/Charles E. Smith

Early to embrace transit-oriented development, Vornado/Charles E. Smith estimates that roughly 95 percent of its properties are within close proximity of one or more transit services. The opening of the Wiehle-Reston East Station on Metrorail's Silver Line added three other Vornado buildings – part of the 400,000 square-foot Commerce Metro Center in Reston – to its list of transit-accessible properties. The center's commercial tenants are now using proximity to transit as a recruiting tool for new employees. Vornado has 24 office buildings in Crystal City, all of which offer transportation alternatives, such as Metrorail, VRE, bus, Capital Bikeshare and ZipCar. These alternatives have allowed Vornado to reduce the amount of required parking.

It's "a marathon, not a sprint," said Mitch Bonanno describing Vornado/Charles E. Smith's investment in transit-accessible office properties in Arlington. The company, which has an "extremely high" and long-term commitment to transit-oriented development (TOD), recognizes the importance of the existing regional transit infrastructure in attracting tenants, according to Bonanno, Vornado's senior vice president and director of development. He estimated that about 95 percent of the company's properties are TOD and recalled only two property complexes within Vornado's portfolio that are not in close proximity to the region's transit infrastructure.

Vornado's long-term approach is paying off with its Commerce Metro Center office complex in Reston. The center's three buildings, constructed from 1985 to 1989, provide nearly 400,000 square feet of space. Until recently, the office buildings were not transit accessible. That changed when WMATA opened a Silver Line Metrorail station at Wiehle-Reston East on July 26, 2014. Patience, it's said, is a virtue and today Commerce Metro Center's tenants are at the doorstep of the new Metrorail station.

Commerce Metro Center is the only property Vornado owns in Reston. "We think the transit-oriented locations have a long-term benefit for office properties, but have noticed transit has an immediate appeal for residential tenants," said Bonanno, pointing to commercial office tenants' tendency to have five- to 10-year lease obligations, compared to yearly leases among most apartment residents. Despite this difference, the benefits of easy access to the Silver Line are clear to Vornado's commercial tenants, many of which promote their proximity to transit as a recruiting tool for new employees. Proximity to the Silver Line also makes it easier for visitors to access to the office complex.

These benefits will not impact Vornado's bottom line immediately, according to Bonanno. "The benefit of being close to transit is immediate, but the financial results take time," he said, adding that Vornado's multi-year lease agreements with many tenants cause office rents to trend with the market a bit more slowly over time. Although Metro gives Vornado's properties an advantage over those of others, Bonanno said that "as far as affecting 'day-one' pricing, it doesn't change for space that's under a long-term lease. Over time, however, transit-accessible properties tend to trend more positively than others."

Concentrated Development in Arlington

Vornado owns a number of flagship office buildings in Arlington County that are served by Metrorail. These include Courthouse Plazas I and II, directly across the street from the Courthouse Metro Station. The company has 24 office buildings in Crystal City, all of which offer an array of transportation alternatives to driving a single-occupant-vehicle. There's access to Blue and Yellow Line Metrorail service VRE, bus, Capital Bikeshare and ZipCar. Additionally, providing an appropriate mix of office and residential uses allows people to live where they work, eliminating commuting. The proximity of Vornado's buildings to transit reduces the amount of parking spaces tenants require.

“We think the transit-oriented locations have a long-term benefit for office properties, but have noticed transit has an immediate appeal for residential tenants.”



Mitch Bonanno,
Senior Vice President and
Director of Development
Vornado/Charles E. Smith

“The Crystal City modal split of single occupant vehicles to all other means of travel is about 50 percent, the best modal split in Northern Virginia. As long as we continue to offer attractive alternatives to driving alone, when we build new developments, Vornado can justify a lower parking ratio,” said Bonanno.

Angela Fox, president and CEO of the Crystal City Business Improvement District (BID), supported this view. “Crystal City’s transportation assets have always led the region,” she said. “Where else can you just as

easily walk to a major airport as take a quick train to the U.S. Capitol?”



Al fresco dining is just one of the amenities that tenants of Vornado's transit-accessible buildings enjoy.

To Bonanno, the more alternatives to solo driving, the better. Car2go, a highly successful car-sharing service in Washington, D.C., is crossing the Potomac River and expanding into Crystal City. Car2go's expansion was made possible through a Vornado-Crystal City BID partnership that created a new area for the car-sharing service in the heart of Crystal City. Now the region's more than 33,000 members can make one-way trips to D.C. or Northern Virginia, picking up or dropping off their rented cars in Arlington. Acknowledging that ZipCar is “the predominant car-sharing company in the area,” Bonanno said that “it's always good to have competition and always good to have options.”

Commuter rail services like Metrorail and VRE provide the greatest value, according to Bonanno. “Buses are great and serve an important purpose, but Metro is what we truly look for as other services fill in the pieces between Metro availability,” he said.

Vornado's transit-friendly orientation also applies to its residential properties located in many of the most sought-after, vibrant urban neighborhoods in D.C., Crystal City, Pentagon City and Rosslyn. All of its apartment residences are close to Metro and often are proximate to commuting alternatives, including bus, Capital Bikeshare car-sharing programs.

Vornado emphasizes the mutually beneficial relationship between its commercial and residential properties. A passage on the company's website states, "All of our apartment residences are close to Metro, attractions, business centers and amenities." Bonanno seconds this claim. "Vornado makes efforts to build a community," he said, adding that the company works to ensure its commercial tenants have transit-accessible residential properties nearby.

Promoting "walkability scores" and Metro accessibility are part of Vornado's pitch to residential prospects. "Renting an apartment involves a lot of individual choice and Vornado uses the score to help quantify the amenities of a residential location. It's a fairly new system. However, so many ... tenants are more interested in specific information, like the nearest Metro station," said Bonanno.

Future Transit Projects

"It's very hard to play catch up with transit, so it's something we need to think about all the time," said Bonanno, whose priorities include addressing Metrorail's congested Rosslyn tunnel between Virginia and D.C., continuing funding for Metro and ensuring that the Metrorail system operates at a high-quality level.

Bonanno said Virginia's ongoing investments in transit help make the entire region more competitive. Development of the Metro in Arlington is what drove concentrated development in the specifically planned metro station areas and continued investment in transit is a major factor guiding development and growth along these corridors, he said. From Bonanno's perspective, there is no doubt that Northern Virginia's transit-rich infrastructure provides a competitive advantage over other areas in the capital region.



2100 Crystal Drive in Crystal City is home to transit-savvy businesses, such as the Public Broadcasting Service, retail and restaurants. It's served by bus and the Crystal City Metro Station is within walking distance.

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APPENDIX I FLYER



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The Northern Virginia Transportation Commission presents



Transit Means Business

Forum on May 8, 2015

Greensboro Conference Center
McLean, Virginia 8:30 am - 12:00 pm

REGISTER HERE

Featuring

U.S. Deputy Secretary of Transportation Victor Mendez

Virginia Secretary of Transportation Aubrey Layne

U.S. Senator Tim Kaine

U.S. Representative Gerry Connolly, Don Beyer & Barbara Comstock

Plus members of the Virginia General Assembly and experts from George Mason University, Virginia Tech, Southeastern Institute of Research, Eno Transportation Foundation, American Public Transportation Association, as well as directors of area economic development agencies

Learn from business leaders and researchers how transit is a key ingredient for economic competitiveness.

Friday, May 8, 2015
8:30 am - 12:00 pm

Registration starts at 8:00 am



Greensboro Conference Center
Lincoln Property Center
1710 SAIC Drive, McLean, Virginia
On the Silver Line!

Presented in partnership with the Alexandria Chamber of Commerce ● Fairfax County Chamber of Commerce ● Falls Church Chamber of Commerce ● Greater Springfield Chamber of Commerce ● Tysons Partnership ● Dulles Corridor Rail Association ● Greater McLean Chamber of Commerce ● Dulles Area Transportation Association ● Greater Reston Chamber of Commerce ● Loudoun County Chamber of Commerce ● Committee for Dulles ● Mount Vernon-Lee Chamber of Commerce ● Arlington Chamber of Commerce ● Northern Virginia Transportation Alliance ●

For more information and to register, go to:

www.NoVaTransit.org

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APPENDIX II

AGENDA



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Agenda

May 8, 2015 8-11:30 a.m.
Greensboro Conference Center in McLean, Virginia

8 a.m.
Registrations
Coffee

Research Reception

View research and technology reports along with visualizations about what transit means to business and the economy. Research posters will be on display and copies of reports will be available in the foyer. Researchers will be on hand to answer questions and discuss their findings. Businesses that are subjects of case profiles are invited to participate.

Research exhibits include:

<i>Transit & Economic Competitiveness</i>	GMU Center for Regional Analysis
<i>Silver Line: Early Returns on Investment</i>	WMATA
<i>Transit and Jobs</i>	Virginia Tech/NVTC
<i>ROI of Transit Investment</i>	American Public Transit Association
<i>Virginia Transit & Business Profiles</i>	Southeastern Institute of Research

8:30 a.m.
Opening

State and Federal Perspectives on Transit and Economic Competitiveness

Opening Remarks

Hon. David F. Snyder, NVTC Chairman and Vice Mayor of City of Falls Church

Welcoming Remarks and Introduction of Speaker

Hon. Catherine Hudgins, Member, NVTC and Fairfax County Board of Supervisors

Transit and Economic Competitiveness in Virginia and Northern Virginia

Virginia Transportation Secretary Aubrey Layne

Global Competitiveness and Transit

U.S. Representative Donald Beyer

Virginia as National Leader in Transit/Federal Commitment to Transit

U.S. Deputy Transportation Secretary Victor Mendez

9 a.m.
Panel Discussion

What Transit Means for Business

Transit = Access

Strong Transit = Strong Economic Competitor

Being globally competitive requires a high quality, high capacity, world-class transportation system. Increasingly, location, location, location means proximity to Metrorail, BRT, and commuter rail with frequent, reliable service. Businesses, in order to thrive, need access to the employees, customers, investors and amenities that transit provides.

**9 a.m.
Panel Discussion
(continued)**

- Moderator: •Robert Puentes, Senior Fellow and Director of Metropolitan Infrastructure Initiative, Brookings Metropolitan Policy Program
- Panelists: •Mark Carrier, President, B.F. Saul Company Hospitality Group
•Terry Clower, Northern Virginia Chair, Professor of Public Policy, Deputy Director of Center for Regional Analysis at George Mason University
•Shyam Kannan, Managing Director of the Office of Planning, Washington Metropolitan Area Transit Authority
•Maggie Parker, Director of Communications and Community Outreach, Comstock Partners, LC
•Buddy Rizer, Director, Loudoun County Department of Economic Development
•Brian Smith, Assistant to the President for Organizational Support, Hampton Roads Transit

**10 a.m.
Roundtable
Discussions**

Formulating an Action Plan

Roundtable participants will focus on two questions:

- What does transit mean to your business or for economic competitiveness of your community?
- What are the next steps for making an effective case for what transit means to business?

Roundtables feature a mix of local, state and federal elected and appointed officials, presidents and CEOs from area chambers of commerce and corporations, and transportation and economic development agency directors in order to harness a variety of expertise and experience. Facilitated by NVTC Commissioners, the roundtables will be staffed by a rapporteur who will gather comments, thoughts and ideas for proceedings or a report to be issued after the forum.

Charge to Roundtable Participants

U. S. Senator Tim Kaine

**11 a.m.
Closing Remarks**

Where Do We Go from Here?

Closing speakers will highlight lessons learned, areas for additional research, and the importance of creating a network of businesses to build and sustain high-quality transit.

Summation

U.S. Representative Gerald Connolly

Closing Remarks

Hon. Sharon Bulova

Adjournment

Hon. David F. Snyder



APPENDIX III SPEAKERS





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Speaker and Panelist Bios

Donald Beyer

Congressman Beyer, a first-term term U.S. Representative from Virginia's 8th District, represents Arlington, Alexandria, Falls Church and parts of Fairfax County. He serves on the House Committee on Natural Resources and is a member of the New Democrat Coalition. He was the lieutenant governor of Virginia from 1990 to 1998 and Ambassador to Switzerland and Liechtenstein under President Obama. Rep. Beyer's signature work as lieutenant governor included advocacy for Virginians with disabilities and ensuring protections for Virginia's most vulnerable populations. Rep. Beyer was Virginia's Democratic nominee for governor in 1997. After leaving office, Rep. Beyer spent 14 years as chair of Jobs for Virginia Graduates, a highly successful high school dropout prevention program, and was active for a decade on the board of the D.C. Campaign to Prevent Teen Pregnancy. As chair of the Virginia Economic Recovery Commission, he helped pass permanent pro-business reforms and was co-founder of the Northern Virginia Technology Council.

Sharon Bulova

Chairman Bulova has served 27 years on the Fairfax County Board of Supervisors. She was elected chairman in 2009. Mrs. Bulova is a founder of the Virginia Railway Express and has served on the VRE Operations Board since its inception in 1989. She was appointed by former Governor Mark Warner to chair the Governor's Commission on Rail Enhancement for the 21st Century in the Commonwealth of Virginia, which has resulted in effective partnerships for investments in rail to fund projects (both freight and passenger) that have a significant public benefit. Mrs. Bulova was appointed by the Metropolitan Washington Council of Governments (MWCOG) to chair the Greater Washington 2050 Initiative, culminating in the Region Forward Compact among COG's 21 participating jurisdictions. Region Forward promotes better regional planning and smart growth strategies. She is a member of the MWCOG's Air Quality Committee and Development Planning Committee, Northern Virginia Regional Commission and Northern Virginia Transportation Authority. She has been a NVTC Commissioner since 1988.

Mark G. Carrier

Mr. Carrier is the senior officer of the B. F. Saul Company Hospitality Group. The B. F. Saul Company is a privately held diversified real estate and banking concern based in the Washington DC area. The Hospitality Group owns and operates a portfolio of 19 business class hotels, which are affiliated with Intercontinental Hotels Group, Marriott and Hilton and The Hay-Adams. The Hospitality Group generates \$140 million in revenue and employs 1,350 team members in the operation and management effort. Carrier's leadership responsibilities for the B. F. Saul Company include strategic direction, overall operational leadership, acquisition and development of properties, long term financial and capital planning along with the development and implementation of corporate policies, procedures and management systems. He represents the company in relation to lenders, franchisors, clients, governmental agencies and industry associations. Serving on Fairfax County's Economic Advisory Council he provides representation of hospitality interests to that body. He also serves as a member of the Dulles Corridor Rail Association Board of Directors and is the chairman of the Tyson's Partnership.

Terry L. Clower

Dr. Clower is Northern Virginia chair and professor of public policy at the School of Policy, Government and International Affairs at George Mason University. He also is deputy director for GMU's Center for Regional Analysis. The center provides economic, housing, and public policy research services to sponsors in the private, non-profit and public sectors. Prior to joining GMU, Dr. Clower was director for the Center for Economic Development and Research at the University of North Texas. He also has substantial private industry experience in logistics and transportation management positions. Dr. Clower has authored or co-authored over 120 articles, book chapters, and research reports reflecting experience in economic and community development, economic and fiscal impact analysis, transportation, land use planning, housing, and economic forecasting. Dr. Clower has been a principal investigator or co-principal investigator on more than \$2.8 million in funded research, including \$1.8 million since 2009.

Barbara Comstock

Congresswoman Comstock was elected in 2014 to represent Virginia's 10th Congressional District. She currently serves on the Transportation & Infrastructure Committee; Science, Space & Technology Committee, where she is chairwoman of the Subcommittee on Research and Technology; and the House Administration Committee. Rep. Comstock served in the Virginia House of Delegates from 2010 to 2015 and is a 30+ year resident of McLean. She began her career in public service first as a senior aide in the 1990s to Virginia Congressman Frank R. Wolf, who represented Virginia's 10th Congressional District. Rep. Comstock eventually was recruited to serve on the House Government Reform and Oversight Committee, where she became chief counsel and led hearings and oversight of investigations into waste, fraud and abuse. She was a NVTC Commissioner from 2010-2013.

Gerald E. Connolly

Congressman Connolly is in his fourth term in the U.S. House of Representatives serving Virginia's 11th District. He serves on the House Committee on Oversight and Government Reform and the House Committee on Foreign Affairs. Prior to his 2008 election to Congress, Connolly served 14 years on the Fairfax County Board of Supervisors, including five years as chairman. Rep. Connolly is a results-oriented legislator who gets things done for his Northern Virginia district. He is a former member and chairman of the Northern Virginia Transportation Commission, Northern Virginia Transportation Authority, Northern Virginia Regional Commission, Metropolitan Washington Council of Governments, and Virginia Association of Counties. Rep. Connolly's efforts to promote transit in Fairfax and throughout the region have been recognized with the Virginia Transit Association's Outstanding Contribution by a Public Official Award and the American Public Transportation Association's Local Distinguished Service Award.

Kelley Coyner

Appointed in 2013, Ms. Coyner is executive director of the Northern Virginia Transportation Commission. She is a lecturer and researcher at leading universities in the fields of transportation and infrastructure investment and a member of the Eno Foundation Board of Advisors. Ms. Coyner has a long history in the transportation field including service as the Administrator of Research and Special Programs at the U.S. Department of

Transportation. Prior to NVTC, Coyner worked to ensure transportation in the National Capital Region was safe and secure during any kind of emergency and was an expert advisor to the National Academy of Sciences on transportation and national security issues. A native Texan, Ms. Coyner earned a Bachelor of Science in Foreign Service from Georgetown University and a law degree from University of Virginia. She clerked for the Hon. George P. Kazen, Federal District Judge, Southern District of Texas.

Catherine M. Hudgins

Ms. Hudgins was elected to the Fairfax County Board of Supervisors, representing the Hunter Mill District, in 1999. Currently, she chairs the Human Services and the Housing and Community Development Committees. Supervisor Hudgins is a smart growth advocate and works to obtain mix use development that integrates the environment, transportation and housing with the goal of creating sustainable communities. She has been honored for her leadership and work in transportation, mental health and affordable housing, including recognition as the 2011 Public Official of the Year by Virginia Transit Association. Supervisor Hudgins serves on many regional and state boards and currently is second vice chairman of the Washington Metropolitan Area Transit Authority. She joined NVTC in January 2004 and served as chairman in 2010.

Tim Kaine

Senator Kaine has helped people throughout his life as a missionary, civil rights lawyer, teacher and elected official. He is one of 20 people in American history to have served as a mayor, governor and United States Senator. Sen. Kaine was elected to the Senate in 2012 as a can-do optimist skilled in bringing people together across old lines of party, race or region. In the Senate, he serves on the Armed Services, Budget, Foreign Relations and Aging Committees and is Ranking Member of the Armed Services Readiness Subcommittee. Sen. Kaine was first elected to office in 1994, serving as a city councilmember and then mayor of Richmond. He became lieutenant governor of Virginia in 2002 and was inaugurated as Virginia's 70th governor in 2006. During his tenure as governor, Virginia attained national recognition as the best state for business in America, the best managed state in America, and the state where a child is most likely to have a successful life.

Shyam Kannan

Mr. Kannan brings extensive planning and transit-oriented development experience in the public and private sectors to WMATA (Metro). At WMATA, he directs the authority's strategic planning efforts, called Momentum, as well as supervises long-range planning, sustainability, and smart growth. He has a particular interest in the economic benefits of transit as well as coordinating closely with the business community in the region. Active in the region's planning community, Mr. Kannan is a committee member of the Urban Land Institute and the Region Forward Coalition of the Metropolitan Washington Council of Governments, and an adjunct faculty member of Georgetown University. Mr. Kannan has a master's degree in public policy and urban planning from Harvard University and is a graduate of the University of Virginia.

Aubrey L. Layne, Jr.

On November 22, 2013, Governor-Elect Terry McAuliffe appointed Aubrey Layne as Secretary of Transportation for the Commonwealth of Virginia. He was sworn into office on January 12, 2014. As Secretary, Layne oversees seven agencies with over 10,000 employees and combined budgets of more than \$5 billion. Prior to his appointment, he represented the Hampton Roads area on the Commonwealth Transportation Board from 2006 until January 2014. Sec. Layne most recently served as president of An Achievable Dream Academy in Newport News, Virginia, a unique partnership between public schools and the local business community providing at-risk students with opportunities to succeed. Prior to joining An Achievable Dream, Sec. Layne was president and principal broker of Great Atlantic Properties. He joined the company in 1994 and was responsible for operational activities, new business acquisition, and capital improvement strategy. Before joining Great Atlantic, he held various positions at Hofheimer's Inc., ending his tenure there as president. Sec. Layne began his career as a certified public accountant with KPMG.

Victor Mendez

Mr. Mendez has served as the 20th U.S. Deputy Secretary of Transportation since July 30, 2014. As Deputy Secretary, Mr. Mendez is the Department of Transportation's chief operating officer, responsible for day-to-day operations of the 10 modal administrations and the work of more than 55,000 USDOT employees nationwide and overseas. Sec. Mendez is focused on ensuring the safety and efficiency of America's

transportation system, which plays a key role in economic development. Before becoming Deputy Secretary, Mr. Mendez was the administrator of the Federal Highway Administration, where he oversaw the agency's 2,900 employees in Washington and field offices across the country. While at FHWA, he parlayed his lifelong interest in innovation and technology into launching the Every Day Counts initiative, which gives states a range of tools and technologies to streamline construction projects and make them more cost effective. Before joining DOT, Sec. Mendez served as director of the Arizona Department of Transportation. He has more than 20 years of state DOT experience.

Maggie Parker

With over 25 years of experience in sales, marketing and communications, Ms. Parker manages all external communications for Comstock Partners, LC, a multi-faceted real estate development firm. Her focus is government, community and public relations. Prior to joining Comstock, Ms. Parker spent 20 years as a key consultant to several mixed-use projects. As a partner of the Reston Town Center management team, she was instrumental in creating the significant "sense of place." She orchestrated key relationships with community stakeholders, not-for-profits, tenants and merchants to maximize the media exposure and general outreach of the project. An active volunteer and fundraiser, Ms. Parker has raised millions of dollars for various charities in the Washington, D.C. region. She currently sits on the boards of the Greater Reston Chamber of Commerce, the Loudoun County Chamber of Commerce, the Dulles Corridor Rail Association and the Greater Reston Arts Center.

Robert Puentes

A senior fellow with the Brookings Institution's Metropolitan Policy Program, Mr. Puentes directs the program's Metropolitan Infrastructure Initiative. The Initiative addresses the pressing transportation and infrastructure challenges facing cities and suburbs in the U.S. and abroad. Mr. Puentes' work focuses on policies and issues related to metropolitan growth and development, including transportation and infrastructure, urban planning, growth management, suburban issues and smart cities. He previously was director of infrastructure programs at the Intelligent Transportation Society of America. He holds a master's degree from the University of Virginia, where he served on the Alumni Advisory Board and is an affiliated professor with Georgetown University's Public Policy

Institute. He serves on the District of Columbia's Streetcar Financing and Governance Task Force; Northern Virginia Transportation Authority's Technical Advisory Committee; Tysons Corner Tomorrow Advisory Task Force; and the Falls Church Planning Commission.

Buddy Rizer

Mr. Rizer is director for economic development in Loudoun County, one of the nation's fastest-growing and wealthiest counties. He manages the team responsible for encouraging growth and developing relationships with the county's business community. His personal focus is on the technology arena including Loudoun's thriving Data Center cluster. Mr. Rizer, a speaker at national Data Center events, is co-chair of the Northern Virginia Technology Council's Data Center and Cloud Infrastructure Committee. Mr. Rizer works with a stable of companies that includes Digital Realty Trust, DuPont Fabros, Equinix, Amazon, AOL, Orbital Sciences Corporation, Neustar and the Washington Redskins. He also works to market the benefits of Loudoun County and its business offerings nationally and has extensive international business development experience in Germany, Russia, Taiwan, Japan, Finland and the U.K. He is a certified economic developer (CEcD).

Brian Smith

Mr. Smith is assistant to the president and CEO for organizational advancement at Hampton Roads Transit. He joined HRT in 2008, serving in several roles, including interim chief of staff and chief communications officer during the launch of Virginia's first light rail system, The Tide. Mr. Smith is responsible for strategic planning, public policy and legislative initiatives. He currently is completing his Ph.D. in organizational leadership with research interests including collaborative regional leadership. Mr. Smith is a 14th-generation native of Hampton Roads and a U.S. Army veteran, having served as a stinger missile team chief with the First Infantry Division. In addition to a seminary degree, Mr. Smith holds a master's degree in public policy and an advanced certificate in public administration from Old Dominion University with an emphasis on budgeting and finance.

David F. Snyder

Mr. Snyder was first elected to the Falls Church City Council in 1994 and became a NVTC commissioner in that year. He has served as NVTC's chairman in 2000, 2007 and, again, in 2015. He was selected to serve as vice mayor for the City of Falls Church in 1996 and mayor in 1998 and vice mayor again in 2010. He is vice president, international policy for a property and casualty insurance trade association. Mr. Snyder is a member of the Emergency Preparedness Council, the Council of Governments Transportation Planning Board and the Northern Virginia Transportation Authority. He helped coordinate the transportation and evacuation component of the Regional Emergency Coordination Plan approved by MWCOG on September 11, 2002. Mr. Snyder also received the Council of Governments Scull Award for regional leadership in 2010.

Transit Means Business! Partners

Alexandria Chamber of Commerce
American Public Transportation Association
Arlington Chamber of Commerce
Committee for Dulles
Dulles Area Transportation Association
Dulles Corridor Rail Association
Eno Transportation Foundation
Fairfax County Chamber of Commerce
Falls Church Chamber of Commerce
George Mason University
Greater McLean Chamber of Commerce
Greater Reston Chamber of Commerce
Greater Springfield Chamber of Commerce
Loudoun County Chamber of Commerce
Mobility Lab
Mount Vernon-Lee Chamber of Commerce
Northern Virginia Transportation Alliance
Southeastern Institute of Research
The Meridian Group
Tysons Partnership
Virginia Tech

APPENDIX IV POSTERS



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TRANSIT ATTRACTS TALENT AND CLIENTS

Existing transit and the promise of new transit weigh heavily into B.F. Saul Company’s decisions about where to locate its hotels. Such proximity allows the company’s Hospitality Group to attract both hourly and salaried employees from a wider geographic area and makes its hotel properties more attractive to travelers. Transit attracts knowledge-based employers, the most important market segment for business-class hotels. With nearly half of its hotels near local airports, B.F. Saul’s strategic positioning will provide a competitive advantage when Metro’s Silver Line extension to Dulles International Airport opens in 2019. The company’s Tysons hotels experienced a positive economic impact when the Silver Line opened last year.

B. F. Saul Company Hospitality Group is the hospitality subsidiary of one of the largest, private, diversified commercial real estate concerns focused in the Washington, DC area. Utilizing time-proven investment principles, quality operations, focused management, and a true commitment to team members and guests, the organization has built a prosperous and positive history of success that spans over 120 years.



“The more transit advantages you have, the better off you are when competing for guests and clients as well as a qualified workforce.... Talented team members and increased demand from clients equals greater success.”



Mark G. Carrier,
President, B.F. Saul
Company Hospitality
Group





EASY ACCESS TO DELECTABLE DESTINATIONS



Old Town’s transit-rich environment is key to Jody Manor’s employee recruitment and retention strategy and provides tourists and locals with easy access to his restaurants – the Bittersweet Catering, Café and Bakery and the Waterfront Market and Café. Roughly 60 percent of Manor’s workforce commutes via transit, which includes Alexandria Transit Company’s DASH bus service, Metrobus, Metrorail, Virginia Railway Express and the King Street Trolley. The free trolley, popular with tourists, runs every 15 minutes between the King Street Metro Station and the Potomac River. Manor purchased Bittersweet in 1990, about 18 years before the trolley became operational. The café’s success led him to open Waterfront in 2013.

Bittersweet is Old Town’s favorite café, full-service caterer and in-house bakery. Since 1983 its mission has been to offer freshly prepared, innovative cuisine and the friendliest, professional service. The Waterfront Market, a 125-seat quick-service café with al fresco seating on Alexandria’s historic waterfront, features local craft beer and wine in an unbeatable setting.

“We talk about public transportation options. It’s described as a benefit during both the recruiting and new employee orientation processes.”



Jody Manor,
Owner



LIVE, PLAY, WORK, INVEST

COMSTOCK

To entice investors and appeal to potential tenants, Comstock Partners, LC is focused on developing high-density, urban, mixed-use, transit-oriented communities. The link between transit-oriented development and return on investment informs the company's business model. Only projects with immediate or future access to transit, such as Comstock's Reston Station, are considered. On the Silver Line's first weekday of rush-hour service, the Wiehle-Reston East station ranked 12th in terms of ridership in the entire Metrorail system. That was good news for Comstock, which built the transit center there as part of a public-private partnership and is developing the 1.5 million square-foot of high-rise structures – featuring offices, residences and a hotel – above the station.

“Ninety-five percent of our current business model is transit-oriented development.”

Comstock Partners, LC is a privately held real estate development enterprise focused on urban, mixed-use and transit-oriented properties. Its growing portfolio is located at key transit centers in the Washington, D.C. region and includes luxury apartments, class-A office and retail assets, and commercial parking facilities that serve Metro rail commuters.



Maggie Parker,
Director of
Communications and
Community Outreach



TRANSIT
MEANS BUSINESS

MOVING JOBS TO THE SILVER LINE

cvent

Looking to grow its workforce by 500, Cvent left a corporate campus in McLean for office space near Metro’s Greensboro Station. An internal study, which found that a majority of Cvent’s 645 employees already was living in transit-accessible locales, reinforced the relocation decision. A \$1 million grant from the Commonwealth, provided in exchange for the pledge of additional jobs, and \$7 million refurbishment of Cvent’s floor space by the property owner made the move more attractive and viable. The company now is leveraging the appeal of the Silver Line service and nearby urban amenities in its employee recruitment and retention strategies.

“Being right on top of a new Metro station gave this property a significant advantage over the other properties that were on the table.... Over time, as we continue to grow and attract a larger workforce, and as transportation by car gets worse every year, the Metro is going to play a big role in how we attract and retain talent.”

Cvent is a cloud-based, enterprise, event-management platform with more than 14,000 customers worldwide and a \$1 billion+ market capitalization. The publicly traded company offers software solutions to event planners for online event registration, venue selection and event management, mobile apps for events, e-mail marketing and web surveys.



Jason Wooten,
Senior Manager of
Business Operations



TRANSIT
MEANS BUSINESS

A HOTEL AT EVERY METRO STATION

DONOHOE

Integrity and Vision Since 1884

Proximity to Metro ranks high among the factors that Donohoe Hospitality Services considers when determining where to build hotels in Northern Virginia. The company has a Residence Inn near the Ballston, Court House, and Rosslyn Metro stations, in addition to a Holiday Inn in Ballston. Its long-term goal is to have a hotel near every Metro stop in Arlington. Metro accessibility makes Donohoe’s properties more attractive to tourists and business travelers and allows the company to hire from a larger pool of employees. Donohoe views Metro as more than a convenience. It is an affordable means of transportation for many of its hourly employees.

“You don’t have to live within a couple blocks of the hotel and walk to work or have a car. You can live in Maryland and take the Metro into Arlington, if that’s what you choose to do.”

Donohoe Hospitality Services, a division of The Donohoe Companies, Inc., is one of the largest independent hotel-management companies in the Washington, D.C. area. Its portfolio consists of \$600 million in hotel assets and 2,400+ hotel rooms. As direct managers of hotels under the Intercontinental Hotels Group, Marriott and Hilton brands, Donohoe is involved in all phases of hotel development and property management.



Michael Golembe,
General Manager,
Ballston Residence Inn



ACCESS TO EDUCATION



George Mason has alleviated traffic congestion, despite 25 percent growth in its student population over the past decade. The percentage of students purchasing parking passes dropped from 64 to 54 percent, as they took advantage of shuttle and transit services and enhanced bicycling options. GMU relies on existing transit services – such as the City of Fairfax CUE bus, free to enrolled students – and an outsourced shuttle program – connecting students to Metro stations, malls and its other campuses to reduce the need for additional, debt-generating parking infrastructure. New housing, located on the campus perimeter, encourages students to explore nearby retail.

A quarter of the overall transportation budget is now allocated to a variety of programs designed to reduce demand for parking, remedy traffic congestion and stimulate the local economy.

George Mason University is the largest research university in the Commonwealth, with nearly 34,000 students – about 20 percent of whom live on campus – and an estimated staff of 6,500. The university, which opened in Fairfax as the Northern Virginia branch of the University of Virginia in 1957, now offers 208 degree programs across four campuses.



Josh Cantor,
Director of Parking
and Transportation



CONNECTED COMMUNITIES



With 90 percent of its Northern Virginia properties transit-accessible, Mill Creek Residential ranks proximity to transit high in its site-selection process. Mill Creek’s business model is based on a holistic understanding of community, including the mobility options that connect residents with jobs, schools, shopping and entertainment. Measurement tools, including a walkability index, allow the company to empirically and quantitatively assess potential sites. In partnership with WMATA, Mill Creek built a 2,000-space parking garage for commuters at the Dunn Loring Metro Station along with 628 homes and 125,000 square-feet of retail.

Mill Creek Residential develops, acquires and operates high-quality apartment communities coast to coast. It immerses itself in its chosen markets – living and working in the communities. Mill Creek combines a deep understanding of each market with a fresh, innovative approach to the apartment industry to build places where people thrive and to create real and enduring value for residents, investors and associates.

“Transit is where the demographics are trending, where our residents are going, where our capital wants to invest and, therefore, it’s where we focus our efforts.”



Sean Caldwell,
Senior Managing
Director



2100 CRYSTAL DRIVE



TRANSIT
MEANS BUSINESS

INSTILLING A NEW COMMUTING MINDSET



The relocation of its offices in 2006 gave PBS the opportunity to change its corporate commuting culture. By implementing a tiered rollback of its employer-provided parking benefit and actively promoting Crystal City's transit-rich environment, PBS experienced substantial savings. Today nearly half of its employees are enrolled in the organization's commuter benefits program, which allows employees to pay for qualified transit services on a pre-tax basis. Driving remains an option, as employees can manage their benefits online and apply their pre-tax dollars to the areas metered and commercial parking locations. PBS is a corporate partner of Capital Bikeshare, with close to 20 employees participating in the bike-sharing program.

"When we interview candidates, there is always discussion about our proximity to mass transit and parking costs."

Blanca Gonzalez Karim,
Human Resources Representative



TRANSIT
MEANS BUSINESS

TOD AND COMMUTER RAIL IN PRINCE WILLIAM



A new VRE station, the result of a public-private partnership, sets Potomac Shores apart from other Prince William County communities. A \$20-million investment by developer SunCal leveraged other funds, allowing for development of the Potomac Shores station. Scheduled to open in 2017, the station is a five-to seven-minute walk from the center of this pedestrian-friendly, mixed-use, transit-oriented community. The station is strategically located so that those walking to catch a train will pass through a commercial and retail district featuring a world-class resort, restaurants and other amenities. Bus service, parking, and bicycle racks and lockers will make the station accessible to those living outside Potomac Shores Town Center.

“SunCal’s investment in the VRE station significantly distinguishes Potomac Shores from other communities and creates an environment for distinctive businesses and activities that will benefit the larger community, as well as the community developer, in the long run.”

What started as a small, family-owned business more than eight decades ago has grown into one of the largest real estate development companies in the United States that specializes in large-scale, mixed-use master-planned communities. SunCal’s community-based planning sensibilities result in communities that emphasize quality of life, neighborliness, and recreational opportunities.



Eddie Byrne,
Vice President of
Project Management
for Potomac Shores,
SunCal



TRANSIT
MEANS BUSINESS

TRANSIT OPTIONS FOR OFFICE AND HOME

VORNADO
CHARLES E. SMITH

Early to embrace transit-oriented development, Vornado/Charles E. Smith estimates that roughly 95 percent of its properties are within close proximity of one or more transit services. The opening of the Wiehle-Reston East Station on Metro’s Silver Line added three other Vornado buildings – part of the 400,000 square-foot Commerce Metro Center in Reston – to its list of transit-accessible properties. The center’s commercial tenants are now using proximity to transit as a recruiting tool for new employees. Vornado has 24 office buildings in Crystal City, all of which offer transportation alternatives, such as Metrorail, VRE, bus, Capital Bikeshare and ZipCar. These alternatives have allowed Vornado to reduce the amount of required parking.

“We think the transit-oriented locations have a long-term benefit for office properties, but have noticed transit has an immediate appeal for residential tenants.”

The largest owner/manager of commercial properties in the Washington, D.C. region, Vornado/Charles E. Smith is recognized for its commitment to developing, leasing and managing high-quality, innovative properties. The company owns and manages 73 properties, 59 of which are commercial, totaling 19.1 million square feet, primarily in the District of Columbia and Northern Virginia.



Mitch Bonanno,
Senior Vice President
and Director of Development

APPENDIX V NEWSLETTER



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Transit Means Business!



Panelists discuss what transit means to business and communities.

Investment in transit is a down payment on Northern Virginia’s economic future. That was the message from business leaders and policy makers participating in *Transit Means Business!*, NVTC’s first annual policy forum on May 8. With reauthorization of the federal surface transportation program stuck in neutral, officials made the case for transit investment, noting that it is key to attracting business and business expansion.

Calling on forum participants to support reauthorization of surface transportation programs, U.S. Deputy Transportation Secretary Victor Mendez noted that there currently is an \$86-billion transit backlog in this country. “That means some people are having a hard time getting to work, and others are forced to drive when they could be taking the subway or the bus,” he said. “And that means more congestion. This ripple of congestion caused by a lack of investment in transit can turn into a tidal wave.”

See [Transit & Business](#) Page 2

Research Links Transit to NoVa’s Economic Health

“If Northern Virginia is going to be able to effectively compete for non-government related, private-sector business development, it must have a state-of-the-art, effective, financially sustainable, and efficient multimodal public transit system.” That is the conclusion of a *new study* by the Center for Regional Analysis at George Mason University. The report, released during the forum, demonstrates the impacts that the regional transit network has had on the economy of Northern Virginia in terms of supporting population and economic growth, and contributing to improved land-use planning and the attendant impacts of taxable property values and enhanced quality of life in the region.

“Businesses are increasingly conscious of the role that transit plays in attracting highly skilled workers,” noted the report. “Increasing the effective labor shed of employees through transit services enhances market efficiencies for employers while simultaneously boosting job opportunities for residents. This allows businesses to better compete in regional, national, and international markets.”



See [Transit & Jobs](#) Page 3

**Transit Means
Business Partners**

- Alexandria Chamber
- American Public Transportation Association
- Arlington Chamber
- Committee for Dulles
- Dulles Area Transportation Association
- Dulles Corridor Rail Association
- Eno Transportation Foundation
- Fairfax County Chamber
- Falls Church Chamber
- George Mason University
- Greater McLean Chamber
- Greater Reston Chamber
- Greater Springfield Chamber
- Loudoun County Chamber
- Mobility Lab
- Mount Vernon-Lee Chamber
- Northern Virginia Transportation Alliance
- Southeastern Institute of Research
- The Meridian Group
- Tysons Partnership
- Virginia Polytechnic Institute and State University



“We are faced with a generation of people who are demanding through significant life choices – like where to settle down – and daily decisions – like how to get to work – the very thing we have been working to provide. Public transportation is coming of age, so to speak, and we must maintain our efforts to meet the demand.”

Aubrey Layne
Virginia Transportation Secretary



“Transit and transportation are critical factors when we try and attract businesses. No amount of incentive money makes a bad location attractive.”

Buddy Rizer
Director
Loudoun County Economic Development Authority

Transit & Business

Cosponsored by business and research organizations, Transit Means Business! brought together nearly 140 leaders from various sectors to highlight how transit is a key ingredient in economic growth. Investment in transit pays dividends, said Virginia Transportation Secretary Aubrey Layne, pointing to Metrorail’s Silver Line. “Phase One is helping to facilitate the transformation of the Tysons area into an urban, walkable center with 200,000 jobs and 100,000 residents. At the Wehle-Reston East station alone, close to \$1 billion in private investment has been stimulated by the Silver Line,” he said. “This project is a huge economic driver for the Commonwealth because it connects people to opportunity, stimulates localized economic growth, and provides businesses with a wider pool of consumers who can access their goods and services.”

Referring to the Silver Line extension as a “game-changer,” Buddy Rizer said he now finds himself engaging with businesses that previously would not have considered Loudoun County. Rizer, the county’s director of economic development, was part of a lively panel discussion that included business leaders and researchers. The group explored transit’s role in fostering economic competitiveness. Connectivity between Metrorail stations and nearby neighborhoods will be critical to the Silver Line’s success in Loudoun, said Rizer. He urged continued investment in infrastructure so that when the stations open in 2019, pedestrians and bicyclists will have easy access.

Members of the Northern Virginia congressional delegation – Sen. Tim Kaine and Reps. Gerry Connolly and Don Beyer – and NVTC Commissioners Sharon Bulova and Catherine Hudgins, provided additional local, national and international perspectives on the ways in which transit and business are inextricably linked. NVTC Commissioners facilitated roundtable discussions that engaged all participants, allowing them to share what transit means to their business or community. Those stories will serve as a springboard for future research projects. Additional stories also will be secured through a *follow-up survey* that forum registrants have been invited to take online.

Read All about It!

More transportation funds would help NoVa transit
The Washington Post

Transit investment critical to local economy
Fairfax County Times

Making transit part of a country’s culture
Mobility Lab





TRANSIT ATTRACTS TALENT AND CLIENTS



Existing transit and the promise of new transit weigh heavily into B.F. Saul Company's decisions about where to locate its hotels. Such proximity allows the company's Hospitality Group to attract both hourly and salaried employees from a wider geographic area and makes its hotel properties more attractive to travelers. Transit attracts knowledge-based employers, the most important market segment for business-class hotels. With nearly half of its hotels near local airports, B.F. Saul's strategic positioning will provide a competitive advantage when Metro's Silver Line extension to Dulles International Airport opens in 2019. The company's Tysons hotels experienced a positive economic impact when the Silver Line opened last year.

"The more transit advantages you have, the better off you are when competing for guests and clients as well as a qualified workforce.... Talented team members and increased demand from clients equals greater success."



Mark G. Carrier, President, B.F. Saul Company Hospitality Group

B. F. Saul Company Hospitality Group is the hospitality subsidiary of one of the largest, private, diversified commercial real estate concerns focused in the Washington, DC area. Utilizing time-proven investment principles, quality operations, focused management, and a true commitment to team members and guests, the organization has built a prosperous and positive history of success that spans over 120 years.



NVTC's *business profiles* highlighted local companies, including B.F. Saul Company Hospitality Group, that value transit. Its president, Mark G. Carrier, took part in both the panel and roundtable discussions, explaining how existing transit and the promise of new transit weigh heavily into the company's decisions about where to

Transit-Accessible Jobs by Transit System

Transit System	Number of Stops (Nov. 2014)	Transit-Accessible Employment (MWC0G 2010)
ART	562	144,829
Connector	2667	329,290
CUE	255	17,126
DASH	623	85,411
LCT	94	106,148
Metrobus	3,109	420,523
Metrorail	26	79,979
PRTC	555	149,026
VRE	16	15,609

Nine Businesses that Benefit from Transit

The *Transit Means Business!* research reception showcased nine local businesses that value transit. Cvent, for example, left a corporate campus in McLean for office space near Metro's Greensboro Station after an internal study found that a majority of its 645 employees lived in transit-accessible locales. The company, which plans to grow its workforce by 500, is leveraging the appeal of the Silver Line in its employee recruitment and retention strategies. In Old Town, restaurateur Jody Manor incorporates the area's transit-rich environment into his employee recruitment and retention strategy for the Bittersweet Catering, Café and Bakery and the Waterfront Market and Café. A free trolley, which runs every 15 minutes between the King Street Metro Station and the Potomac River, provides tourists and workers easy access to the restaurants.

Business profiles include:

- B.F. Saul Company Hospitality Group
- Bittersweet Catering & Café/Waterfront Market & Café
- Comstock Partners, LLC
- Cvent
- Donohoe Hospitality Services
- George Mason University
- Mill Creek Residential
- SunCal/Potomac Shores
- Vornado/Charles E. Smith



From Page 1

Transit & Jobs

That helps to explain why more than half of all jobs in Northern Virginia are already within a quarter-mile of a transit facility. A *cooperative study* by NVTC and Virginia Polytechnic Institute and State University details the importance of proximity to transit based on job characteristics such as age, income, education and industry, and provides data for the number of transit-accessible jobs by transit system. The analysis, which includes the 12 jurisdictions represented by NVTC and the Potomac and Rappahannock Transportation Commission, shows the greatest variation in transit-accessible jobs based on industry. Public administration had the greatest percentage of transit-accessible jobs, at 75 percent, with management and professional, scientific and technical services at 71 and 68 percent, respectively. Employee age produced the least variation, with the number of transit-accessible jobs holding steady at 58 percent for workers age 29 or younger, 30-54 and 55 or older. Meanwhile, 62 percent of the highest paying jobs – those where pay exceeded \$3,333 per month – were within a quarter-mile of a transit facility, whereas 53 percent of jobs paying between \$1,251-\$3,333 and 54 percent of jobs paying \$1,250 or less per month had the same proximity.

Sustaining the Energy of Transit Means Business !

Will you help fuel the excitement generated by the speakers, panelists and roundtable participants at NVTC's Transit Means Business?

This NVTC Forum highlighted new research on transit's role in the regional economy, let business leaders and researchers share what transit means to companies, and laid the foundation for a network of business leaders interested in transit regionally and statewide. The energy from the forum was palpable, as was the almost universal sentiment that the conversation between business leaders and elected and appointed officials continue.

A good way to start is with the *online survey*. Or, just send me an email with your ideas.

- √ Tell us about transit's impact on your company or in your community;
- √ Let us know if you will participate in a business profile;
- √ Volunteer to sponsor new research;
- √ Suggest a follow-up event; or
- √ Recommend how to sustain this network of business leaders and researchers in other parts of the Commonwealth.

In the meantime, we are putting the finishing touches on a wrap up on the forum, including copies of the research reports and the outcomes of the roundtable discussions. If there is something specific you would like to see included, let me know.

Thank you!
Kelley Coyner
NVTC Executive Director
kelleycoyner@nvtc.org



Transit Means Business! brought together nearly 140 leaders from various sectors to highlight how transit is a key ingredient in economic growth.

Transit Means Business! Facts

More than half of all jobs in Northern Virginia are within a quarter-mile of a transit facility.

Nearly 20 development projects, with an estimated value of more than \$18 billion, align the Silver Line corridor.

Twenty-million square feet of new office space under development in Tysons will increase its massive job pool (nearly the same size as downtown Baltimore) by 40 percent.

Fairfax County receives around \$30 million in property tax revenues annually from properties within a half-mile of its five existing non-Silver Line stations.

About 30 percent of Virginians between the ages of 18 and 24 who are eligible for a driver's license choose not to have one.

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Executive Director
Kelley Coyner

