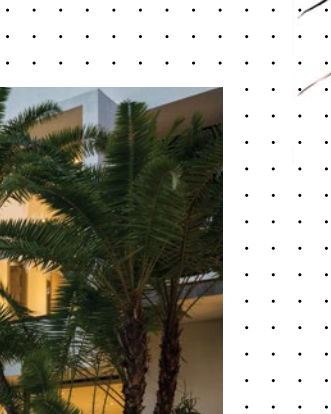
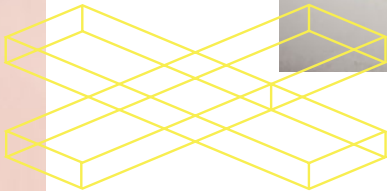
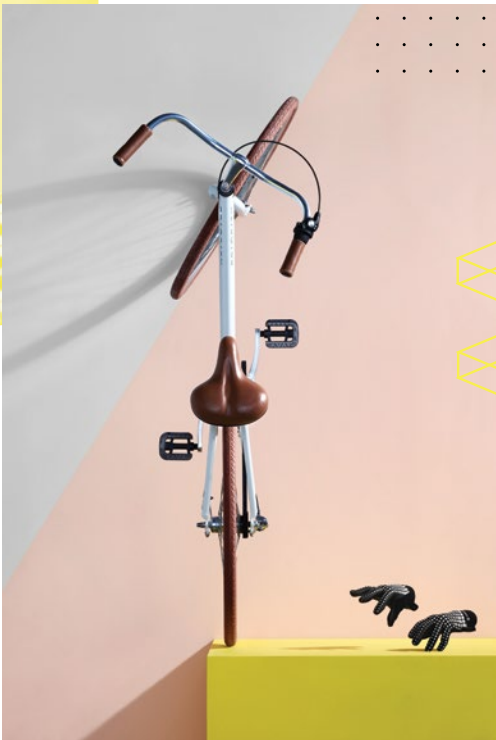
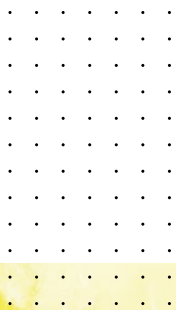


# Compass

Quarterly









New York City : On the Market

From gracious estates to luxe high-rises, these urban gems represent city living at its finest.



Mere minutes outside New York City, this beautifully landscaped, palatial stone mansion epitomizes elegance.  
18 Frick Drive | New Jersey | 12 Bed | 19 Bath | \$48,880,000  
KIMBERLEE KNECHT, LEONARD STEINBERG 610.212.4869



Contemporary materials, premium amenities, and Hudson River panoramas characterize this exclusive Richard Meier abode.  
173 Perry Street | West Village | 2 Bed | 2 Bath | \$6,995,000  
JON CAPOBIANCO 917.992.2207

NYC's 520-mile coastline is longer than those of Miami, Boston, LA, and San Francisco combined.

Opened in 1858, Central Park became the first landscaped public park in an American city.



Soaring Central Park views abound within an Upper West Side aerie, located at one of Manhattan's most desirable residences.  
15 Central Park West | Upper West Side | 3 Bed | 3.5 Bath | \$26,500,000  
KYLE W. BLACKMON 646.798.8898



Rare full ownership opportunity for a most luxurious pied-à-terre, located at Manhattan's exclusive St. Regis just blocks from Central Park.  
2 East 55th Street | Midtown East | 1 Bed | 2 Bath | \$4,750,000  
MARIA MANUCHE 917.328.2338



Featuring pristine lines and chic finishings, a sun-drenched loft elevates downtown living to an art form.  
1 York Street | Tribeca | 2 Bed | 2.5 Bath | \$3,350,000  
JAMES C. COX JR., FRANK GIORDANO 917.420.0380

The heart of the matter.

At the heart of this edition is, well, the beating heart of our operation. Not only has Compass’ own CEO run 50 marathons, our offices are flush with agents who meet clients on their bikes and who swim a few laps between open houses. Sure, the inherent autonomy of agenting—not to mention the tools we build to support their businesses—allows for this work/workout balance. But, more essentially, these activities ensure our agents engage with the communities they serve. Depending on their region and terrain of choice, they can be found on the sand, the deck of a boat, or the glossy wooden floors of a yoga studio.

It also takes these personal pursuits to fully understand the spectrum of real estate’s most sought-after features—from airy kitchens that encourage healthy eating to architecture that erases the lines between indoor and out, from spa-like bathrooms that reset both mind and muscles to lush lawns that act as the go-to playground for the whole block. But our agents also know that amenities aren’t limited to what’s inside a home; its proximity to the best options under the sun factor in: dog runs and bocce courts, sculpture gardens and farmers’ markets.

As the weather warms across the dynamic cities Compass calls home, we hope that you’ll be enjoying yours. Actively.

Features

Culture

7  
**States of Health**  
Miami’s reefs. LA’s tennis courts. DC’s swimming pools. Across the country, Compass agents connect with their environments, embracing the local fitness cultures that pulse through every region’s veins.

Entrepreneurship

21  
**Enter: Active**  
Proud to call them kindred spirits, the health sphere’s most promising startups and their founders innovate with a balance of 21<sup>st</sup>-century tools and timeless tactics. (Like customer service with a smile.)

Architecture

35  
**Ripple Effects**  
The world’s most vibrant cities create opportunities for their citizens to be active. A feat of urban planning, engineering, and crowdfunding, New York’s + POOL does just that.

Design

44  
**Rotational Movement**  
From Boston commuters to Miami cruisers, Brooklyn cobblestones to LA trails, the nation’s cycling scenes exist as microcosms of their urban communities, reflecting their riders and routines.

Leadership

55  
**Everything in Stride**  
When Compass Founder and CEO Robert Reffkin set out to complete 50 marathons nationwide, he raised \$1 million for nonprofits. He also brought back lessons with which he now leads the company in our coast-to-coast journey.







Hamptons : On the Market

Coastal views, manicured landscapes, and impressive architecture characterize these Hamptons homes.



With generous accommodations and interiors by Birgit Klein, this Water Mill new construction begs for weekend guests.  
240 Blank Lane | Water Mill North | 9 Bed | 10 Bath | \$5,250,000  
BRYAN MIDLAM, VANESSA MOTHES 631.235.8545



Set atop the Montauk bluffs, this oceanfront sanctuary proffers stunning Atlantic panoramas.  
406 Old Montauk Highway | Montauk | 6 Bed | 8.5 Bath | \$29,500,000  
THE PETRIE TEAM 516.885.9365

In 1911, 22.5 private acres of East Hampton were sold to the town for \$1 to create the public Maidstone Park. Water temps off the Hamptons coastline are a swimmer- and surfer-friendly 70° in July and August.



Boasting 400 feet of pristine Georgica Pond shoreline, architect Jacquelin T. Robertson's estate offers magnificent views from every room.  
11 Cove Hollow Farm Road | East Hampton | 5 Bed | 5 Bath | \$19,750,000  
THE PETRIE TEAM 516.885.9365



A private road leads to this gracious Georgica Cove retreat, masterfully designed by architects Zwirko & Ortmann.  
7 Chauncey Close | East Hampton | 5 Bed | 6.5 Bath | \$19,750,000  
THE PETRIE TEAM 516.885.9365



Striking, Palladian-style architecture and clean, modern interiors unite in 'The Gables House.'  
16 Fieldview Lane | East Hampton | 5 Bed | 5.5 Bath | \$5,695,000  
TYLER MATTSON, BRIAN BUCKHOUT 917.902.9343

Culture



New York



Boston

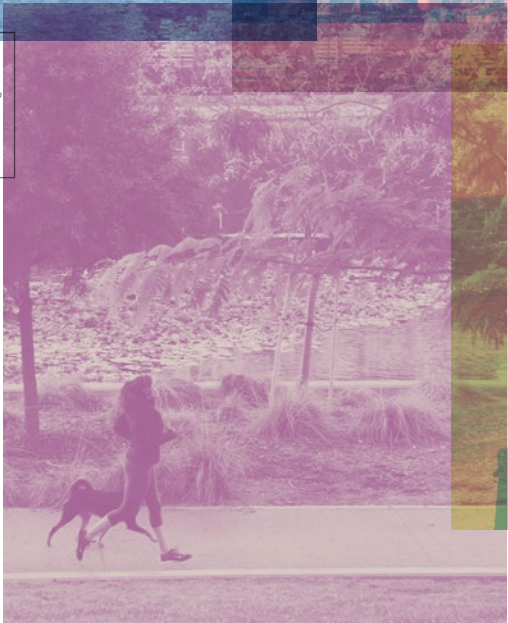
Washington DC

States of Health

From Manhattan's yoga studios to Miami's reefs, the natural East End shores to the sleek pools of Washington DC, our most active Compass agents connect with their environments, embracing the local fitness cultures that pulse through every region's veins.



Los Angeles



Miami



Hamptons

Words: Hannah McWilliams  
Images: Lauren Naefe and Emma McAlary  
Illustration: Joel Kimmel

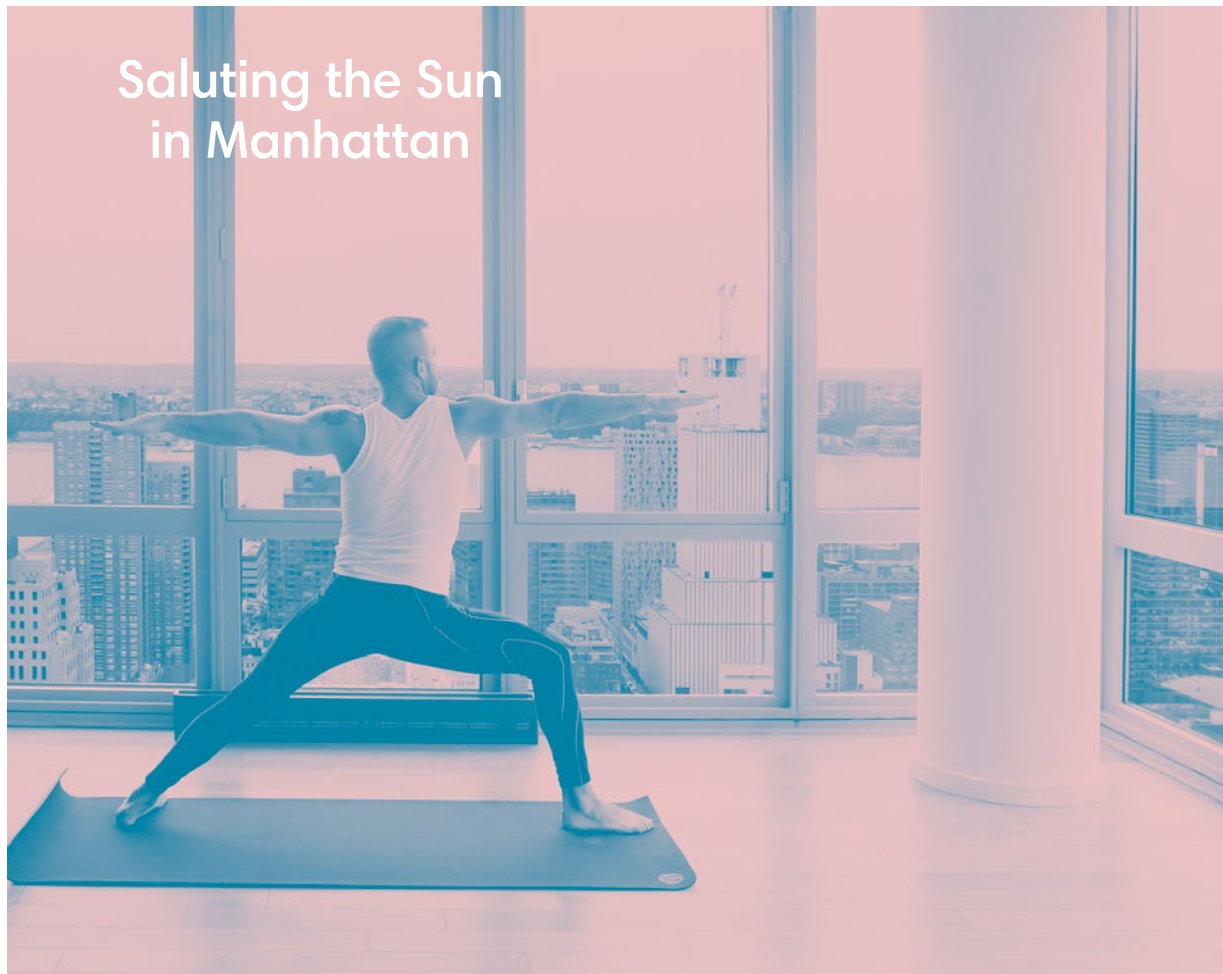




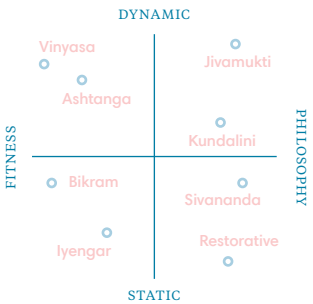
Jason Saft

A decade-long practitioner of yoga, New York agent Jason Saft has tried countless styles, even living in a Bahamian ashram for a month while undergoing teacher training. Now a Mysore devotee, he frequents New Vibe Yoga in the East Village. “I tend to prefer more traditional studios and find that an independent practice is the best fit for me,” Saft says. “Mysore’s non-led, autonomous structuring allows me to go at my own pace and push myself farther than I would in a crowded gym.”

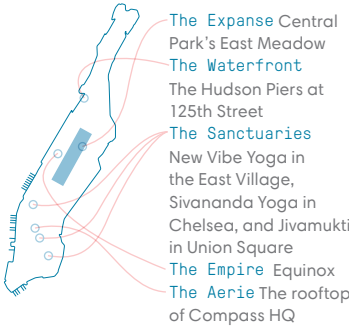
## Saluting the Sun in Manhattan



**Studios by Style**  
With countless varieties to choose from, the modern yoga scene can easily overwhelm newcomers. The key? Identifying the similarities and key differences among practices.

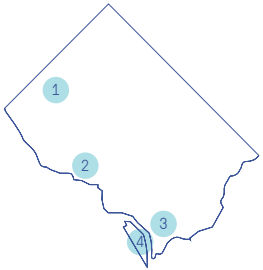


**The New School**  
Jason doesn't confine his *asanas* to class time. Here are his favorite practice points around the city, from Manhattan's northern edge to its southern tip.



## Swimming Laps in the Nation's Capital

**DC's Swim Scene, Decoded**  
Whether sneaking in laps before an open house or wading with her two children on sunny afternoons, Seva-Gonzalez knows her town's hot spots. Here, she shares the best destinations for taking a dip.



- For the off season**  
When the open-air pools close, DC heads to Tenleytown, where the **Woodrow Wilson Aquatic Center** (1) ranks among the city's most luxurious swim sites.
- For families**  
Georgetown's historic **Volta Park Pool** (2) offers kids' lessons and leagues, plus tennis courts, a playground, and gardens. Its locale invites après-swim ice cream.
- For a group**  
When craving Miami on the Eastern Shore, locals hit the **Capitol Skyline Hotel** (3), which hosts all-day pool parties every summer weekend.
- For individuals**  
With its Olympic proportions, **East Potomac Pool** (4) has no shortage of lap lanes and accommodates solo swimmers with room to spare.

### Pooling Resources

"Having spent the majority of my life as a swimmer, my pool bag list is burned into my frontal lobe," jokes Seva-Gonzalez. We took a peek inside and here's what we found.

#### Cap

"If you have long hair—like I do!—invest in silicone caps, which are longer-lasting and won't tug on strands," she says. "If your hair is on the short side, a lighter latex or spandex cap will likely be sufficient."

#### Goggles

"I like Speedo's mirrored Vanquishers for outdoor summer swims. They protect against the sun's glare, especially during backstroke."

#### Suit

"Professional swimmers wear the high-tech, \$400-plus LZR Racer X line for championships, but my favorites for daily wear are from the Speedo Endurance line."

#### Beauty

"For frequent swimmers, I recommend Triswim products. Their shampoos and soaps are specially formulated to combat chlorine."



Veronica Seva-Gonzalez

Growing up in Spain, Veronica Seva-Gonzalez spent hours in the pool, swimming up to 15 miles a day in high school. She then ascended within the professional circuit as a member of the Spanish National Team, representing her country in international meets. "I'm so appreciative that my parents placed my sisters and me in sports when we were very young," she says. "They teach you very hard, but amazing life lessons." Now an elite agent in Washington DC, she and her husband—also a swimmer—are raising their own aquatically-inclined family in Arlington, Virginia.

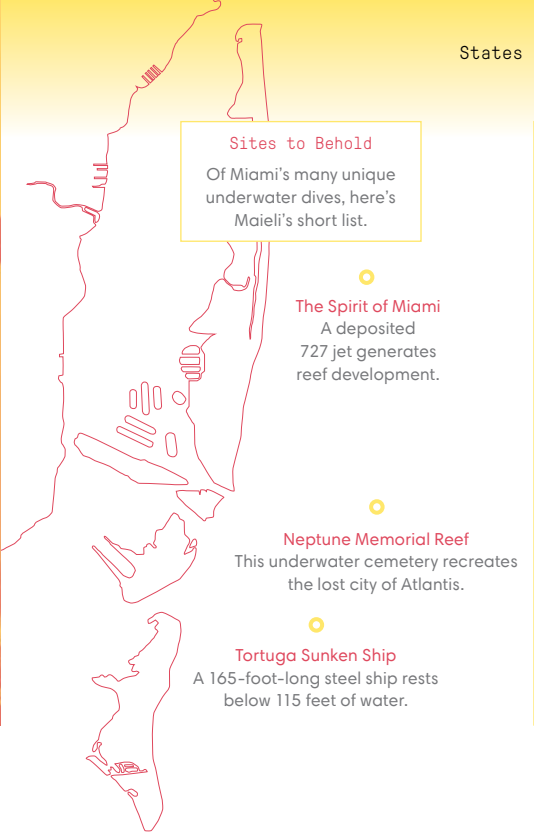




Theresa Maieli

# Diving the Reefs off Miami Beach

As a certified diver of 10 years, Theresa Maieli is equally at home below sea level as she is atop Miami’s neon-lit avenues. Just as she seeks to improve her city through real estate, so does this avid ecologist beautify its underwater community through clean-up dives. “The seas feel like a fish tank, brimming with dense, coral sea life,” says Maieli. “The ocean never ceases to awe me!”



## Sustain our Seas

Although Maieli often recruits friends and family to join her in reclaiming debris on dives, a number of organizations provide viable options for less-experienced volunteers to clean up the seas. Interested? Here are three aquatic activist groups she recommends.

### Project AWARE

Empowers its members to join or create planned dives in their area that focus on shark conservation and litter removal. An accessible and flexible way to stay involved.

### Reef Check Foundation

Enlists thousands of recreational divers worldwide to survey and monitor coral health. Join one of their EcoExpeditions to destinations including Big Sur, the Maldives, or Indonesia.

### Go Eco

For non-divers, this eco-tourist group hosts a range of oceanic expeditions. Rehabilitate sea turtles in Sri Lanka, track dolphins in Zanzibar, or even learn to dive in the Great Barrier Reef.

# Scaling New York’s Vertical Terrain



With property near New Paltz in upstate New York, Hamptons agent Bryan Midlam has access to some of the northeast’s optimal rock faces. Since starting nine years ago, he’s traversed the country to ascend routes in California, Montana, Utah, and Wyoming. Next up? “I’m planning to climb the Exum Ridge on Grand Teton, Devil’s Tower, and Yosemite’s El Capitan and Half Dome someday soon.”

**Pro advice:** “The Gunks’ diverse range makes it accessible for everyone from kids who are just learning to experienced climbers,” notes Midlam. “My go-to route to date is CCK, which provides amazing views and great exposure—meaning, lots of air beneath you and very little to hold on to!”

**The ETA:** Less than two hours outside NYC  
**The climb:** CCK  
**Head to the Shawangunks**



**Head to Joshua Tree National Park**  
**The ETA:** 2.5 hours from LAX  
**The climb:** Hidden Valley’s many routes

**Pro advice:** “The entrance to the valley is situated between two rock formations only a few feet apart, which opens into an enormous expanse you never would have known existed,” Midlam describes. “A number of climbs are found along the one-mile path that loops the area.”



Bryan Midlam

## Technical Difficulties

The Yosemite Decimal Rating System ranks routes’ first by class, then degree. Free climbs—what Midlam does—all fall within the Class 5 category, the most challenging. Here’s how his favorites stack up in ascending difficulty.

Range		Route
Shawangunks	→	High Exposure
Grand Teton	→	Exum Ridge
Devil’s Tower	→	Durrance
Shawangunks	→	CCK
Joshua Tree	→	Double Cross
Shawangunks	→	Le Teton

Note: Be sure to consult a professional if you lack climbing experience before attempting any climb.

# Navigating the Boston Harbor Currents



Weekends often find Eve Dougherty racing Peningo, her 49-foot custom Dubois, in regional regattas or wiling away the afternoon on Boston Harbor. “Sailing is both a physical and mental exercise,” she says. Having spent decades on deck, she cites the sport’s unique combination of communication, accountability, and sense of humor as an excellent foundation for her success in real estate.



Eve Dougherty

## Maritime Maxims

**“Running lines”**  
Laying out the boat’s ropes on the deck for use while sailing.

**“Grinding and hauling sails”**  
Wrapping the lines around winches and leveraging them to raise and lower the heavy sails.

**“Rail meat”**  
Crew members who move around the sides of the boat, helping to balance it while changing direction (called tacking).

## Dockside Detours

Boston’s waterways and the adjoining marinas are lined with many of the area’s finest dining and drinking purveyors. Here, Eve and her Peningo crew share their favorite harborside spots to grab a bite or beer.

### 11:30 AM

Before raising anchor, stop by the classically-shingled Boston Sail Loft for brunch. Opt for the Eggs Benedict or Lobster Omelette. Boat shoes are not just allowed, but preferred.

### 4:30 PM

Farther north, hop off to recharge with a tray of pristine, briny oysters and a perfectly-chilled martini at Pier 6, steps from the oldest commissioned naval ship in the world, the USS Constitution.

### 7:50 PM

Channel Colonial mixology by crafting Boston Rum Punch—rum and lemonade, shaken, poured over a pint glass of crushed ice, garnished with nutmeg—while taking in the skyline.

### 8:45 PM

Drop anchor near the Seaport district’s Blue Hills Bank Pavilion to listen to an open-air concert. 5,000 people might be in the audience, but you’ll be dancing atop your private deck.



A Beach for All Seasons

Mattson surfs year-round and all around the globe, noting that seasonality and geography dramatically impact the experience. He breaks down his most hallowed waves and when to go.

Summer  
The Hamptons

"Late summer is far and away the best time for surf in the Hamptons. By that point, the big crowds have departed, but the weather and waves are still beautiful."

Fall  
Morocco

"My buddies and I take an annual trip to a surf destination. Last year, we traversed the central and southern edges of Chile. This year, it was Morocco's Saharan coast."

Winter  
Santa Barbara

"Even though my hometown gets great waves this time of year, my family and I often head for warmer waters. Lately that's meant Santa Barbara."

Spring  
The Maldives

"Spring is our primary homeselling period, so I'm not going anywhere then! But if I could sneak away, it would be to the Indian Ocean, like Indonesia or the Maldives."



Riding the  
Montauk Waves



Tyler Mattson

This Bridgehampton local and surfer of 30 years was born into the sport; his father even shaped his own boards in the 1970s. Today, his expertise helps anchor him within his ocean-centric community: "Surfing is something that many of my clients aspire to or already love," says Mattson, who has even taught certain buyers and sellers to brave the Atlantic. "Sharing the experience builds lasting friendships, which is what real estate is all about."

Board Approval

For Long Island swells, Mattson's vehicle of choice is the fish board. Built for speed and maneuverability in smaller waves, it combines aspects of short- and longboards along with qualities all its own.

The Nose

Rounded, with a gradual point. The width contributes stability; the tapered tip makes it easier to change direction.

The Volume

A thicker board promotes buoyancy, which aids the rider in catching waves.

The Rocker

The underside of the board's curve is relatively flat, resulting in greater speed.

The Length

Even shorter than a shortboard, its stature boosts the board's accelerating power.

The Tail

The "V" improves the board's turning, or carving, prowess.



Nick Sacco



Net Worth

LA's affinity for tennis and film are unmatched. In fact, Sacco's club sits at the crossroads of three studios. Add these movies—including Sacco's own selects—to your queue.

Annie Hall (1977)

Woody Allen's idiosyncratic couple meets on the Manhattan courts.

Fletch (1985)

In top form, Chevy Chase plays an *LA Times* reporter with a penchant for disguises, including tennis whites.

Witches of Eastwick (1987)

Cher, Susan Sarandon, and Michelle Pfeiffer discover their magic mid-match.

Clueless (1995)

A Beverly Hills high school ball machine threatens cosmetically-altered noses.

The Royal Tenenbaums (2001)

Luke Wilson's tennis pro suffers a meltdown, sitting down on the court to remove both shoes and a single sock.

Wimbledon (2004)

Kirsten Dunst and Paul Bettany depict life and love on the pro circuit.

McEnroe/Borg: Fire & Ice (2011)

"This doc explores the sport's greatest rivalry. As a serve-and-volley fan, I love to watch Johnny Mac at work!"

Breakpoint (2015)

"This comedy was filmed at my club; my trainer, Christian Straka, made a cameo, alongside the Bryan brothers."

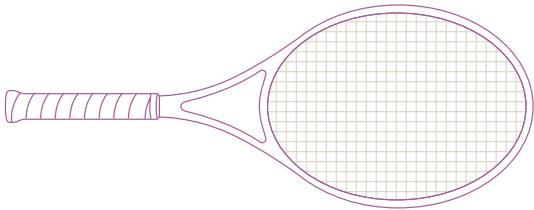


Playing SoCal's  
Tennis Courts

As an agent in a tennis town, Nick Sacco's flexible hours allow him to beat the morning rush and fit in a match or two before work. He plays both singles and doubles several times a week at LA's Toluca Lake Tennis & Fitness Club, where he's a two-time singles champion. "Tennis is a great way to network," he says. "I've met a number of clients playing the game—in fact, my last closed transaction was with a fellow tennis player!" Love.

Making a Racquet

Sacco plays with a Donnay X-Yellow 99, outfitted with Luxilon strings. "This durable racquet is a few years old now, but I love its control," he explains. We break down the anatomy.



Shape

A slender beam allows for swifter swings by increasing aerodynamics. Spanning 99 square inches, this mid-sized racquet offers both maneuverability and surface area.

Material

Rather than use wide, hollow beams, Donnay employs Xenecore technology—a fusion of carbon fiber and foam core—to build solid, but thinner beams with uniform density.

Strings

Luxilon, originally an Antwerp-based sewing thread factory, introduced its Big Banger tennis fiber in 1984 after much experimentation. It is now the most-used string on the pro circuit.



Miami : On the Market

Dynamic architecture, seaside horizons, and  
luxe interiors define the region’s top residences.



Boasting a spacious layout and exceptional amenities, a corner condo on Fisher Island affords bay and city vistas from four terraces.  
4934 Fisher Island Drive | Fisher Island | 3 Bed | 3.5 Bath | \$3,750,000  
CHRISTINA SOSA 305.450.7808



Sophisticated and elegant, French-inspired architecture informs a stunning newly-built home with 4,732 sf on a 12,000 sf lot.  
6500 Leonardo Street | Coral Gables | 5 Bed | 5.5 Bath | \$2,599,000  
JORGE FERNANDEZ 305.216.0237

95% underwater, Biscayne National Park is the largest marine park in the US system.

The cycle share program Citi Bike Miami averages 13,000 riders per month.



Take in the spectacular views of Biscayne Bay and downtown from every room in this glamorous condo on the Venetian Islands in the heart of South Beach.  
11 Island Avenue | Miami Beach | 2 Bed | 2.5 Bath | \$1,620,000  
FARID MOUSSALLEM 305.519.5397



Skylights abound in this sun-drenched, waterfront residence, located on Miami Beach's exclusive Biscayne Point.  
1777 Daytonia Road | Miami Beach | 4 Bed | 3 Bath | \$1,449,000  
BOBBY JONES 954.647.9858



Roney Palace-47 units available, located in the heart of South Beach. Direct beachfront property with 5-star amenities.  
2301 Collins Avenue | Miami Beach | Studios-2 Bed | 1-2 Bath | Starting at \$500,000  
MERCEDES SAEWITZ 305.607.2600



Picture Perfect

A South Beach oasis that artfully frames its verdant coastline and striking interior details is worthy of the most discerning collector.

Words: Shaun Courtney  
Images: Fran Parente

The pool flows into a 15-person infinity jacuzzi at the water's edge, the bay beyond but an extension of your domain.





The spacious living room and sitting area with built-in bookcases are flooded with natural light from the sliding pocket doors.

When developer Felix Cohen embarked on his latest Miami Beach project, he envisioned a waterfront home fit for a collector, perhaps a global jetsetter who accrues homes wherever his or her travels lead.

The result? 3114 North Bay Road—a contemporary, 11,500-square-foot home that’s “a stationary piece of art,” says Jacques Cohen, the developer’s son and part of the Compass team representing the property. “It is a collectible in every way.” And he’s not wrong. With an opulent wine cellar, tracts of art-ready walls, floor-to-ceiling bookshelves, and guest rooms aplenty, it oozes Miami’s more-is-more attitude.

The exterior is a study in glass and light. Sun pours through oversized windows and bounces off the white stucco. The interior does a similar dance. Built around an inner courtyard, the L-shaped first floor is entirely bordered by sliding pocket doors that disappear seamlessly into the walls, creating room-length openings between the swaying

palm leaves and the intricately patterned oak floors. “There’s no frontier; no border between the outdoor and the indoor,” says Felix Cohen.

Inspired by the hanging gardens at Miami’s new Pérez Art Museum, the lush Royal Palms, orchids, and reclinas soften the graphic volumes of poolside architecture, from the pavilion’s massage and steam rooms to a cantilevered overhang above the outdoor kitchen and dining room to the dramatic, 100-foot mosaic-lined pool.

A staircase with translucent guardrail cascades up from the foyer, leading you to the second floor. Here you will find another thoughtful contrast—a master suite with wraparound views of both the natural Biscayne Bay and the man-made skyline of downtown Miami.

With no commercial activity in close proximity and exceedingly private neighbors, the home’s location creates an exclusive oasis, says listing agent Julian Cohen.



An uninterrupted stretch of sun-dappled hallway leads from kitchen to dining room, den to outdoors.

**“This is a stationary piece of art—  
it is a collectible in every way.”**

Jacques Cohen



The dining room table is crowned by handcrafted Henge light fixtures in bronze.

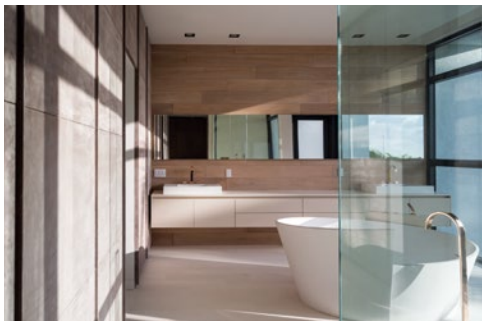


A floating staircase undulates upward, suspended above the modern foyer.





Dueling islands and generous wine storage make this chic kitchen a showpiece in its own right.



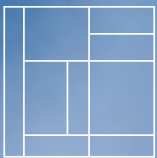
The master bath's orb-like Mastella tub sits in the center of the room, offering views of the bay and your private pool below.

Still you are close to everything, just a five-minute bike ride to South Beach or a 10-minute voyage by boat to the historic (and very exclusive) Fisher Island. The brand-new dock and boat elevator easily accommodate a 50-foot vessel, whether your idea of paradise is Miami's spirited yachting scene or simply fishing the bay's mangrove shorelines and seagrass meadows as the sun dips below the horizon. The resort-like estate sacrifices no luxury, allowing you to wind down or show off, but always in style.

Represented exclusively by Jacques and Julian Cohen



Luxuriate with a drink under the poolside pavilion, framed by vegetated walls and Brazilian ipe-wood paneling.



# LUMINAIRE

GRAMERCY



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Washington DC : On the Market

Traditional aesthetics and 21st-century lifestyles intersect in the nation’s capital.



Quintessential Hill charm in an enchanting south-facing row home awash with natural light in the vibrant H Street Corridor.  
1222 Linden Place NE | H Street Corridor | 3 Bed | 1.5 Bath | \$724,900  
MARC ROSS, JENN SMIRA 202.340.7675



An open floor plan and charming finishes characterize the interiors of this expansive brick home.  
3720 Yuma Street NW | North Cleveland Park | 5 Bed | 3.5 Bath | \$1,295,000  
SHEILA MOONEY, TY HREBEN 323.775.3825



Coffered ceilings and marble finishings lend character, while deluxe appliances and custom renovations ensure modern comfort.  
3533 16th Street NW | Mount Pleasant | 5 Bed | 4.5 Bath | \$1,199,900  
TRENT HEMINGER, KEVIN GRAY 202.210.6448



Featuring expert craftsmanship, a spacious and stately home in highly-coveted Kent retains its colonial allure.  
5201 Watson Street NW | Kent | 6 Bed | 4.5 Bath | Price Upon Request  
BRIAN SMITH 202.412.4668



Built around the turn of the century, this Victorian home's original detailing and graceful lines exemplify its characteristic elegance.  
1743 Park Road NW | Mount Pleasant | 5 Bed | 3 Bath | Price Upon Request  
THE MANDY AND DAVID TEAM 202.557.5411

The American College of Sports Medicine named DC America’s fittest city in 2015.

Public parks account for almost 20% of the District’s city-owned land.



Enter: Active



On the following pages, meet five of the health sphere’s most promising startups and their energetic founders. Innovators in their fields, they are employing 21<sup>ST</sup>-century tools, from mobile apps and live data to cloud streaming and ethical sourcing. Some venture capital helps, too. But they balance these modern resources with the timeless elements of music and meditation, fresh food and friendly competition, American manufacturing and the not-to-be-underestimated human touch. Based in the country’s most vibrant cities but delivering nationwide impact, they are Compass’ kindred spirits: perceptive, purposeful, and persevering. Ready to press play?



Nutrition  
Sweetgreen

Nicolas Jammet  
Jonathan Neman  
Nathaniel Ru

Home  
Ekla Home

Emily Kroll

Health  
Wellframe

Jacob Sattelmair

Fitness  
Peloton

John Foley

Wellness  
I.Am.You.

Lauren Imperato



Words: Kiera Aaron, Mike Darling, Christopher Ross, and Jon Roth  
Images: Sami Drasin, Joe St. Pierre, and David Urbanke







Co-Founders  
Nicolas Jammet  
Nathaniel Ru  
Jonathan Neman

# Sweetgreen

Celebrating sustainable,  
local sustenance

Nicolas Jammet, Nathaniel Ru, and Jonathan Neman weren't in the mood for Chipotle. This was 2007, and they'd tired of the fast food eateries scattered across their enclave of Washington DC. The three pals, all business majors at Georgetown, sensed they weren't the only ones seeking an alternative to the average burrito joint or sandwich shop.

The plan they hatched later that night appeared to be the antithesis of the average college kid's diet: Large salads created using organic, locally-sourced, and sustainably-farmed ingredients. They called this concept Sweetgreen—a nod to living what they deemed “the sweet life.”

It involved a few things: “Impact, sustainability, and innovation were the pillars,” Neman says. “But we also aimed to make healthy living more relevant, less granola.” They had ideas for how to do that—music would be a big part of it. So would tech—they'd be one of the first restaurants to double-down on digital ordering. And after talking to hundreds of investors, they'd scraped together enough cash,

\$300,000, to test the concept inside a 550-square-foot cottage near campus.

“The size forced us to think simply and take some risks,” Neman says, for instance, an open kitchen. “We wanted to show off that we scratch-cook everything; there's nothing to hide.” They also focused on creating a memorable experience: “We blast music a little louder than we should,” Neman says. “There's no assembly line, either. You get one person the whole time, and we train them to make customers smile.”

Within months, Sweetgreen was a hit. A second café followed. “It was slow going at first, so one day we brought speakers outside and started DJing,” Neman says. A full-on block party broke out, and that idea ultimately inspired Sweetlife, now one of DC's largest music fests, drawing acts like Kendrick Lamar and Calvin Harris. “When people think about their best food moments,” Neman says, “we want to be a part of them.”

The press was equally glowing, and investors' interest piqued. Venture capital poured in—with \$22 million

from Revolution Growth, a fund led by former AOL co-founder Steve Case, which “looks for companies that are attacking large, traditional industries with innovative new products and services,” according to its website.

“We're all about the emotional connection that food creates.”

But the founders know buzz alone won't sustain loyalty or ward off competition like Tender Greens and Lyfe Kitchen, chains keen on cutting into their share of the estimated \$300 million salad industry. Neman is reluctant to discuss their next innovation, but emphasizes that tech will only get them so far, anyway.

“We have a lot of exciting things about to come out,” he says, “but what will always make us different is the human connection. How are we making lives better? Impacting the world? Those questions get us excited. It all comes back to that.” — MD

Washington DC  
Founded: 2007  
Headquarters: DC's Logan Circle; soon-to-be LA  
Equity funding: \$95M  
US restaurants: 39

Founder & CEO  
Emily Kroll



Enter: Active



# Ekla Home

Designing  
healthier interiors

Los Angeles  
Founded: 2007  
Factory headquarters: Vernon, CA, 5 miles south of downtown LA  
Eco certifications received: 5  
Harmful chemicals cut: 13  
Organic upholstery options: 62

Throw out the term “eco furniture” and what comes to mind may be less than appealing. Perhaps a spindly futon swathed in hemp or a deflated macramé beanbag. And that drives Emily Kroll crazy. As the founder of Ekla Home, one of the country's top eco furniture firms, she specializes in low-slung couches and minimalist armchairs that would look at home in any high-end showroom; the only sticker shock stems from the “Organic” distinction on their tags.

Good design and sustainable practices run in Kroll's family. One grandfather produced cutting-edge furniture for Gimbel's and Macy's; another started an early scrap reclamation company in Britain, so Kroll's green leanings are in her blood.

In 1994, after years working in the furniture industry, Kroll started Ashland & Hill in Santa Monica, the seaside town where she spent most of her childhood. Soon after, she got a wake-up call. “I read my industry was responsible for cutting down two-thirds of the world's rainforests,” she remembers. “I thought, there must be a way we can work in reclaimed wood or sustainable crops.” She did both. First by gathering lumber from decommissioned Los Angeles buildings, then by sourcing alder, a fast-growing maple lookalike.

Next she tackled upholstered pieces and rebuilt them from the stuffing out. Soft furniture is usually filled with polyurethane foam, a petroleum-based substance often packed with chemicals. “Foam is basically this toxic soup that's made into an air bubble material that we sit on,” she explains. Instead, she began sourcing rubber, tapped from pesticide-free plantations and wrapped in wool, then organic cotton-twill. The end result? Beautiful, comfortable pieces with a tiny carbon footprint, ethically built, and free of VOCs (chemicals emitted from adhesives, finishes, and fabric treatments that can be harmful over time).

It seems like an easy sell, but it wasn't when Kroll shopped the idea in 2007. An investor in Sweden pledged funding, but after the '08 collapse, much of that money never came through. “People weren't interested in organic sofas. Or any sofas. Home furnishings are tied to real estate,

so when that market collapsed, so did ours.” That's when Starbucks called, looking for reclaimed wood tables. All told, Ekla produced pieces for more than 200 California coffee shops, allowing the fledgling company to remain afloat.

Today, her client list includes MTV, HBO, and Capitol Records, who stock Ekla in their offices. The company is a vendor of Google, and Kroll just inked a deal with Adobe. But when you ask her what she's most proud of, the conversation reverts to sustainability. Ekla recently participated in a zero net-energy demo home with Honda and the University of California Davis, and her pieces

“Organic furniture doesn't have to look like it's from the 1975 Berkeley Craft Fair.”

dotted Greenbuild's 2015 Unity Home in Washington DC. She's also midway through Cradle to Cradle, “the Cadillac of environmental certifications,” she says.

Today, Kroll fills her Santa Monica bungalow with classics—Paul Frankl desk, George Mulhauser for Plycraft Mr. Chair—as well as Ekla's reclaimed wood table and Kristina sectional. And as her firm grows, she's looking to branch off from their factory-direct model and add an LA-area showroom.

“If we can solve the problem of polluted indoor environments and more people can live healthy, productive lives,” Kroll says, “we have succeeded.” — JR



## Boston

Founded: 2011  
 Headquarters: The city's historic Leather District  
 Americans currently using health-tracking apps: 51.2M  
 Expected market for health apps by 2017: \$26B



## Wellframe

### Revolutionizing patient care

artificial intelligence. Their start-up, Wellframe, has since become a case study in using technology not to replace human touch, but to extend and strengthen its reach.

At the core of Wellframe's program is a mobile app which connects recently-hospitalized individuals with healthcare providers. It empowers patients with personalized checklists drawn up by their doctors and allows providers to follow the patient's recovery data in real time. Like a house call for the 21st century.

Despite the app's utility, the Wellframe co-founders faced formidable obstacles as they attempted to reinvent how clinical services are provided en masse to high-risk patients. As a former product manager at the Runkeeper app, Sattelmair was aware of the myriad tools targeting

**"Four people who've never started a business are developing a technology that asks large, conservative firms to change."**

already-healthy people aiming to get more fit. Instead, he envisioned a solution that addressed those most in need.

Rather than decamp for Silicon Valley, the founders leveraged their Boston location, assembling a team of brains versed in medicine and tech. Their pooled connections to Harvard and MIT, paired with the cerebral city's tradition of thought leadership, afforded significant recruiting advantages, too.

After getting off the ground with the help of accelerator Rock Health, they conducted studies at top academic hospitals like McLean, the Harvard-affiliated center for psychiatric treatment, to prove their concept could work. Responses from both patients and providers were positive, and by 2014, they'd raised \$1.5 million, followed by another \$8.5 million through two rounds of funding. Last year, the *Boston Business Journal* named them one of the city's best places to work, and they've signed a partnership deal with a national insurance company.

But their eyes are opened to the difficulties ahead. "Building a business is hard," says Sattelmair. "Every time you solve a challenge, you create two new ones." But the value of their work is undeniable. "A lot of patients have referred to this as their lifeline. It gives them a structure to feel supported." A framework done well, indeed. —CR

President & CEO  
 Jacob Sattelmair

As anyone who's ever undergone surgery or suffered a serious illness knows, the ensuing days and weeks can be as trying as the affliction itself. It's a period in which people are susceptible to depression and anxiety as they face new challenges in a weakened state. While the healthcare system has been experimenting with digital solutions for everything from health records to robot-assisted surgery, après-operative treatment remains largely analog, confined to phone call check-ins from the hospital.

Recognizing a problem, Jacob Sattelmair, a Harvard-and-Oxford-trained scientist, and three colleagues decided to tackle it in 2011, drawing on their collective expertise in public health, systems engineering, clinical medicine, and

Co-Founder & CEO  
 John Foley



## Peloton

### Democratizing boutique fitness

New York City  
 Founded: 2012  
 Headquarters: The west Manhattan area of Chelsea  
 Equity funding: \$119.4M  
 # of instructors: 12  
 # of subscribers: 150K  
 App downloads: 50K+

If you were to call Peloton a New York City-based cycling studio, you'd only be describing a small part of the picture. Yes, Peloton's downtown gym has everything you'd expect from a place that offers \$30 spin classes: motivating instructors, riders pedaling in unison, Beyoncé on the playlist. But one thing sets Peloton apart from every other cycling center in America (and there are a lot of them these days): the ability to live-stream their workouts from anywhere in the world.

But let's back up to 2012. Flywheel and SoulCycle were already established, and John Foley had two small children and zero time to exercise. "Between the commute to and from class and waiting in line for the showers, spinning is a two-hour commitment." Plus, in order to reserve the best teachers at the most convenient times, you need to sign up a week in advance.

**"We're developing ways for people to never feel they're riding alone."**

That's when Foley—who previously held leadership positions at sites such as Evite and e-commerce giants like Barnes & Noble—channeled his software background. First, he considered creating an app allowing people to stream classes on their own bikes and tablets. "But we realized that there weren't any great bikes or, frankly, tablets," he says. The solution? "Make the best bike ever built and the best tablet ever built and combine them."

That's no small order, but "we had a fun thing called second-mover

advantage," says Foley. "It's when you study the best of the existing products, then do better." And since the company is based on a subscription model (riders pay \$39 a month for unlimited instructions from their \$1,995 Peloton bikes), Foley wasn't worried about the margins on the bike itself, making it easier to invest in quality hardware. "We don't care about the cost of the bike; we want it to last 20 years," says Foley.

No, those aren't the endorphins talking. If the bike lasts decades, you'll stream classes off the cloud for decades. Plus, Peloton's tablet is integrated with the bike, so you not only view live workouts, you track your metrics and race other riders. (Don't

let the competitive aspect throw you. The online community is important to Foley; a "peloton" is the term for a group of cyclists.)

At its core, the company is about bringing cosmopolitan classes to home gyms in quiet hamlets and frenetic cities alike. And with the launch of its iPhone app, which lets riders join courses from any bike, Foley plans to roll out even more features to bring riders together—all 150,000 of them. (That's a lot for opening their first studio's doors in 2014.)

"We're developing easy ways for people to cheer each other on," says Foley, "so no one ever feels like they're riding alone." —KA





## I.Am.You. Modernizing an ancient wellness approach

New York City  
Founded: 2009  
Studio: Little Italy loft  
Social media following: 250K+  
Streamable yoga courses: 20  
Notable class locales: Cannes  
Film Festival, Times Square,  
Central Park's Great Lawn

The irony of being praised as one of the world’s leading yoga instructors isn’t lost on Lauren Imparato. “I hated yoga,” she says. “I thought it was a total waste of time.” But one day after going for a run around her New York City home, she was nursing her sore legs when her husband, Jorge, suggested a class might help.

“I went to prove him wrong,” she says. “And then I got addicted.” At Morgan Stanley, where she was a vice president, coworkers began complimenting her improved posture and her soaring energy level. “Then Lehman Brothers crashed, and I aged about a decade every hour I was on the trading floor,” she says.

“Life is only going to get more stressful. We need tools to deal with it—realistically.”

To mitigate the stress, the Princeton grad leaned on the mindfulness tactics picked up from yoga. “My husband jokes that I gave myself a PhD in wellness that year.” It was then she took the next step —teach. “At first I had to beg people to come to our tiny loft,” she says. But then, the crowd who showed up for her free classes grew. And this group wasn’t of the patchouli persuasion. “They were career-driven people looking for a different vibe, not all floaty and full of fairy dust.”

Then again, with a nudge from Jorge, she did the one thing she would have thought impossible—quit her lucrative Wall Street job, plowing her savings into a yoga studio. Called I.Am.You., the name is equally rooted in an ancient Tibetan Buddhist belief known as *mahamudra* and the modern idea of interconnectivity.

“I.Am.You. was the proof of concept for *Retox*,” Imparato says, referring to her book *Retox: Healthy Solutions for Real Life* (Berkley, 2016). It tackles Imparato’s POV on the 20 biggest challenges in contemporary life—from back pain to headaches to hangovers. Imparato hits these with a three-pronged solution—yoga, nutrition, and wellness—and this approach, alongside her irreverent tone, appeals

to yoga newcomers, even skeptics. And in the \$9 billion yoga and pilates business—one growing annually by eight percent—every foothold is an opportunity.

“Yoga is not about escaping,” she attests, “but about training the muscle of the mind.” To that end, her philosophy’s most appealing aspect is accessibility—no waking up at 4 a.m., pricey supplements, or unpronounceable berries. It’s even happy hour-friendly.

“It’s what I told my friends about working out: detox before you retox. In other words, we might play tennis during the day, but order a bottle of Champagne that night,” she says.

“In fact, we might order two.” —MD



This spacious, antique Cambridge home is beautifully constructed, elegantly detailed, imposing, and gracious.  
20 Gray Gardens West | Cambridge | 3 Bed | 2 Bath | 3 Lav | \$2,450,000  
**THE PETROWSKY JONES GROUP 617.504.6330**



Sunlight streams through the soaring windows of this stately residence, which is surrounded by mature gardens.  
119 Russell Avenue | Watertown | 5 Bed | 3.5 Bath | \$1,250,000  
**THE PETROWSKY JONES GROUP 617.504.6330**



Take in the Charles River and city views afforded by a private roof deck, located atop a historic Beacon Street penthouse.  
383 Beacon Street | Back Bay | 3 Bed | 3 Bath | \$2,175,000  
**JEANNEMARIE CONLEY 617.312.3991**

## Boston : On the Market

From crown moldings to bay windows, charming details and timeless design hold court in this historic town.



Boasting exceptional space for entertaining, this gracious home features river views and a custom designer kitchen.  
256 Beacon Street | Back Bay | 3 Bed | 2 Bath | \$2,795,000  
**FRANN BILUS 617.759.4828**



On the edge of expansive Raymond Park, this corner-lot Colonial Revival has lovely period details and a very desirable floor plan.  
195 Upland Road | Cambridge | 6 Bed | 2 Bath | 2 Lav | Price Upon Request  
**THE PETROWSKY JONES GROUP 617.504.6330**

In 1975, Boston became the first major marathon to feature a wheelchair division.

The loops along Boston’s Charles River allow runs ranging from 1.3 to 17 miles.



Washington DC : On the Market

Lush landscaping and enviable renovations characterize the capital's most sophisticated addresses.



Elegance and tranquility abound at this in-town estate, occupying a generous acre complete with outdoor living spaces and sparkling pool.  
2700 Chesapeake St NW | Forest Hills | 6 Bed | 5.5 Bath | \$3,500,000  
ERICH CABE 202.320.6469



Luxuriate within a discreet oasis, boasting mint renovations throughout and unrivaled access to the city's finest shops and metro.  
3121 Appleton St NW | Forest Hills | 6 Bed | 4.5 Bath | \$2,150,000  
ERICH CABE 202.320.6469



Fill this charming stone-and-brick Cape Cod, located in Martins Addition, with cut blooms from its greenhouse and manicured gardens alike.  
3404 Shepherd Street | Chevy Chase | 4 Bed | 3 Bath | \$1,350,000  
ERICH CABE 202.320.6469



Classic and contemporary architecture converge atop spacious, private grounds, featuring a pool, detached artist studio, and expansive four-car garage.  
7301 Nevis Road | Bethesda | 5 Bed | 4.5 Bath | \$2,250,000  
ERICH CABE 202.320.6469



“You can’t really say what is beautiful about a place, but the image of the place will remain vividly with you.”  
— Tadao Ando

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4 Bathrooms  
1 Powder Room  
4,203 ft<sup>2</sup> / 390 m<sup>2</sup>

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Leading the US in community gardens per capita, DC boasts 2,600 in its city limits.  
The average bike commute in DC is 4.6 miles or 22 minutes each way.



Los Angeles : On the Market

Dramatic volumes and sophisticated styles highlight the region’s natural beauty.



Abundant light, minimalist finishings, and angular architecture result in a stunningly dramatic, Hollywood Hills aesthetic.  
7350 Pacific View Drive | Hollywood Hills | 3 Bed | 3 Bath | \$2,895,000  
JEEB O'REILLY, SCOTT SEGALL 310.980.5304



A contemporary architectural gem designed by Ed Niles sparkles along the spectacular Malibu oceanfront.  
41800 Pacific Coast Highway | Malibu | 4 Bed | 5.5 Bath | \$53,000,000  
ARI AFSHAR 310.780.3180

The city's Griffith Park has 4,300+ acres of rec space and 50 miles of hiking trails.

A series of poses, the *vinyasa* flow was created at LA's original YogaWorks in 1987.



Warm, organic elements and sleek, linear proportions are complemented by expansive views of Los Angeles, the Hollywood Sign, and Griffith Park Observatory.  
5682 Spreading Oak Drive | Los Feliz | 3 Bed | 2.5 Bath | \$2,295,000  
VICTORIA MASSENGALE, MICHAEL MAGUIRE 323.640.2924



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4320 Eagle Rock Boulevard | Eagle Rock | 3–4 Beds | Prices starting \$700s  
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Formerly owned by iconic fashion designer Bob Mackie, this expansive Laurel Hills home is perfectly appointed for entertaining.  
8515 Edwin Drive | Sunset Strip-Hollywood Hills | 5 Bed | 4.5 Bath | \$2,175,000  
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Flight of Fancy

Perched in one of Los Angeles’ most lavish neighborhoods, this modern nest is simultaneously a low-key escape and in the thick of it all.

Words: Shaun Courtney  
Images: Matthew Williams, Adrian Anz

Like something out of a Slim Aarons photograph, the pool lures you in for a quick dip after yoga, while its contoured patio calls for sunset cocktails with friends.

Nestled just above the Sunset Strip, the Bird Streets’ avian-themed avenues—Blue Jay Way and Skylark Lane among them—have become synonymous with Hollywood heavyweights who seek refuge but demand access to all LA has to offer. But 9237 Warbler Way, built in 1961 and modernized in 2009, maintains its unruffled composure amid the bustling neighborhood.

Valued for their city and ocean views and proximity to downtown, “the Bird Streets are like a gated community in the Hollywood Hills,” says Jeeb O’Reilly, Estate Director with Compass. O’Reilly would know; she’s made a career of catering to the needs of the area’s A-listers. And an address in the Bird Streets puts its owner in the company of long-time film executives and actors as well as newer arrivals including professional athletes and celebrity DJs.





Framed by glass, the airy kitchen and dining area features retro lacquer finishes and maple cabinetry that wink at the home's 1961 completion.



A second-story cedar balcony overlooks the sloping treetops of Beverly Hills, downtown LA, and the ocean beyond.



The sun-drenched study benefits from floor-to-ceiling windows and nonchalant white-oak floors.

“At some point everyone has had a stay in the Bird Streets,” notes O’Reilly, ticking off names like Elton John and George Harrison, among others.

This thoughtfully renovated roost strikes a balance between privacy and connectivity, sand and city. Boasting a significant setback from the street and landscaping lush with succulents, “it tells two stories,” explains O’Reilly. “You get both the zen serenity of the desert and the engaged movement of the metropolis below.”

Walls of floor-to-ceiling glass frame both levels of the two-story, three-bedroom home and create a natural indoor-outdoor fluidity, from the main living area to the sun-kissed pool, from the bedroom to a cedar perch overlooking sloping treetops and the cityscape. “It’s like a translucent tree house” O’Reilly continues.

Where ostentatious homes selling for \$35 million are de rigueur nearby, Warbler Way is tastefully discreet.

A driveway running behind neighboring properties leads to the private, gated motor court. Beyond the parking area you pass through protective walls lined with fruitless plum trees and a terraced buffer of low-maintenance desert grasses that veil the pool, behind which sits the unassuming home, a streamlined assemblage of stucco and wood.

This nod to natural materials continues from the first-story’s gray quarried stone floors to the white-oak second-level floors to the shimmering, mosaic-tiled bathrooms. Together, they lend this home an air of simple elegance. In essence, 9237 Warbler Way has the Bird Streets’ necessities and none of their excesses. It keeps you grounded while aloft in the Hollywood Hills.

Represented exclusively by  
Jeeb O’Reilly, Tori Barnao, and Gersh Gershunoff



A spa-like bathroom lets you soak in the deep tub while meditating on the desert vista just outside.

**“It tells two stories. You get both the zen serenity of the desert and the engaged movement of the metropolis below.”**

Jeeb O’Reilly



New York City : On the Market

Unparalleled scenery and premier amenities converge in Manhattan’s most sought-after residences.



Flanked by Manhattan’s most iconic buildings, this midtown penthouse’s skyline vistas are unequalled.  
556 3rd Avenue | Murray Hill | 4 Bed | 4.5 Bath | \$4,950,000  
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870 5th Avenue | Upper East Side | 2 Bed | 2.5 Bath | \$6,500,000  
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Runners of the New York Marathon’s 26.2-mile course cross five bridges.

The city’s greenway system boasts 100+ miles of jogging, walking, and cycling paths.



Three exposures and spectacular light create a dramatic downtown panorama, complemented by boutique condo amenities.  
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24 West 55th Street | Midtown West | 2 Bed | 2 Bath | \$1,490,000  
JULIA HOAGLAND 646.832.3544



Boasting both Hudson River and skyline views, this Tribeca loft is perfected by interior designer Nicole Fuller.  
250 West Street | Tribeca | 2 Bed | 2 Bath | \$3,390,000  
JULIA HOAGLAND 646.832.3544

Ripple Effects

C Q 2

2016

NEW VIEWS FROM THE WATERFRONT

Words: Archie Lee Coates IV, Executive Director of + POOL

The world’s greatest cities create opportunities for their citizens to be active—physically, culturally, and intellectually—and New York City is certainly among these. One project in particular, + POOL, is inviting people to swim in a clean East River for the first time in 100 years by building a water-filtering, floating lagoon. A feat of architecture, engineering, and crowd-funding, the project is part of a broader trend in New York City, which had long turned its back on its riverfronts but is now looking to rehabilitate more than 500 miles of shoreline. By reclaiming its waterways and pioneering new public space, the metropolis and its most creative denizens carve out water from the concrete, serenity amid the noise.



# “We’re surrounded by active bodies of water teeming with life and brimming with potential.”

As New Yorkers, we often forget Manhattan is surrounded by water, and we definitely don’t think about swimming in it. The rivers feel more like a border between boroughs than a place meant for us to enjoy. Meanwhile we’re surrounded by active bodies of water teeming with life and brimming with potential. So here’s the question: what if we could change how we all see the rivers, just by having a chance to swim in them? The wild thing is, we used to. Millions of us. All the time.

### history of the waterfront

In the 19<sup>th</sup> century, swimming in the river was as inherent to New York street life as grabbing a hot dog or summoning an Uber is today. By 1895, 15 floating river pools bobbed up and down the waterfront, stretching from Battery Park to 159<sup>th</sup> street.

The pools were an initiative of the city’s Public Works program, an absolute necessity in the early days of an ever-growing New York. A reporter wrote in a *New York Times* article in August 14, 1870, that people came to take a dip from “all parts of the town, as high up as fifty-ninth-street, and as low down as Pearl and Broad streets.” The waters were clean, and at the height of attendance millions of New Yorkers flocked to the pools to stave off the summer’s heat.

By the early 1900s, as industry began to boom and the population soared, so did its sewage. At some point it had nowhere to go but into the rivers. Slowly but surely, the health of its swimmers became too threatened to stay in the water, and the pools were gradually removed from the river, ending our access to it.

Other major cities across the world were faced with the same issues. From Los Angeles to Paris, the waterways became victims of their cities’ own progress, and our view from the waterfronts started to fade into a distant memory. Industry dominated the shoreline, and the riverbanks became less desirable places to live. So we moved inland and started constructing buildings that reached higher and higher into the sky. As our residences rose, space was harder to come by, and thus public areas became more and more precious.

But as we were simultaneously pushed from the waterfront, we could start to see it again; this time from hundreds of feet up behind walls of windows. For decades, the rivers were only visible from the tops of those buildings, and only within the past few years have we started creating opportunities to get down in them.

In 2011, New York City’s former mayor Michael Bloomberg published

*Vision 2020*, the city’s waterfront revitalization plan, and the city council passed a law that required officials to continually focus on the waterfront every decade. The goal was to “reconnect New Yorkers and visitors to the water and reclaim New York City’s standing as a premier waterfront city.”




There’s nothing that will get us back to the water faster than actually being in it. Once you have the opportunity to touch the water—and not just view it from the shore—your perspective of it changes, and that was something we wanted to experience for ourselves.

### inspirations around the world

Long before we ever thought of swimming in the river, a little city in Denmark had already taken the plunge. In the 1960s, Copenhagen’s waters were far from swimmable. Polluted from years of sewage overflow and runoff, their situation was not unlike ours today. So they changed it. After a massive shift in infrastructure and an environmental cleanup, their canals came back to life. But it wasn’t until the Harbour Bath, the brainchild of architects Bjarke Ingels and Julien de Smedt, was created that people felt safe enough to get in the water; that changed everything. Just like that, people started swimming in the river, and all it took was an invitation. Now there are five floating baths in Denmark, with more on the way.

London isn’t far behind. With a long and intimate relationship with the River Thames, now enclosed by roads and buildings that prohibit access, Londoners are pinning to get back to the water. An incredible group

by Hannah McWilliams

Where to invest	
	<b>We asked. Our agents answered:</b> Which NYC parks have shaped their neighborhoods the most?
	<b>James Morgan</b> “The more dense New York City becomes, the more buyers value open spaces. After a long day, nothing beats walking home across Central Park. It provides opportunity to reflect and appreciate natural forms of beauty.”
	<b>Leslie O’Shea</b> “The Hudson River Greenway turned a gritty industrial waterfront into a true destination—a great resource where New Yorkers can congregate to kayak, cycle, or even hit golf balls overlooking the river.”
	<b>Jason Saft</b> “The High Line in West Chelsea completely reenvisioned a desolate, remote neighborhood into a vibrant community. When the High Line opened, it shed new light and interest on this once-overlooked area.”
	<b>Jesse Shafer and Greg McHale</b> “Brooklyn Bridge Park took a run-down, underused, and undesirable shipping area and transformed it into a landscaped wonderland. This is repurposing at its very best, and the wallet impact index has been obvious.”
	<b>James Cox</b> “The Battery Park system has had immense impact on real estate values in Lower Manhattan. It’s by far the most comprehensive, compact park area located within an entire neighborhood.”
	<b>Eugene Litvak</b> “The Williamsburg waterfront, site of Smorgasburg, truly introduced the neighborhood to the world. It also added to the vibrancy and appeal of surrounding buildings like The Edge and Northside Piers.”



“  
With a wave  
of initiatives,  
we’re edging  
ever closer  
to the water.  
”

called Thames Baths is planning an initiative to build a floating bath in the river that naturally cleans the water. Even Berlin has proposed a project called Flussbad that aims at making the entire River Spree safe to swim.

Back home in America, organizations in Boston are fighting to make the Charles River inhabitable again, and the same is true of the Potomac in Washington DC. Los Angeles is partnering with Frank Gehry to envision its 51-mile river revitalized, and Houston is creating a swimming hole in the contaminated bayou. You can’t spin a globe without finding people who want to rethink their relationships with their rivers.

New York is well on its way, too. In recent years, we’ve seen a colossal journey back to the waterfront. The 550-acre Hudson River Park extends up to 59<sup>th</sup> Street. Brooklyn Bridge Park is now canvassed by picnics and playgrounds, basketball and bocce.

Governor’s Island boasts an entire high school devoted to rethinking our waters, not to mention a swell of festivals and fairs. Battery Park, once the site where millions of newcomers entered New York, is now completely accessible.

Riverside Park, previously blocked by the Central Railroad’s West Side Line, now hosts a four-mile stretch of esplanade dotted with honey locusts. Sunset Park’s Bush Terminal Park just opened. Williamsburg’s East River State Park comes alive with gourmet food stalls and sunset films.

Even the Gowanus Canal is seeing new life with parks, bioswales, and street-end gardens.

#### a pool for everybody

In 2010, a few of us—Dong-Ping Wong, Oana Stanescu, Jeff Franklin, and myself—wanted to go farther than the water’s edge. We knew you couldn’t safely swim in the East River,

but that didn’t stop us from thinking it would be cool if you could. So, as artists and designers, we proposed a pool. Not just any pool, but one that functioned like a giant Brita filter big enough to clean a section of the river, making it safe for all of New York to swim, just as we used to.

The shape came from combining four different types of pools—lap, lounge, sports, and kids—into one, forming a plus sign.

We then designed a layered filtration system into the pool walls to incrementally remove bacteria and contaminants, ensuring nothing but clean water that meets city and state standards. No chemicals, no additives, just natural H<sub>2</sub>O. Realized, the project will allow New Yorkers to swim in clean river water for the first time in 100 years.

Six years in, we’ve built a non-profit from the ground up, complete with a staff and board of directors,

collaborating with a team of engineers, scientists, architects, and advisors to build + POOL, the world’s first water-filtering, floating pool.

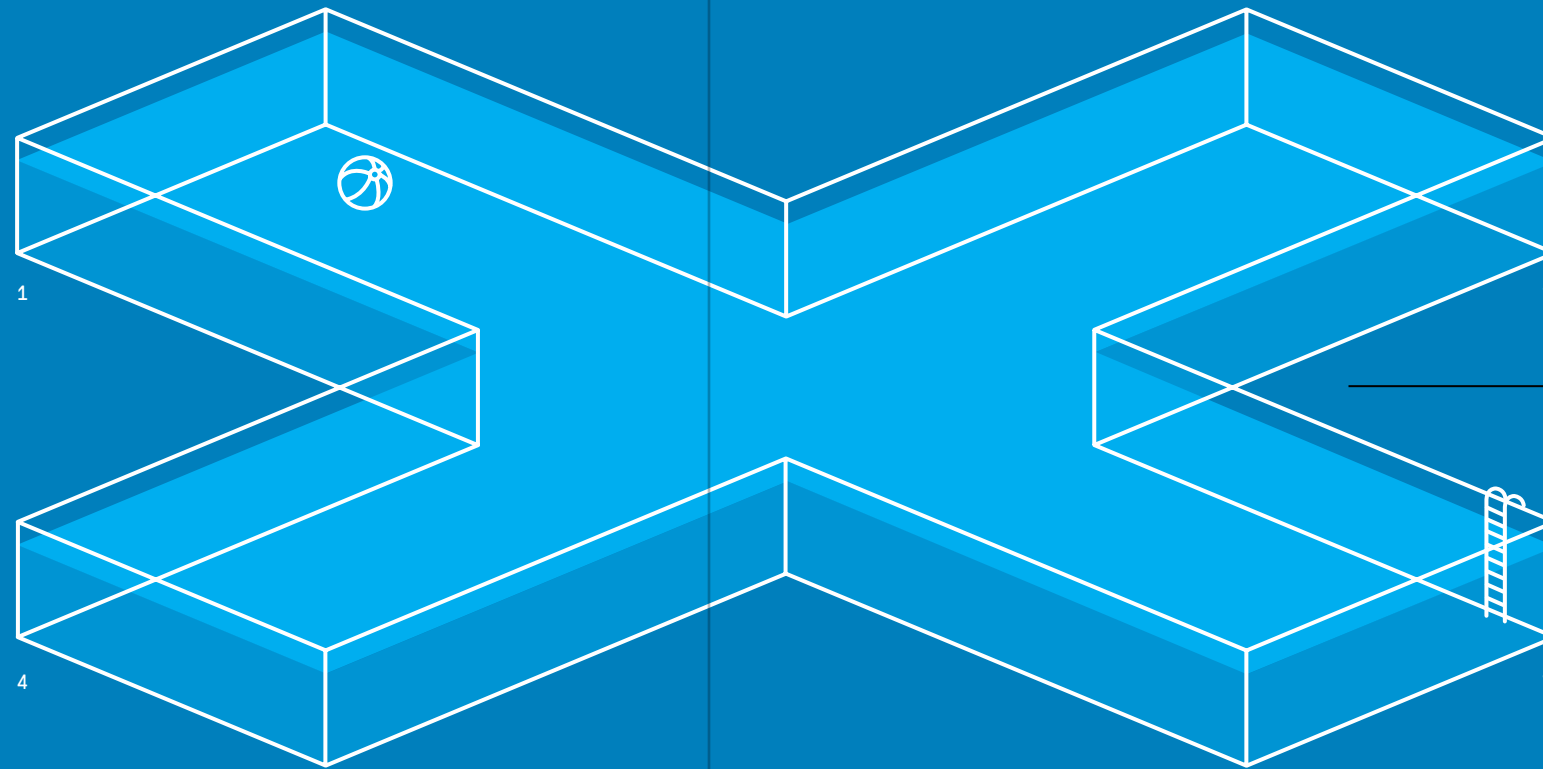
What started as a wild concept for a new type of public space is actually happening. We put a hopeful idea—a conversation between friends at a café—to paper and shared a simple vision for it online.

Within two days of posting it on Facebook, our website crashed from tens of thousands of visits, and by the end of the week we’d gotten calls from engineers at Arup, a reporter from NPR, and Joshua David, co-founder of the High Line, an effort intended to save an inactive Manhattan train track that turned into a wholly new way of creating public space.

Thousands upon thousands of incredibly enthusiastic friends—not just from New York, but from all around the world—pledged dollar after dollar on Kickstarter to make it a reality.

It’s this active community that propels + POOL today. Now that we’ve gone through an incredibly successful phase of R&D and feasibility—with our friends at Arup, Columbia University’s Lamont-Doherty Earth Observatory, The River Project, Google—we’re working with the city to finalize the design for permitting and will soon launch a campaign to raise the \$20 million needed to construct + POOL.

Giving people the opportunity to swim in New York’s rivers again has the potential to change the way we see and experience our urban coasts. With a tidal wave of initiatives popping up in city after city, we’re edging ever closer back to the water. It’s only a matter of time before we’re actually swimming in it. When we rediscover what it’s like to have a view not of, but from the waterfront.



#### + POOL

- 1 Kids pool
- 2 Sports pool
- 3 Lounge pool
- 4 Lap pool

by Chelsea Mullen

#### Where to go

##### Six ways to spend spring on the water

Smorgasburg food stalls head outside at East River State Park. [smorgasburg.com](http://smorgasburg.com)

Artexpo beautifies Pier 94 along the Hudson River. [artexponeyork.com](http://artexponeyork.com)

Frieze New York art fair takes over Randall’s Island Park. [friezenewyork.com](http://friezenewyork.com)

The Hudson River Park Games blast off at Hudson River Park. [hudsonriverpark.org](http://hudsonriverpark.org)

A YogaWorks series holds a pose at Riverside Park South. [yogaworks.com](http://yogaworks.com)

The River to River performing art fest enlivens Governor’s Island. [rivertorivernyc.com](http://rivertorivernyc.com)



Hamptons : On the Market

Striking forms and stylish interiors complement the natural beauty of sun, surf, and sand on the East End.



Featuring ocean views from every room, the sculptural design of this cutting-edge home contrasts beautifully against the dunes.  
Oceanfront Rental | Southampton | 5 Bed | 7.5 Bath | \$500,000/mo.  
EVAN KULMAN 917.453.0733



A modern, coastal-influenced interpretation of the classic farmhouse, as envisioned by visionary architect Botta Sferazza and built by Thomas Sepp.  
16 Palma Terrace | East Hampton Village Fringe | 5 Bed | 5.5 Bath | \$4,250,000  
JAMES PETRIE, MATT BURNS 631.830.2084

Of East Hampton's ~70 square miles, more than 40% is parkland, wetlands, or protected areas.

The # of certified organic farms in New York rose 35% from 2004 to 2014, including several in Suffolk County.



Meticulously maintained and occupying a verdant three acres, a stunning post-modern home represents the East Hampton ideal.  
317 Two Holes of Water Road | East Hampton | 4 Bed | 3 Bath | \$1,995,000  
EVAN KULMAN 917.453.0733



Situated within East Hampton's desirable Georgica section, a spectacular custom residence rests upon one and a half acres of grounds.  
Modern Marvel | East Hampton | 6 Bed | 7.5 Bath | \$12,995,000  
EVAN KULMAN 917.453.0733



Enjoy arresting Atlantic views and unparalleled ocean access from a sleek Montauk retreat, located along Ditch Plains Beach.  
100 Deforest Road | Montauk | 2 Bed | 1 Bath | \$1,250,000  
GREG BURNS 631.514.5409



Taking the Long View

From soaring proportions to a pastoral waterfront, this classic East End estate represents far more than meets the eye.

Words: Hannah McWilliams  
Images: Amanda Kirkpatrick

With its shingled exterior and spectacular water views, this home embodies quintessential Hamptons living.

Given East Hampton’s abundance of stunning architecture, it may come as a surprise that its homes’ most esteemed attribute is often that which cannot be seen: open air. Uninterrupted stretches of lawn, unmarred water views, infinite privacy, and the magnificent option to adapt space as you please—perhaps to erect a tennis court, outdoor kitchen, or guest cottage—signify, for many, the ultimate luxury. Located along the banks of Georgica Pond, 11 Cove Hollow Farm Road epitomizes such a reality. Masterfully designed by Jaquelin T. Robertson—counted among *Architectural Digest’s* venerable “AD 100”—the storybook estate is set atop more than three acres of coastal hillside and boasts views of its stunning environs from every room. Robertson’s adept integration of architecture, art, and environment is his forte; as the visionary behind the



“This home’s greatest attribute is undoubtedly its location. The design is exceptional in that every facet celebrates the land and waterfront upon which it sits.”

Ed Petrie



Extending across the dining area, custom shelving accommodates treasured photographs and family heirlooms.



Countless windows and French doors flood every room with coastal sunlight and offer panoramic views of the pond.



An inviting, informal dining nook complements the premium chef’s kitchen.



Dramatic beams and a striking fireplace imbue the living room with warmth and serenity.

Lewis Ginter Botanical Garden in Richmond, Virginia, Kansas City’s Henry Moore Sculpture Garden, and New York’s MoMA QNS, his command of natural elements is formidable.

Built along the same lagoon as the famed Grey Gardens estate, “this home’s greatest attribute is undoubtedly its location,” says Compass agent Ed Petrie. “The design is exceptional in that every facet celebrates the land and waterfront upon which it sits.” With its classically-shingled exterior and graceful proportions, the enclave channels New England’s bucolic farmhouses on a grander scale, affording the home a sense of ease and intention.

Once inside, soaring ceilings and countless French doors contribute to an interior as effortless and ethereal as the panoramic landscape. Shrug off chilly spring evenings in front of the stately fireplace, located within the dramatically-beamed great room, or whip up a healthy meal that celebrates Long Island’s bounty (wine, lobster, farm-fresh corn, and potatoes) in the generous

kitchen. “Southern exposures cast the living areas in a beautiful glow throughout the day,” says the home’s owner Angelika Walker. “And the abundance of windows entreat nature’s presence: the moonlit cove, majestic birdlife, and umbrellaed tree line are extensions of the house.”

But the home’s beauty may only be surpassed by its incredible functionality. Care to entertain? Boasting a state-of-the-art chef’s kitchen and three dining areas, the home is equipped to host indoor and al fresco gatherings alike—not to mention the impromptu weekend. They’ll be happily ensconced in a charming guest apartment complete with its own entrance on a private wing.

Just beyond the wraparound veranda lies the heated 50-foot pool, an oasis amid the emerald expanse of lawn. With ample room to accommodate a badminton or bocce court, the manicured grounds serve as a secondary, outdoor living space. From spirited poolside gatherings to evening apertifs on the grass, summers of celebration and solace await.

Represented exclusively by The Petrie Team



# Rotational/ Movement

From Boston commuters to Miami cruisers, Brooklyn cobblestones to LA trails, cycling scenes are microcosms of their communities. They reflect each city's riders and routines, paving the way for the Compass agents who steer their businesses on two wheels.

Words: Clint Carter  
Images: Bob Martus  
Set Design: Paul Vlachou  
Set Build: Yawn Moon

Fewer than 200 years ago, the bicycle was considered revolutionary. With two wheels, a simple drivetrain, and the occasional downhill boost from gravity, riders from coast to coast could reach speeds unattainable on foot. Early frames were made from wood, but the bicycle rapidly evolved—upgrading to iron and steel, and later, aluminum, titanium, and carbon fiber—elevating with every iteration.

Today, America's bike engineers deploy an arsenal of frame dimensions, gear ratios, and braking technologies to adapt these machines to their native terrains—be it the concrete jungle, rugged hillsides transected by trails, or warped,

wooden boardwalks. And this is all done with intricate intent, designed with an eye for beauty as much as for performance.

Conceived and often manufactured in top markets around the country, the models and cycling accessories featured on the following pages represent just that: the intersection of form and function. Celebrating the aesthetic of their respective localities and the distinct topography for which they were produced, these bikes—much like the Compass agents who offer their personal cycling insights alongside—adeptly navigate their way through their cities. Admire their machined elegance and then—take off.

“In Southern California, bike paths traverse the coastal communities from Manhattan Beach to Santa Monica, offering views of fishermen-dotted piers, volleyball in the sand, and dolphins at play. Further inland, a citrus-infused breeze sweeps through the hills and canyons of Valencia.”

Andrew Rhoda | Compass LA



Los Angeles  
Harding chromoly-steel  
fixed-gear by Pure Fix Cycles,  
purefixcycles.com  
Urban 500 Panther bike  
lights by Light and Motion,  
lightandmotion.com





“Evidence of a bike renaissance, Brooklyn’s influx of cycling lanes makes travel between apartment showings and to appointments a literal breeze. For a whirlwind ride, first traverse the Brooklyn Bridge to encounter tree-lined brownstones as far as the eye can see. Then make your way to the verdant Prospect Park, where every sense of city life is left behind.”

Gabriele Sewtz | Compass NYC



#### New York City

- ← Priority Classic aluminum urban commuter by Priority Bicycles, [prioritybicycles.com](http://prioritybicycles.com)
- Smart cycling gloves by Chari & Co NYC, [chariandconyc.com](http://chariandconyc.com)
- The Super Macchina Pista Columbus Steel fixed-gear by Continuum Cycles, [continuumcycles.com](http://continuumcycles.com)

#### Boston

- KryptoLock Series 2 Mini-7 steel U-locks by Kryptonite, [kryptonitelock.com](http://kryptonitelock.com)

“I’ve fully urbanized my 1998 Cannondale 400 for Manhattan’s streets: White Brothers carbon forks, Shimano disc brakes, Panaracer Pasela tires, and a carbon crankshaft. For an otherworldly experience, ride on Saturdays in August, when select Manhattan byways are closed, allowing you to coast up a trafficless Park Avenue, all the way from Union Square Park to Grand Central Terminal.”

Aaron Seawood | Compass NYC





“Over the last decade, Boston has made significant improvements to encourage biking throughout its many neighborhoods. Cycling culture here encompasses everyone from seasoned commuters dashing along the Southwest Corridor to weekend enthusiasts enjoying the Charles River paths.”

Joe Cunningham | Compass Boston



Miami

- The Drifter 6061 alloy cruiser by Sun Bicycles, [sun.bike](http://sun.bike)
- ← The Utrecht Merino wool-blend cycling jersey by Road Holland, [roadholland.com](http://roadholland.com)
- Boston
- ← The Boston 7005-alloy single-speed folding bike by Montague, [montaguebikes.com](http://montaguebikes.com)

“Miami’s idyllic weather and gorgeous scenery make it a cyclist’s paradise. From Key Biscayne’s Rickenbacker Trail to Coconut Grove’s historic Peacock Park, the city presents limitless routes for locals and visitors alike.”

Claudia Villar | Compass Miami



New York City : On the Market

Graceful lines, state-of-the-art materials, and intelligent design distinguish today’s most visionary addresses.



This magnificent single-floor penthouse features a Piet Oudolf-designed wraparound terrace planted to perfection with myriad perennials.  
311 West Broadway | Soho | 4 Bed | 4.5 Bath | \$15,000,000  
LEONARD STEINBERG 646.375.1932



Only one penthouse remains in the 11-story, limestone-clad building designed by *Architectural Digest* 100 architect Steven Harris.  
560 West 24th Street | Chelsea | 3 Bed | 3.5 Bath | \$9,950,000  
LEONARD STEINBERG 646.375.1932



Inspiring views and light engulf this chic, full-floor two-bedroom plus home office, designed by renowned architect William T. Georgis.  
350 West Broadway | Soho | 2 Bed | 3.5 Bath | \$8,000,000  
LEONARD STEINBERG 646.375.1932



This landmarked, 22-foot wide Greek Revival-style townhouse is located on a picturesque block steps from historic Washington Square Park.  
73 Washington Place | Greenwich Village | 6 Bed | 8.5 Bath | \$16,850,000  
LEONARD STEINBERG 646.375.1932



This unique, four-bedroom peninsula residence boasts breathtaking Central Park and Manhattan skyline views at the award-winning, world-renowned Museum Tower.  
15 West 53rd Street | Midtown East | 4 Bed | 3.5 Bath | \$6,795,000  
LEONARD STEINBERG 646.375.1932



A Walk in the Park

Tucked atop one of Manhattan’s most enviable addresses, this luxurious condo pairs refined interiors and A-list amenities with the city’s most priceless perk—a cinematic green space at its door.

Words: Liz Wallace  
Images: Yale Wagner

The world—or at least, a grand panorama of uptown Manhattan—is yours, thanks to an unsurpassable bay window view from the living room chaise.

Within this exquisitely renovated, 28th-floor apartment at 15 Central Park West, one of New York City’s toniest addresses, you’ll encounter interiors you never want to leave: a fluid living/dining room with 180-degree uptown views; a pristine kitchen for entertaining groups small or large; three bedrooms that whisper luxury in hushed tones. And yet, simply step outside the condo’s front door and you’ll find a 14,000-square-foot, state-of-the-art fitness facility, a 75-foot-long indoor pool, and, perhaps the most invaluable amenity, Central Park at your transom. “15 CPW is really a self-contained environment,” says Compass agent James Morgan. “The facilities are better

NYC’s GreenThumb urban gardening program supports 600+ community-run plots.

Since 2006, the City of New York has constructed more than 250 miles of bike lanes.





The limestone-clad façade telegraphs understated luxury.

A crisp white kitchen with modern appliances shines a chic spotlight on every meal.



Retire to this sleek bedroom with touches of colorful whimsy for a quiet sunset and a good read.

**“15 CPW is a self-contained environment. The facilities are better than any private club you could ever join, and the amenities cater to clientele who’ve seen it all.”**

James Morgan



Dinner transforms as theater with sweeping city views as your stage.

than any private club you could ever join. The amenities cater to clientele who have seen it all.”

The property represents the epitome of active living—beyond its myriad fitness options, it comes equipped with a built-in community. Complete with tenant-only common spaces including a screening room, library, and restaurant, the two adjoining buildings (the 19-story “house” and the 35-story “tower”) foster a close-knit, neighborhood ambience. And then there’s the surrounding Upper West Side, with its storied museums, golden-lit bistros, and raucous dog runs. Here, a sense of belonging runs deep.

Built in 2008 by acclaimed architect Robert A. M. Stern, this stately limestone duo is “an ingenious homage to the classic [Rosario] Candela-designed apartment buildings on Park and Fifth Avenue,” according to a *Vanity Fair* profile of the complex.

Step inside this particular unit to discover interiors that are at once comfortable, contemporary, and completely glamorous. Notably, they are executed by Jed Johnson

Associates, an interior decorating firm launched decades ago in Andy Warhol’s Manhattan townhouse and whose client list sparkles with names like Mick Jagger, Jerry Hall, Barbra Streisand, and Richard Gere.

Begin in the generous foyer with its handsome marble floors, moving to a living room ripe for springtime fêtes—Derby party? Easter supper? Tribeca Film Festival soirée?—and boasting unimaginable views.

Flanking the living room are a dining room with equally enviable cityscapes and a modern kitchen, ideal for daily coffee a deux or a casual Bloody-Marys-and-baked-eggs brunch with the neighbors down the hall. Four bedrooms offer generous space for family or visiting guests, too.

With this inimitable property, glorious Central Park is your front yard. Step outside and play—or stay in, and bask in this vibrant city from above.

Represented exclusively by James Morgan and Jonathan Weiner



New York City : On the Market

Whether a modernist loft or a townhouse infused with old-world grandeur, our homes satisfy the most cultivated tastes.



Steps away from Olmsted and Vaux's Prospect Park, this classic Park Slope townhouse emanates pre-war charm.  
587 4th Street | Park Slope | 5 Bed | 2.5 Bath | \$3,995,000  
LIBBY RYAN, MARIA RYAN, JOE RYAN 718.355.8402



Sunny outdoor spaces and private keyed elevators are among the enviable features offered by these boutique condo residences, arriving Spring 2016.  
559-563 Carroll Street | Park Slope | 2-4 Bed | approx. \$1,250,000-\$2,750,000  
LINDSAY BARRETT 646.663.1092

There are more than 500 public tennis courts in New York City.

FitBit found that New Yorkers walk more than denizens of any other American city.



This rare townhouse gem in the heart of the West Village has been masterfully renovated and rebuilt by AD 100 designer Steven Gambrel.  
21 Perry Street | West Village | 5 Bed | 4 Bath | \$13,850,000  
JOSHUA WESOKY 917.744.3435



Comprising six, sun-flooded stories, this brick Georgian mansion boasts superb park and river views, wood-burning fireplaces, and landscaped terraces.  
323 West 74th Street | Upper West Side | 9 Bed | 10 Bath | \$16,950,000  
MARIA MANUCHE 917.328.2338



Enjoy Central Park views from this 10,400+ sq. ft., five-floor mansion complete with roof deck, elevator, and private backyard. Development opportunity. Bring your architect.  
12 West 76th Street | Upper West Side | 6 Bed | 9 Bath | \$11,000,000  
HOWARD SPIEGELMAN, TIM ROTHMAN 917.653.4219

Everything in Stride

50 Marathons  
50 States  
10 Lessons

As told to: Amy Perry



Image: Ben Lowy

In 2007, Compass Founder and CEO Robert Reffkin set out to do the impossible: complete 50 marathons, one in every state, to raise \$1 million for the same non-profits that supported him as a student. Rising early to run the Westside Highway or circle Central Park, he completed his goal, starting the feat while working at Goldman Sachs and passing the last finish line after co-founding our company. Still committed to staying active, now, when he's not chasing after his two little girls, he jogs between his West Village home and our Union Square headquarters. He also infuses the lessons learned criss-crossing the country on foot into how he leads Compass, especially as it opens offices from coast to coast. Here, his top 10 takeaways:

01 Run slow to run fast.

During a marathon, pros know that you run the second half faster than the first. The same applies to business. Invest in building a strong foundation early, and then you can execute and expand quickly over time.

02 Nobody succeeds alone.

When I was training, I surrounded myself with people who inspired me: my family, friends, coach. In fact, my mom accompanied me during all 50 races, usually jogging beside me for the first 3K and then meeting me, cheering, at the finish line. That same level of support—beginning to end—is crucial when you're starting a company.

03 Learn from what came before. Then iterate on it.

Inspired by stories of people climbing Mt. Everest for charity and cross-country biking to bond with a parent, I looked to those ideas to create my own. Then I considered my goals—to stay in shape, raise money to do good, see the nation, and spend time with my mom—and races presented a way to accomplish all that. It was multitasking, but outside the context of work.

04 Change lanes—without losing speed.

Despite record winds and a small injury, my last run was my best, the New York City Marathon. I broke three hours. How? Even though I'd already run 48 races by then, I hired expert Tony Ruiz to help me reach my personal best. That's what we're doing in our business now, hiring leaders like our Head of Product Christina Allen. We're partnering industry experience with the passion from which our initial success grew. The combination will allow us to realize our ambitions.

05 Sometimes it's best to fly blind.

After I'd set the goal of raising \$1 million, I emailed everyone I knew about it. The first

response asked, 'What if you don't finish?' Frankly, I hadn't thought about failing, but had I not told the world, maybe I wouldn't have stuck with it.

Peer pressure can be more powerful than pressuring yourself, and sometimes goals are only reachable when you don't know the full ramifications of what will be required to achieve them.

06 Conserve your energy. And remember: you're only racing against yourself.

During those 26.2 miles you're competing against your own mind. Against the "no," the self-doubt. But I quickly learned that complaining about it is incredibly draining. Expanding Compass across the country is a lot of work. But when there's an opportunity, you take it. And once you're there, you figure out what's next, always keeping in mind how nice it will feel to cross that finish line. When sprinting against a business milestone, I remind myself of these races to recalibrate my thinking.

07 Adapt to your terrain.

Geography, race culture, personal state of mind—they contribute to each, individual race. The Seattle marathon was incredibly hot. In St. Louis, it snowed the entire run. But in Michigan, I watched the sunrise from the road, and in Indiana, the course traversed cornfields. There was the competitive spirit of Boston, the overwhelming cheers in New York, the absolute silence of Death Valley. As Compass began expanding last year, these distinct experiences taught me to customize the company's approach to different landscapes. Because, let's face it, the landscape won't adapt to you.

08 The first race is easy. The last exhilarating. Leaving 48 in between.

You get to run 25 and realize there are 25 to go. 30, 35, 40—they're not that cool. You lose that excitement.

Similarly, some people go to startups, then quit when things aren't cool. When it's not the massive excitement of the first founding period, the first product adoption, the initial expansion. The real test is the next phase, especially when you consider the many companies who've gone before you. The first 25 firms show you can't do it. You have to stay committed for the distance to be the one company who does.

09 Passion is my adrenaline.

Most sports have conflicts. But marathons are the most positive gatherings of people because everyone is running for something or on behalf of somebody. Marathons are pure innocence and unfettered passion. It's the same feeling at Compass. Pride and confidence in the team and the teams for each other. Recently an LA agent accepted our offer, and he told me that his former brokerage called him to ask, 'Can you explain to me why?' The agent responded, 'because Compass has one thing that you don't. Passion.' Real estate agents are by nature entrepreneurs. Unlike most brokerages, Compass is not run by custodians, but by entrepreneurs themselves.

10 Balance is bullshit. Live with purpose.

When I look back on life, I can say I lived. I felt. I failed. But I tried. At work, in the community. Founding America Needs You. Working in the White House. Marrying a wonderful woman. Supporting my mom. Having children. I've heard it said that you can have it all, but not all at once. And I say that being pushed and pulled is a good emotion. That feeling of not being able to manage it all. It forces me to make the most out of every moment, every interaction, in the name of moving forward on what matters: the people, the causes, the company.







COMPASS